

Management Letter

City of Red Wing

Red Wing, Minnesota

For the Year Ended

December 31, 2015

Management, Honorable Mayor and City Council
City of Red Wing, Minnesota

We have audited the financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the City of Red Wing, Minnesota (the City) as of and for the year ended December 31, 2015, which collectively comprise the City's basic financial statements and have issued our report thereon dated June 17, 2016. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated December 16, 2015. Professional standards also require that we communicate to you the following information related to our audit.

Our Responsibility under Auditing Standards Generally Accepted in the United States of America and *Government Auditing Standards and the Uniform Guidance*

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 financial statements does not relieve you or your 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 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. 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. 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 of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters, 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. Also in accordance with the Uniform Guidance, we examined, on a test basis, evidence about the City's compliance with the types of compliance requirements described in the "U.S. Office of Management and Budget (OMB) Compliance Supplement" applicable to each of its major federal programs for the purpose of expressing an opinion on the City's compliance with those requirements. While our audit provides a reasonable basis for our opinion, it does not provide a legal determination on the City's compliance with those requirements. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported in accordance with the Uniform Guidance, *Government Auditing Standards*, or Minnesota statutes.

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. As described in Note 9 to the financial statements, the City changed accounting policies related to accounting and financial reporting for pension by adopting Statement of Governmental Accounting Standards (GASB) Statements No. 68 and 71 in 2015. Accordingly, the cumulative effect of the accounting change as of the beginning of the year is disclosed in Note 9. We noted no transactions entered into by the City 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. Significant estimates affecting the financial statements include the capital asset basis, the depreciation on capital assets, allowance for doubtful accounts, the liability for the City's Other Post-Employment Benefits (OPEB), the liability for the City's pensions and the allocation of payroll.

- Management's estimate of capital asset basis is based on estimated historical cost of the capital assets.
- Depreciation is based on the estimated useful lives of capital assets.
- Management's estimate of allowance for doubtful accounts is based on the likelihood of collection of receivables.
- Management's estimate of its OPEB liability is based on several factors including, but not limited to, anticipated retirement age for active employees, life expectancy, turnover, and healthcare cost trend rate.
- 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.
- Allocations of gross wages and payroll benefits are derived from each employee's estimated time to be spent servicing the respective functions of the City. These allocations are also used in allocating accrued compensated absences payable.

We evaluated the key factors and assumptions used to develop these accounting estimates in determining that they are 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.

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 representation letter dated June 17, 2016.

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 Schedule of Changes in Net Pension Liability (Asset) and Related Ratios, the Schedules of Employer's Contributions and the Schedule of Employer's Funding Progress for Other Post-Employment Benefits Plan), 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 the Schedule of Expenditures 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, statistical sections and supplementary information, which accompany the financial statements but are 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 them.

Financial Position and Results of Operations

Our principal observations and recommendations are summarized below. These recommendations resulted from our observations made in connection with our audit of the City's financial statements for the year ended December 31, 2015.

General Fund

All general governmental functions of the City which are not accounted for in separate funds are included in the General fund.

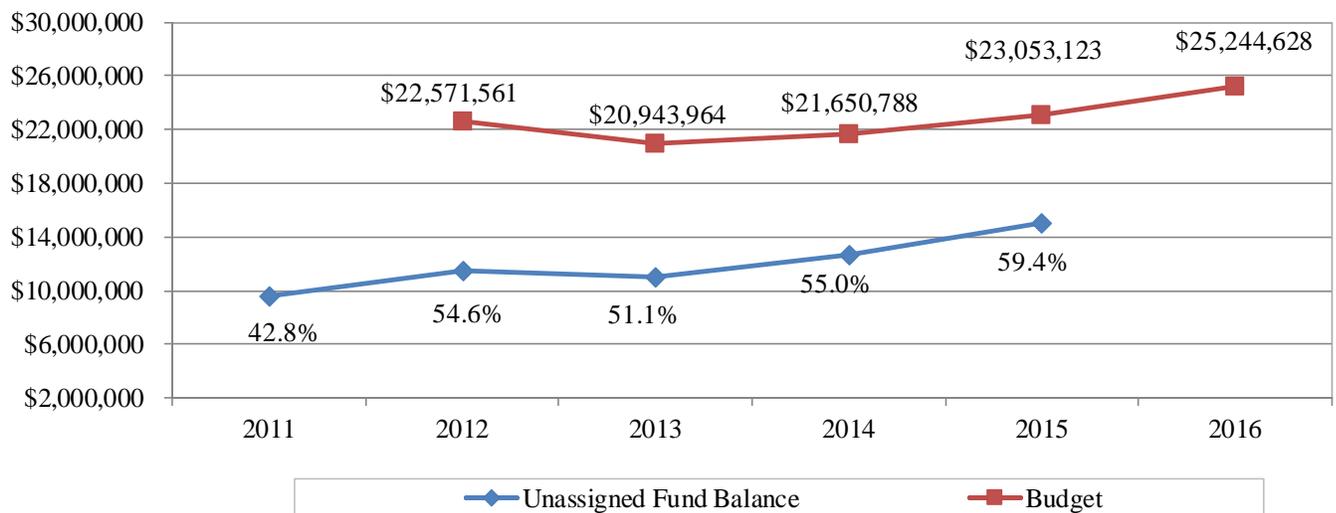
Minnesota municipalities must maintain substantial amounts of fund balance in order to meet their liquidity and working capital needs as an operating entity. That is because a substantial portion of your revenue sources (taxes and intergovernmental revenues) are received in the last month of each six-month cycle.

As you can see from the following information, it is necessary to maintain fund balance in order to keep pace with the operating and capital budget. *This information is also presented in graphic form below.*

Year	Unassigned Fund Balance December 31	Budget Year	General Fund Budget	Percent of Fund Balance to Budget
2011	\$ 9,653,893	2012	\$ 22,571,561	42.8 %
2012	11,445,368	2013	20,943,964	54.6
2013	11,058,961	2014	21,650,788	51.1
2014	12,674,073	2015	23,053,123	55.0
2015	14,992,326	2016	25,244,628	59.4

The following is an analysis of the General fund's unassigned fund balance for the past five years compared to the following year's budget:

Unassigned Fund Balance/Budget Comparison



We have compiled a peer group average derived from information we have requested from the Office of the State Auditor and then compiled data for Cities of the 3rd class which have populations of 10,000-20,000. In 2013 and 2014, the average General fund balance as a percentage of expenditures was 76 percent and 74 percent, respectively. The City's total General fund balance at December 31, 2015 was 130.4 percent of expenditures. Based on comparison to the peer groups, the City's General fund balance is above that average.

The unassigned fund balance increased by \$2,318,253 in 2015. The total unassigned fund balance of \$14,992,326 represents 59.4 percent of the 2016 budget. Organizations, including the Office of the State Auditor (the OSA) and League of Minnesota Cities (LMC), recommend that a fund balance reserve be anywhere from 35 to 50 percent of planned expenditures. We concur with those recommendations.

Although there is no legislation regulating fund balance, it is a good policy to assign intended use of fund balance. This helps address citizen concerns as to the use of fund balance and tax levels. The City's current fund balance policy strives to maintain 60 percent of the ensuing year's General fund expenditures to assist in maintaining an adequate level of fund balance to meet cash flow requirements for emergency and contingency requirements. We recommend a minimum fund balance for working capital be approximately 40 percent to 50 percent of planned disbursements. So at the current level, unassigned fund balance is slightly higher than is recommended.

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.
- The City is vulnerable to legislative actions at the State and Federal level. The State continually adjusts the local government aid formulas. We also have seen the State mandate levy limits for cities over 2,500 in population. An adequate fund balance will provide a temporary buffer against those aid adjustments and levy limits.
- Expenditures not anticipated at the time the annual budget was adopted may need immediate 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.
- Budget and tax rate stabilization, particularly in these times of unprecedented State budget deficits.
- Assist in assuring uninterrupted provision of necessary services.

The 2015 General fund operations are summarized as follows:

	Final Budgeted Amounts	Actual Amounts	Variance with Final Budget
Revenues	\$ 19,610,101	\$ 19,621,975	\$ 11,874
Expenditures	18,331,895	15,115,559	3,216,336
Excess (deficiency) of revenues over (under) expenditures	1,278,206	4,506,416	3,228,210
Other financing sources (uses)			
Sale of capital assets	-	105,141	105,141
Transfers in	188,634	189,347	713
Bonds issued	2,110,937	2,051,252	(59,685)
Premiums on bonds issued	-	59,684	59,684
Transfers out	(4,721,228)	(4,669,553)	51,675
Total other financing sources (uses)	(2,421,657)	(2,264,129)	157,528
Net change in fund balances	<u>\$ (1,143,451)</u>	2,242,287	<u>\$ 3,385,738</u>
Fund balances, January 1		<u>17,473,630</u>	
Fund balances, December 31		<u><u>\$ 19,715,917</u></u>	

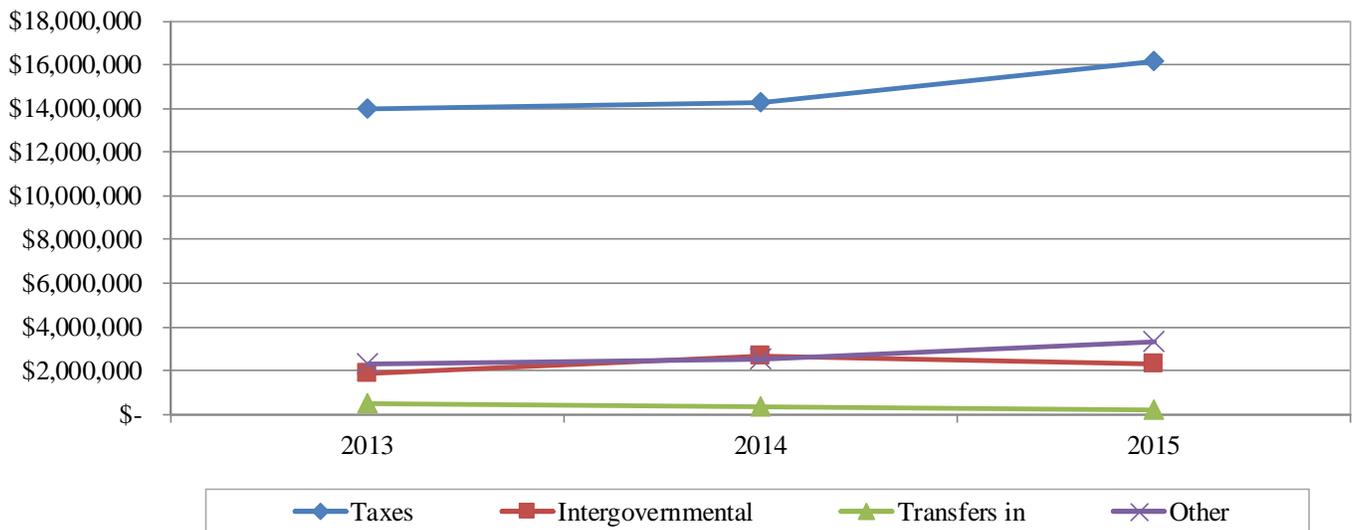
Some of the significant variances are as follows:

- Total property taxes were under budget by \$210,722.
- Total charges for services were over budget by \$100,499 including culture and recreation in which improved weather related to higher daily pool sales.
- Total public safety expenditures were under budget by \$168,126.
- Total public works expenditures were under budget by \$166,517.
- Total economic development expenditures were under budget by \$309,138.
- Total contingent expenditures were under budget by \$467,183.
- Capital outlay expenditures were under budget by \$1,978,859 due to the timing of capital projects.

A comparison of General fund revenues and transfers for the last three years is presented below:

Source	2013	2014	2015	Percent of Total	Per Capita
Taxes	\$ 14,007,005	\$ 14,285,145	\$ 16,168,437	73.4 %	\$ 980
Special assessments	-	5,719	35	-	-
Licenses and permits	60,632	63,551	71,528	0.3	4
Intergovernmental	1,885,453	2,638,706	2,317,882	10.5	140
Charges for services	533,891	454,922	527,822	2.4	32
Fines and forfeits	77,698	73,872	78,448	0.4	5
Investment earnings (loss)	(340,275)	543,932	178,727	0.8	11
Miscellaneous	429,148	254,896	384,237	1.7	23
Transfers in	466,741	364,686	189,347	0.9	11
Debt issued	1,565,419	1,082,869	2,051,252	9.3	124
Premiums on bonds issued	-	19,612	59,684	0.3	4
Total revenues and transfers	\$ 18,685,712	\$ 19,787,910	\$ 22,027,399	100.0 %	\$ 1,334

General Fund Revenues by Source

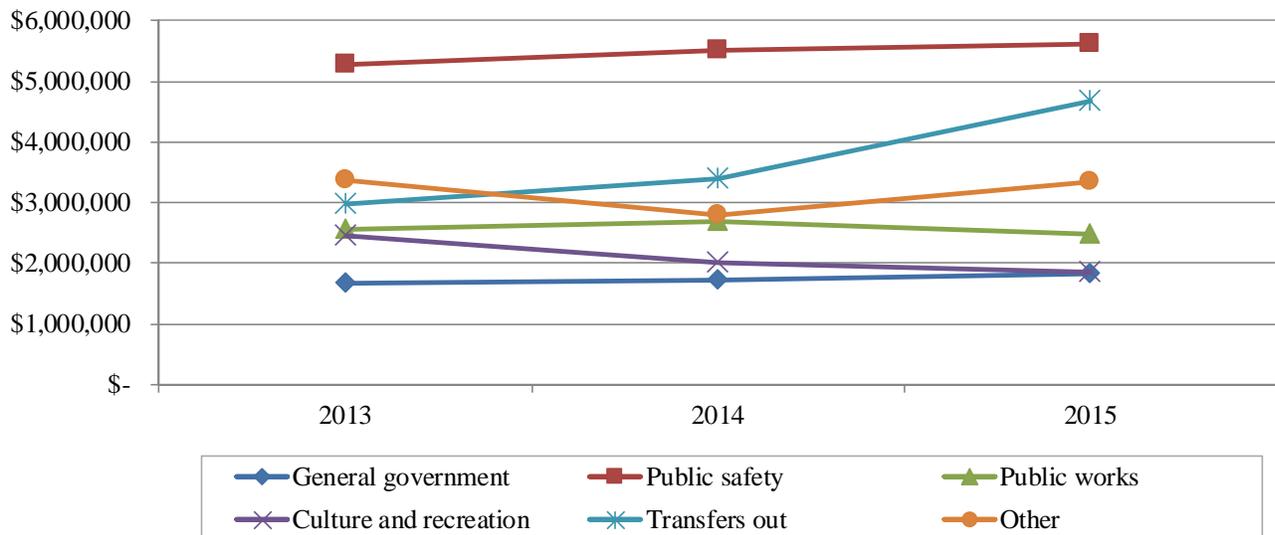


A comparison of General fund expenditures and transfers for the last three years is presented below:

Program	2013	2014	2015	Percent of Total	Per Capita	Peer Group Per Capita
Current						
General government	\$ 1,675,393	\$ 1,715,823	\$ 1,834,768	9.3 %	\$ 111	\$ 104
Public safety	5,284,428	5,503,176	5,609,607	28.3	340	227
Public works	2,566,251	2,695,229	2,470,781	12.5	150	106
Sanitation	95,464	49,680	43,891	0.2	3	-
Culture and recreation	2,463,239	2,013,727	1,847,549	9.3	112	59
Economic development	428,067	229,260	169,379	0.9	10	6
Cemeteries	293,358	323,860	332,475	1.7	20	-
Transit	16,181	22,904	48,200	0.2	3	-
Contingencies and other	154,763	85,994	81,536	0.4	5	15
Total current	12,977,144	12,639,653	12,438,186	62.8	754	517
Capital outlay	2,289,768	2,084,982	2,640,209	13.3	160	14
Debt service	103,347	-	37,164	0.2	2	-
Transfers out	2,968,220	3,402,537	4,669,553	23.7	283	-
Total expenditures and transfers	\$ 18,338,479	\$ 18,127,172	\$ 19,785,112	100.0 %	\$ 1,199	\$ 531

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 available from the Office of the State Auditor. Different peer group averages are used for cities of the 3rd class.

General Fund Expenditures by Program



Special Revenue Funds

Special revenue funds have revenue from specific sourced to be used for specific purpose. Listed below are the special revenue funds of the City along with the fund balances for 2015 and 2014 and the net change:

Fund	Fund Balances December 31		Increase (Decrease)
	2015	2014	
Major			
PERA Perpetual	\$ 9,100,541	\$ 9,023,298	\$ 77,243
Nonmajor			
Health Initiatives	6,101	(964)	7,065
Airport	172,933	36,511	136,422
Library	826,447	775,865	50,582
DEED Loan	242,433	141,613	100,820
CDBG Revolving	102,200	228,700	(126,500)
Sister Cities	4,298	6,261	(1,963)
Tax Increment District #7.1	20,583	14,962	5,621
Inspection	92,279	91,647	632
Library Memorial	21,704	21,379	325
Total	<u>\$ 10,589,519</u>	<u>\$10,339,272</u>	<u>\$ 250,247</u>

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 parks and municipal buildings. Property taxes may also be used to fund special assessment bonds which are not fully assessed.
- Tax increments - Pledged exclusively for tax increment/economic development districts.
- 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:

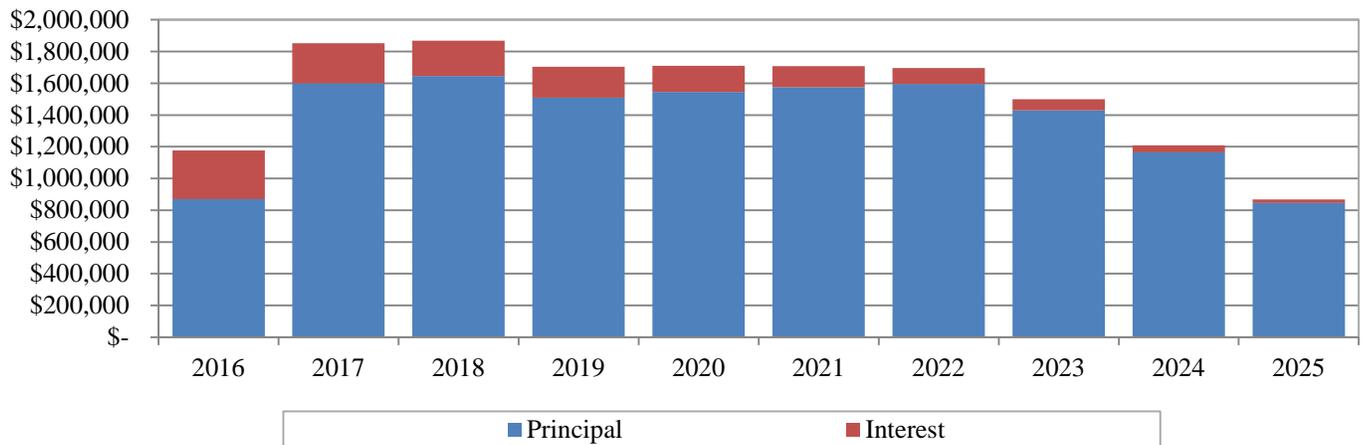
- Residual project proceeds from the related capital projects fund
- Investment earnings
- State or Federal grants
- Transfers from other funds

The following is a summary of Debt Service fund assets and outstanding debt as of December 31, 2015:

Debt Description	December 31, 2015			Final Maturity Date
	Total Cash and Investments	Total Assets	Outstanding Debt	
G.O. Bonds				
2011A G.O. Bonds	\$ 191,653	\$ 202,173	\$ 1,325,000	2022
2012A G.O. Bonds	320,227	321,504	1,775,000	2023
2013A G.O. Bonds	334,577	335,771	2,665,000	2024
2014A G.O. Equipment Certificates	125,173	126,053	1,010,000	2024
2015A G.O. Bonds	-	-	7,735,000	2026
Total G.O. Bonds	\$ 971,630	\$ 985,501	\$ 14,510,000	
Future Interest on Debt			\$ 1,519,698	

The City’s outstanding debt is required to be funded by various resources such as special assessments, tax increments, property taxes, transfers from enterprise funds, etc. Special assessments and tax increments are usually certified once to the County for collection, but tax levies need to be certified annually. We recommend management pay particular attention to annual tax levies and transfers listed in each bond issue book to ensure proper funding of debt service.

The annual debt service requirements for the next 10 years for the debt detailed above are as follows:



Capital Projects Funds

Capital projects funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds. The fund balances of the capital projects funds were as follows at December 31, 2015 and 2014:

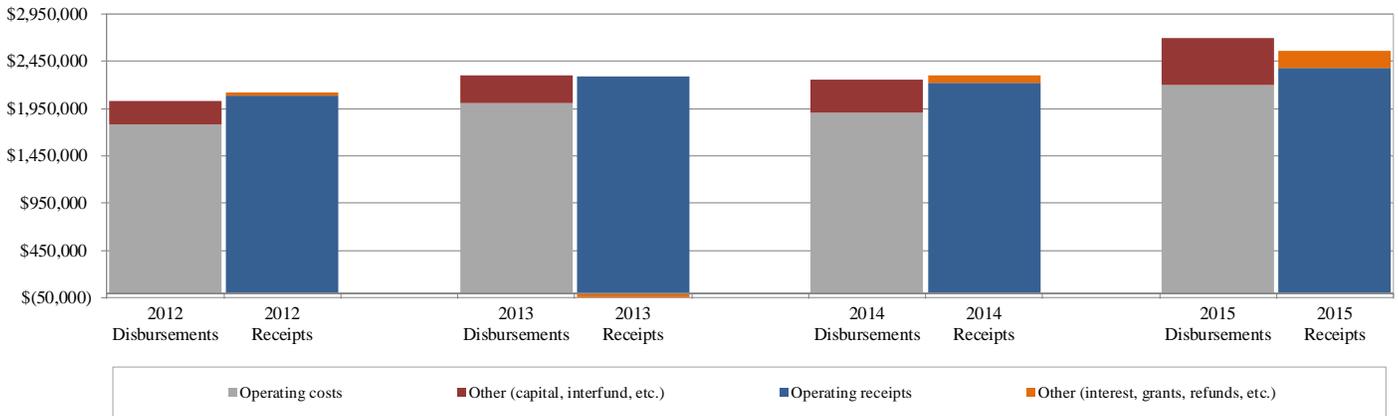
Fund	Fund Balances		Increase (Decrease)
	December 31		
	2015	2014	
Major			
Capital Improvement Assessment	\$ 5,875,350	\$ 6,821,265	\$ (945,915)
West Avenue Reconstruction	248,161	(657,089)	905,250
Highway 61 Reconstruction	3,793,796	(27,630)	3,821,426
Nonmajor			
Public Safety Center	322,171	-	322,171
River Renaissance Phase II Dockage and Park	189,479	-	189,479
Airport Federal Projects	12,446	25,612	(13,166)
Robert Street Extension Project	3,997	(761)	4,758
East 5th Street Bridge Project	121,258	360,451	(239,193)
Sheldon Renewal Project	453,747	240,240	213,507
River Renaissance Phase III	50,000	-	50,000
Parkland Acquisition	(9,975)	(12,275)	2,300
2012 Street Reconstruction Project	50,067	50,067	-
2013 Street Reconstruction Project	(10,593)	(10,593)	-
2014 Street Reconstruction Project	(1,819)	-	(1,819)
2015 Street Reconstruction Project	(96,600)	(707)	(95,893)
2016 Street Reconstruction Project	(49,480)	-	(49,480)
Downtown Highways 58, 61 & 63 Intersection	2,645	2,645	-
Cannon Bottom Road	(769)	(769)	-
Memorial Park Project	2,404	(173,872)	176,276
Safe Routes to School Project	(6,723)	-	(6,723)
Barn Bluff Improvements	900	-	900
River Renaissance Phase I Levee Road to Jackson Street	(244,012)	(384,707)	140,695
Spring Creek/TH 61 Access Project	415,692	(9,813)	425,505
Sturgeon Lake Road Overpass	33,160	(40,442)	73,602
Old Highway 19 Project	79,573	79,573	-
Highway 63 River Crossing Bridge	(2,479)	(2,948)	469
Moundview Drive	279	279	-
Street Reclamation/Reconditioning	895	794	101
Sidewalk Construction Project	8,184	8,184	-
Street and Alley Improvements	(6,664)	(17,139)	10,475
Total	<u>\$ 11,235,090</u>	<u>\$ 6,250,365</u>	<u>\$ 4,984,725</u>

The City should analyze project's status each year and close those that are completed. The deficits in the other funds should be evaluated to ensure they are consistent with financing expectations.

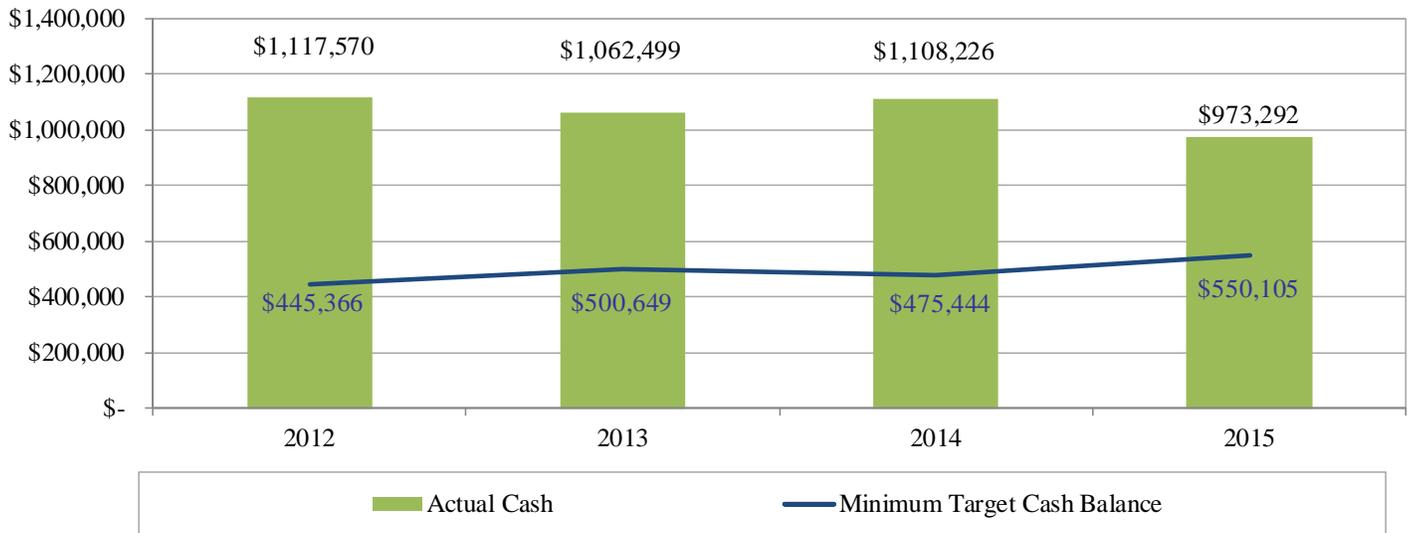
Enterprise Funds

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. A comparison of enterprise fund cash flows and cash balances for the past four years are as follows:

Refuse and Recycling Fund Cash Flows

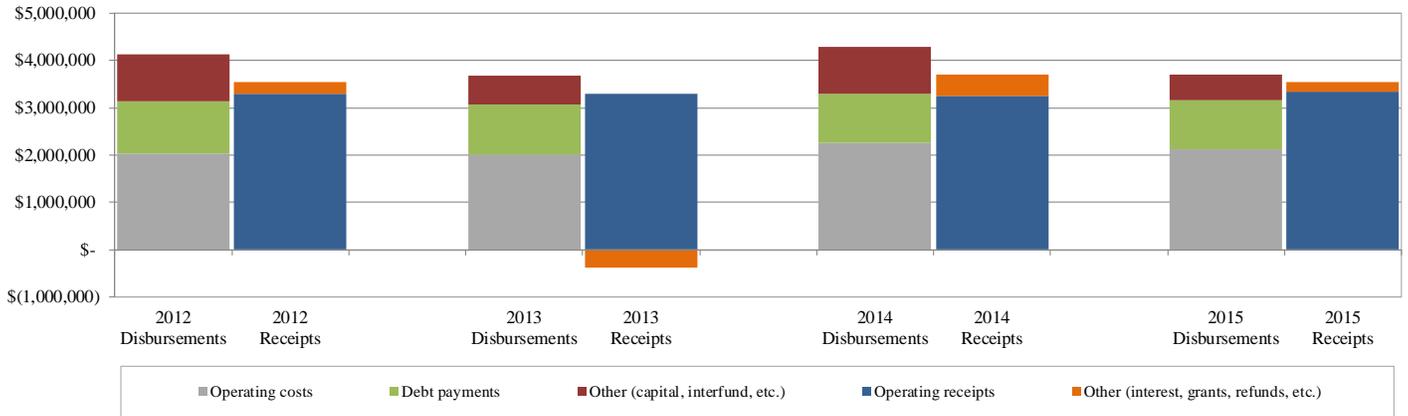


Refuse and Recycling Fund Cash Balances

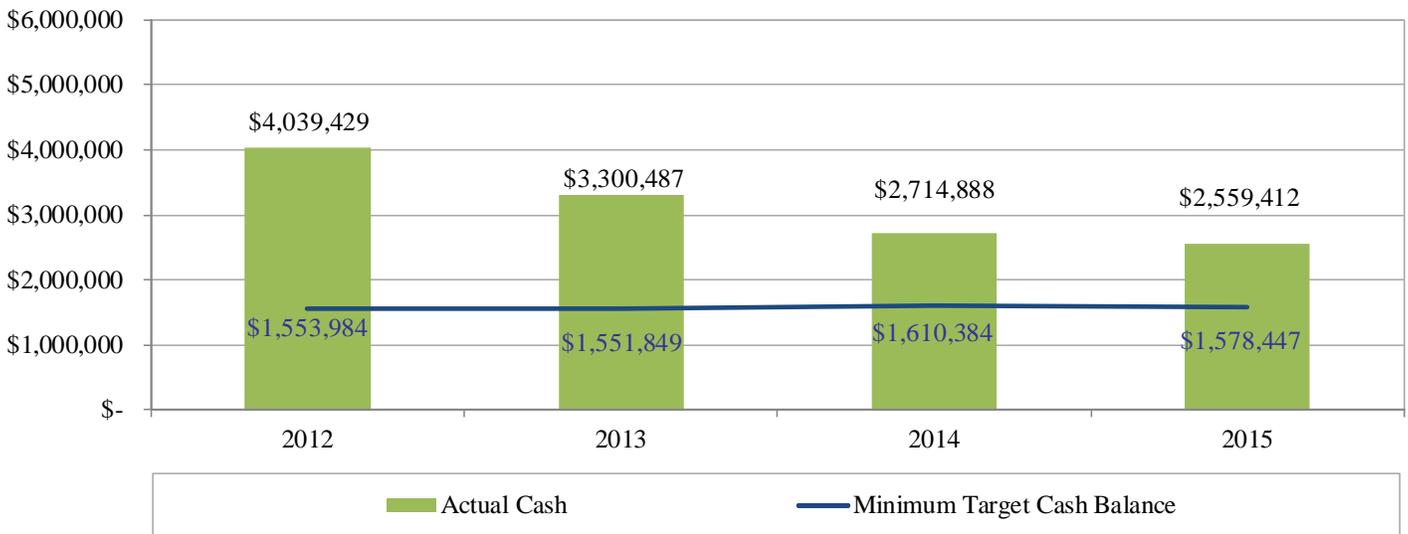


The minimum target cash balance is based off of 25 percent of operating costs for the fund.

Water Utility Fund Cash Flows



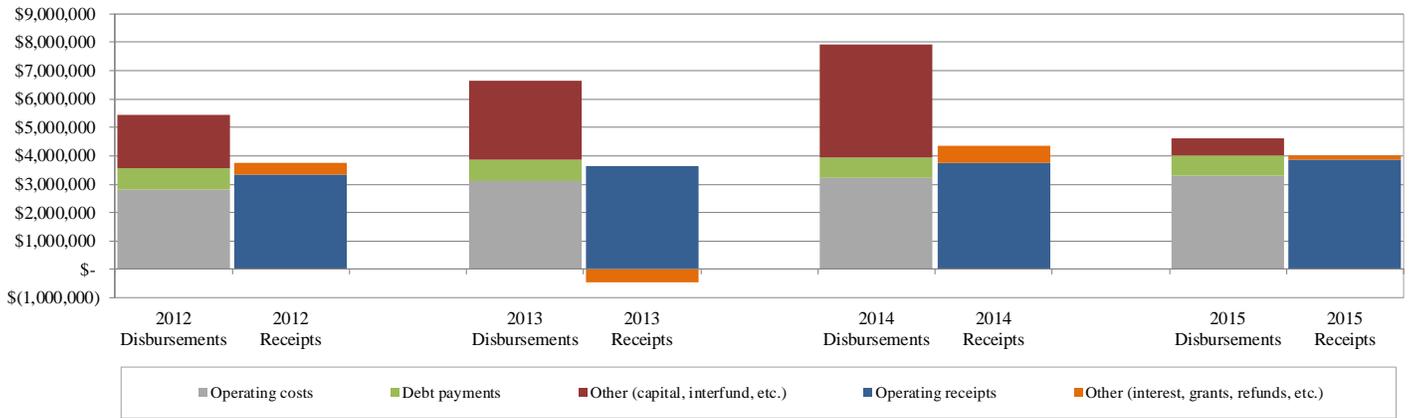
Water Utility Fund Cash Balances



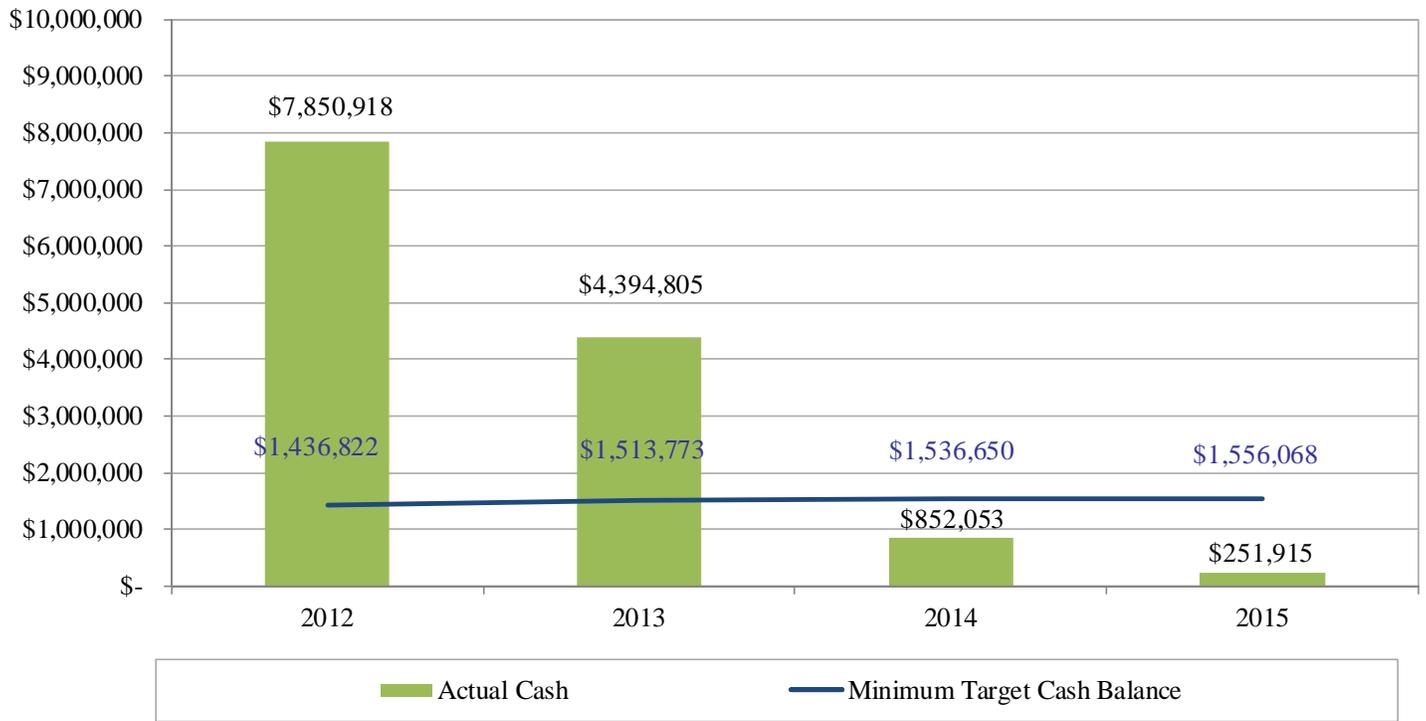
The minimum target cash balance is based off of 25 percent of operating costs plus the next year’s debt payments for the fund.

	2012	2013	2014	2015
Bonds payable	<u>\$ 9,801,000</u>	<u>\$ 9,029,000</u>	<u>\$ 8,235,000</u>	<u>\$ 7,419,000</u>

Sewer Utility Fund Cash Flows



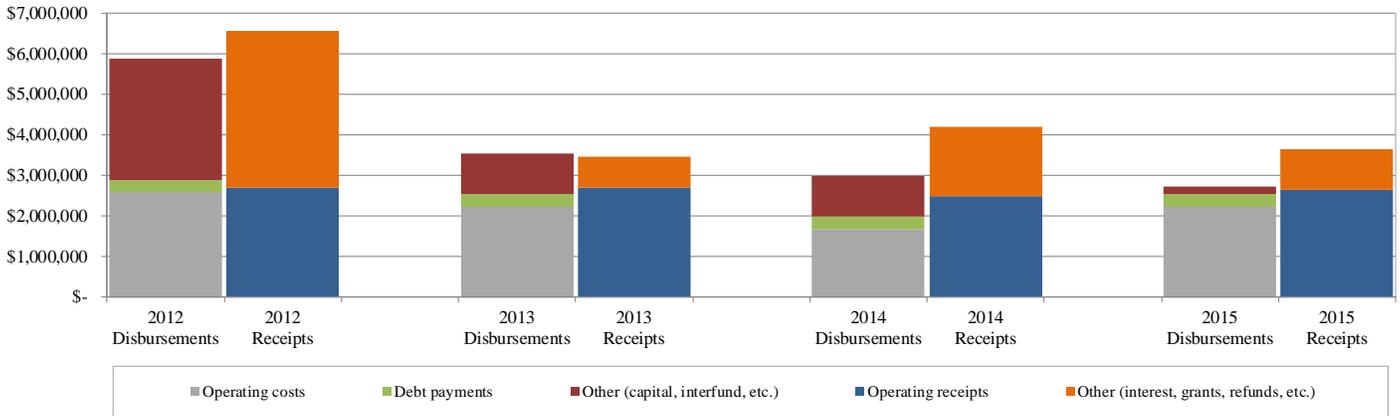
Sewer Utility Fund Cash Balances



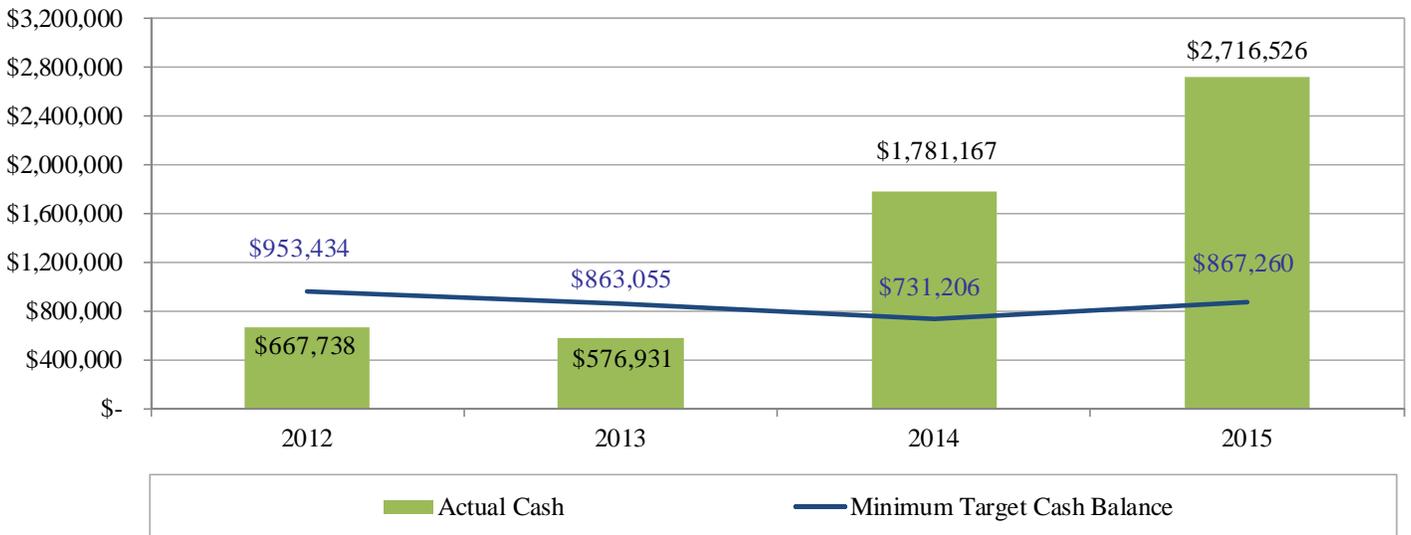
The minimum target cash balance is based off of 25 percent of operating costs plus the next year’s debt payments for the fund.

	2012	2013	2014	2015
Bonds payable	<u>\$ 5,821,987</u>	<u>\$ 5,251,686</u>	<u>\$ 4,664,345</u>	<u>\$ 4,059,685</u>

Solid Waste Campus Fund Cash Flows



Solid Waste Campus Fund Cash Balances

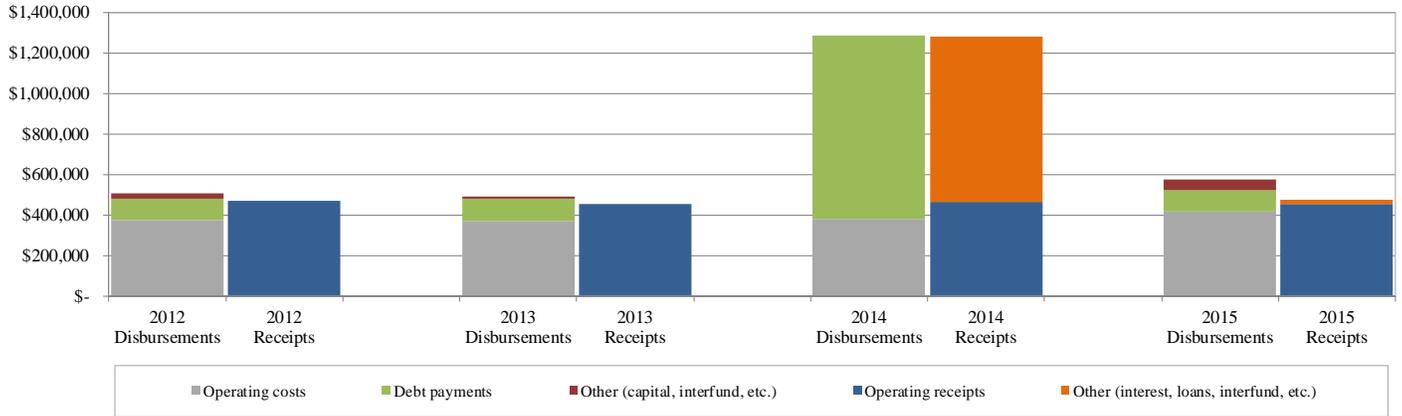


The minimum target cash balance is based off of 25 percent of operating costs plus the next year's debt payments for the fund.

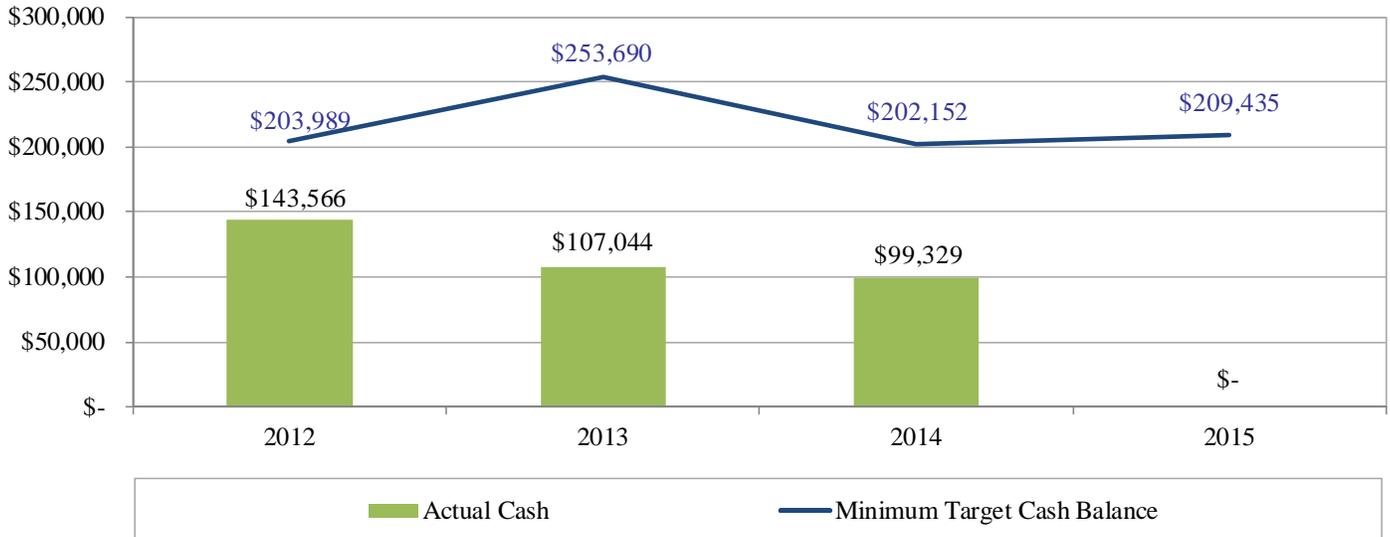
	2012	2013	2014	2015
Bonds payable	<u>\$ 3,695,000</u>	<u>\$ 3,540,000</u>	<u>\$ 3,380,000</u>	<u>\$ 3,210,000</u>

The solid waste campus operations incurred an operating loss for two of the past four years. The City has funded this deficit in 2013 and 2012 with transfers from the General fund each year. The City has made significant changes to the solid waste campus operation which resulted in operating income in 2014 and 2015. These changes have allowed the City to discontinue the operating subsidies. In 2014 and 2015, the City's General fund received an additional \$1,000,000 in LGA from the State. The City opted to use this funding for capital purposes related to the Solid Waste Campus and budgeted such as a transfer from the General fund. Please note these appropriations from the State are unique and that they are capital related.

Marina Fund Cash Flows



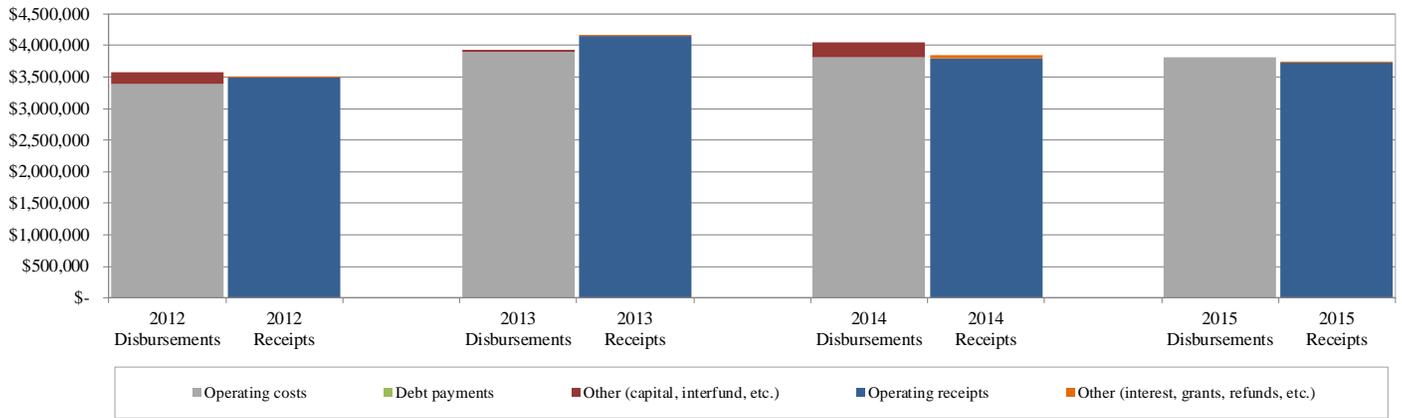
Marina Fund Cash Balances



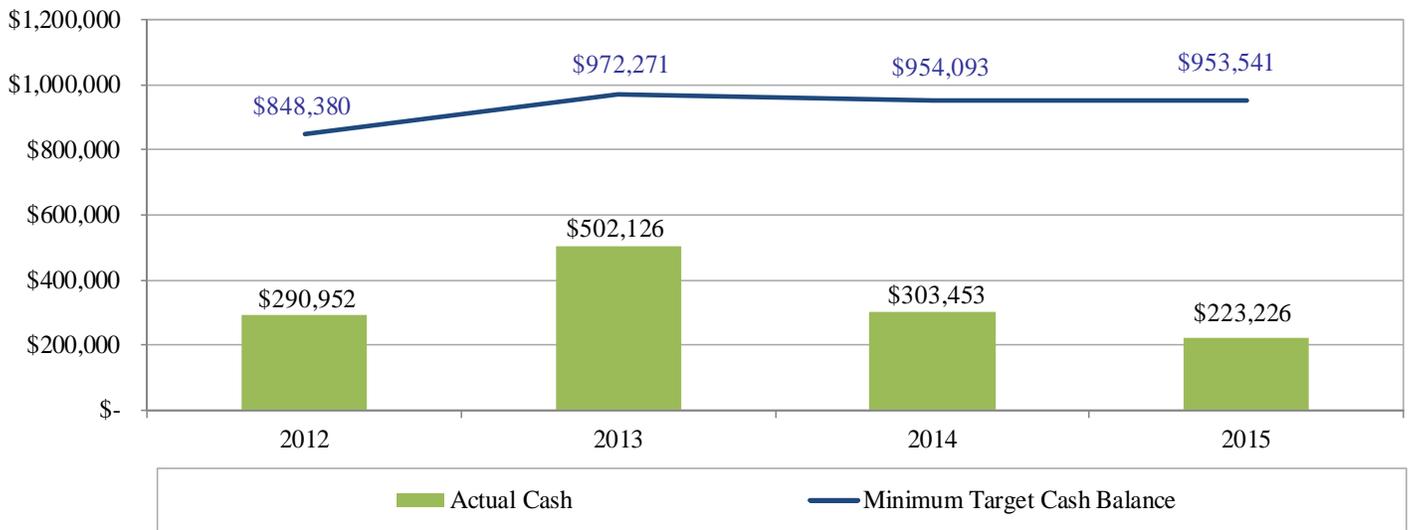
The minimum target cash balance is based off of 25 percent of operating costs plus the next year’s debt payments for the fund.

	2012	2013	2014	2015
Bonds/interfund advances payable	<u>\$ 835,000</u>	<u>\$ 745,000</u>	<u>\$ 717,114</u>	<u>\$ 627,114</u>

Ambulance Fund Cash Flows

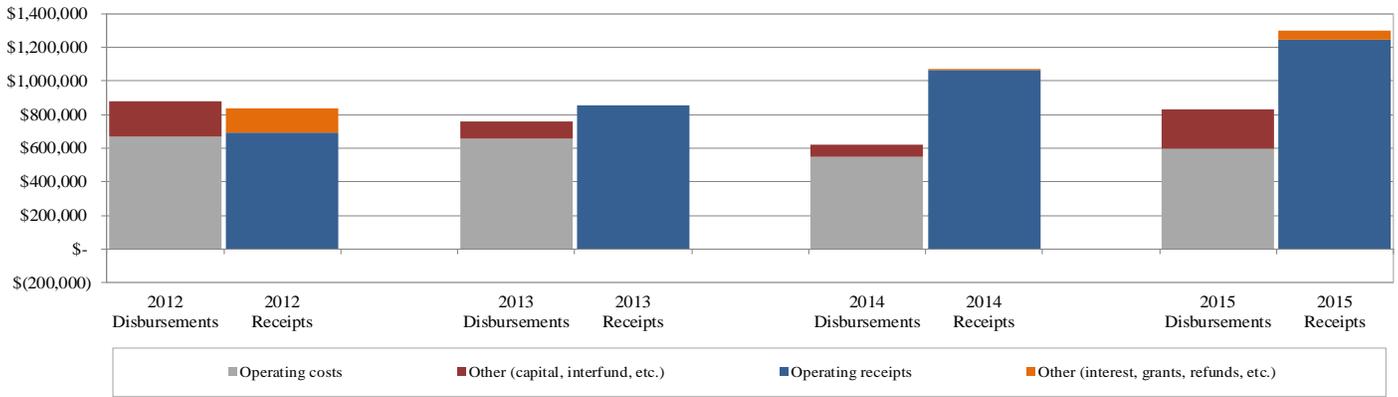


Ambulance Fund Cash Balances

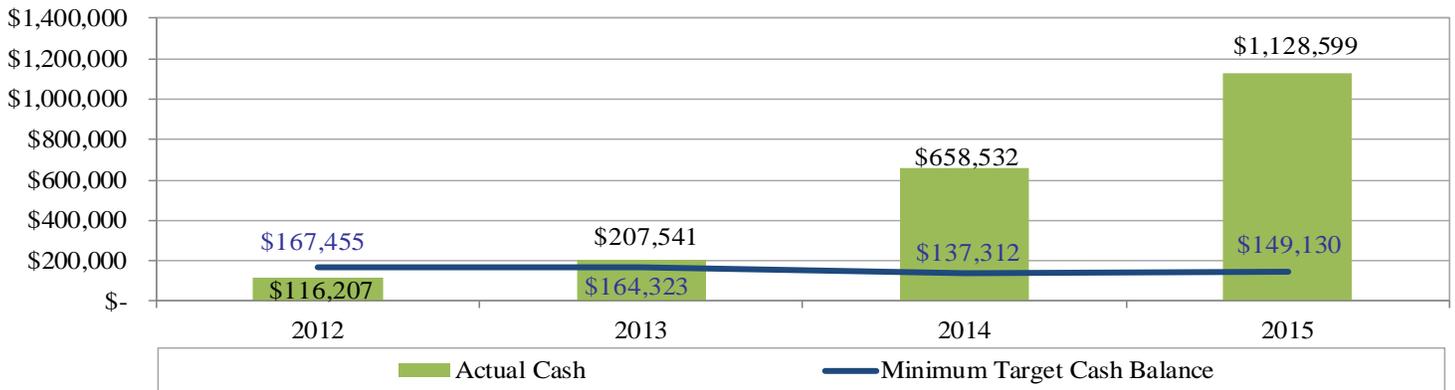


The minimum target cash balance is based off of 25 percent of operating costs for the fund.

Storm Water Fund Cash Flows



Storm Water Fund Cash Balances



The minimum target cash balance is based off of 25 percent of operating costs for the fund.

We recommend the City continue to review rates for enterprise funds annually and determine if increases are required to:

- Fund continuing operating expenses.
- Maintain contingency requirements for unexpected repairs.
- Provide for capital replacement requirements.

Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City and to other governments, on a cost reimbursement basis. A comparison of the net position for the past three years is as follows:

	2013	2014	2015
Administrative Services	\$ -	\$ -	\$ -
Central Services	400,147	409,262	429,163
Risk Management	4,932,437	5,443,796	5,091,573
Information Technology	452,282	485,108	573,398
Postemployment Benefits	-	-	-
Engineering	738,978	677,011	730,778
Total	\$ 6,523,844	\$ 7,015,177	\$ 6,824,912

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 requested from the Office of the State Auditor. The peer group averages used for the City were 3rd class (10,000 – 20,000) and regional centers identified by the League of Minnesota Cities. 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 regardless of size) ratios are shown below.

Ratio	Calculation	Source	Year			
			2012	2013	2014	2015
Debt to assets	Total liabilities/total assets	Government-wide	20%	20%	18%	25%
			33%	32%	31%	N/A
			30%	28%	28%	N/A
Debt service coverage	Net cash provided by operations/ enterprise fund debt payments	Enterprise funds	90%	111%	84%	106%
			119%	142%	135%	N/A
			176%	135%	190%	N/A
Debt per capita	Bonded debt/population	Government-wide	\$ 1,542	\$ 1,550	\$ 1,449	\$ 1,769
			\$ 2,641	\$ 2,637	\$ 2,369	N/A
			\$ 2,935	\$ 2,835	\$ 2,731	N/A
Current expenditures per capita	Governmental fund current expenditures / population	Governmental funds	\$ 941	\$ 1,013	\$ 962	\$ 925
			\$ 601	\$ 633	\$ 650	N/A
			\$ 694	\$ 695	\$ 717	N/A
Capital expenditures per capita	Governmental fund capital expenditures / population	Governmental funds	\$ 462	\$ 481	\$ 508	\$ 886
			\$ 295	\$ 267	\$ 260	N/A
			\$ 405	\$ 335	\$ 340	N/A
Capital assets % left to depreciate - Governmental	Net capital assets/ gross capital assets	Government-wide	42%	43%	45%	48%
			60%	59%	58%	N/A
			60%	60%	59%	N/A
Capital assets % left to depreciate - Business-type	Net capital assets/ gross capital assets	Government-wide	62%	60%	58%	57%
			62%	61%	60%	N/A
			58%	59%	54%	N/A

Represents the City of Red Wing and Port Authority

Represents the Peer Group Ratio (3rd class cities)

Represents the Peer Group Ratio (Regional centers)

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 1.

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. 72 - Fair Value Measurement and Application

Summary

This statement addresses accounting and financial reporting issues related to fair value measurements. The definition of fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. This Statement provides guidance for determining a fair value measurement for financial reporting purposes. This Statement also provides guidance for applying fair value to certain investments and disclosures related to all fair value measurements.

Effective Date and Transition

The requirements of this Statement are effective for financial statements for periods beginning after June 15, 2015. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement will enhance comparability of financial statements among governments by requiring measurement of certain assets and liabilities at fair value using a consistent and more detailed definition of fair value and accepted valuation techniques. This Statement also will enhance fair value application guidance and related disclosures in order to provide information to financial statement users about the impact of fair value measurements on a government's financial position.

GASB Statement No. 73 - Accounting and financial reporting for pension and related assets that are not within the scope of GASB Statement No. 68, and amendments to certain provisions of GASB Statements No. 67 and No. 68

Summary

The objective of this Statement is to improve the usefulness of information about pensions included in the general purpose external financial reports of state and local governments for making decisions and assessing accountability. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for all postemployment benefits with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency.

This Statement establishes requirements for defined benefit pensions that are not within the scope of Statement No. 68, Accounting and Financial Reporting for Pensions, as well as for the assets accumulated for purposes of providing those pensions. In addition, it establishes requirements for defined contribution pensions that are not within the scope of Statement 68. It also amends certain provisions of Statement No. 67, Financial Reporting for Pension Plans, and Statement 68 for pension plans and pensions that are within their respective scopes.

The requirements of this Statement extend the approach to accounting and financial reporting established in Statement 68 to all pensions, with modifications as necessary to reflect that for accounting and financial reporting purposes, any assets accumulated for pensions that are provided through pension plans that are not administered through trusts that meet the criteria specified in Statement 68 should not be considered pension plan assets. It also requires that information similar to that required by Statement 68 be included in notes to financial statements and required supplementary information by all similarly situated employers and nonemployer contributing entities.

This Statement also clarifies the application of certain provisions of Statements 67 and 68 with regard to the following issues:

1. Information that is required to be presented as notes to the 10-year schedules of required supplementary information about investment-related factors that significantly affect trends in the amounts reported.
2. Accounting and financial reporting for separately financed specific liabilities of individual employers and nonemployer contributing entities for defined benefit pensions.
3. Timing of employer recognition of revenue for the support of nonemployer contributing entities not in a special funding situation.

Future Accounting Standard Changes - Continued

Effective Date and Transition

The requirements of this Statement that address accounting and financial reporting by employers and governmental nonemployer contributing entities for pensions that are not within the scope of Statement 68 are effective for financial statements for fiscal years beginning after June 15, 2016, and the requirements of this Statement that address financial reporting for assets accumulated for purposes of providing those pensions are effective for fiscal years beginning after June 15, 2015. The requirements of this Statement for pension plans that are within the scope of Statement 67 or for pensions that are within the scope of Statement 68 are effective for fiscal years beginning after June 15, 2015. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement will improve financial reporting by establishing a single framework for the presentation of information about pensions, which will enhance the comparability of pension-related information reported by employers and nonemployer contributing entities.

GASB Statement No. 74 - *Financial Reporting for Postemployment Benefit Plans Other than Pension Plans*

Summary

The objective of this Statement is to improve the usefulness of information about postemployment benefits other than pensions (other postemployment benefits or OPEB) included in the general purpose external financial reports of state and local governmental OPEB plans for making decisions and assessing accountability. 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 Statements No. 43, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans, as amended, and No. 57, OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans. It also includes requirements for defined contribution OPEB plans that replace the requirements for those OPEB plans in Statement No. 25, Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans, as amended, Statement 43, and Statement No. 50, Pension Disclosures.

Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other than Pensions, establishes new accounting and financial reporting requirements for governments whose employees are provided with OPEB, as well as for certain nonemployer governments that have a legal obligation to provide financial support for OPEB provided to the employees of other entities.

The scope of this Statement includes OPEB plans-defined benefit and defined contribution-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, and the OPEB plan administrator. If the plan is a defined benefit OPEB plan, plan assets also are legally protected from creditors of the plan members.

This Statement also includes requirements to address financial reporting for assets accumulated for purposes of providing defined benefit OPEB through OPEB plans that are not administered through trusts that meet the specified criteria.

Effective Date and Transition

This Statement is effective for financial statements for fiscal years beginning after June 15, 2016. 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 improve financial reporting primarily through enhanced note disclosures and schedules of required supplementary information that will be presented by OPEB plans that are administered through trusts that meet the specified criteria. The new information will enhance the decision-usefulness of the financial reports of those OPEB plans, their value for assessing accountability, and their transparency by providing information about measures of net OPEB liabilities and explanations of how and why those liabilities changed from year to year. The net OPEB liability information, including ratios, will offer an up-to-date indication of the extent to which the total OPEB liability is covered by the fiduciary net position of the OPEB plan. The comparability of the reported information for similar types of OPEB plans will be improved by the changes related to the attribution method used to determine the total OPEB liability. The contribution schedule will provide measures to evaluate decisions related to the assessment of contribution rates in comparison with actuarially determined rates, if such rates are determined. In addition, new information about rates of return on OPEB plan investments will inform financial report users about the effects of market conditions on the OPEB plan's assets over time and provide information for users to assess the relative success of the OPEB plan's investment strategy and the relative contribution that investment earnings provide to the OPEB plan's ability to pay benefits to plan members when they come due.

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.

Future Accounting Standard Changes - Continued

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.
- 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. 76 - *The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments*

Summary

The objective of this Statement is to identify-in the context of the current governmental financial reporting environment-the hierarchy of generally accepted accounting principles (GAAP). The "GAAP hierarchy" consists of the sources of accounting principles used to prepare financial statements of state and local governmental entities in conformity with GAAP and the framework for selecting those principles. This Statement reduces the GAAP hierarchy to two categories of authoritative GAAP and addresses the use of authoritative and nonauthoritative literature in the event that the accounting treatment for a transaction or other event is not specified within a source of authoritative GAAP.

This Statement supersedes Statement No. 55, The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments.

Effective Date

The requirements of this Statement are effective for financial statements for periods beginning after June 15, 2015, and should be applied retroactively. Earlier application is permitted.

Future Accounting Standard Changes - Continued

How the Changes in This Statement Will Improve Financial Reporting

The requirements in this Statement improve financial reporting by (1) raising the category of GASB Implementation Guides in the GAAP hierarchy, thus providing the opportunity for broader public input on implementation guidance; (2) emphasizing the importance of analogies to authoritative literature when the accounting treatment for an event is not specified in authoritative GAAP; and (3) requiring the consideration of consistency with the GASB Concepts Statements when evaluating accounting treatments specified in nonauthoritative literature. As a result, governments will apply financial reporting guidance with less variation, which will improve the usefulness of financial statement information for making decisions and assessing accountability and enhance the comparability of financial statement information among governments.

GASB Statement No. 77 - *Tax Abatement Disclosures*

Summary

Financial statements prepared by state and local governments in conformity with generally accepted accounting principles provide citizens and taxpayers, legislative and oversight bodies, municipal bond analysts, and others with information they need to evaluate the financial health of governments, make decisions, and assess accountability. This information is intended, among other things, to assist these users of financial statements in assessing (1) whether a government's current-year revenues were sufficient to pay for current-year services (known as interperiod equity), (2) whether a government complied with finance-related legal and contractual obligations, (3) where a government's financial resources come from and how it uses them, and (4) a government's financial position and economic condition and how they have changed over time.

Financial statement users need information about certain limitations on a government's ability to raise resources. This includes limitations on revenue-raising capacity resulting from government programs that use tax abatements to induce behavior by individuals and entities that is beneficial to the government or its citizens. Tax abatements are widely used by state and local governments, particularly to encourage economic development. For financial reporting purposes, this Statement defines a tax abatement as resulting from an agreement between a government and an individual or entity in which the government promises to forgo tax revenues and the individual or entity promises to subsequently take a specific action that contributes to economic development or otherwise benefits the government or its citizens.

Although many governments offer tax abatements and provide information to the public about them, they do not always provide the information necessary to assess how tax abatements affect their financial position and results of operations, including their ability to raise resources in the future. This Statement requires disclosure of tax abatement information about (1) a reporting government's own tax abatement agreements and (2) those that are entered into by other governments and that reduce the reporting government's tax revenues.

This Statement requires governments that enter into tax abatement agreements to disclose the following information about the agreements:

- Brief descriptive information, such as the tax being abated, the authority under which tax abatements are provided, eligibility criteria, the mechanism by which taxes are abated, provisions for recapturing abated taxes, and the types of commitments made by tax abatement recipients.
- The gross dollar amount of taxes abated during the period.
- Commitments made by a government, other than to abate taxes, as part of a tax abatement agreement.

Governments should organize those disclosures by major tax abatement program and may disclose information for individual tax abatement agreements within those programs.

Future Accounting Standard Changes - Continued

Tax abatement agreements of other governments should be organized by the government that entered into the tax abatement agreement and the specific tax being abated. Governments may disclose information for individual tax abatement agreements of other governments within the specific tax being abated. For those tax abatement agreements, a reporting government should disclose:

- The names of the governments that entered into the agreements.
- The specific taxes being abated.
- The gross dollar amount of taxes abated during the period.

Effective Date and Transition

The requirements of this Statement are effective for financial statements for periods beginning after December 15, 2015. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement improve financial reporting by giving users of financial statements essential information that is not consistently or comprehensively reported to the public at present. Disclosure of information about the nature and magnitude of tax abatements will make these transactions more transparent to financial statement users. As a result, users will be better equipped to understand (1) how tax abatements affect a government's future ability to raise resources and meet its financial obligations and (2) the impact those abatements have on a government's financial position and economic condition.

GASB Statement No. 78 - Pension Provided Through Certain Multiple-Employer Defined Benefit Pension Plans

Summary

The objective of this Statement is to address a practice issue regarding the scope and applicability of Statement No. 68, Accounting and Financial Reporting for Pensions. This issue is associated with pensions provided through certain multiple-employer defined benefit pension plans and to state or local governmental employers whose employees are provided with such pensions.

Prior to the issuance of this Statement, the requirements of Statement 68 applied to the financial statements of all state and local governmental employers whose employees are provided with pensions through pension plans that are administered through trusts that meet the criteria in paragraph 4 of that Statement.

This Statement amends the scope and applicability of Statement 68 to exclude pensions provided to employees of state or local governmental employers through a cost-sharing multiple-employer defined benefit pension plan that (1) is not a state or local governmental pension plan, (2) is used to provide defined benefit pensions both to employees of state or local governmental employers and to employees of employers that are not state or local governmental employers, and (3) has no predominant state or local governmental employer (either individually or collectively with other state or local governmental employers that provide pensions through the pension plan). This Statement establishes requirements for recognition and measurement of pension expense, expenditures, and liabilities; note disclosures; and required supplementary information for pensions that have the characteristics described above.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after December 15, 2015. Earlier application is encouraged.

Future Accounting Standard Changes - Continued

GASB Statement No. 79 - *Certain External Investment Pools and Pool Participants*

Summary

This Statement addresses accounting and financial reporting for certain external investment pools and pool participants. Specifically, it establishes criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes. An external investment pool qualifies for that reporting if it meets all of the applicable criteria established in this Statement. The specific criteria address (1) how the external investment pool transacts with participants; (2) requirements for portfolio maturity, quality, diversification, and liquidity; and (3) calculation and requirements of a shadow price. Significant noncompliance prevents the external investment pool from measuring all of its investments at amortized cost for financial reporting purposes. Professional judgment is required to determine if instances of noncompliance with the criteria established by this Statement during the reporting period, individually or in the aggregate, were significant.

If an external investment pool does not meet the criteria established by this Statement, that pool should apply the provisions in paragraph 16 of Statement No. 31, Accounting and Financial Reporting for Certain Investments and for External Investment Pools, as amended. If an external investment pool meets the criteria in this Statement and measures all of its investments at amortized cost, the pool's participants also should measure their investments in that external investment pool at amortized cost for financial reporting purposes. If an external investment pool does not meet the criteria in this Statement, the pool's participants should measure their investments in that pool at fair value, as provided in paragraph 11 of Statement 31, as amended.

This Statement establishes additional note disclosure requirements for qualifying external investment pools that measure all of their investments at amortized cost for financial reporting purposes and for governments that participate in those pools. Those disclosures for both the qualifying external investment pools and their participants include information about any limitations or restrictions on participant withdrawals.

Effective Date

The requirements of this Statement are effective for reporting periods beginning after June 15, 2015, except for the provisions in paragraphs 18, 19, 23-26, and 40, which are effective for reporting periods beginning after December 15, 2015.

How the Changes in This Statement Will Improve Financial Reporting

This Statement will enhance comparability of financial statements among governments by establishing specific criteria used to determine whether a qualifying external investment pool may elect to use an amortized cost exception to fair value measurement. Those criteria will provide qualifying external investment pools and participants in those pools with consistent application of an amortized cost-based measurement for financial reporting purposes. That measurement approximates fair value and mirrors the operations of external investment pools that transact with participants at a stable net asset value per share.

GASB Statement No. 80 - *Blending Requirements for Certain Component Units - an Amendment of GASB Statement No. 14*

Summary

The objective of the Statement is to improve financial reporting by clarifying the financial statement presentation requirements for certain component units. This Statement amends the blending requirements established in paragraph 53 of Statement No. 14, *The Financial Reporting Entity*, as amended.

This Statement amends the blending requirements for the financial statement presentation of component units of all state and local governments. The additional criterion requires blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The additional criterion does not apply to component units included in the financial reporting entity pursuant to the provisions of Statement No. 39, *Determining Whether Certain Organizations Are Component Units*.

Future Accounting Standard Changes - Continued

Effective Date

The requirements of this Statement are effective for reporting periods beginning after June 15, 2016. Earlier application is encouraged.

How the Changes in This Statement Will Improve Financial Reporting

The requirements of this Statement enhance the comparability of financial statements among governments. Greater comparability improves the decision-usefulness of information reported in financial statements and enhances its value for assessing government accountability.

⁽¹⁾ *Note.* From GASB Pronouncements Summaries. Copyright 2015 by the Financial Accounting Foundation, 401 Merritt 7, Norwalk, CT 06856, USA, and is reproduced with permission.

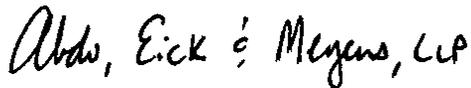
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Restriction on Use

This communication is intended solely for the information and use of management, the City Council, others within the City, and the Minnesota Office of the State Auditor and is not intended to be, and should not be, used by anyone other than these specified parties.

The comments and recommendation in this report are purely constructive in nature, and should be read in this context. 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.

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
Mankato, Minnesota
June 17, 2016