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# Comprehensive Annual Financial Report

For the Fiscal Year Ended June 30, 2012



**Independent School District No. 347**

**Willmar, Minnesota**

NCA accredited



***Preparing All Students for a Successful Tomorrow***

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**COMPREHENSIVE ANNUAL FINANCIAL REPORT  
For the Fiscal Year ended June 30, 2012**

**WILLMAR PUBLIC SCHOOLS  
INDEPENDENT SCHOOL DISTRICT NO. 347**

**611 5<sup>th</sup> Street SW  
Willmar, Minnesota 56201-3218**

**Prepared by  
Business Office Staff**

# INTRODUCTORY SECTION



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INDEPENDENT SCHOOL DISTRICT 347  
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JUNE 30, 2012**

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INDEPENDENT SCHOOL DISTRICT 347  
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**COMPREHENSIVE ANNUAL  
FINANCIAL REPORT  
FISCAL YEAR ENDED JUNE 30, 2012**

**INDEPENDENT SCHOOL DISTRICT NO. 347  
WILLMAR PUBLIC SCHOOLS**

**SCHOOL BOARD AND ADMINISTRATION  
JUNE 30, 2012**

**SCHOOL BOARD**

<u>NAME</u>	<u>TERM EXPIRES</u>	<u>POSITION</u>
Nathan Streed	12/31/2014	Chairperson
Mike Reynolds	12/31/2012	Vice-Chairperson
Sandra Unger	12/31/2012	Clerk
Linda Mathiasen	12/31/2014	Treasurer
Dan Croonquist	12/31/2014	Director
Wayne Lenzmeier	12/31/2012	Director
Eric Roberts	12/31/2012	Director

**CENTRAL ADMINISTRATION**

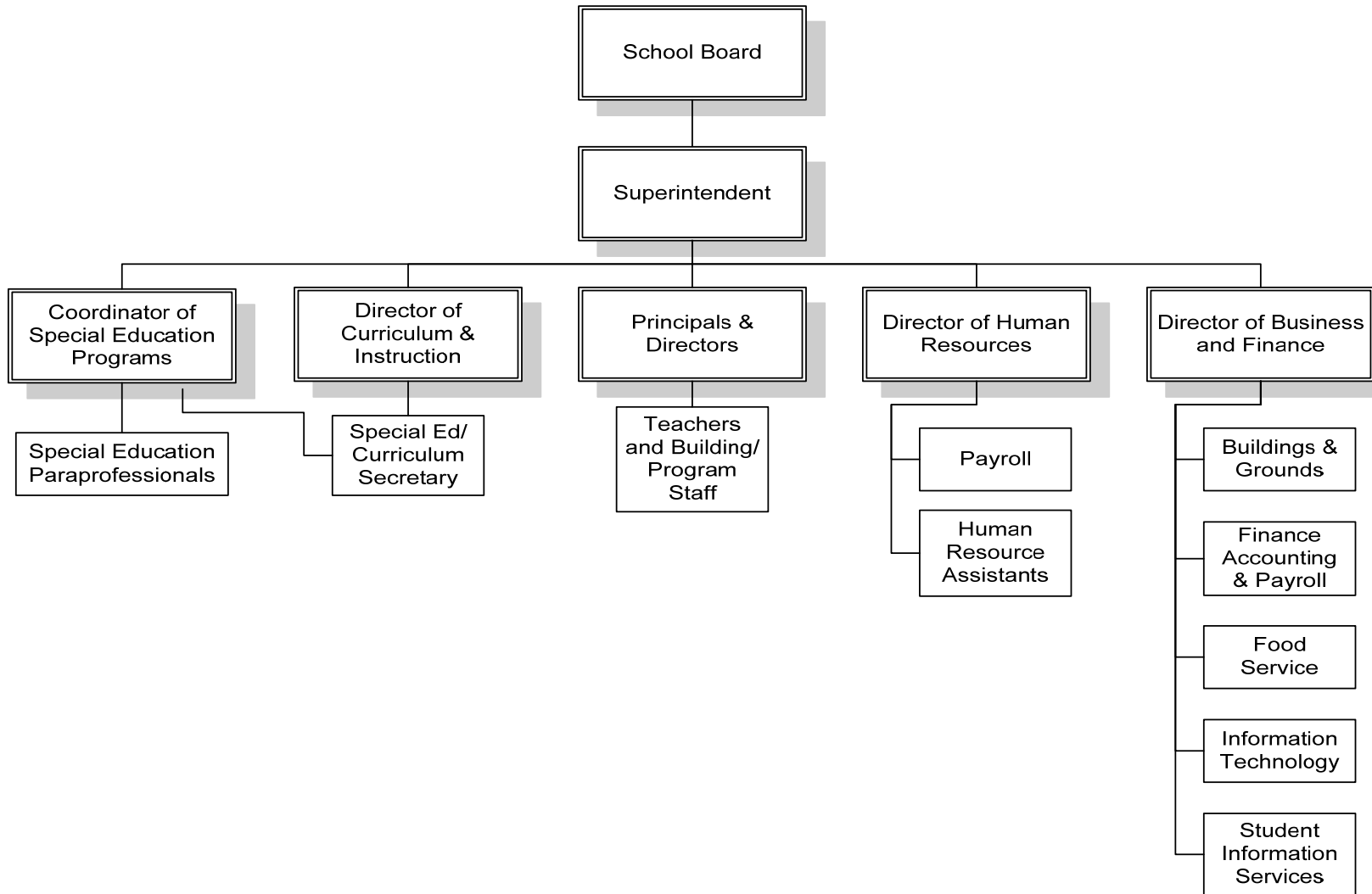
<u>NAME</u>	<u>POSITION</u>
Dr. Jerry Kjergaard	Superintendent
Pamela Harrington	Director of Business and Finance
Elizabeth Fischer	Director of Human Resources

**District Offices:**

Willmar Public Schools  
Independent School District No. 347  
611 5<sup>th</sup> St. SW  
Willmar, MN 56201-3218  
320-231-8500  
[www.willmar.k12.mn.us](http://www.willmar.k12.mn.us)

**INDEPENDENT SCHOOL DISTRICT NO. 347  
WILLMAR PUBLIC SCHOOLS**

**ORGANIZATIONAL CHART  
JUNE 30, 2012**



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## The Willmar Public Schools

Independent School District 347  
611 SW 5th St., Willmar, MN 56201  
Phone: 320/231-8500  
Fax: 320/231-8504  
[www.willmar.k12.mn.us](http://www.willmar.k12.mn.us)

October 8, 2012

To: Citizens of Independent School District 347  
Members of the Board of Education  
Employees of the District

### INTRODUCTION

The Comprehensive Annual Financial Report of Willmar Public Schools – Independent School District No. 347 (District) is submitted for the fiscal year (FY) ended June 30, 2012. The enclosed information is accurate in all material respects and reported in a manner that fairly presents the District's financial position and results of operations. The District Administration accepts full responsibility for the accuracy, completeness and fairness of this presentation.

This report is prepared in conformance with United States Generally Accepted Accounting Principles (GAAP). This report is also consistent with legal reporting requirements of the State of Minnesota. In addition to meeting legal requirements, this report is intended to present a comprehensive summary of significant financial data to meet the needs of citizens, taxpayers, employees, financial institutions, and the School Board.

Since the implementation of Governmental Accounting Standards Board (GASB) Statement No. 34, the readers of this financial report will notice that the two main financial statements created by this standard, the Statement of Net Assets along with the Statement of Activities, do not contain numerous columns for various funds that have been included in past governmental financial statements. These two statements consolidate much of the information contained in fund-based financial statements of the past into two statements which help to answer the question: "Is the District better or worse off financially than it was in the previous year?" A comparison of net assets should help the reader in answering that question. Also required as part of the "Required Supplementary Information" by GASB Statement No. 34 is a "Management's Discussion and Analysis" (MD&A) which allows the District to explain in layman's terms its financial position and results of operations of the past fiscal year.

### REPORT FORMAT

The comprehensive annual financial report is presented in three sections.

**Introductory Section** – includes this letter of transmittal, an organizational chart, and a list of School Board members and administrative personnel. The Introductory Section is not audited.

**Financial Section** – includes the independent auditor's report, Management's Discussion and Analysis (MD&A), basic financial statements, notes to the financial statements, required supplementary information and supplementary information.

**Statistical Section** – includes selected financial, demographic and economic information, generally presented on a multi-year comparative basis. The Statistical Section is not audited.

## **REPORTING ENTITY AND ITS SERVICES**

Independent School District No. 347, also known as the Willmar Public Schools, is an instrumentality of the State of Minnesota established to function as an educational institution. The District is an independent entity governed by an elected seven member School Board. The School Board has the power and duty to set budgets, certify tax levies, issue debt and perform other tasks necessary to the operation of the District. The District is subject to the oversight of the Minnesota Department of Education. The District does not have any component units.

The District, established in 1881, serves the communities of Blomkest, Kandiyohi, Pennock and Willmar. The District is located in west-central Minnesota, approximately 100 miles west of the Minneapolis/St. Paul metropolitan area. The District encompasses an area of approximately 149,294 acres in Kandiyohi County with an estimated population of 25,590 citizens, including a population of 19,582 in Willmar. All school buildings are located in Willmar. The District currently operates eight owned buildings with a total square footage of 844,888 square feet and an average age of over 55 years, with the oldest building built in 1924.

The Willmar Public Schools enrollment for FY 2012 is 4,020 ADM's (Average Daily Membership). The District projects that enrollment will level off with just slight variations up or down from year to year. More detailed enrollment information is included in the Financial Section in the MD&A.

The District provides a full range of public education services appropriate to our students in grade levels ranging from pre-kindergarten through grade 12. These services include regular and enriched academic education, special education and career/vocational education. Food service and transportation are provided as supporting programs. The District's community education program includes Early Childhood and Family Education programs, Adult Basic Education programs, School Readiness and a wide variety of classes for lifelong learning experiences for children and adults.

## **ECONOMIC CONDITION AND OUTLOOK**

The area is starting to bounce back from the impact of the economic recession. The City of Willmar serves as a regional center for medical care, retail, trade, education and small industries. The diversity of the economic base had provided stability. Housing foreclosures seem to be slowing down. While some businesses have laid off staff or reduced hours others have started hiring. A few new businesses are also opening their doors.

The City of Willmar was named an "All American City" in June 2005 by the National Civic League. Since 1949, only 18 Minnesota cities have received this significant honor.

Willmar has experienced some economic upturns and the unemployment rate has decreased from 5.6% in 2011 to 5.2% in 2012. A few new companies have come to the Willmar area.

With the exception of voter approved operating and bond referendums, the District is dependent on the State of Minnesota for its revenue authority. Recent experience demonstrates that legislated revenue increases are not sufficient to meet instructional program needs and increased costs due to inflation. As a result of these pressures, the District has had to rely on a property tax referendum to support its educational programs. The voters approved an operating referendum in 2001 which expired in calendar year 2012. An increase in revenues from the 2001 operating referendum began in FY 2003. The voters approved an additional operating referendum in 2008 that began in FY 2010. In November 2011, the voters renewed the expiring operating referendum from 2001 and replaced it with a referendum of an equal amount for nine years which will be available to the District in FY 2013.

In addition to passing the operating referendum, the School Board cut \$1.8 million in expenditures from the FY 2002 Budget. Additional budget cuts (primarily personnel) were enacted for FY 2006 (\$800,000) and FY 2007 (\$771,000). The District carefully added approximately \$800,000 in programming and services to positively impact student learning during the FY 2008 school year. The budget was reduced \$1,300,000 for FY 2009. Budget reductions again occurred for the FY 2010 school year in the amount of \$2.7 million and for FY 2011 in the amount of \$1.7 million. In FY 2012, the District only reduced positions that were previously funded by the American Recovery and Reinvestment Act. In addition, the District eliminated the Curriculum Director and added a Director of Teaching and Learning. The District also added an Assistant Principal to be shared by the elementary schools.

The District will continue to be proactive in its financial management by seeking all available sources of revenue, responding to enrollment changes, controlling expenditures and seeking maximum efficiencies. Continued use of state of the art enrollment and long-range financial planning software, a Finance Advisory Committee (including community members), updated budgeting processes, and a business office culture of continuous improvement all will continue contributing towards the quest for financial stability into the future.

The financial future for the District continues to be challenging. The 2011 legislature increased the basic formula allowance \$50 for 2011-12 and \$50 for 2012-13. While this is an improvement from the formula being frozen for the two prior years, it is still challenging for the District to keep up with rising costs of educating children. The District is keeping a laser-like focus on instructional improvement and student achievement gains.

## **MISSION STATEMENT**

### ***Preparing All Students for a Successful Tomorrow***

Purposeful Thinker  
Effective Communicator  
Self Directed Learner  
Productive Group Participant  
Responsible Citizen

### **Long Term District Wide Goal**

*Increase the academic proficiency of all students through effective instruction and appropriate curriculum and assessments in partnership with all staff as well as parents, guardians and community members.*

*In order to meet our mission and reach our goal it is understood that we must all work collaboratively to provide for the social, physical and emotional well being of every child.*

The School Board reviewed and revised the major District-wide goals in FY 2010:

- Improve student lives
- Achievement for all students
- Fiscally responsible stewardship
- Strengthen school/community relationships to improve learning for all students

A copy of the strategic plan document based on the above goals is available in the District Office or from a building Administrator. The School Board will revise the strategic plan in FY 2013.

## **FINANCIAL AND BUDGETARY CONTROL**

The District complies with the Uniform Financial Accounting and Reporting Standards (UFARS) for Minnesota schools. UFARS, established in 1976, dictates a modified accrual basis of accounting. An audited annual financial report is required to be provided to the Minnesota Department of Education by December 31, subsequent to the year end on June 30.

The District has established and maintained internal controls designed to ensure that the assets of the District are protected from theft, misuse or losses. These controls are also designed to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with U.S. generally accepted accounting principles (GAAP) and Minnesota UFARS. The internal control system is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: 1) the cost of a control should not exceed the benefits likely to be derived, and 2) the valuation of the costs and benefits requires estimates and judgments by management.

Minnesota school finance law requires that the budget fiscal year begin July 1 and end June 30. The District develops a General Fund Budget, Food Service Fund Budget, Community Service Fund Budget, Debt Service Fund Budget and other necessary budgets on an annual basis.

The budget process is comprised of five phases – planning, preparation, adoption, implementation, and evaluation. Planning and preparation for the FY 2012 budget began in December of 2010 with approval of the budget development plan and analysis of the student enrollment trend. The current enrollment status provided the data to update allocations for site non-payroll budgets. Expenditure estimates were updated both on a site basis and district-wide in the spring. An enrollment projection was developed in early April and provided the key data for the budget's revenue projection. The FY 2012 Budget was adopted in June of 2011 and implemented on July 1, 2011. The District completes a budget revision during the fiscal year normally in April.

To accurately track and report financial activities with a focus on site responsibility, approximately 9,662 account codes have been defined in the District's chart of accounts.

The District's budget and financial management practices are evidenced by the following District policies:

*Fund Balance Policy #714 and #740:* Requires the District to strive for a minimum General Fund unassigned fund balance of 6% of the annual operating budget. When the unassigned fund balance is equal to or less than 6% of the expenditure budget, the administration shall alert the School Board and propose alternative measures such as, seeking additional funds through a referendum and/or reducing expenditures by curtailing program services. This policy also includes guidance related to GASB 54 which changes the classifications and parameters of fund balances. The fund balance categories are assigned, committed, nonspendable, restricted and unassigned.

*Budgeting Policy #701 and 701.1:* Requires the District to comply with the budget process as explained above.

## MAJOR INITIATIVES

### Fiscal and Operational Integrity

The District is committed to maintaining the General Fund according to Board Fund Balance Policy. The Willmar Public Schools is also committed to implementing and maintaining systems that ensure financial stability and operational efficiency.

Due to the combined effort of the Community, School Board, staff and students, the District's General Fund has remained at a reasonable and responsible level.

A sophisticated long-range financial planning model, a detailed enrollment projection model, a Finance Advisory Committee, enhanced communication, consistently improved financial accuracy and compliance, and improved budgeting and accounting processes all have played a role in the District's financial stability.

The District encourages constituents to look closely at the financial performance and management. The District welcomes the opportunity to be fully accountable to the School Board, Staff and Community.

Major fiscal and operational initiatives from FY 2012 include:

- **The School Board added positions in the FY 2013 Budget in June 2012.** The Curriculum Director position was upgraded to the Director of Teaching and Learning. The Director of Information Technology was upgraded to the Director of Instructional Technology. A shared Assistant Principal was added for the elementary schools.
- **One National Financial Award was received in 2012** – See the Financial Award section on page 12 for more information.
- **The Food & Nutrition Services Department received the federal Fresh Fruits and Veggies Grant** – The Fresh Fruits and Veggies program provided an afternoon snack of fruits and vegetables to be served in both of the elementary schools.
- **Passage of an operating referendum question in November 2011** – The District passed an operating referendum question that was posed to the public in November 2011. The referendum renewed a referendum that was set to expire in FY 2013.

- **Summer Migrant program** – The District was awarded federal funding to run a summer migrant program that reached out to migrant students and their families.
- **New Principals** – Willmar Senior High and Kennedy Elementary will have new principals for the 2012-13 school year.

### Student Achievement

The District's mission is "To Prepare All Students for a Successful Tomorrow." That mission is met with a laser-like focus at all levels of the Willmar Public Schools.

In order to have our mission become a reality, academic standards of the Willmar Public Schools are high. We use the Minnesota state standards in Mathematics, English Language Arts, Social Studies, Science and Art as the core of our curriculum. We use national or international standards in Business, Industrial Technology, Agriculture, World Languages, Health, Physical Education and Music.

Teaching our students to become contributing members of our society is also a high priority. Students, teachers and support staff participate in many community-building initiatives, such as service clubs, and volunteer activities. Character education is an integrated and important part of the education of all students.

In 2012, the Minnesota Department of Education received a waiver from the federal No Child Left Behind mandate. In the waiver, the former system of identifying schools as not making adequate yearly progress was replaced with a new multiple measure formula. With the initial onset of this formula, schools across the state were identified based on this measurement and those schools who were in the lowest five percent achievement level in reading and/or math were named as Priority Schools. In addition, schools who are failing to close the achievement gap in specific sub-groups were identified and labeled as Focus Schools. Kennedy Elementary is a priority school and Roosevelt Elementary is a focus school which has implications across the District. The District applied for and was awarded a School Improvement Grant which has allowed the District to hire additional administrators, instructional coaches and community liaisons for both schools. These new positions along with the focus on Response to Intervention will provide additional support for all students along with a daily block of time dedicated to providing interventions for all children whether they are below, at or above grade level. The District is making a focused effort to ensure that staff is provided with the necessary support with instructional practices by participating in professional learning communities where staff will examine student work and then make instructional changes in order to support all of our learners. With these changes, it has been critical for the District to reach all families in the community to ensure all stakeholders are working together with one common goal to increase student learning.

#### Student Achievement Programs & Improvements:

- Continue to offer all-day, everyday kindergarten to better serve the needs of our young learners as well as to attempt to close the achievement gap early.
- Introduce AIMSWEB testing and intervention blocks to increase student achievement.
- Maintain and update a comprehensive strategic work plan that addresses goals and objectives for all District sites.
- Continue to offer a Mandarin Chinese language class at the Senior High School in FY 2012-13.
- Review curriculum for rigor and relevance keeping a focus on what the students need to learn in order to be successful at the next grade level.
- Continue to offer Project Lead the Way during the 2012-13 school year. Staff continues to be trained in this pre-engineering course of study.
- Maintain an active Curriculum Advisory Committee comprised of interested community members, parents and students.
- Provide Targeted Services summer and after-school programming for students needing academic and social development. Enrollment in the program is very strong.
- Ensure that staff development is focused on Response to Intervention and other initiatives that drive instruction and student learning.

- Gifted and Talented Education dollars are used for enrichment activities at the building level. This allows the District to provide additional opportunities for students needing acceleration and enrichments.
- Capitalize on volunteers, foundations, and the Parent-Teacher-Student-Association's willingness to bring value added opportunities to students via curriculum enhancements, student life enhancements, and hundreds of hours of assistance in the classroom.
- The business community formed a fundraising group called iCardinals which raised money to help provide 650 iPads to juniors and seniors at Willmar Senior High. A joint team of teachers and technology department staff worked together during the summer to prepare the iPads for students to receive for the 2012-13 school year.

## **CASH MANAGEMENT**

Temporary cash balances during the year are invested in various securities per the District Investment Policy and statute. The District uses a twelve month cash flow projection, updated monthly, to guide investment terms. The District's investment policy is structured to minimize risk while maintaining a competitive yield. Accordingly, deposits are either insured by federal depository insurance or collateralized in compliance with Minnesota statutes. In FY 2012, the District issued Aid Anticipation Certificates in the amount of \$3,438,321 to meet cash flow needs as the state continues to shift portions of aid payments to future years.

## **DEBT ADMINISTRATION**

As of June 30, 2012, the District had net bonded debt (including bond premiums) of \$5,844,812, well below the legal limit of \$266,495,900, or fifteen percent of the actual value of all taxable property in the District. Outstanding bonds are reviewed on a continuous basis by the District and its bond consultant to determine if refunding is feasible. The District's bond rating is at the Aa3 level.

## **RISK MANAGEMENT**

The District maintains a comprehensive risk management program that includes a property/casualty insurance program specifically designed to meet school district needs. Other key aspects of the risk management program include a health & safety consultation arrangement, an active health & safety committee, annual safety inspections and periodic review of policies to assure regulatory compliance and adherence to legal constructs.

## **INDEPENDENT AUDIT**

District policy and state statutes require an annual financial audit by independent certified public accountants. The District engaged Conway, Deuth & Schmiesing, PLLP to conduct the annual audit. The District also engaged Conway, Deuth & Schmiesing, PLLP to perform the audit of its federal programs in accordance with U.S. Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. The District's federal programs are discussed in a report separate from the comprehensive annual financial report.

## **FINANCIAL AWARD**

The Association of School Business Officials (ASBO) International awarded the Certificate of Excellence in Financial Reporting to the District for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2011. This is the seventh year in a row the District received this award. Achieving recognition by this program provides a clear indication of the District's high standards for financial reporting and financial stewardship. It is the belief that this current report conforms to the Certificate of Excellence program requirements. This report will be submitted to ASBO to determine its eligibility for the certificate.

## **ACKNOWLEDGEMENTS**

Preparation of this report could not have been accomplished without the efficient and dedicated services of the Business Office staff. We very much appreciate the hard work and expertise from our auditors, Conway, Deuth & Schmiesing, PLLP. Their work has been instrumental in the preparation of this document. Finally, thanks also go to Mark Thompson, Kandiyohi County Interim Auditor/Treasurer and his staff for their assistance with this report.

We would like to express our appreciation to the School Board for the interest and support in planning and conducting the financial operations of the District in a responsible and progressive manner.

Sincerely,



Dr. Jerry Kjergaard  
Superintendent



Pam Harrington  
Director of Business and Finance

**ASSOCIATION OF SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL**



This Certificate of Excellence in Financial Reporting is presented to

**WILLMAR PUBLIC SCHOOLS ISD #347**

**For its Comprehensive Annual Financial Report (CAFR)**

For the Fiscal Year Ended June 30, 2011

Upon recommendation of the Association's Panel of Review which has judged that the Report substantially conforms to principles and standards of ASBO's Certificate of Excellence Program

President

Executive Director



## FINANCIAL SECTION



Quality | Dedication | Integrity

## INDEPENDENT AUDITOR'S REPORT

To The Board of Education  
Independent School District #347  
Willmar, Minnesota

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Independent School District #347, Willmar, Minnesota, as of and for the year ended June 30, 2012, which collectively comprise the District's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the District's management. Our responsibility is to express opinions on these financial statements based on our audit. The prior year partial comparative information has been derived from the District's 2011 financial statements and, in our report dated November 14, 2011, we expressed unqualified opinions on the respective financial statements of the governmental activities, each major fund, and the aggregate remaining fund information.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of Independent School District #347, Willmar, Minnesota, as of June 30, 2012, and the respective changes in financial position, and where applicable, cash flows, thereof and the respective budgetary comparison for the General Fund and the Food Service and Community Service Special Revenue Funds for the year then ended in conformity with accounting principles generally accepted in the United States of America.

(16)

Members: American Institute of Certified Public Accountants, Minnesota Society of Certified Public Accountants

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**Litchfield Office**

820 Sibley Avenue N  
Litchfield, MN 55355  
Phone: (320) 693-7975

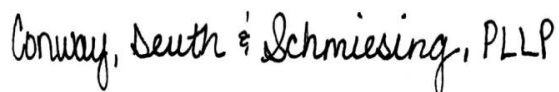
**St. Cloud Office**

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Sartell, MN 56377  
Phone: (320) 252-7565  
Toll Free: (800) 862-1337

In accordance with *Government Auditing Standards*, we have also issued our report dated October 8, 2012, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis and the Schedules of Funding Progress and Employer Contributions as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about 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 do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's financial statements as a whole. The Introductory Section, individual fund financial statement, and Statistical Section are presented for purposes of additional analysis and are not a required part of the financial statements. The individual fund financial statement is the responsibility of management and was derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole. The Introductory and Statistical Sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.



CONWAY, DEUTH & SCHMIESING, PLLP  
Certified Public Accountants  
Willmar, Minnesota

October 8, 2012

## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

This section of Willmar Public Schools – Independent School District No. 347's (District) annual financial report presents management's discussion of the District's financial performance during the fiscal year (FY) ending June 30, 2012. Please read it in conjunction with the District's financial statements, which follow this section.

The Management's Discussion and Analysis (MD&A) is an element of a reporting model that is required by the Governmental Accounting Standard Board's (GASB) Statement No. 34 – *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments* issued in June 1999. Statement No. 34 contains significant requirements that enhance financial reporting. These requirements are also designed to make annual reports easier for the public to understand and more useful to stakeholders. Specifically, Statement No. 34 establishes reporting requirements that include financial statements, expanded disclosure, and supplemental information, including the MD&A (this section).

#### FINANCIAL REVIEW

Key financial items for the 2011-2012 fiscal year include the following:

- The General Fund unassigned fund balance again exceeded the School Board's fund balance minimum of 6% of expenditures with a fund balance of \$6,559,698, equivalent to 15.52% of expenditures. The fund balance also exceeded the revised budget estimate of \$5,716,973 or 13.38% of budgeted expenditures. The additional fund balance is attributed to higher enrollment than predicted and strategic under spending of budgeted expenditures in the areas of purchased services and supplies. The increased fund balance puts the District in a position to better handle the state and national economic crisis that has an impact on revenue and cash flow.
- Net Assets increased 13.86% from the prior year due to the decrease of current and long-term liabilities and the increased unassigned fund balance as discussed above.
- The combined Governmental Funds fund balance decreased by 1.99%, or \$199,971.
- The overall net decrease to the District's long-term liabilities was \$3,555,795, or 25.58%.
- Enrollment increased by 33 ADM's (Average Daily Membership) in FY 2012. The District expects enrollment to increase and decrease slightly each year as enrollment remains fairly level.
- The District's comprehensive annual financial report for the year ended June 30<sup>th</sup>, 2011 was awarded the Certificate of Excellence in Financial Reporting from the Association of School Business Officials International (ASBO).

## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

#### OVERVIEW OF THE FINANCIAL STATEMENTS

The financial section of the annual report consists of three parts. They are:

- Independent Auditor's Report,
- Required Supplementary Information which includes the Management's Discussion and Analysis (this section), and
- Basic financial statements

The basic financial statements include two kinds of statements that present different views of the District:

- The **government-wide financial statements**, including the Statement of Net Assets and the Statement of Activities, provide both **short-term** and **long-term** information about the District's **overall** financial status.
- The remaining statements are **fund financial statements** that focus on **individual parts** of the District, reporting the District's operations in **more detail** than the government-wide statements. The District maintains three groups of fund financial statements. They are:
  - The **governmental funds statements** tell how basic services such as regular and special education were financed in the **short-term** as well as what remains for future spending.
  - **Proprietary funds statements** offer **short** and **long-term** financial information about the activities the District operates like **businesses**.
  - **Fiduciary funds statements** provide information about the financial relationships in which the District acts solely as a **trustee or agent** for the benefit of others to whom the resources belong.

The financial statements also include notes that explain some of the information in the statements and provide more detailed data.

#### **Government-wide Statements**

The government-wide statements (Statement of Net Assets and Statement of Activities) report information about the District as a whole using accounting methods similar to those used by private sector companies. The Statement of Net Assets includes **all** of the District's assets and liabilities. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of when cash is received or paid.

The two government-wide statements report the District's **net assets** and how they have changed. Net assets – the difference between the District's assets and liabilities – is one way to measure the District's financial health or **position**.

- Over time, increases or decreases in the District's net assets are an indicator of whether its financial position is improving or deteriorating, respectively.
- To assess the overall health of the District, one needs to consider additional non-financial factors such as changes in the District's property tax base and the condition of school buildings and other facilities.

## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

#### OVERVIEW OF THE FINANCIAL STATEMENTS (CONTINUED)

In the government-wide financial statements the District's activities are shown in one category titled Governmental Activities:

- **Governmental Activities** – The District's basic services are reported here, including regular and special education, transportation, administration, food service, and community education. Property taxes and state aids finance most of these activities.

#### **Fund Financial Statements**

The fund financial statements provide more detailed information about the District's **funds** – focusing on its most significant or "major" funds – rather than the District as a whole.

Funds are accounting devices the District uses to keep track of specific sources of funding and spending on particular programs:

- Some funds are required by State law and by bond covenants.
- The District establishes other funds to control and manage money for particular purposes, such as a Scholarship fund to manage scholarship money.

The District has three kinds of funds:

- **Governmental funds** – The District's basic services are included in governmental funds, which generally focus on: 1) how **cash and other financial assets** that can readily be converted to cash flow in and out, and 2) the balances left at year-end that are available for spending. Consequently, the governmental funds statements provide a detailed **short-term** view that helps to determine whether there are more or fewer financial resources that can be spent in the near future to finance the District's programs. Because this information does not encompass the additional long-term focus of the government-wide statements, additional information (reconciliation schedules) is provided following the governmental funds statements that explains the relationship (or differences) between these two types of financial statement presentations.
- **Proprietary funds** – Services for which the District charges a fee are generally reported in proprietary funds. Proprietary funds are reported in the same way as the government-wide statements. The District's sole Proprietary fund is an internal service fund.
  - The District uses internal service funds to report activities that provide supplies and services for the District's other programs and activities. The District currently has one internal service fund for the dental self-insurance program.
- **Fiduciary funds** – The District is a trustee, or fiduciary, for assets that belong to others, such as the Private-Purpose Trust Fund. This fund accounts for scholarship gifts and bequests. The District is responsible for ensuring that the assets reported in these funds are used only for their intended purposes and by those to whom the assets belong. The District's fiduciary activities are reported in a separate Statement of Fiduciary Net Assets and Statement of Changes in Fiduciary Net Assets. These activities are excluded from the government-wide financial statements because the District cannot use these assets to finance its operations.

**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**FINANCIAL ANALYSIS OF THE DISTRICT AS A WHOLE**

**Net Assets.** As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The District's *combined* net assets were \$29,868,651 on June 30, 2012. This was an increase of 13.86% from the previous year (see Table A-1 below).

**Table A-1  
The District's Net Assets**

	<u>Governmental Activities</u>		<u>Percentage Change</u>
	<u>2012</u>	<u>2011</u>	
Current and Other Assets	\$ 22,830,486	\$ 19,410,640	17.62%
Capital Assets	30,309,877	30,068,631	0.80%
<b>Total Assets</b>	<u>53,140,363</u>	<u>49,479,271</u>	7.40%
Current Liabilities	\$ 12,926,376	\$ 9,344,615	38.33%
Long-term Liabilities	10,345,336	13,901,131	-25.58%
<b>Total Liabilities</b>	<u>23,271,712</u>	<u>23,245,746</u>	0.11%
Net Assets			
Invested in Capital Assets Net of Related Debt	\$ 24,465,065	\$ 21,922,820	11.60%
Restricted	1,822,106	2,714,707	-32.88%
Unrestricted	3,581,480	1,595,998	124.40%
<b>Total Net Assets</b>	<u>\$ 29,868,651</u>	<u>\$ 26,233,525</u>	13.86%

The largest portion of the District's net assets (81.91%) reflects its investment in capital assets (e.g., land, buildings and improvements, furniture, and equipment net of accumulated depreciation); less any related outstanding debt (such as general obligation bonds) used to acquire those assets. The District uses these capital assets to provide services to students; consequently, these assets are not available for future spending. Although the District's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. Unrestricted net assets is primarily the District's unassigned fund balance offset by the liability for future severance and health benefits, which is not fully funded.

**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**FINANCIAL ANALYSIS OF THE DISTRICT AS A WHOLE (CONTINUED)**

A summary of the revenues and expenses for the last two fiscal years is presented in Table A-2 below.

**Table A-2  
Change in Net Assets**

	<b>Governmental Activities for the fiscal year ended June 30,</b>		<b>Percentage Change</b>
	<b>2012</b>	<b>2011</b>	
<b>Revenues</b>			
Program Revenues			
Charges for Services	\$ 2,466,507	\$ 2,310,914	6.73%
Operating Grants and Contributions	16,001,243	17,035,838	-6.07%
Capital Grants and Contributions	532,463	561,149	-5.11%
General Revenues			
Property Taxes	6,859,847	8,464,670	-18.96%
Unrestricted State Aid	24,028,033	21,954,037	9.45%
Investment Earnings	2,541	39,820	-93.62%
Other	9,782	332,417	-97.06%
Total Revenues	<u>49,900,416</u>	<u>50,698,845</u>	-1.57%
<b>Expenses</b>			
Administration	\$ 1,430,974	\$ 1,524,753	-6.15%
District Support Services	1,188,409	1,115,708	6.52%
Regular Instruction	19,995,613	21,090,133	-5.19%
Vocational Education Instruction	717,662	801,446	-10.45%
Special Education Instruction	7,191,661	7,557,654	-4.84%
Instructional Support Services	2,385,616	2,411,922	-1.09%
Pupil Support Services	3,246,201	3,457,085	-6.10%
Sites and Buildings	4,504,865	4,215,561	6.86%
Fiscal and Other Fixed Costs Programs	134,020	127,098	5.45%
Food Service	2,771,946	2,390,350	15.96%
Community Service	2,440,363	2,257,943	8.08%
Interest and Fiscal Charges on Long-Term Liabilities	257,960	363,922	-29.12%
Total Expenses	<u>46,265,290</u>	<u>47,313,575</u>	-2.22%
Excess (Deficiency) before Special Item	3,635,126	3,385,270	7.38%
<b>Special Item</b>			
Gain on Sale of Land and Building		232,937	-100.00%
<b>Change in Net Assets</b>	\$ 3,635,126	\$ 3,618,207	0.47%
Beginning Net Assets	26,233,525	22,615,318	16.00%
Ending Net Assets	<u>\$ 29,868,651</u>	<u>\$ 26,233,525</u>	13.86%



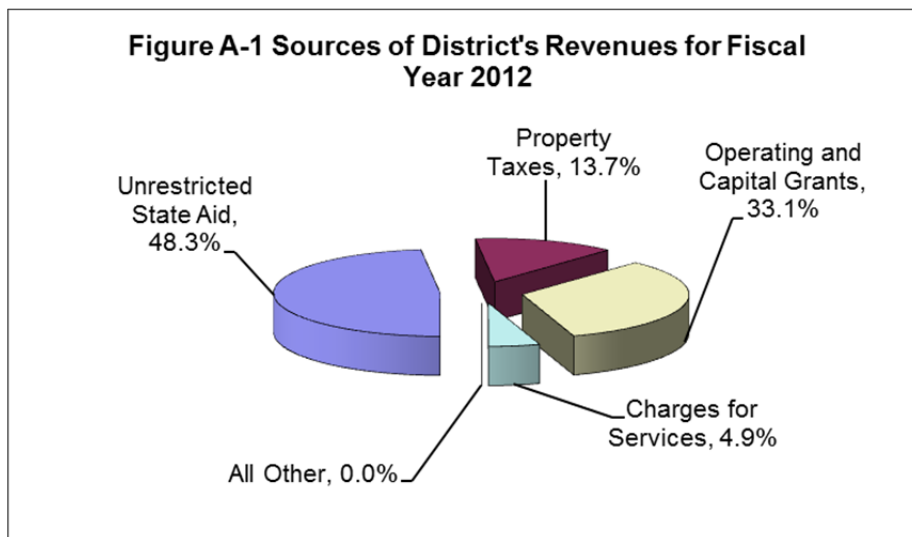
INDEPENDENT SCHOOL DISTRICT #347

MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012

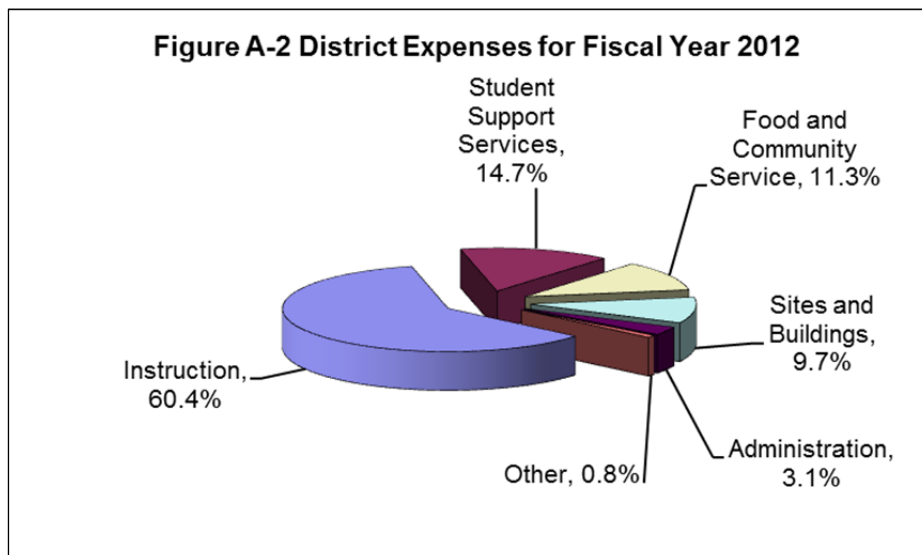
FINANCIAL ANALYSIS OF THE DISTRICT AS A WHOLE (CONTINUED)

**Changes in Net Assets.** The District's total revenues were \$49,900,416 for the year ended June 30, 2012. This is a 1.57% decrease from the prior year's revenues. The District had one-time proceeds from the sale of land and a building, as well as, the settlement of a lawsuit related to the construction of the high school in FY 2011.

Unrestricted state aid along with local property taxes accounted for 62.0% of the total revenue for the year (see Figure A-1 below). Another 38% came from restricted state, federal and local program revenues with a negligible amount from earnings on investments and other. Total revenues surpassed expenses, increasing net assets \$3,635,126 from last year. The District has been mindful of its spending due to the potential for future budget reductions.



The District's total expenditures for programs and services were \$46,265,290 for the year ended June 30, 2012. This is a 2.22% decrease from the prior year's expenses. The District's expenses are predominantly related to student education (75.1%). (See Figure A-2). The purely administrative activities of the District accounted for just 3.1% of total costs.



**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**FINANCIAL ANALYSIS OF THE DISTRICT AS A WHOLE (CONTINUED)**

The net cost of all *governmental* activities is their total costs less program revenues applicable to each category. The total cost of all governmental activities for this year was \$46,265,290. Table A-3 presents the costs of twelve major District activities such as instruction, food service and others. The table also shows each activity's net cost (total cost less fees generated by the activities and intergovernmental aid provided for specific programs).

- The users of the District's programs paid for 5.33%, or \$2,466,507 of the costs.
- The federal and state governments subsidized certain programs with grants and contributions. This totaled \$16,533,706, or 35.74% of the total costs for 2011-2012.
- The remainder of the District's costs (\$27,265,077), however, were paid for by: 1) state taxpayers based on the statewide education aid formula, 2) by District taxpayers, and 3) by investment earnings.

**Table A-3  
Change in Net Assets**

	<u>Total Cost of Services</u>		<u>Percentage Change</u>	<u>Net Cost of Services</u>		<u>Percentage Change</u>
	<u>2012</u>	<u>2011</u>		<u>2012</u>	<u>2011</u>	
Administration	\$ 1,430,974	\$ 1,524,753	-6.15%	\$ 1,423,611	\$ 1,510,103	-5.73%
District Support Services	1,188,409	1,115,708	6.52%	1,110,924	1,072,403	3.59%
Regular Instruction	19,995,613	21,090,133	-5.19%	11,787,490	12,208,462	-3.45%
Vocational Education Instruction	717,662	801,446	-10.45%	681,296	759,024	-10.24%
Special Education Instruction	7,191,661	7,557,654	-4.84%	2,372,858	2,319,969	2.28%
Instructional Support Services	2,385,616	2,411,922	-1.09%	1,963,477	1,869,825	5.01%
Pupil Support Services	3,246,201	3,457,085	-6.10%	3,137,627	3,359,942	-6.62%
Sites and Buildings	4,504,865	4,215,561	6.86%	3,896,850	3,600,681	8.23%
Fiscal and Other Fixed Costs Programs	134,020	127,098	5.45%	134,020	127,098	5.45%
Food Service	2,771,946	2,390,350	15.96%	(215)	(146,368)	-99.85%
Community Service	2,440,363	2,257,943	8.08%	499,179	360,613	38.43%
Interest and Fiscal Charges on Long-Term Liabilities	257,960	363,922	-29.12%	257,960	363,922	-29.12%
Total	<u>\$ 46,265,290</u>	<u>\$ 47,313,575</u>	-2.22%	<u>\$ 27,265,077</u>	<u>\$ 27,405,674</u>	-0.51%

**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**FINANCIAL ANALYSIS OF THE DISTRICT'S FUNDS**

The financial performance of the District as a whole is reflected in its governmental funds. At the end of the 2011-2012 fiscal year, the District's governmental funds reported a **combined** fund balance of \$9,863,654, a 1.99% decrease from last year's ending fund balance of \$10,063,625.

Revenues for the District's governmental funds totaled \$49,896,347 while total expenditures were \$50,097,068. Other financing sources totaled \$750. As a result, the District completed the year with an excess of expenditures over revenues and other financing sources of \$199,971. Discussion about each governmental fund follows. A summary of the revenues and expenditures reported on the governmental fund financial statements for the past two years appears in Table A-4 below:

**Table A-4  
Revenues and Expenditures - Governmental Funds**

	2012			Fund Balance Increase (Decrease)
	Revenues	Expenditures	Other Financing Sources(Uses)	
General Fund	\$ 42,225,736	\$ 42,255,530	\$	\$ (29,794)
Food Service Fund	2,772,345	2,805,110	750	(32,015)
Community Service Fund	2,337,454	2,444,428		(106,974)
Debt Service Fund	2,560,812	2,592,000		(31,188)
Totals	<u>\$ 49,896,347</u>	<u>\$ 50,097,068</u>	<u>\$ 750</u>	<u>\$ (199,971)</u>

	2011			Fund Balance Increase (Decrease)
	Revenues	Expenditures	Other Financing Sources(Uses) and Special Item	
General Fund	\$ 43,334,980	\$ 41,639,948	\$ 280,164	\$ 1,975,196
Food Service Fund	2,540,507	2,425,425		115,082
Community Service Fund	2,283,602	2,252,741		30,861
Debt Service Fund	2,567,153	2,595,900		(28,747)
Totals	<u>\$ 50,726,242</u>	<u>\$ 48,914,014</u>	<u>\$ 280,164</u>	<u>\$ 2,092,392</u>

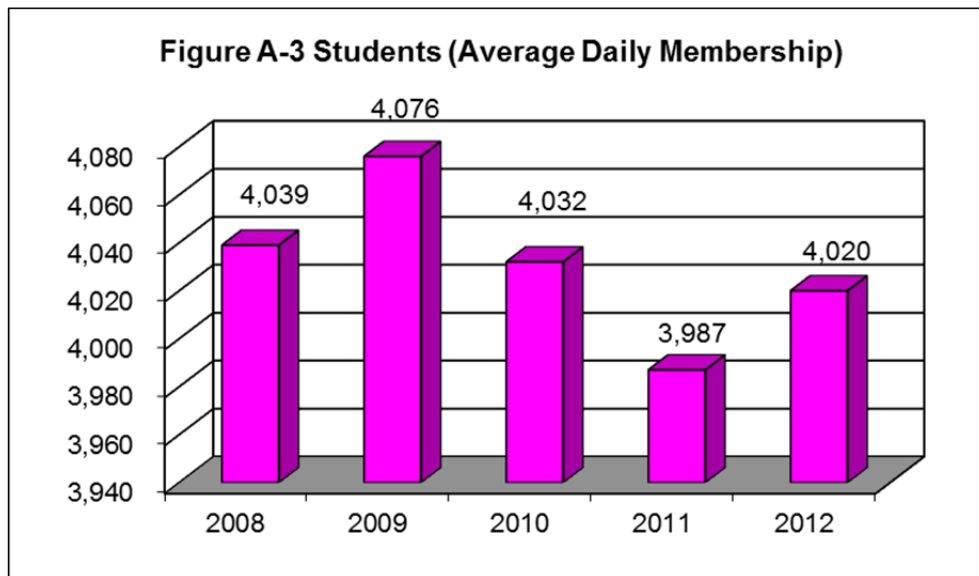
## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

#### GENERAL FUND

The General Fund is used by the District to record the primary operations of providing educational services to students from kindergarten through grade 12. Pupil transportation activities and capital and major maintenance projects are also included in the General Fund.

**Enrollment.** Funding for Minnesota school districts is largely driven by enrollment. The District had fairly stable enrollment over the last few years which include small increases or decreases in enrollment from year to year. Over the last five years, the District has averaged an annual 0.4% decline in the number of students. Figure A-3, below, shows that the number of students has generally decreased steadily since FY 2009 with enrollment increasing slightly in FY 2012. The District expects enrollment to increase and decrease slightly each year as enrollment remains fairly level.



In general, the District has been experiencing enrollment decline which has been a function of demographic trends affecting the majority of Minnesota school districts. These trends include a decline in the number of households with children, lower overall populations of children, and increased mobility. In addition, the District also faces typical enrollment challenges from open enrollment options, drop outs and competition from local private schools and home schooling options.

Looking into the near future, demographic trends point to a more level enrollment trend. The grade level sizes are evening out. However, the leveling out will include slight increases or decreases to enrollment each year. Willmar has experienced some small impacts to enrollment due to the difficult economic times the country is facing. A few businesses have laid off employees and some have relocated to places where there is work.

**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**GENERAL FUND (CONTINUED)**

The following table presents a summary of General Fund revenues:

**Table A-5  
General Fund Revenues**

<b>Sources</b>	<b>Year Ended June 30,</b>		<b>Amount Difference</b>	<b>Percentage Change</b>
	<b>2012</b>	<b>2011</b>		
Local Sources				
Property Taxes	\$ 4,116,303	\$ 5,588,685	\$ (1,472,382)	-26.35%
Interest Earnings	1,574	23,574	(22,000)	-93.32%
Other	1,296,810	1,520,443	(223,633)	-14.71%
State Sources	34,558,584	32,619,042	1,939,542	5.95%
Federal Sources	2,252,465	3,583,236	(1,330,771)	-37.14%
Total General Fund Revenues	<u>\$ 42,225,736</u>	<u>\$ 43,334,980</u>	<u>\$ (1,109,244)</u>	-2.56%

Total General Fund revenue decreased \$1,109,244, or 2.56%, from the previous year. Basic general education revenue is determined by a state per student funding formula. Other state-authorized revenue, including operating levy referendum, involves an equalized mix of property tax and state aid revenue. Therefore, the mix of property tax and state aid can change significantly from year to year without any net change in revenue.

Property taxes in 2012 were \$1,472,382, or 26.35%, less than the prior year. The decrease is mainly the result of a tax shift mandated by the state legislature. The legislature required districts to recognize a portion for 2012 taxes in 2011 while decreasing state aid for the amount of the tax recognition. Overall, state aid increased for 2012 as a result of increased enrollment and increases to funding formulas. Interest earnings decreased \$22,000 from the prior year as a result of declining interest rates due to the nationwide economic recession. Other local sources decreased \$223,633 due to the settlement of a lawsuit that was included in 2011 revenue. The decrease to federal sources is a result of the final phase out of American Recovery and Reinvestment Act funds.

The following table presents a summary of General Fund expenditures:

**Table A-6  
General Fund Expenditures**

<b>Expenditures</b>	<b>Year Ended June 30,</b>		<b>Amount Difference</b>	<b>Percentage Change</b>
	<b>2012</b>	<b>2011</b>		
Salaries	\$ 23,647,145	\$ 23,944,081	\$ (296,936)	-1.24%
Employee Benefits	7,824,972	7,554,843	270,129	3.58%
Purchased Services	7,908,446	7,417,357	491,089	6.62%
Supplies and Materials	1,648,428	1,573,048	75,380	4.79%
Capital Expenditures	948,531	902,541	45,990	5.10%
Debt Service	8,076		8,076	100.00%
Other Expenditures	269,932	248,078	21,854	8.81%
Total General Fund Expenditures	<u>\$ 42,255,530</u>	<u>\$ 41,639,948</u>	<u>\$ 615,582</u>	1.48%

**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**GENERAL FUND (CONTINUED)**

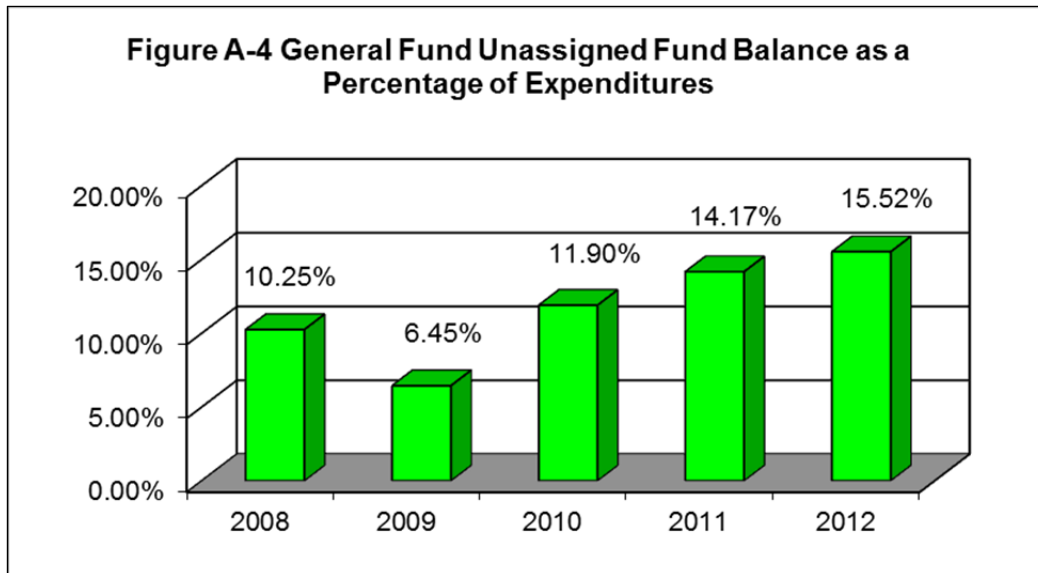
Total General Fund expenditures increased \$615,582 or 1.48% from the previous year.

Salaries decreased due to the elimination of the majority of the positions covered with American Recovery and Reinvestment Act funds. Employee benefits increased due to the receipt of a VEBA grant from the SW/WC Service Cooperative which added funds to an employee's VEBA account based on the employee's health plan. The District continues to proactively pursue various cost containment measures to minimize the effect of rising health insurance premiums on the costs of the District's employee compensation packages.

Combined non-payroll expenditures (Purchased Services, Supplies and Materials, Capital Expenditures, Debt Service and Other Expenditures) increased \$642,389 or 6.33%, compared to last year. The largest part of the increase is due to spending the money received from the Senior High lawsuit settlement on repairs and maintenance items district-wide. The other part of the increase is due to more money being spent on curriculum purchases than in the prior year.

In summary, 2011-2012 General Fund revenues and other financing sources were less than General Fund expenditures by \$29,794. As a result, the total fund balance is \$8,296,414 at June 30, 2012. After deducting statutory reserves, committed constraints, assigned and nonspendable items, the unassigned fund balance increased from \$5,900,273 on June 30, 2011 to \$6,559,698 on June 30, 2012.

Figure A-4, below, depicts the General Fund unassigned fund balance as a percentage of expenditures for fiscal years 2008 – 2012:



The graph above describing the District's unassigned fund balance trend, offers the single best measure of the District's overall financial health. The unassigned fund balance of \$6,559,698 on June 30, 2012 represents 15.52% of annual expenditures.

## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

#### **GENERAL FUND (CONTINUED)**

The District closely monitors the General Fund unassigned fund balance through use of a detailed financial planning model, initiating necessary budget revisions during the year and with monthly budget analysis. The School Board has adopted a formal fund balance policy to maintain a minimum 6 percent (as a percentage of expenditures) fund balance in the General Fund unassigned fund.

#### ***General Fund Budgetary Highlights***

The District is required to adopt an operating budget prior to the beginning of its fiscal year (July 1). Over the course of the year, the District revised the annual operating budget once. The budget amendment usually falls into two categories:

- Implementing budgets for specially funded projects, which may include grants, adjusting staffing and various instructional building allocations based on enrollment, and budgeting for certain unspent funds that are required to be carried over from fiscal year 2011.
- Changes in appropriations for significant unbudgeted costs.

While the District's final budget for the General Fund anticipated that revenues would be less than expenditures by \$981,244, the actual results for the year show that revenues were less than expenditures by \$29,794. Enrollment was higher than estimated causing revenue to be higher. Expenditures were less than budgeted due to under spending in an effort to limit future budget reductions.

#### **FOOD SERVICE FUND**

The Food Service Fund revenue for 2011-2012 totaled \$2,772,345, other financing sources totaled \$750 and expenditures were \$2,805,110, resulting in a fund balance decrease of \$32,015. The fund balance was expected to go down primarily as result of on-going kitchen remodel projects. The June 30, 2012 Food Service fund balance is \$576,775.

The Food Service Fund is anticipating the fund balance to remain steady or decline slightly as kitchen remodel projects continue in phases for 2012-2013.

#### **COMMUNITY SERVICE FUND**

In 2011-2012, total revenues for the Community Service Fund were \$2,337,454 and total expenditures were \$2,444,428 resulting in a fund balance decrease of \$106,974. The Community Service fund balance as of June 30, 2012 is \$417,789. Community Service continues to monitor the fund balance and make adjustments that allow for the optimal level of programming for the District.

#### **DEBT SERVICE FUND**

Revenues and expenditures for the District's Debt Service Fund are tied directly to the District's bond principal and interest payment schedules. The Debt Service Fund expenditures exceeded revenues by \$31,188 in 2011-2012. The resulting fund balance decrease leaves the Debt Service Fund with a fund balance of \$572,676 at June 30, 2012. This fund balance is only available for meeting future debt service obligations.

INDEPENDENT SCHOOL DISTRICT #347

MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012

**CAPITAL ASSET AND DEBT ADMINISTRATION**

**Capital Assets**

At the end of 2012, the District had net capital assets of \$30,309,877 representing a broad range of capital assets, including school buildings, computer and audio-visual equipment, and other equipment for various instructional programs (see Table A-7 below). Total depreciation expense for the year was \$1,319,432. More detailed information about capital assets can be found in Note 5 to the financial statements.

**Table A-7**  
**The District's Capital Assets**

<u>Assets</u>	<u>Year Ended June 30,</u>		<u>Percentage</u> <u>Change</u>
	<u>2012</u>	<u>2011</u>	
Capital Assets Not Being Depreciated	\$ 747,153	\$ 685,162	9.05%
Land Improvements	3,853,054	3,141,819	22.64%
Buildings and Improvements	47,994,089	47,599,839	0.83%
Equipment	6,387,403	6,010,787	6.27%
Less: Accumulated Depreciation	<u>(28,671,822)</u>	<u>(27,368,976)</u>	4.76%
Total Net Capital Assets	<u>\$ 30,309,877</u>	<u>\$ 30,068,631</u>	0.80%

**Construction Plans**

The School Board continues to meet in a workshop setting with other local governmental entities annually to be apprised of other projects coming up in the District that will impact constituents of the city, county, and school district.

**Long-term Liabilities**

At year-end, the District had \$5,844,812 in general obligation bonds outstanding including bond premium. This is a decrease of 28.25% from the previous year - as shown in Table A-8. The District continues to pay down its debt, retiring \$2,200,000 of outstanding bonds in the year ending June 30, 2012. The District implemented the Governmental Accounting Standards Board Statement No. 45 *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (GASB 45) during fiscal year 2009. The GASB 45 estimated liability is \$1,104,073 at June 30, 2012. The District also has \$3,388,094 in compensated absences payable and \$8,357 in pension benefits payable at June 30, 2012. Other postemployment benefits payable consist of postemployment health insurance benefits available to employees as specified in the employee's employment contract upon retirement. Health benefits have been paid by the General Fund. Pension benefits payable consist of pension benefit payments available to employees as specified in the employee's employment contract upon retirement. Pension benefits are paid by the General and Special Revenue Funds. Compensated absences payable consists of unused vacation at June 30, 2012 and other compensated absences paid at retirement for certain employees based on the employment contract. In the past, vacation expense has been paid by the General, Food Service, and the Community Service Funds. Overall, the District's outstanding long-term liabilities decreased by 25.58% in fiscal year 2012. More detailed information about the District's long-term liabilities is presented in Note 7 to the financial statements.



**INDEPENDENT SCHOOL DISTRICT #347**

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2012**

**CAPITAL ASSET AND DEBT ADMINISTRATION (CONTINUED)**

**Table A-8  
The District's Long-Term Liabilities**

<u>Long-Term Liabilities</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Due Within One Year</u>
Bonds Payable	\$ 7,835,000	\$	\$2,200,000	\$ 5,635,000	\$2,315,000
Bond Premium	310,811		100,999	209,812	100,832
Other Postemployment Benefits Payable	981,886	620,115	497,928	1,104,073	
Pension Benefits Payable	16,219	39,126	46,988	8,357	
Compensated Absences Payable	4,757,215	329,015	1,698,136	3,388,094	475,105
Total	<u>\$ 13,901,131</u>	<u>\$ 988,256</u>	<u>\$4,544,051</u>	<u>\$ 10,345,336</u>	<u>\$2,890,937</u>

**FACTORS BEARING ON THE DISTRICT'S FUTURE**

With the exception of a voter-approved operating referendum, the District is dependent on the State of Minnesota for its revenue authority. Recent experience demonstrates that legislated revenue increases have not been sufficient to meet instructional needs and increased costs due to inflation. The District has made significant spending reductions to remain fiscally responsible.

The 2011 Legislative Session resulted in a basic formula increase of \$50 per year for 2011-12 and 2012-13. There is still quite a bit of concern regarding education funding in the future. The federal government enacted the Education Jobs act to provide additional money to schools for 2010-2011. The District carried a portion of the money forward for use in 2011-12. The state is no longer delaying aid payments to meet its cash flow needs but it has increased the amount of current revenue held back from 30% to 35.7% which is causing many districts to borrow money to meet obligations. Due to this change, the District issued Aid Anticipation Certificates in the amount of \$3,438,321 on August 25, 2011 to help meet the cash flow needs of the District during 2011-12. The District is not planning on issuing Aid Anticipation Certificates in 2012-13.

The District went to the voters in November 2008 to ask for additional operating revenue. The first operating referendum question passed and revenue increased \$201.51 per pupil. The District went to the voters in November 2010 to ask the voters to revoke the soon to be expiring \$498.49 per pupil operating referendum and replace it with a new \$898.49 per pupil operating referendum. This operating referendum failed. The District again went to voters in November 2011 to ask the voters to renew the \$498.49 operating levy that was expiring. The operating referendum passed and the money will be available to the District starting in the 2012-2013 school year.

The Willmar area has felt the impact of the recession but continues to develop in some areas. Many businesses have reduced staff in order to remain viable during this economic crisis. The District feels the impact when service is slower or goods are no longer received in a timely manner. Swenson Motor Company of Willmar, KSAX TV and other businesses closed their doors this year. Timeless Tradition, Qdoba, Hearing & Speech Center opened businesses in Willmar during the year.

In 2012, the Minnesota Department of Education received a waiver from the federal No Child Left Behind mandate. In the waiver, the former system of identifying schools as not making adequate yearly progress was replaced with a new multiple measure formula. With the initial onset of this formula,

## INDEPENDENT SCHOOL DISTRICT #347

### MANAGEMENT'S DISCUSSION AND ANALYSIS YEAR ENDED JUNE 30, 2012

#### **FACTORS BEARING ON THE DISTRICT'S FUTURE (CONTINUED)**

schools across the state were identified based on this measurement and those schools who were in the lowest five percent achievement level in reading and/or math were named as Priority Schools. In addition, schools who are failing to close the achievement gap in specific sub-groups were identified and titled as Focus Schools. Kennedy Elementary is a priority school and Roosevelt Elementary is a focus school which has implications across the District. The District applied for and was awarded a School Improvement Grant which has allowed the District to hire additional administrators, instructional coaches and community liaisons for both schools. These new positions along with the focus on Response to Intervention will provide additional support for all students along with a daily block of time dedicated to providing interventions for all children whether they are below, at or above grade level. The District is making every effort to ensure that the staff is provided with necessary support with instructional practices by participating in professional learning communities where staff will examine student work and then make instructional changes in order to support all of our learners. With these changes, it has been critical for the District to be transparent with all families in the community to ensure all stakeholders are working together with one common goal to increase student learning.

The District will strive to maintain its longstanding commitment to academic excellence and educational opportunity for students within a framework of financial fiduciary responsibility.

#### **CONTACTING THE DISTRICT'S FINANCIAL MANAGEMENT**

This financial report is designed to provide District citizens, taxpayers, customers, investors and creditors with a general overview of the District's finances and to demonstrate the District's accountability for the money it receives.

If you have questions about this report or need additional financial information, contact the Business Office, Independent School District 347, 611 5<sup>th</sup> St SW, Willmar, MN 56201-3297, visit the Finance section of the District website at [www.willmar.k12.mn.us](http://www.willmar.k12.mn.us) (click on District, Finance, and Finance Home), or contact Pam Harrington, Director of Business and Finance, at [harringtonp@willmar.k12.mn.us](mailto:harringtonp@willmar.k12.mn.us) or 320-231-8511.

## **BASIC FINANCIAL STATEMENTS**

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF NET ASSETS

JUNE 30, 2012

WITH PARTIAL COMPARATIVE AMOUNTS AS OF JUNE 30, 2011

	Governmental Activities	
	2012	2011
<b>ASSETS</b>		
Cash and Investments	\$ 5,230,150	\$ 4,421,405
Receivables		
Property Taxes	3,526,465	3,570,581
Other Governments	13,832,405	11,200,815
Other	83,219	75,920
Prepaid Items	83,274	37,439
Inventories	52,279	69,431
Bond Issuance Costs, Net	22,694	35,049
Capital Assets		
Assets Not Being Depreciated	747,153	685,162
Other Capital Assets, Net of Depreciation	29,562,724	29,383,469
<b>Total Assets</b>	<b>\$ 53,140,363</b>	<b>\$ 49,479,271</b>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Salaries and Wages Payable	\$ 3,530,324	\$ 3,492,473
Outstanding Aid Anticipation Certificates	3,438,321	
Accounts and Contracts Payable	739,302	616,378
Due to Other Governmental Units	120,089	238,471
Accrued Interest	172,536	162,354
Unearned Revenue		
Property Taxes	4,823,507	4,689,758
Local Sources	102,297	145,181
Noncurrent Liabilities		
Due Within One Year	2,890,937	2,852,229
Due in More Than One Year	7,454,399	11,048,902
<b>Total Liabilities</b>	<b>23,271,712</b>	<b>23,245,746</b>
Net Assets		
Invested in Capital Assets, Net of Related Debt	24,465,065	21,922,820
Restricted for		
Operating Capital Purposes	331,985	1,032,641
State-mandated Reserves	39,839	107,003
Food Service	576,775	608,790
Community Service	417,789	524,763
Debt Service	455,718	441,510
Unrestricted	3,581,480	1,595,998
<b>Total Net Assets</b>	<b>29,868,651</b>	<b>26,233,525</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 53,140,363</b>	<b>\$ 49,479,271</b>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF ACTIVITIES  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	2012			2011	
	Expenses	Program Revenues		Net (Expense) Revenue and Changes in Net Assets	Net (Expense) Revenue and Changes in Net Assets
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities
GOVERNMENTAL ACTIVITIES					
Administration	\$ 1,430,974	\$	\$ 7,363	\$ (1,423,611)	\$ (1,510,103)
District Support Services	1,188,409		77,485	(1,110,924)	(1,072,403)
Regular Instruction	19,995,613	534,699	7,673,424	(11,787,490)	(12,208,462)
Vocational Education Instruction	717,662	8,075	28,291	(681,296)	(759,024)
Special Education Instruction	7,191,661	157,791	4,661,012	(2,372,858)	(2,319,969)
Instructional Support Services	2,385,616	3,373	418,766	(1,963,477)	(1,869,825)
Pupil Support Services	3,246,201		108,574	(3,137,627)	(3,359,942)
Sites and Buildings	4,504,865	35,643	39,909	532,463 (3,896,850)	(3,600,681)
Fiscal and Other Fixed Costs Programs	134,020			(134,020)	(127,098)
Food Service	2,771,946	870,289	1,901,872	215	146,368
Community Service	2,440,363	856,637	1,084,547	(499,179)	(360,613)
Interest and Fiscal Charges on Long-term Liabilities	257,960			(257,960)	(363,922)
Total Governmental Activities	<u>\$ 46,265,290</u>	<u>\$ 2,466,507</u>	<u>\$ 16,001,243</u>	<u>\$ 532,463</u> (27,265,077)	<u>(27,405,674)</u>
GENERAL REVENUES					
Property Taxes Levied for					
General Purposes				4,118,155	5,574,219
Community Service				366,731	539,070
Debt Service				2,374,961	2,351,381
State Aid not Restricted to Specific Purposes				24,028,033	21,954,037
Interest Earnings				2,541	39,820
Miscellaneous				9,782	332,417
SPECIAL ITEM - Gain on Sale of Land and Building					232,937
Total General Revenues and Special Item				<u>30,900,203</u>	<u>31,023,881</u>
Change in Net Assets				3,635,126	3,618,207
NET ASSETS, BEGINNING OF YEAR				<u>26,233,525</u>	<u>22,615,318</u>
NET ASSETS, END OF YEAR				<u>\$ 29,868,651</u>	<u>\$ 26,233,525</u>

See Accompanying Notes to the Financial Statements

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INDEPENDENT SCHOOL DISTRICT #347

BALANCE SHEET  
GOVERNMENTAL FUNDS  
JUNE 30, 2012

WITH PARTIAL COMPARATIVE AMOUNTS AS OF JUNE 30, 2011

	General	Food Service	Community Service	Debt Service	Total Governmental Funds	
					2012	2011
<b>ASSETS</b>						
Cash and Investments	\$ 2,392,598	\$ 629,938	\$ 291,090	\$ 1,840,868	\$ 5,154,494	\$ 4,350,867
Receivables						
Current Property Taxes	2,026,846		184,536	1,248,476	3,459,858	3,507,293
Delinquent Property Taxes	37,277		3,658	25,672	66,607	63,288
Due from Other Minnesota School Districts	297,379	12,410	4,227		314,016	124,701
Due from Minnesota Department of Education	12,667,963	728	317,079	66,576	13,052,346	10,486,911
Due from Federal through Minnesota Department of Education	343,391	19,736	2,817		365,944	537,169
Due from Other Governmental Units	96,089	1,997	2,013		100,099	52,034
Other Receivables	64,498	12,026	6,695		83,219	75,920
Prepaid Items	79,814	778	2,282	400	83,274	37,439
Inventories	34,714	17,565			52,279	69,431
<b>Total Assets</b>	<b>\$ 18,040,569</b>	<b>\$ 695,178</b>	<b>\$ 814,397</b>	<b>\$ 3,181,992</b>	<b>\$ 22,732,136</b>	<b>\$ 19,305,053</b>
<b>LIABILITIES AND FUND BALANCE</b>						
<b>Liabilities</b>						
Salaries and Wages Payable	\$ 3,381,331	\$ 27,462	\$ 121,531	\$	\$ 3,530,324	\$ 3,492,473
Outstanding Aid Anticipation Certificates	3,438,321				3,438,321	
Accounts and Contracts Payable	673,052	45,348	13,359		731,759	612,257
Due to Other Governmental Units	109,366		10,723		120,089	238,471
Accrued Interest	55,578				55,578	
Deferred Revenue						
Property Taxes Levied for Subsequent Year	2,043,820		196,043	2,583,644	4,823,507	4,689,758
Delinquent Property Taxes	37,277		3,658	25,672	66,607	63,288
Local Sources	5,410	45,593	51,294		102,297	145,181
<b>Total Liabilities</b>	<b>9,744,155</b>	<b>118,403</b>	<b>396,608</b>	<b>2,609,316</b>	<b>12,868,482</b>	<b>9,241,428</b>
<b>Fund Balance</b>						
Nonspendable	114,528	18,343	2,282	400	135,553	106,870
Restricted	371,824	558,432	415,507	572,276	1,918,039	2,856,482
Committed	1,200,000				1,200,000	1,200,000
Assigned	50,364				50,364	
Unassigned	6,559,698				6,559,698	5,900,273
<b>Total Fund Balance</b>	<b>8,296,414</b>	<b>576,775</b>	<b>417,789</b>	<b>572,676</b>	<b>9,863,654</b>	<b>10,063,625</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 18,040,569</b>	<b>\$ 695,178</b>	<b>\$ 814,397</b>	<b>\$ 3,181,992</b>	<b>\$ 22,732,136</b>	<b>\$ 19,305,053</b>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

RECONCILIATION OF THE GOVERNMENTAL FUNDS  
BALANCE SHEET TO THE STATEMENT OF NET ASSETS

JUNE 30, 2012

WITH PARTIAL COMPARATIVE AMOUNTS AS OF JUNE 30, 2011

	<u>2012</u>	<u>2011</u>
Total Fund Balances - Governmental Funds	\$ 9,863,654	\$ 10,063,625
<p>Amounts reported for governmental activities in the Statement of Net Assets are different because:</p>		
<p>Capital assets used in governmental funds are not financial resources and therefore are not reported as assets in the governmental funds. Those assets consist of:</p>		
Land and Construction in Progress	747,153	685,162
Land Improvements, Net of Accumulated Depreciation	1,842,279	1,267,956
Buildings and Improvements, Net of Accumulated Depreciation	25,870,051	26,401,402
Equipment and Vehicles, Net of Accumulated Depreciation	1,850,394	1,714,111
<p>Some of the District's property taxes will be collected after year-end, but are not available soon enough to pay for the current period's expenditures, and therefore are reported as deferred revenue in the funds.</p>		
	66,607	63,288
<p>Interest on long-term debt is not accrued in governmental funds, but rather is recognized as an expenditure when due.</p>		
	(116,958)	(162,354)
<p>Governmental funds report debt issuance costs as expenditures at the time of issuance. Issuance costs are reported as an unamortized asset in the government-wide financial statements.</p>		
	22,694	35,049
<p>Internal service funds are used by management to charge the costs associated with Delta Dental Insurance. The assets and liabilities of the internal service fund are included in governmental activities in the Statement of Net Assets.</p>		
	68,113	66,417
<p>Long-term liabilities that pertain to governmental funds, including bonds payable, are not due and payable in the current period and therefore are not reported as fund liabilities. All liabilities - both current and long-term - are reported in the Statement of Net Assets. Balances at year-end are:</p>		
Bonds Payable	(5,635,000)	(7,835,000)
Unamortized Premiums	(209,812)	(310,811)
Other Postemployment Benefits	(1,104,073)	(981,886)
Pension Benefits	(8,357)	(16,219)
Compensated Absences Payable	(3,388,094)	(4,757,215)
Total Net Assets - Governmental Activities	<u>\$ 29,868,651</u>	<u>\$ 26,233,525</u>

See Accompanying Notes to the Financial Statements



INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 GOVERNMENTAL FUNDS  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

					Total Governmental Funds	
	General	Food Service	Community Service	Debt Service	2012	2011
<b>REVENUES</b>						
Local Sources						
Property Taxes	\$ 4,116,303	\$	\$ 366,500	\$ 2,373,725	\$ 6,856,528	\$ 8,492,117
Interest Earnings	1,574	184	185	598	2,541	39,820
Other	1,296,810	909,609	1,039,058		3,245,477	3,326,748
State Sources	34,558,584	175,131	896,722	186,489	35,816,926	33,698,415
Federal Sources	2,252,465	1,687,421	34,989		3,974,875	5,169,142
Total Revenues	42,225,736	2,772,345	2,337,454	2,560,812	49,896,347	50,726,242
<b>EXPENDITURES</b>						
Current						
Administration	1,451,913				1,451,913	1,487,485
District Support Services	1,210,066				1,210,066	1,100,077
Regular Instruction	19,298,161				19,298,161	19,558,378
Vocational Education Instruction	763,353				763,353	822,816
Special Education Instruction	7,553,749				7,553,749	7,361,512
Instructional Support Services	2,121,228				2,121,228	2,158,543
Pupil Support Services	3,563,417		21,592		3,585,009	3,570,398
Sites and Buildings	5,211,954				5,211,954	4,576,145
Fiscal and Other Fixed Costs Programs	133,158				133,158	126,236
Food Service		2,799,515			2,799,515	2,354,264
Community Service			2,373,684		2,373,684	2,208,894
Capital Outlay	948,531	5,595	49,152		1,003,278	993,366
Debt Service						
Principal				2,200,000	2,200,000	2,100,000
Interest and Fiscal Charges				392,000	392,000	495,900
Total Expenditures	42,255,530	2,805,110	2,444,428	2,592,000	50,097,068	48,914,014
Excess (Deficiency) of Revenues Over (Under) Expenditures	(29,794)	(32,765)	(106,974)	(31,188)	(200,721)	1,812,228
<b>OTHER FINANCING SOURCES (USES)</b>						
Sale of Equipment		750			750	50
<b>SPECIAL ITEM</b>						
Proceeds from Sale of Land and Building						280,114
Net Change in Fund Balances	(29,794)	(32,015)	(106,974)	(31,188)	(199,971)	2,092,392
FUND BALANCE, BEGINNING OF YEAR	8,326,208	608,790	524,763	603,864	10,063,625	7,971,233
FUND BALANCE, END OF YEAR	\$ 8,296,414	\$ 576,775	\$ 417,789	\$ 572,676	\$ 9,863,654	\$ 10,063,625

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2012  
WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	<u>2012</u>	<u>2011</u>
Total Net Change in Fund Balances - Governmental Funds	\$ (199,971)	\$ 2,092,392
<p>Amounts reported for governmental activities in the Statement of Activities are different because:</p>		
<p>Capital outlay is reported in governmental funds as expenditures. However, in the Statement of Activities, the cost of those assets is allocated over the estimated useful lives as depreciation expense.</p>		
Capital Outlay	1,589,108	1,037,044
Depreciation Expense	(1,319,432)	(1,321,363)
Cost of Capital Assets Disposed	(45,016)	(717,436)
Accumulated Deprecation Related to Disposed Capital Assets	16,586	647,123
<p>The governmental funds report bond proceeds as financing sources, while repayment of bond principal is reported as an expenditure. In the Statement of Net Assets, however, issuing debt increases long-term liabilities and does not affect the Statement of Activities and repayment of principal reduces the liability. Also, governmental funds report the effect of issuance costs and premiums when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities. Interest is recognized as an expenditure in the governmental funds when it is due. In the Statement of Activities, however, interest expense is recognized as it accrues, regardless of when it is due. The net effect of these differences is as follows:</p>		
Payment of Bond Principal	2,200,000	2,100,000
Change in Accrued Interest Expense	45,396	43,334
Amortization of Bond Issuance Costs	(12,355)	(12,355)
Amortization of Bond Premium	100,999	100,999
Delinquent property taxes receivable will be collected this year, but are not available soon enough to pay for the current period's expenditures, and therefore are deferred in the funds.	3,319	(27,447)
In the Statement of Activities, certain operating expenses - pension, other post-employment benefits and compensated absences - are measured by the amounts earned during the year. In the governmental funds, however, expenditures for these items are measured by the amount of financial resources used (essentially, the amounts actually paid).	1,254,796	(307,057)
An internal service fund is used to charge the costs associated with Delta Dental insurance. The net change in net assets of the fund is reported with governmental activities.	1,696	(17,027)
Change in Net Assets - Governmental Activities	<u>\$ 3,635,126</u>	<u>\$ 3,618,207</u>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 BUDGET AND ACTUAL  
 GENERAL FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	2012			Over (Under) Final Budget	2011
	Budgeted Amounts		Actual		Actual
	Original	Final			
<b>REVENUES</b>					
Local Sources					
Property Taxes	\$ 3,909,326	\$ 4,026,261	\$ 4,116,303	\$ 90,042	\$ 5,588,685
Interest Earnings	23,884	1,612	1,574	(38)	23,574
Other	881,531	1,201,881	1,296,810	94,929	1,520,443
State Sources	33,948,596	34,150,702	34,558,584	407,882	32,619,042
Federal Sources	2,361,020	2,377,911	2,252,465	(125,446)	3,583,236
Total Revenues	<u>41,124,357</u>	<u>41,758,367</u>	<u>42,225,736</u>	<u>467,369</u>	<u>43,334,980</u>
<b>EXPENDITURES</b>					
Current					
Administration	1,445,731	1,455,278	1,451,913	(3,365)	1,487,485
District Support Services	1,147,986	1,201,618	1,210,066	8,448	1,100,077
Regular Instruction	20,053,995	19,794,685	19,298,161	(496,524)	19,558,378
Vocational Education Instruction	780,383	779,831	763,353	(16,478)	822,816
Special Education Instruction	7,410,182	7,573,619	7,553,749	(19,870)	7,361,512
Instructional Support Services	2,202,741	2,237,102	2,121,228	(115,874)	2,158,543
Pupil Support Services	3,598,825	3,673,205	3,563,417	(109,788)	3,546,214
Sites and Buildings	4,842,205	5,173,034	5,211,954	38,920	4,576,145
Fiscal and Other Fixed Costs Programs	130,000	138,076	133,158	(4,918)	126,236
Capital Outlay					
Administration		6,004	6,004		
District Support Services	11,834	7,500	627	(6,873)	7,386
Regular Instruction	236,688	316,839	476,135	159,296	351,259
Vocational Education Instruction	10,000	15,978	9,569	(6,409)	14,889
Special Education Instruction	57,440	30,094	25,643	(4,451)	150,617
Instructional Support Services	103,500	159,460	270,993	111,533	265,201
Pupil Support Services			1,197	1,197	
Sites and Buildings	69,440	177,288	158,363	(18,925)	113,190
Total Expenditures	<u>42,100,950</u>	<u>42,739,611</u>	<u>42,255,530</u>	<u>(484,081)</u>	<u>41,639,948</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	(976,593)	(981,244)	(29,794)	951,450	1,695,032
<b>OTHER FINANCING SOURCES (USES)</b>					
Sale of Equipment					50
<b>SPECIAL ITEM</b>					
Proceeds from Sale of Land and Building					280,114
Net Change in Fund Balances	<u>\$ (976,593)</u>	<u>\$ (981,244)</u>	(29,794)	<u>\$ 951,450</u>	1,975,196
FUND BALANCE, BEGINNING OF YEAR			<u>8,326,208</u>		<u>6,351,012</u>
FUND BALANCE, END OF YEAR			<u>\$ 8,296,414</u>		<u>\$ 8,326,208</u>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 BUDGET AND ACTUAL  
 FOOD SERVICE SPECIAL REVENUE FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	2012			Over (Under) Final Budget	2011
	Budgeted Amounts		Actual		Actual
	Original	Final			
<b>REVENUES</b>					
Local Sources					
Interest Earnings	\$ 2,948	\$ 50	\$ 184	\$ 134	\$ 2,794
Other-Primarily Meal Sales	841,387	891,647	909,609	17,962	812,445
State Sources	180,835	180,835	175,131	(5,704)	175,246
Federal Sources	1,389,930	1,569,128	1,687,421	118,293	1,550,022
Total Revenues	<u>2,415,100</u>	<u>2,641,660</u>	<u>2,772,345</u>	<u>130,685</u>	<u>2,540,507</u>
<b>EXPENDITURES</b>					
Current					
Food Service	2,557,847	2,824,649	2,799,515	(25,134)	2,354,264
Capital Outlay					
Food Service	<u>73,500</u>	<u>49,849</u>	<u>5,595</u>	<u>(44,254)</u>	<u>71,161</u>
Total Expenditures	<u>2,631,347</u>	<u>2,874,498</u>	<u>2,805,110</u>	<u>(69,388)</u>	<u>2,425,425</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	(216,247)	(232,838)	(32,765)	200,073	115,082
<b>OTHER FINANCING SOURCES (USES)</b>					
Sale of Equipment		750	750		
Net Change in Fund Balances	<u>\$ (216,247)</u>	<u>\$ (232,088)</u>	<u>(32,015)</u>	<u>\$ 200,073</u>	115,082
FUND BALANCE, BEGINNING OF YEAR			<u>608,790</u>		<u>493,708</u>
FUND BALANCE, END OF YEAR			<u>\$ 576,775</u>		<u>\$ 608,790</u>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 BUDGET AND ACTUAL  
 COMMUNITY SERVICE SPECIAL REVENUE FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	2012			Over (Under) Final Budget	2011
	Budgeted Amounts		Actual		Actual
	Original	Final			
<b>REVENUES</b>					
Local Sources					
Property Taxes	\$ 365,846	\$ 395,099	\$ 366,500	\$ (28,599)	\$ 540,297
Interest Earnings	3,865	54	185	131	3,448
Other-Primarily Tuition and Fees	833,050	968,512	1,039,058	70,546	993,860
State Sources	893,896	868,775	896,722	27,947	710,113
Federal Sources	29,000	34,989	34,989		35,884
Total Revenues	<u>2,125,657</u>	<u>2,267,429</u>	<u>2,337,454</u>	<u>70,025</u>	<u>2,283,602</u>
<b>EXPENDITURES</b>					
Current					
Pupil Support Services	24,574	23,795	21,592	(2,203)	24,184
Community Service	2,134,495	2,322,246	2,373,684	51,438	2,208,894
Capital Outlay					
Community Service	11,700	53,200	49,152	(4,048)	19,663
Total Expenditures	<u>2,170,769</u>	<u>2,399,241</u>	<u>2,444,428</u>	<u>45,187</u>	<u>2,252,741</u>
Net Change in Fund Balances	<u>\$ (45,112)</u>	<u>\$ (131,812)</u>	<u>(106,974)</u>	<u>\$ 24,838</u>	<u>30,861</u>
FUND BALANCE, BEGINNING OF YEAR			<u>524,763</u>		<u>493,902</u>
FUND BALANCE, END OF YEAR			<u>\$ 417,789</u>		<u>\$ 524,763</u>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF NET ASSETS  
 PROPRIETARY FUND  
 JUNE 30, 2012  
 WITH COMPARATIVE AMOUNTS AS OF JUNE 30, 2011

	Governmental Activities- Internal Service Fund	
	<u>2012</u>	<u>2011</u>
ASSETS		
Current Assets		
Cash and Investments	<u>\$ 75,656</u>	<u>\$ 70,538</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable	\$ 7,543	\$ 4,121
Net Assets		
Unrestricted	<u>68,113</u>	<u>66,417</u>
Total Liabilities and Net Assets	<u>\$ 75,656</u>	<u>\$ 70,538</u>

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS  
 PROPRIETARY FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	Governmental Activities- Internal Service Fund	
	2012	2011
OPERATING REVENUES		
Charges for Services	\$ 216,511	\$ 225,750
OPERATING EXPENSES		
Dental Insurance Claim Payments	190,092	215,380
General Administration Costs	24,723	27,397
Total Operating Expenses	<u>214,815</u>	<u>242,777</u>
Net Change in Net Assets	1,696	(17,027)
NET ASSETS, BEGINNING OF YEAR	<u>66,417</u>	<u>83,444</u>
NET ASSETS, END OF YEAR	<u>\$ 68,113</u>	<u>\$ 66,417</u>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF CASH FLOWS  
 PROPRIETARY FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	Governmental Activities- Internal Service Fund	
	2012	2011
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from Interfund Services Provided	\$ 216,510	\$ 225,750
Payments for Administrative Costs	(24,319)	(27,627)
Payments for Dental Fees and Insurance Claims	(187,073)	(217,066)
Net Increase (Decrease) in Cash and Cash Equivalents	<u>5,118</u>	<u>(18,943)</u>
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>70,538</u>	<u>89,481</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 75,656</u>	<u>\$ 70,538</u>
RECONCILIATION OF OPERATING INCOME (LOSS) TO CASH FLOWS FROM OPERATING ACTIVITIES		
Operating Income (Loss)	\$ 1,696	\$ (17,027)
Adjustments to Reconcile Operating Income (Loss) to Net Cash Provided (Used) by Operating Activities		
Increase (Decrease) in Accounts Payable	<u>3,422</u>	<u>(1,916)</u>
Net Cash Provided (Used) By Operating Activities	<u>\$ 5,118</u>	<u>\$ (18,943)</u>

See Accompanying Notes to the Financial Statements



INDEPENDENT SCHOOL DISTRICT #347

STATEMENT OF FIDUCIARY NET ASSETS  
JUNE 30, 2012

	Private- Purpose Trust Fund
ASSETS	
Cash and Investments	\$ 34,850
Interest Receivable	317
	<hr/>
Total Assets	\$ 35,167
	<hr/> <hr/>
NET ASSETS	
Held in Trust for Scholarships	\$ 35,167
	<hr/> <hr/>

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS  
YEAR ENDED JUNE 30, 2012

	Private- Purpose Trust Fund
ADDITIONS	
Interest Earnings	\$ 415
DEDUCTIONS	
Scholarship Obligations	350
Change in Net Assets	65
	<hr/>
NET ASSETS, BEGINNING OF YEAR	35,102
	<hr/>
NET ASSETS, END OF YEAR	\$ 35,167
	<hr/> <hr/>

See Accompanying Notes to the Financial Statements

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of Independent School District #347 have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The GASB pronouncements are recognized as accounting principles generally accepted in the United States of America. The more significant of the government's accounting policies are described below.

A. REPORTING ENTITY

The Independent School District #347 Board of Education ("District") is the basic level of government which has the financial accountability and control over all activities related to the public school education for the Willmar Public School District. The District receives funding from local, state, and federal sources and must comply with the expenditure requirements of these funding source entities.

The financial statements present the District and its component units. The District includes all funds, organizations, institutions, agencies, departments and offices that are not legally separate from such. Component units are legally separate organizations for which the elected officials of the District are financially accountable and are included within the financial statements of the District because of the significance of their operational or financial relationships with the District.

The District is considered financially accountable for a component unit if it appoints a voting majority of the organization's governing body and it is able to impose its will on the organization by significantly influencing the programs, projects, activities or level of services performed or provided by the organization, or there is a potential for the organization to provide specific financial benefits to or impose specific financial burdens on the District.

As a result of applying the component unit definition criteria above, it has been determined the District has no component units.

Student activities are determined primarily by student participants under the guidance of an adult and are generally conducted outside school hours. The School Board has a fiduciary responsibility in establishing broad policies and ensuring that appropriate financial records are maintained for student activities. However, in accordance with Minnesota Statutes, the District's School Board has not elected to control or exercise oversight responsibility with respect to the underlying student activities. Accordingly, the student activity accounts are not included in these financial statements.

B. GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

The government-wide financial statements (i.e., the Statement of Net Assets and the Statement of Activities) display information about the reporting government as a whole. These statements include all the financial activities of the District except for fiduciary funds. Fiduciary funds are only reported at the fund financial statement level.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

B. GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS (Cont'd)

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. Elimination of all charges would distort the direct costs and program revenue reported for the various functions concerned.

Separate financial statements are provided for governmental, proprietary and fiduciary funds. Major individual governmental funds are reported as separate columns in the fund financial statements. Fiduciary funds are presented in the fiduciary fund financial statements by type. Since by definition, fiduciary fund assets are being held for the benefit of a third party and cannot be used for activities or obligations of the District, these funds are excluded from the government-wide financial statements.

The Internal Service Fund is presented in the proprietary fund financial statements. Because the principal user of the internal services is the District's governmental activities, the financial statement of the internal service fund is consolidated into the governmental activities column when presented in the government-wide financial statements. The cost of these services is reported in the appropriate functional activity.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenue of the District's internal service fund is charges to customers for service. Operating expenses for the internal service fund include the cost of services. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

C. MEASUREMENT FOCUS AND BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied is determined by its measurement focus and basis of accounting. The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing or related cash flows. Property taxes are generally recognized as revenues in the fiscal year for which they are levied, except for amounts advance recognized in accordance with a statutory "tax shift" described later in these notes. Grants and similar items are recognized when all eligibility requirements imposed by the provider have been met.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

C. MEASUREMENT FOCUS AND BASIS OF ACCOUNTING (Cont'd)

The governmental fund financial statements are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting, in which revenues are recognized when they become measurable and available. Revenues are considered to be measurable when the amount of the transaction can be determined and available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Property tax revenue is generally considered as available if collected within 60 days after year-end. State revenue is recognized in the year to which it applies according to Minnesota Statutes and accounting principles generally accepted in the United States of America. Minnesota Statutes include state aid funding formulas for specific fiscal years. Federal revenue is recorded in the year in which the related expenditure is made. Food service sales, community education tuition, and other miscellaneous revenue (except interest earnings) are recorded as revenues when received because they are generally not measurable until then. Interest earnings are recorded when earned because they are measurable and available. A six-month availability period is generally used for other fund revenue.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. The District does not use encumbrances for either budgeting or financial reporting purposes.

It is generally the District's policy to use restricted resources first, then unrestricted resources as they are needed when an expense is incurred for purposes for which both restricted and unrestricted net assets are available.

**Description of Funds**

The existence of the various District funds has been established by the State of Minnesota, Department of Education. The accounts of the District are organized on the basis of funds, each of which is considered a separate accounting entity. A description of the funds included in this report is as follows:

*Major Governmental Funds:*

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. It includes the general operations and pupil transportation activities of the District, as well as the capital related activities such as maintenance of facilities, equipment purchases, health and safety projects, and disabled accessibility projects.

The Food Service Special Revenue Fund accounts for all activities associated with the preparation and serving of regular and incidental meals, lunches or snacks in connection with school activities.

The Community Service Special Revenue Fund accounts for services provided to residents in the areas of recreation, civic activities, nonpublic pupils, veterans, adult or early childhood programs or other similar services.

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

C. MEASUREMENT FOCUS AND BASIS OF ACCOUNTING (Cont'd)

*Proprietary Fund:*

The Internal Service Fund accounts for financing of goods or services provided by one department to other departments or agencies of the government, or to other governments, on a cost-reimbursement basis. The District's Internal Service Fund accounts for the District's dental self-insurance program. The self-insurance costs are charged to the various funds based on established premium rates.

*Fiduciary Fund:*

The Private-Purpose Trust Fund is used to account for trust arrangements under which principal and income benefits individuals, private organizations, or other governments. This fund accounts for gifts and bequests that are to be used for scholarships.

D. BUDGETS AND BUDGETARY ACCOUNTING

Budgets presented in this report for comparison to actual amounts are presented in accordance with accounting principles generally accepted in the United States of America. Each June, the School Board adopts an annual budget for the following fiscal year for the General, Food Service, Community Service, and Debt Service Funds. The approved budget is published in summary form in the District's legal newspaper by November 30 of each year. Reported budget amounts represent the amended budget as adopted by the School Board. Legal budgetary control is at the fund level.

Procedurally, in establishing the budgetary data reflected in these financial statements, the Superintendent submits to the School Board prior to July 1, a proposed operating budget for the fiscal year commencing July 1. The operating budget includes proposed expenditures and the means to finance them. The budget is legally enacted by School Board action. Revisions to budgeted amounts must be approved by the School Board.

Total fund expenditures in excess of the budget require approval of the School Board. Spending control is established by the amount of expenditures budgeted for the fund, but management control is exercised at line item levels.

Unencumbered expenditure appropriations lapse at year-end. Encumbrances are generally not recorded.

Budget provisions for the Debt Service Fund are set by state law governing required debt service levels.

E. ASSETS, LIABILITIES AND EQUITY

**Cash and Investments:**

Cash and investments consist of demand deposit accounts, non-negotiable certificates of deposit and a money market account.

Cash balances from all funds of the District are pooled and invested, to the extent available, in allowable cash management accounts. Earnings from such accounts are allocated to the respective funds on the basis of applicable cash balance participation by each fund.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Cash and Investments:** (Cont'd)

For purposes of the Statement of Cash Flows, the District considers cash in bank and all highly liquid instruments (including restricted assets) to be cash and cash equivalents in its proprietary fund.

The District has an investment policy in place that addresses interest rate risk, credit risk, concentration of credit risk and custodial credit risk as follows:

*Custodial Credit Risk - Deposits.* Custodial credit risk is the risk that in the event of bank failure, the District's deposits may not be returned to it. Minnesota Statutes require all District deposits be protected by insurance, surety bond, or collateral. The market value of collateral pledged must equal 110 percent of the deposits not covered by insurance or bonds.

Authorized collateral includes treasury bills, notes and bonds; issues of U.S. government agencies; general obligations of a state or local government rated "A" or better and revenue obligations of a state or local government rated "AA" or better; unrated general obligation securities of the District; irrevocable standby letters of credit issued by the Federal Home Loan Bank; and certificates of deposit. Minnesota Statutes require that securities pledged as collateral be held in safekeeping in a restricted account at the Federal Reserve Bank or in an account at a trust department of a commercial bank or other financial institution that is not owned or controlled by the financial institution furnishing the collateral. The District does not have a policy that further limits its collateral choices.

*Custodial Credit Risk - Investments.* For an investment, this is the risk that in the event of the failure of the counterparty, the District will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The District's investment policy on custodial credit risk states securities shall be held in third party safekeeping by an institution designated as custodial agent. The institution or dealer shall issue a safekeeping receipt to the District listing the specific instrument, the name of the issuer, the name in which the security is held, the rate, the maturity, serial numbers and other distinguishing marks, and other pertinent information related to the securities held.

*Interest Rate Risk.* This is the risk that the market value of securities will fall due to the changes in market interest rates. The District's policy states investment maturities shall be scheduled to coincide with projected District cash flow needs, taking into account large routine or scheduled expenditures, as well as anticipated receipt dates of anticipated revenues. Maturities for short-term and long-term investments shall be timed according to anticipated need. Within these parameters, portfolio maturities shall be staggered to avoid undue concentration of assets and a specific maturity sector. The maturities selected shall provide for stability of income and reasonable liquidity.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Cash and Investments:** (Cont'd)

*Credit Risk.* This is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The District may invest in the following types of investments as authorized by Minn. Stat. §§118A.04 and 118A.05: securities which are direct obligations or are guaranteed or insured issues of the United States, its agencies, its instrumentalities or organizations created by an act of Congress, except mortgage-backed securities defined as "high risk" by Minn. Stat. §118A.04, subd. 6; mutual funds through shares of registered investment companies provided the mutual fund receives certain ratings depending on its investments; general obligations of the State of Minnesota and its municipalities, and in certain state agency and local obligations of Minnesota and other states provided such obligations have certain specified bond ratings by a national bond rating service; bankers' acceptances of United States banks; commercial paper issued by United States corporations or their Canadian subsidiaries that is rated in the highest quality category by two nationally recognized rating agencies and matures in 270 days or less; and with certain restrictions, in repurchase agreements, securities lending agreements, joint powers investment trusts, and guaranteed investment contracts.

*Concentration Risk.* This is the risk of loss attributed to the magnitude of an investment in a single issuer. The District's investment policy states the District shall diversify its investments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.

**Accounts Receivable:**

Accounts receivable represents amounts receivable from individuals, firms, and corporations for goods and services furnished by the District. No substantial losses are anticipated from present receivable balances, therefore, no allowance for uncollectible accounts is deemed necessary.

**Current Property Taxes Receivable:**

Current property taxes receivable represent current real and personal property tax levies, certified the previous December and collectible in the current calendar year, which have not been received by the District.

**Delinquent Property Taxes Receivable:**

Delinquent property taxes receivable represent taxes collectible in the years 2005 to 2011 that remain uncollected at June 30, 2012. They are equally offset by a deferred revenue amount in the liabilities of the governmental fund financial statements.

**Prepaid Items:**

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepayments. Prepaid items are reported using the consumption method and recorded as an expense or expenditure at the time of consumption.

**Inventories:**

Inventories are recorded using the consumption method of accounting and consist of paper, electronic application and book vouchers, purchased food and supplies. Food, paper and supply purchases are recorded at invoice cost, computed on a first-in, first-out method.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Property Taxes Levied for Subsequent Years:**

Current levies of local taxes, less the amount recognized as revenue in the current period, including portions assumed by the state which will be recognized as revenue in the next fiscal year beginning July 1, 2012, are included in this account to indicate that, while they are current assets, they will not be recognized as revenue until the following year.

**Capital Assets:**

Tangible and intangible capital assets are capitalized at historical cost, or estimated historical cost for assets where actual historical cost is not available. Donated assets are recorded as capital assets at their estimated fair market value at the date of donation. The District maintains a threshold level of \$5,000 for capitalizing tangible and intangible capital assets. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Tangible and intangible capital assets are recorded in the government-wide financial statements, but are not reported in the fund financial statements. Capital assets are depreciated using the straight-line method over their estimated useful lives. Since surplus assets are sold for an immaterial amount when declared as no longer needed for public school purpose by the District, no salvage value is taken into consideration for depreciation purposes. Useful lives vary from 20 to 50 years for land improvements and buildings, and 5 to 15 years for equipment.

Capital assets not being depreciated include land and construction in progress.

The District does not possess any material amounts of infrastructure capital assets. Items such as sidewalks and other land improvements are considered to be part of the cost of buildings or other improvable property.

The District does not possess any material amounts of intangible capital assets.

**Long-Term Obligations:**

In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs, if material, are reported as an asset and amortized over the term of the related debt.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.



NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Accrued Employee Benefits:**

*Vacation Pay:*

Employees earn annual vacation pay at rates dependent upon each employee group labor contract. All outstanding unpaid vacation pay is payable upon termination of employment. At June 30, 2012, unpaid vacation pay totaling \$191,133 is recorded in the financial statements.

*Sick Pay:*

Substantially all District employees are entitled to sick leave at various rates. For certain employees, unused sick leave enters into the calculation of severance pay upon termination.

*Secretarial Staff:*

An unused sick leave payment is available to secretaries who have completed at least 15 years of continuous service with the District and are at least 55 years of age. An eligible individual will receive an amount equal to 75% of the number of unused accumulated sick leave hours multiplied by the employee's hourly rate of pay, not to exceed 800 hours, less any TSA match the District contributed. Employees hired after July 1, 2000 are not eligible for an unused sick leave payment.

*Library Clerical Staff and General Paraprofessionals:*

An unused sick leave payment is available to library clerical staff and general paraprofessionals who have completed at least 15 years of continuous service with the District and are at least 55 years of age. An eligible individual will receive an amount equal to 75% of the number of unused accumulated sick leave days multiplied by the employee's daily rate of pay, not to exceed 120 days.

*Special Needs Paraprofessionals and Sign Language Interpreters:*

An unused sick leave payment is available to special needs paraprofessionals and sign language interpreters who have completed at least 15 years of continuous service with the District and are at least 58 years of age. An eligible individual will receive an amount equal to 75% of the number of unused accumulated sick leave days multiplied by the employee's daily rate of pay, not to exceed 805 hours, less any TSA match the District contributed. Employees hired after July 1, 2002 will not be eligible for an unused sick leave payment.

*Food Service Staff:*

An unused sick leave payment is available to food service staff who have completed at least 15 years of continuous service with the District and are at least 55 years of age. An eligible individual will receive an amount equal to 75% of the number of unused accumulated sick leave hours multiplied by the employee's hourly rate of pay, not to exceed 430 hours.

*Administrators:*

An unused sick leave payment is available to administrators who have completed at least 10 years of continuous service with the District and are at least 55 years of age but not more than 65 years of age. An eligible administrator will receive an amount equal to the number of unused accumulated sick leave days multiplied by the employee's daily rate of pay, not to exceed 175 days, less any TSA match the District contributed. Administrators hired after July 1, 2000 are not eligible for an unused sick leave payment.

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Accrued Employee Benefits:** (Cont'd)

*Teachers:*

An unused sick leave payment is available to teachers who have completed at least 15 years of continuous service with the District and are at least 55 years of age. An eligible teacher will receive an amount equal to 50% of the number of unused accumulated sick leave days multiplied by the employee's daily rate of pay, not to exceed 90 days. Furthermore, an eligible teacher will receive an amount equal to the teacher's number of years of service multiplied by four and the employee's daily rate of pay, not to exceed 100 days. The maximum combined total payment shall not exceed 150 days. Any TSA match the District contributed will be deducted from the payment. Teachers hired after July 1, 2000 are not eligible for this benefit.

*Custodians:*

Custodians shall earn ten days of severance pay credit for each full year of service, with accumulation to 150 days. Upon resignation of the employee at age 55 or older, the District shall pay severance equal to 75% of an employee's accumulated severance pay days up to a maximum of 112.5 days, at the employee's daily rate of pay.

*Confidential Employees:*

An unused sick leave payment is available to confidential employees who have completed at least 15 years of continuous service with the District and are at least 55 years of age. An eligible individual will receive an amount equal to 75% of the number of unused accumulated sick leave hours multiplied by the employee's hourly rate of pay, not to exceed 805 hours, less any TSA match the District contributed. Employees hired after July 1, 2004 are not eligible for an unused sick leave payment.

*Other Postemployment Benefits:*

Under the terms of previous employment contracts, when certain qualified employees retired between the ages of 55 to 65, the District provided life and health insurance benefits which would cease when such employees attain the age of 65. This benefit is no longer available to employees; however, the District continues to pay health insurance for qualified individuals that retired when this benefit was in effect. All premiums are funded on a pay-as-you-go basis.

**Deferred Revenue:**

The District reports deferred revenue on its combined balance sheet. Deferred revenues arise when a potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenues also arise when resources are received by the District before it has a legal claim to them, as when grant monies are received prior to incurring the qualifying expenditures. In subsequent periods when both revenue recognition criteria are met or when the District has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

E. ASSETS, LIABILITIES AND EQUITY (Cont'd)

**Fund Balance:**

In the fund financial statements, fund balance is divided into five classifications based primarily on the extent to which the District is bound to observe constraints imposed upon the use of resources reported in governmental funds. These classifications are as follows:

*Nonspendable* - consists of amounts that cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact, such as, inventories and prepaid items.

*Restricted* - consists of amounts related to externally imposed constraints established by creditors, grantors or contributors; or constraints imposed by state statutory provisions.

*Committed* - consists of amounts that are constrained for specific purposes that are internally imposed by formal action of the Board of Education. Those committed amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action it employed to previously commit those amounts. These constraints are established by Resolution of the Board of Education.

*Assigned* - consists of amounts intended to be used by the District for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the governing body itself or by an official to which the governing body delegates the authority. Pursuant to School Board Policy, the Director of Business and Finance is authorized to establish assignments of fund balance.

*Unassigned* - is the residual classification for the General Fund and also reflects negative residual amounts in other funds.

The District uses restricted amounts to be spent first when both restricted and unrestricted fund balance is available. Additionally, the District would first use committed, then assigned, and lastly unassigned amounts of unrestricted fund balance when expenditures are made.

The Board of Education formally adopted a fund balance policy for the General Fund. The District's policy is to strive to maintain a minimum unassigned fund balance of 6% of the General Fund.

**Net Assets:**

Net assets represent the difference between assets and liabilities in the government-wide, proprietary fund, and fiduciary fund financial statements. Net assets invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balance of any long-term debt used to build or acquire the capital assets. Net assets are reported as restricted in the government-wide financial statements when there are limitations imposed on their use through external restrictions by creditors, grantors, or laws or regulations of other governments.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

F. REVENUES AND EXPENDITURES

**Revenues:**

Property tax levies are established by the Board of Education in December each year and are certified to the County for collection in the following calendar year. In Minnesota, counties act as collection agents for all property taxes. The County spreads all levies over taxable property. Such taxes become a lien on January 1. Taxes are due on May 15 and October 15. The County generally remits taxes to the District at periodic intervals as they are collected. A portion of property taxes levied is paid through various state tax credits which are included in revenue from state sources in the financial statements.

Generally, tax revenue is recognized in the fiscal year ending June 30, following the calendar year in which the tax levy is collectible, while the current calendar year tax levy is recorded as deferred revenue (property taxes levied for subsequent year). The majority of District revenue in the General Fund (and to a lesser extent in the District's Community Service Special Revenue Fund) is determined annually by statutory funding formulas. The total revenue allowed by these formulas is then allocated between taxes and state aids by the Legislature based on education funding priorities. Changes in this allocation are periodically accompanied by a change in property tax revenue recognition referred to as the "tax shift."

In accordance with State law, the current tax shift consists of an amount equal to 31% of the District's 2000 Pay 2001 operating referendum which is frozen at \$184,153 for the District. For the year ended June 30, 2012, State law is also requiring recognition of 48.6% or \$1,748,330 of the current operating referendum and all other levies other than Career Technical and Reemployment Insurance. Career Technical and Reemployment Insurance are recognized early based on statutory requirements in the amounts of \$92,638 and \$96,803, respectively.

Taxes that remain unpaid are classified as delinquent taxes receivable. Revenue from these delinquent property taxes that is not collected within 60 days of year-end is deferred because it is not known to be available to finance the operations of the District in the current year. No allowance for uncollectible taxes has been provided as such amounts are not expected to be material. Current levies of local taxes, less the amount recognized as revenue in the current period, including portions assumed by the State which will be recognized as revenue in the next fiscal year beginning July 1, 2012, are included in Property Taxes Levied for Subsequent Year to indicate that, while they are current assets, they will not be recognized as revenue until the following year.

**Expenditures:**

Expenditure recognition for governmental fund types is limited to amounts represented by current liabilities. Noncurrent liabilities are not recognized as governmental fund expenditures or liabilities.

G. USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

H. PRIOR YEAR INFORMATION

The basic financial statements include certain prior-year partial comparative information in total but not at the level of detail required for a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the government's financial statements for the year ended June 30, 2011, from which the partial information was derived.

NOTE 2. STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

A. EXCESS OF EXPENDITURES OVER BUDGET

Budgetary control for governmental funds is established by each fund's total appropriations. Expenditures exceeded appropriations for the following fund for the year ended June 30, 2012.

	<u>Expenditures</u>	<u>Budget</u>	<u>Excess</u>
Community Service Special Revenue Fund	\$ 2,444,428	\$ 2,399,241	\$ 45,187

NOTE 3. CASH AND INVESTMENTS

Cash and investments as of June 30, 2012, are as follows:

	<u>Book Balance</u>
Governmental Activities	
Cash and Investments	
Pooled Cash in Checking Accounts	\$ 4,944,180
Petty Cash	480
Individual Fund Savings Account	39,919
Money Market Deposit Account	<u>245,571</u>
Total Cash and Investments	<u>\$ 5,230,150</u>
Fiduciary Fund	
Cash and Investments	
Pooled Cash in Checking Accounts	\$ 1,066
Non-negotiable Certificates of Deposit	<u>33,784</u>
Total Cash and Investments	<u>\$ 34,850</u>

A. DEPOSITS

As of June 30, 2012, the District's deposits were sufficiently covered by insurance through the FDIC as well as collateralized with securities held by the pledging financial institution's trust department or agent in the District's name.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 4. RECEIVABLES

Receivables as of June 30, 2012, are as follows:

	<u>Total Receivables</u>	<u>Amounts not Scheduled for Collection During the Subsequent Year</u>
Governmental Activities		
Property Taxes		
Current Property Taxes	\$ 3,459,858	\$
Delinquent Property Taxes	66,607	
Total Property Taxes	<u>3,526,465</u>	<u>0</u>
Other Governments		
Due from Other Minnesota School Districts	314,016	
Due from Minnesota Department of Education	13,052,346	
Due from Federal through Minnesota Department of Education	365,944	
Due from Other Governmental Units	100,099	
Total Other Governments	<u>13,832,405</u>	<u>0</u>
Other		
Other Receivables	<u>83,219</u>	
Total Governmental Activities	<u><u>\$ 17,442,089</u></u>	<u><u>\$ 0</u></u>

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 5. CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2012, was as follows:

	Beginning Balance	Increase	Decrease	Ending Balance
Governmental Activities				
Capital Assets, Not Being Depreciated				
Land	\$ 617,518	\$	\$	\$ 617,518
Construction in Progress	67,644	1,127,709	(1,065,718)	129,635
Total Capital Assets, Not Being Depreciated	685,162	1,127,709	(1,065,718)	747,153
Capital Assets, Being Depreciated				
Land Improvements	3,141,819	711,235		3,853,054
Buildings and Improvements	47,599,839	394,250		47,994,089
Equipment	6,010,787	421,632	(45,016)	6,387,403
Total Capital Assets, Being Depreciated	56,752,445	1,527,117	(45,016)	58,234,546
Less Accumulated Depreciation for				
Land Improvements	(1,873,863)	(136,912)		(2,010,775)
Buildings and Improvements	(21,198,437)	(925,601)		(22,124,038)
Equipment	(4,296,676)	(256,919)	16,586	(4,537,009)
Total Accumulated Depreciation	(27,368,976)	(1,319,432)	16,586	(28,671,822)
Total Capital Assets Being Depreciated, Net	29,383,469	207,685	(28,430)	29,562,724
Governmental Activities				
Net Capital Assets	<u>\$ 30,068,631</u>	<u>\$ 1,335,394</u>	<u>\$ (1,094,148)</u>	<u>\$ 30,309,877</u>

Depreciation expense was charged to functions/programs as follows:

Governmental Activities	
Administration	\$ 226
District Support Services	1,374
Regular Instruction	980,804
Vocational Education Instruction	9,647
Special Education Instruction	7,736
Instructional Support Services	15,522
Pupil Support Services	33,391
Sites and Buildings	251,116
Fiscal and Other Fixed Cost Programs	862
Community Service	18,754
	<u>18,754</u>
Total Depreciation Expense - Governmental Activities	<u>\$ 1,319,432</u>

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 6. AID ANTICIPATION CERTIFICATES OF INDEBTEDNESS

The District issued General Obligation Aid Anticipation Certificates of Indebtedness, Series 2011B on August 25, 2011. The amount of the issue was \$3,438,321 with an interest rate of 2.00%. The entire issue matures on September 9, 2012. The certificate was issued to provide amounts necessary for timely payment of anticipated expenditures from the District's operating funds.

	Beginning Balance	Additions	Reductions	Ending Balance
Aid Anticipation Certificates of Indebtedness	\$ 0	\$ 3,438,321	\$ 0	\$ 3,438,321

NOTE 7. LONG-TERM DEBT

A. COMPONENTS OF LONG-TERM DEBT

The District has issued general obligation school building bonds to finance the construction of capital facilities or refinance previous bond issues. Assets of the Debt Service Fund, together with scheduled future tax levies, are dedicated for the retirement of these bonds. These levies are subject to reduction if fund balance amounts exceed limitations imposed by Minnesota law.

	Original Amount Issued	Final Maturity Date	Interest Rate	Balance Outstanding
<u>Governmental Activities</u>				
General Obligation Bonds				
Refunding Bonds, Series 2005A	\$ 16,265,000	02/01/15	5.00%	\$ 5,530,000
Capital Facilities, Series 2007A	495,000	02/01/13	4.00%	105,000
Total General Obligation Bonds				5,635,000
Bond Premium - Net				209,812
Other Postemployment Benefits Payable				1,104,073
Pension Benefits Payable				8,357
Compensated Absences Payable				3,388,094
Total Governmental Activities				\$ 10,345,336



INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 7. LONG-TERM DEBT (Cont'd)

B. MINIMUM DEBT PAYMENTS

Minimum annual principal and interest payments required to retire long-term debt, not including other postemployment benefits payable, pension benefits payable and compensated absences payable are as follows:

Year Ending June 30,	General Obligation Bonds	
	Principal	Interest
2013	\$ 2,315,000	\$ 280,700
2014	2,320,000	166,000
2015	1,000,000	50,000
	<u>\$ 5,635,000</u>	<u>\$ 496,700</u>

C. DESCRIPTION OF LONG-TERM DEBT

**General Obligation Bonds:**

On November 1, 2005, the District issued \$16,265,000 of General Obligation Refunding Bonds, Series 2005A to advance refund the General Obligation Refunding Bonds, Series 1997A. The bonds are due in varying annual installments each February 1 from February 1, 2007 through February 1, 2015, with interest at a rate of 5.00% due semi-annually on February 1 and August 1. The District reduced its total debt service payments by \$1,098,563 and obtained an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$916,043. Future ad valorem tax levies are dedicated to the retirement of these bonds.

On June 15, 2007, the District issued \$495,000 of General Obligation Capital Facilities Bonds, Series 2007A. The proceeds of this issue were used to finance various school roofing and parking lot improvements. Capital facilities revenues under Minnesota Statute Section 124.2455, are dedicated to the retirement of these bonds. In the event the capital facilities revenues are not sufficient, the District will levy property taxes for the deficiency.

**Other Postemployment Benefits Payable:**

Other postemployment benefits payable consist of postemployment health insurance benefits available to employees as specified in the employee's employment contract upon retirement. Health benefits have been paid by the General Fund.

**Pension Benefits Payable:**

Pension benefits payable consist of pension benefit payments available to employees as specified in the employee's employment contract upon retirement. Pension benefits are paid by the General and Special Revenue Funds.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 7. LONG-TERM DEBT (Cont'd)

C. DESCRIPTION OF LONG-TERM DEBT (Cont'd)

**Compensated Absences Payable:**

Compensated absences payable consists of unused vacation at June 30, 2012 and other compensated absences paid at retirement for certain employees based on the employment contract. In the past, compensated absences have been paid by the General, Food Service, and the Community Service Funds.

D. CHANGES IN LONG-TERM DEBT

The following table summarizes changes in long-term debt during the year ended June 30, 2012:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
<u>Governmental Activities</u>					
Bonds Payable	\$ 7,835,000	\$	\$ (2,200,000)	\$ 5,635,000	\$ 2,315,000
Bond Premium	310,811		(100,999)	209,812	100,832
Other Postemployment Benefits Payable	981,886	620,115	(497,928)	1,104,073	
Pension Benefits Payable	16,219	39,126	(46,988)	8,357	
Compensated Absences Payable	4,757,215	329,015	(1,698,136)	3,388,094	475,105
Total Governmental Activities	<u>\$ 13,901,131</u>	<u>\$ 988,256</u>	<u>\$ (4,544,051)</u>	<u>\$ 10,345,336</u>	<u>\$ 2,890,937</u>

In addition, the District has available a \$750,000 line of credit with a local financial institution. The line bears interest at variable rates (4.5% at June 30, 2012) and is unsecured. This line matures on December 31, 2012. There is no balance outstanding under this arrangement as of June 30, 2012.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 8. FUND BALANCE

Portions of the District's fund balance are nonspendable, restricted due to legal restrictions, committed by Board action, or unassigned. The following is a summary of fund balance components at June 30, 2012.

	General	Food Service	Community Service	Debt Service	Total
Nonspendable					
Prepaid Items	\$ 79,814	\$ 778	\$ 2,282	\$ 400	\$ 83,274
Inventories	34,714	17,565			52,279
Total Nonspendable	114,528	18,343	2,282	400	135,553
Restricted					
Operating Capital	331,985				331,985
Community Education			226,845		226,845
E.C.F.E.			34,830		34,830
Gifted and Talented	36,889				36,889
School Readiness			7,139		7,139
Adult Basic Education			89,402		89,402
Safe Schools	2,950				2,950
Other Fund Activities		558,432	57,291	572,276	1,187,999
Total Restricted	371,824	558,432	415,507	572,276	1,918,039
Committed					
Severance	1,200,000				1,200,000
Assigned					
Staff Development	50,364				50,364
Unassigned					
	6,559,698				6,559,698
	<u>\$ 8,296,414</u>	<u>\$ 576,775</u>	<u>\$ 417,789</u>	<u>\$ 572,676</u>	<u>\$ 9,863,654</u>

**Fund Equity:**

Certain portions of fund balance are restricted based on state requirements to track special program funding, to provide for funding on certain long-term liabilities, or as required by other outside parties. The following is a summary of the potential restricted fund balances for the governmental funds:

A. RESTRICTED FOR GIFTED AND TALENTED

The fund balance restriction represents accumulated resources available to provide gifted and talented programming in accordance with funding made available for that purpose.

B. RESTRICTED FOR OPERATING CAPITAL

The District levies taxes and receives state aid to be used for the purchase of equipment, books and vehicles and to purchase, rent, improve, and repair school facilities as allowed by state statute. The cumulative excess of such revenues over equipment and facilities expenditures is reported as a restriction of fund balance in the General Fund.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 8. FUND BALANCE (Cont'd)

C. RESTRICTED FOR COMMUNITY EDUCATION

The fund balance restriction represents accumulated resources available to provide general community education programming.

D. RESTRICTED FOR E.C.F.E. (EARLY CHILDHOOD AND FAMILY EDUCATION)

This fund balance restriction represents accumulated resources available to provide services for early childhood family education programming.

E. RESTRICTED FOR SCHOOL READINESS

The fund balance restriction represents accumulated resources available to provide school readiness programming in accordance with funding made available for that purpose.

F. RESTRICTED FOR ADULT BASIC EDUCATION

The fund balance restriction represents accumulated resources available to provide adult basic education programming in accordance with funding made available for that purpose.

G. RESTRICTED FOR SAFE SCHOOLS

The fund balance restriction represents unspent resources available from the safe schools levy.

NOTE 9. DEFINED BENEFIT PENSION PLANS - STATEWIDE

Substantially all employees of the District are required by State law to belong to pension plans administered by the Teachers Retirement Association (TRA) or Public Employees Retirement Association (PERA), all of which are administered on a statewide basis.

A. TEACHERS RETIREMENT ASSOCIATION

**Plan Description:**

All teachers employed by the District are covered by defined benefit plans administered by the Teachers Retirement Association (TRA). TRA members belong to either the Coordinated or the Basic Plan. Coordinated Plan members are covered by Social Security and Basic Plan members are not. All new members must participate in the Coordinated Plan. The plans are established and administered in accordance with Minnesota Statutes, Chapters 354 and 356.

TRA provides retirement benefits as well as disability benefits to members, and benefits to survivors upon death of eligible members. Benefits are established by Minnesota Statute and vest after three years of service credit. The defined retirement benefits are based on a member's highest average salary for any five consecutive years of allowable service, age, and a formula multiplier based on years of credit at termination of service.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 9. DEFINED BENEFIT PENSION PLANS - STATEWIDE (Cont'd)

A. TEACHERS RETIREMENT ASSOCIATION (Cont'd)

Two methods are used to compute benefits for TRA's Coordinated and Basic Plan members. Members first employed before July 1, 1989, receive the greater of the Tier I or Tier II benefits as described:

Tier I	Step Rate Formula	Percentage
Basic	1st ten years of service	2.2% per year
	All years after	2.7% per year
Coordinated	1st ten years if service years are up to July 1, 2006	1.2% per year
	1st ten years if service years are July 1, 2006 or after	1.4% per year
	All other years of service if service years are up to July 1, 2006	1.7% per year
	All other years of service if service years are July 1, 2006 or after	1.9% per year

With these provisions:

- a. Normal retirement age is 65 with less than 30 years of allowable service and age 62 with 30 or more years of allowable service.
- b. 3% per year early retirement reduction factors for all years under normal retirement age.
- c. Unreduced benefits for early retirement under a Rule-of-90 (age plus allowable service equals 90 or more).

-or-

Tier II: For years of service prior to July 1, 2006, a level formula of 1.7 percent per year for coordinated members and 2.7 percent per year for basic members. For years of service July 1, 2006 and after, a level formula of 1.9 percent per year for Coordinated members and 2.7 for Basic members applies. Actuarially equivalent early retirement reduction factors with augmentation are used for early retirement before the normal age of 65. These reduction factors average approximately 4 to 5.4 percent per year.

Members first employed after June 30, 1989, receive only the Tier II calculation with a normal retirement age that is their retirement age for full Social Security retirement benefits, but not to exceed age 66.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 9. DEFINED BENEFIT PENSION PLANS - STATEWIDE (Cont'd)

A. TEACHERS RETIREMENT ASSOCIATION (Cont'd)

Six different types of annuities are available to members upon retirement. The No Refund Life Plan is a lifetime annuity that ceases upon the death of the retiree - no survivor annuity is payable. A retiring member may also choose to provide survivor benefits to a designated beneficiary(ies) by selecting one of the five plans that have survivorship features. Vested members may also leave their contributions in the TRA Fund upon termination of service in order to qualify for a deferred annuity at retirement age. Any member terminating service is eligible for a refund of their employee contributions plus interest.

The benefit provisions stated apply to active plan participants. Vested, terminated employees who are entitled to benefits but not yet receiving them are bound by the provisions in effect at the time they last terminated their public service.

TRA publicly issues a Comprehensive Annual Financial Report (CAFR) presenting financial statements, supplemental information on funding levels, investment performance, and further information on benefits provisions. The report may be accessed at the TRA web site [www.minnesotatra.org](http://www.minnesotatra.org). Alternatively, a copy of the report may be obtained by writing or calling TRA:

Teachers Retirement Association  
60 Empire Drive, Suite 400  
St. Paul, MN 55103-4000  
651.296.2409  
800.657.3669

**Funding Policy:**

Minnesota Statutes Chapter 354 sets the rates for the employee and employer contributions. These statutes are established and amended by the state legislature. Coordinated and Basic Plan members are required to contribute 6.0 percent and 9.5 percent, respectively, of their annual covered salary during fiscal year 2012 as employee contributions. The TRA employer contribution rates are 6.0 percent for Coordinated members and 10.0 percent for Basic members during fiscal year 2012. Total covered payroll salaries for all TRA members statewide during the fiscal year ended June 30, 2011 was approximately \$3.84 billion. TRA covered payroll for all members statewide for the fiscal years ended June 30, 2010 and June 30, 2009 were \$3.79 billion and \$3.76 billion, respectively.

The District contributions for the years ending June 30, 2012, 2011, and 2010 were \$1,103,165, \$1,052,827, and \$1,027,781, respectively, equal to the required contributions for each year as set by state statute.

The 2010 Legislature approved employee and employer contribution rate increases to be phased-in over a four-year period beginning July 1, 2011. Employee and employer contribution rates will rise 0.5 percent on July 1 of each year of the four-year period. Beginning July 1, 2014, TRA Coordinated employee and employer contribution rates will each be 7.5 percent.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS

JUNE 30, 2012

NOTE 9. DEFINED BENEFIT PENSION PLANS - STATEWIDE (Cont'd)

B. PUBLIC EMPLOYEES RETIREMENT ASSOCIATION OF MINNESOTA

**Plan Description:**

All full-time and certain part-time employees (other than teachers) of the District are covered by defined benefit plans administered by the Public Employees Retirement Association of Minnesota (PERA). PERA administers the General Employees Retirement Fund (GERF), which is a cost-sharing, multiple-employer retirement plan. This plan is established and administered in accordance with Minnesota Statutes, Chapters 353 and 356.

GERF members belong to either the Coordinated Plan or the Basic Plan. Coordinated Plan members are covered by Social Security and Basic Plan members are not. All new members must participate in the Coordinated Plan.

PERA provides retirement benefits as well as disability benefits to members, and benefits to survivors upon death of eligible members. Benefits are established by state statute, and vest after three years of credited service. The defined retirement benefits are based on a member's highest average salary for any five successive years of allowable service, age, and years of credit at termination of service.

Two methods are used to compute benefits for PERA's Coordinated and Basic Plan members. The retiring member receives the higher of a step-rate benefit accrual formula (Method 1) or a level accrual formula (Method 2). Under Method 1, the annuity accrual rate for a Basic Plan member is 2.2 percent of average salary for each of the first 10 years of service and 2.7 percent for each remaining year. The annuity accrual rate for a Coordinated Plan member is 1.2 percent of average salary for each of the first 10 years and 1.7 percent for each remaining year. Under Method 2, the annuity accrual rate is 2.7 percent of average salary for Basic Plan members and 1.7 percent for Coordinated Plan members for each year of service. For all GERF members hired prior to July 1, 1989 whose annuity is calculated using Method 1, a full annuity is available when age plus years of service equal 90.

Normal retirement age is 65 for Basic and Coordinated members hired prior to July 1, 1989. Normal retirement age is the age for unreduced Social Security benefits capped at 66 for Coordinated members hired on or after July 1, 1989. A reduced retirement annuity is also available to eligible members seeking early retirement.

There are different types of annuities available to members upon retirement. A single-life annuity is a lifetime annuity that ceases upon the death of the retiree--no survivor annuity is payable. There are also various types of joint and survivor annuity options available which will be payable over joint lives.

Members may also leave their contributions in the fund upon termination of public service in order to qualify for a deferred annuity at retirement age. Refunds of contributions are available at any time to members who leave public service, but before retirement benefits begin.

The benefit provisions stated in the previous paragraphs of this section are current provisions and apply to active plan participants. Vested, terminated employees who are entitled to benefits but are not receiving them yet are bound by the provisions in effect at the time they last terminated their public service.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 9. DEFINED BENEFIT PENSION PLANS - STATEWIDE (Cont'd)

B. PUBLIC EMPLOYEES RETIREMENT ASSOCIATION OF MINNESOTA (Cont'd)

PERA issues a publicly available financial report that includes financial statements and required supplementary information for GERF. That report may be obtained on the Internet at [www.mnpera.org](http://www.mnpera.org), by writing to PERA at 60 Empire Drive #200, St. Paul, Minnesota, 55103-2088 or by calling (651) 296-7460 or 1-800-652-9026.

**Funding Policy:**

Minnesota Statutes Chapter 353 sets the rates for employer and employee contributions. These statutes are established and amended by the state legislature. The District makes annual contributions to the pension plans equal to the amount required by state statutes. GERF Basic Plan members and Coordinated Plan members were required to contribute 9.1% and 6.25%, respectively, of their annual covered salary in fiscal year 2012. In fiscal year 2012, the District was required to contribute the following percentages of annual covered payroll: 11.78% for Basic Plan members and 7.25% for Coordinated Plan members.

The District's contributions to the Public Employees Retirement Fund for the years ending June 30, 2012, 2011, and 2010, were \$447,180, \$426,034, and \$406,472, respectively. The District's contributions were equal to the contractually required contributions for each year as set by state statute.

NOTE 10. OTHER POSTEMPLOYMENT BENEFIT PLAN

At June 30, 2009, the District adopted Governmental Accounting Standards Board (GASB) Statement No. 45, *Accounting and Financial Reporting for Employers for Postemployment Benefits Other than Pensions*. This implementation allows the District to report its liability for other postemployment benefits consistent with established generally accepted accounting principles and to reflect an actuarially determined liability for the present value of projected future benefits for retired and active employees on the financial statements.

A. PLAN DESCRIPTION

The District operates a single-employer defined benefit plan ("the Plan") that provides health, life and dental insurance to eligible employees and their families through the District's health insurance plan. There are 627 active participants and 89 retired participants. Benefit and eligibility provisions are established through negotiations between the District and various unions representing District employees and are renegotiated each two-year bargaining period. The Plan does not issue a publicly available report.



INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 10. OTHER POSTEMPLOYMENT BENEFIT PLAN (Cont'd)

B. FUNDING POLICY

Contribution requirements are also negotiated between the District and union representatives. The District contributes 0% - 100% of the cost of current-year premiums for eligible retired plan members and their spouses. For fiscal year 2012, the District contributed \$497,928 to the Plan.

C. ANNUAL OPEB COST AND NET OPEB OBLIGATION

The District's annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities over a period not to exceed thirty years. The following table shows the components of the District's annual OPEB cost for the year, the amount actually paid from the plan, and changes in the District's net OPEB obligation.

Annual Required Contribution	\$ 637,623
Interest on Net OPEB Obligation	39,275
Adjustment to Annual Required Contribution	<u>(56,783)</u>
Annual OPEB Cost (Expense)	620,115
Contributions Made	<u>(497,928)</u>
Increase (Decrease) in Net OPEB Obligation	122,187
Net OPEB Obligation - Beginning of Year	<u>981,886</u>
Net OPEB Obligation - End of Year	<u><u>\$ 1,104,073</u></u>

The District's annual OPEB cost, the percentage of the annual OPEB cost contributed to the Plan and the net OPEB obligation for 2012 and the preceding two years was:

Fiscal Year Ended	Annual OPEB Cost	Annual Plan Sponsor Contribution	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2012	\$ 620,115	\$ 497,928	80%	\$ 1,104,073
6/30/2011	726,670	385,054	53%	981,886
6/30/2010	695,999	339,551	49%	640,270

D. FUNDED STATUS AND FUNDING PROGRESS

As of July 1, 2011, the most recent actuarial valuation date, the plan was zero percent funded. The actuarial accrued liability for benefits was \$5,957,004 and the actuarial value of assets was \$0, resulting in an unfunded actuarial accrued liability (UAAL) of \$5,957,004. The covered payroll (annual payroll of active employees covered by the Plan) was \$22,744,318 and the ratio of the UAAL to the covered payroll of 26.2%.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 10. OTHER POSTEMPLOYMENT BENEFIT PLAN (Cont'd)

D. FUNDED STATUS AND FUNDING PROGRESS (Cont'd)

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and healthcare cost trends. Amounts determined regarding the funded status of the Plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The Schedule of Funding Progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

E. ACTUARIAL METHODS AND ASSUMPTIONS

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the July 1, 2011 actuarial valuation, the projected unit credit actuarial cost method was used. The actuarial assumption included a 4.0% investment rate of return (net of administrative expenses), which is a blended rate of the expected long-term investment returns on plan assets and on the employer's own investments calculated based on the funded level of the plan at the valuation date. The initial healthcare trend rate was 9.5% reduced by decrements to an ultimate rate of 5% after nine years. The UAAL is being amortized as a level dollar amount on an open basis. The remaining amortization period at June 30, 2012 was 30 years.

NOTE 11. SUPPLEMENTAL PENSION PLAN

The District engaged an actuary to determine the District's liability for its supplemental pension plan in accordance with Governmental Accounting Standards Board (GASB) Statement No. 27 as of July 1, 2011.

A. PLAN DESCRIPTION

The District provides pension benefits to certain eligible employees through a single-employer defined benefit plan administered by the District. The plan does not issue a publicly available financial report. All pension benefits are based on contractual agreements with employees and employee groups. Eligibility for these benefits is based on years of service and/or minimum age requirements. These contractual agreements do not include any specific contribution or funding requirements. These benefits are summarized as follows:

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 11. SUPPLEMENTAL PENSION PLAN (Cont'd)

A. PLAN DESCRIPTION (Cont'd)

As described in Note 1.E., teachers who have completed at least 15 years of continuous service with the District and are at least 55 years of age are eligible for a severance payment. A portion of that payment is based on the teacher's number of years of service multiplied by four and the employee's daily rate of pay. Twenty-five percent of this payment is paid to the employee's Special Pay Deferral Plan and the remaining 75% is placed into the employee's Health Care Savings Plan. The 25% is considered a pension benefit.

The Superintendent is eligible for a pension benefit upon termination of employment of 10 days pay for each year of service, up to 100 days.

B. FUNDING POLICY

Payments under the plan are made on a pay-as-you-go basis. There are no invested plan assets accumulated for payment of future benefits. The General Fund and Special Revenue Funds are used for funding of all pension benefits. The District makes all contributions.

C. ANNUAL PENSION COST AND NET PENSION OBLIGATION

The District's annual pension cost (expense) is calculated based on the annual required contribution (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 27. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities over a period not to exceed thirty years. The following table shows the components of the District's annual pension cost for the year, the amount actually paid from the plan, and changes in the District's net pension obligation.

Annual Required Contribution	\$ 39,415
Interest on Net Pension Obligation	649
Adjustment to Annual Required Contribution	(938)
Annual Pension Cost (Expense)	<u>39,126</u>
Contributions Made	<u>(46,988)</u>
Increase (Decrease) in Net Pension Obligation	(7,862)
Net Pension Obligation - Beginning of Year	<u>16,219</u>
Net Pension Obligation - End of Year	<u><u>\$ 8,357</u></u>

The District's annual pension cost, the percentage of the annual pension cost contributed to the Plan and the net pension obligation for 2012 and the preceding year was:

Fiscal Year Ended	Annual Pension Cost	Annual Plan Sponsor Contribution	Percentage of Annual Pension Cost Contributed	Net Pension Obligation
6/30/2012	\$ 39,126	\$ 46,988	120%	\$ 8,357
6/30/2011	69,106	81,036	117%	16,219
6/30/2010	67,980	39,831	59%	28,149

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 11. SUPPLEMENTAL PENSION PLAN (Cont'd)

D. FUNDED STATUS AND FUNDING PROGRESS

As of July 1, 2011, the most recent actuarial valuation date, the plan was zero percent funded. The actuarial accrued liability for benefits was \$406,912, and the actuarial value of assets was \$0, resulting in an unfunded actuarial accrued liability (UAAL) of \$406,912. The annual covered payroll for active employees covered by the Plan in the actuarial valuation was \$22,744,318 for a ratio of UAAL to covered payroll of 1.8%.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment and mortality. Amounts determined regarding the funded status of the Plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The Schedule of Funding Progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

E. ACTUARIAL METHODS AND ASSUMPTIONS

Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the July 1, 2011 actuarial valuation, the projected unit credit actuarial cost method was used. The actuarial assumption included a 4.0% investment rate of return (net of administrative expenses), which is a blended rate of the expected long-term investment returns on plan assets and on the employer's own investments calculated based on the funded level of the plan at the valuation date. The projected salary increase is 3% per year. The UAAL is being amortized as a level dollar amount on an open basis. The remaining amortization period at June 30, 2012 was 30 years.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 12. SELF-INSURED DENTAL PLAN

The District has elected to self-insure their employee dental insurance program. The District has entered into an agreement with an insurance company to provide stop-loss insurance to limit the losses on individual and aggregate claims and to provide claims processing and other administrative duties. The individual stop-loss amount is \$1,200 per participant. The District established an internal service fund to account for contributions from other funds for dental insurance and to establish a reserve for catastrophic losses. Contributions during the year were based on maximum claims before reinsurance is effective. The amounts charged to expenses include administrative fees, stop-loss insurance premiums, claims paid and accruals for claims incurred but not paid at year end. The District recorded expenses of \$214,815 for the year ended June 30, 2012 which includes administrative costs of \$24,723.

The liability for unpaid claims is included in the Internal Service Fund as accounts payable.

	<u>FY 2012</u>	<u>FY 2011</u>
Unpaid Claims, Beginning of Year	\$ 4,121	\$ 6,037
Incurred Claims	190,092	215,380
Claims Payments (cash basis)	<u>(186,670)</u>	<u>(217,296)</u>
Unpaid Claims, End of Year	<u>\$ 7,543</u>	<u>\$ 4,121</u>

NOTE 13. OPERATING LEASES

The District is committed under long-term operating leases for the rental of office equipment and vehicles. Office equipment is leased under varying terms, with leases running through April 2015. Vehicles are leased under varying terms with leases running through March 2013.

Total lease expenditures include the following:

Maintenance equipment	\$ 6,900
Facilities	38,082
Office equipment	101,869
Computer equipment	42,704
Vehicles	9,565
Miscellaneous rental	<u>37,003</u>
Total	<u>\$ 236,123</u>

Future minimum lease payments due under existing operating leases are as follows:

<u>Year Ending June 30,</u>	
2013	\$ 163,715
2014	92,572
2015	<u>6,540</u>
Total	<u>\$ 262,827</u>

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 14. COMMITMENTS AND CONTINGENCIES

A. FEDERAL AND STATE PROGRAMS

Amounts received or receivable from federal and state agencies are subject to agency audit and adjustment. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable fund. The amount, if any, of funds which may be disallowed by the agencies cannot be determined at this time although the District expects such amounts, if any, to be immaterial.

B. CONSTRUCTION COMMITMENTS

The District has an active construction project as of June 30, 2012. The project includes the following:

	<u>Total Contract</u>	<u>Contract Remaining</u>
Middle School Kitchen Remodel Phase II	\$ 283,500	\$ 194,674

NOTE 15. RISK MANAGEMENT

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; natural disasters and workers' compensation. To mitigate these risks, the District has obtained commercial property and casualty insurance and workers' compensation coverage. The District pays an annual premium with no additional assessments.

The District has joined together with other school districts in Minnesota in the South Central - West Central Service Cooperative Gross Self-Insured Health Insurance Plan, a public entity risk pool currently operating as a common risk management and insurance program for member districts. The District pays an annual premium to this plan for its health insurance coverage. These premiums are used to purchase reinsurance through commercial companies. The administrators of the plan believe assessment to participating districts for future losses sustained is extremely remote.

There has been no significant reduction in insurance coverage from the previous year in any of the District's policies. Settled claims resulting from these risks have not exceeded insurance coverage in any of the past three fiscal years.

NOTE 16. JOINT POWERS AGREEMENT

The District and the City of Willmar have entered into a Joint Powers agreement to collaborate and coordinate in the provision of social, educational, vocational and recreational services to members of the community. It is the intention of the parties to offer these services collaboratively and to coordinate their service programs in order to eliminate duplication of services and in order to maximize the effectiveness of the services provided. The Joint Powers Entity is governed by the Joint Powers Board, which includes five members appointed by the City Council, five members appointed by the School Board, and two students, one recommended by the Senior High School Student Council and one recommended by the Middle School Student Council, to be approved and appointed by the City Council and School Board. One School Board member, one City Council member, the City Administrator and the Superintendent of Schools shall serve as ex-officio members to the Board.

INDEPENDENT SCHOOL DISTRICT #347

NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2012

NOTE 16. JOINT POWERS AGREEMENT (Cont'd)

The District employs an individual to administer community education, which is in the Community Service Fund. The City is responsible for providing adult and youth recreation programs, adult and youth athletic programs and administer the daily operations of the Dorothy A. Olson Aquatic Center. The District is responsible for providing necessary facilities, services, and employees to provide Early Childhood and Adult Basic Education programs. This agreement is perpetual but may be canceled upon six months written notice by either party.

NOTE 17. RECLASSIFICATIONS

Certain prior year financial statement amounts have been reclassified to conform to current year's presentation. There was no affect on Net Assets or Fund Balance.

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**REQUIRED SUPPLEMENTARY INFORMATION**

INDEPENDENT SCHOOL DISTRICT #347

SCHEDULES OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS  
YEAR ENDED JUNE 30, 2012

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (b-a)	Funded Ratio (a/b)	Annual Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b-a)/c)
<u>Pension</u>						
7/1/2011	\$	\$ 406,912	\$ 406,912	0.0%	\$ 22,744,318	1.8%
7/1/2009		606,725	606,725	0.0%	22,444,970	2.7%
<u>Other Postemployment Benefits</u>						
7/1/2011	\$	\$ 5,957,004	\$ 5,957,004	0.0%	\$ 22,744,318	26.2%
7/1/2009		6,228,886	6,228,886	0.0%	22,444,970	27.8%
7/1/2008		4,382,890	4,382,890	0.0%	23,498,643	18.7%

Schedule of Employer Contributions

Year Ended June 30,	Annual Required Contribution	Employer Contribution	Percentage Contributed	Net Obligation
<u>Pension</u>				
2012	\$ 39,415	\$ 46,988	119.2%	\$ 8,357
2011	69,608	81,036	116.4%	16,219
2010	67,980	39,831	58.6%	28,149
<u>Other Postemployment Benefits</u>				
2012	\$ 637,623	\$ 497,928	78.1%	\$ 1,104,073
2011	738,086	385,054	52.2%	981,886
2010	701,059	339,551	48.4%	640,270
2009	506,567	222,745	44.0%	283,822

The District implemented GASB Statement No. 27 for fiscal year ended June 30, 2010. The District implemented GASB Statement No. 45 for fiscal year ended June 30, 2009. Information for prior years is not available.

## **SUPPLEMENTARY INFORMATION**

INDEPENDENT SCHOOL DISTRICT #347

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 BUDGET AND ACTUAL  
 DEBT SERVICE FUND  
 YEAR ENDED JUNE 30, 2012  
 WITH PARTIAL COMPARATIVE AMOUNTS FOR THE YEAR ENDED JUNE 30, 2011

	2012			Over (Under) Final Budget	2011
	Budgeted Amounts		Actual		Actual
	Original	Final			
<b>REVENUES</b>					
Local Sources					
Property Taxes	\$ 2,360,011	\$ 2,368,101	\$ 2,373,725	\$ 5,624	\$ 2,363,135
Interest Earnings	10,615		598	598	10,004
State Sources	194,014	185,924	186,489	565	194,014
Total Revenues	<u>2,564,640</u>	<u>2,554,025</u>	<u>2,560,812</u>	<u>6,787</u>	<u>2,567,153</u>
<b>EXPENDITURES</b>					
Debt Service					
Bond Principal	2,200,000	2,200,000	2,200,000		2,100,000
Bond Interest	389,650	389,650	389,650		493,650
Paying Agent Fees and Other	2,400	2,350	2,350		2,250
Total Expenditures	<u>2,592,050</u>	<u>2,592,000</u>	<u>2,592,000</u>	<u>0</u>	<u>2,595,900</u>
Net Change in Fund Balances	<u>\$ (27,410)</u>	<u>\$ (37,975)</u>	(31,188)	<u>\$ 6,787</u>	(28,747)
FUND BALANCE, BEGINNING OF YEAR			<u>603,864</u>		<u>632,611</u>
FUND BALANCE, END OF YEAR			<u>\$ 572,676</u>		<u>\$ 603,864</u>

# STATISTICAL SECTION (Unaudited)



This part of the comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

<b>Contents:</b>	<b>Page</b>
Financial Trends <i>These schedules contain trend information to help the reader understand how the School District's financial information and well-being have changed over time.</i>	82-88
Revenue Capacity <i>These schedules contain information to help the reader assess the School District's most significant local revenue source, the property tax.</i>	89-92
Debt Capacity <i>These schedules present information to help the reader assess the affordability of the School District's current levels of outstanding debt and the School District's ability to issue additional debt in the future.</i>	93-96
Demographic and Economic Information <i>These schedules offer demographic and economic indicators to help the reader understand the environment within which the School District's financial activities take place.</i>	97-98
Operating Information <i>These schedules contain service and infrastructure data to help the reader understand how the information in the School District's financial report relates to the services the School District provides and the activities it performs.</i>	99-104

Sources: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year.

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**Willmar Public Schools**  
**Net Assets by Component**  
**Last Ten Fiscal Years**  
*(accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Governmental Activities										
Invested in Capital Assets, Net of Related Debt	\$ 11,314,674	\$ 12,018,714	\$ 13,049,010	\$ 14,125,996	\$ 15,416,819	\$ 16,590,276	\$ 18,050,980	\$ 20,076,453	\$ 21,922,820	\$ 24,465,065
Restricted	1,693,277	1,998,553	1,112,183	1,507,933	2,015,439	1,657,445	1,618,837	1,767,076	2,714,707	1,822,106
Unrestricted	1,645,748	3,394,013	3,598,111	4,326,318	2,025,780	774,030	(813,537)	771,789	1,595,998	3,581,480
Total Net Assets	<u>\$ 14,653,699</u>	<u>\$ 17,411,280</u>	<u>\$ 17,759,304</u>	<u>\$ 19,960,247</u>	<u>\$ 19,458,038</u>	<u>\$ 19,021,751</u>	<u>\$ 18,856,280</u>	<u>\$ 22,615,318</u>	<u>\$ 26,233,525</u>	<u>\$ 29,868,651</u>

Source: District Records

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**Willmar Public Schools**  
**Expenses, Program Revenues, and Net (Expense)/Revenue**  
**Last Ten Fiscal Years**  
*(accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Expenses</b>										
Governmental Activities:										
Administration	\$ 1,192,060	\$ 1,199,931	\$ 1,366,717	\$ 1,366,558	\$ 1,614,112	\$ 1,544,907	\$ 1,605,548	\$ 1,653,919	\$ 1,524,753	\$ 1,430,974
District Support Services	1,493,396	798,273	871,804	860,710	919,392	885,154	986,334	949,578	1,115,708	1,188,409
Regular Instruction	15,612,289	17,896,044	19,331,810	18,967,468	19,617,570	21,704,551	21,236,601	20,103,140	21,090,133	19,995,613
Vocational Education Instruction	1,009,389	956,619	994,894	815,835	627,729	730,195	892,498	883,686	801,446	717,662
Special Education Instruction	6,967,950	7,354,987	8,106,444	8,314,732	7,731,391	8,055,217	8,355,384	7,752,733	7,557,654	7,191,661
Instructional Support Services	1,857,142	2,000,604	1,844,924	2,163,593	2,047,363	2,492,349	2,332,636	2,243,858	2,411,922	2,385,616
Pupil Support Services	2,529,455	2,683,324	2,947,488	3,094,558	3,233,078	3,397,152	3,607,987	3,538,480	3,457,085	3,246,201
Sites and Buildings	3,233,977	3,256,881	3,340,607	3,845,392	4,586,523	4,722,635	4,083,773	3,508,797	4,215,561	4,504,865
Fiscal and Other Fixed Cost Programs	300,954	264,007	223,001	314,062	240,254	159,340	130,872	130,321	127,098	134,020
Food Service	1,638,630	1,846,894	2,066,305	1,928,250	1,961,452	2,208,624	2,233,289	2,359,800	2,390,350	2,771,946
Community Service	1,753,628	1,673,941	2,182,154	1,990,208	2,049,275	2,094,012	2,054,760	2,064,867	2,257,943	2,440,363
Interest and Fiscal Charges on										
Long-Term Liabilities	1,164,807	1,094,590	1,007,896	883,672	829,447	645,553	560,304	464,890	363,922	257,960
Total School District Expenses	<u>38,753,677</u>	<u>41,026,095</u>	<u>44,284,044</u>	<u>44,545,038</u>	<u>45,457,586</u>	<u>48,639,689</u>	<u>48,079,986</u>	<u>45,654,069</u>	<u>47,313,575</u>	<u>46,265,290</u>
<b>Program Revenues</b>										
Governmental Activities:										
Charges for Services:										
Food Service	689,411	669,556	679,110	721,303	773,994	773,685	768,762	794,307	795,104	870,289
Community Service	463,623	591,610	722,223	702,499	690,843	667,133	702,200	774,253	794,434	856,637
Other	1,408,142	1,406,909	1,462,064	2,150,099	1,443,146	602,918	627,294	689,603	721,376	739,581
Operating Grants and Contributions	13,288,073	13,043,811	14,061,382	14,902,344	14,945,418	15,705,789	15,442,107	18,501,962	17,035,838	16,001,243
Capital Grants and Contributions	994,427	1,006,214	877,479	847,130	652,077	697,859	638,414	605,372	561,149	532,463
Total Governmental Program Revenues	<u>16,843,676</u>	<u>16,718,100</u>	<u>17,802,258</u>	<u>19,323,375</u>	<u>18,505,478</u>	<u>18,447,384</u>	<u>18,178,777</u>	<u>21,365,497</u>	<u>19,907,901</u>	<u>19,000,213</u>
<b>Net (Expense)/Revenue</b>										
Total Primary Governmental Net Expense	<u>\$ (21,910,001)</u>	<u>\$ (24,307,995)</u>	<u>\$ (26,481,786)</u>	<u>\$ (25,221,663)</u>	<u>\$ (26,952,108)</u>	<u>\$ (30,192,305)</u>	<u>\$ (29,901,209)</u>	<u>\$ (24,288,572)</u>	<u>\$ (27,405,674)</u>	<u>\$ (27,265,077)</u>

Source: District Records

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**Willmar Public Schools**  
**General Revenues and Total Change in Net Assets**  
**Last Ten Fiscal Years**  
*(accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Net (Expense)/Revenue</b>										
Total Primary Governmental Net Expense	\$ (21,910,001)	\$ (24,307,995)	\$ (26,481,786)	\$ (25,221,663)	\$ (26,952,108)	\$ (30,192,305)	\$ (29,901,209)	\$ (24,288,572)	\$ (27,405,674)	\$ (27,265,077)
<b>General Revenues and Special Item</b>										
Governmental Activities:										
Property Taxes Levied for										
General Purposes	1,450,890	2,077,862	1,646,005	1,168,340	2,408,339	2,776,231	3,029,678	3,764,583	5,574,219	4,118,155
Community Service	74,427	242,495	284,300	125,599	246,165	281,805	279,779	289,627	539,070	366,731
Debt Service	2,218,386	2,250,811	2,330,594	2,157,880	2,264,179	2,349,549	2,064,562	2,298,717	2,351,381	2,374,961
State Aid Not Restricted to Specific Purposes	22,545,637	22,383,185	22,475,565	23,523,078	23,461,186	23,903,451	24,228,781	21,636,016	21,954,037	24,028,033
Earnings on Investments	178,094	110,285	96,235	418,315	491,828	408,458	123,545	46,184	39,820	2,541
Miscellaneous	11,158	938	3,358	29,394	128,986	36,524	9,393	12,485	332,417	9,782
Special Item - Gain on Sale of Land and Building									232,937	
Total General Revenues and Special Item	<u>26,478,592</u>	<u>27,065,576</u>	<u>26,836,057</u>	<u>27,422,606</u>	<u>29,000,683</u>	<u>29,756,018</u>	<u>29,735,738</u>	<u>28,047,612</u>	<u>31,023,881</u>	<u>30,900,203</u>
<b>Change in Net Assets</b>										
Total Primary Government	<u>\$ 4,568,591</u>	<u>\$ 2,757,581</u>	<u>\$ 354,271</u>	<u>\$ 2,200,943</u>	<u>\$ 2,048,575</u>	<u>\$ (436,287)</u>	<u>\$ (165,471)</u>	<u>\$ 3,759,040</u>	<u>\$ 3,618,207</u>	<u>\$ 3,635,126</u>

Source: District Records

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**Willmar Public Schools**  
**Fund Balances, Governmental Funds**  
**Last Ten Fiscal Years**  
*(modified accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General Fund										
Nonspendable	\$ 204,230	\$ 318,792	\$ 70,584	\$ 89,871	\$ 49,999	\$ 91,348	\$ 59,660	\$ 59,948	\$ 86,291	\$ 114,528
Restricted	765,013	622,520	482,151	760,800	887,394	546,685	633,167	352,543	1,139,644	371,824
Committed	892,461	872,617	840,077	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Assigned	-	-	-	-	-	-	-	-	-	50,364
Unassigned	3,260,730	5,039,668	5,055,393	5,261,943	5,741,785	4,277,454	2,700,834	4,738,521	5,900,273	6,559,698
Total General Fund	<u>\$ 5,122,434</u>	<u>\$ 6,853,597</u>	<u>\$ 6,448,205</u>	<u>\$ 7,312,614</u>	<u>\$ 7,879,178</u>	<u>\$ 6,115,487</u>	<u>\$ 4,593,661</u>	<u>\$ 6,351,012</u>	<u>\$ 8,326,208</u>	<u>\$ 8,296,414</u>
All Other Governmental Funds										
Nonspendable										
Special Revenue Funds	\$ 41,606	\$ 65,668	\$ 35,215	\$ 32,564	\$ 30,739	\$ 37,337	\$ 44,076	\$ 20,368	\$ 20,579	\$ 21,025
Restricted										
Building Construction Fund	-	362,950	-	-	412,873	-	-	-	-	-
Debt Service Fund	907,371	840,804	760,111	835,384	902,774	965,982	717,782	632,611	603,864	572,276
Special Revenue Funds	588,884	584,133	236,755	289,248	507,251	420,829	518,806	967,242	1,112,974	973,939
Total All Other Governmental Funds	<u>\$ 1,537,861</u>	<u>\$ 1,853,555</u>	<u>\$ 1,032,081</u>	<u>\$ 1,157,196</u>	<u>\$ 1,853,637</u>	<u>\$ 1,424,148</u>	<u>\$ 1,280,664</u>	<u>\$ 1,620,221</u>	<u>\$ 1,737,417</u>	<u>\$ 1,567,240</u>

Note: The District implemented GASB Statement 54 in 2011. Prior years are reclassified into the GASB Statement 54 categories based on the guidance issued by the Minnesota Department of Education and policies adopted by the Board of Education.

Source: District Records

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**Willmar Public Schools**  
**Governmental Funds Revenues**  
**Last Ten Fiscal Years**  
*(modified accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Federal sources:										
Federal grants	\$ 1,892,894	\$ 2,415,250	\$ 2,976,667	\$ 2,585,904	\$ 1,742,649	\$ 1,946,008	\$ 1,790,446	\$ 5,195,242	\$ 3,619,120	\$ 2,287,454
Food Service	689,411	942,719	997,882	1,058,230	1,111,782	1,242,815	1,348,149	1,578,267	1,550,022	1,687,421
Total Federal sources	<u>2,582,305</u>	<u>3,357,969</u>	<u>3,974,549</u>	<u>3,644,134</u>	<u>2,854,431</u>	<u>3,188,823</u>	<u>3,138,595</u>	<u>6,773,509</u>	<u>5,169,142</u>	<u>3,974,875</u>
State sources:										
General Education	32,194,247	31,101,721	31,476,589	33,264,022	34,111,061	34,914,994	35,233,235	32,000,209	32,619,042	34,558,584
Food Service	212,584	112,955	173,595	163,578	159,811	189,131	190,237	180,270	175,246	175,131
Community Service	737,513	740,561	657,680	851,693	796,112	883,652	894,151	880,785	710,113	896,722
Debt Service	412,767	403,534	353,315	254,848	248,457	233,315	190,518	193,785	194,014	186,489
Total State sources	<u>33,557,111</u>	<u>32,358,771</u>	<u>32,661,179</u>	<u>34,534,141</u>	<u>35,315,441</u>	<u>36,221,092</u>	<u>36,508,141</u>	<u>33,255,049</u>	<u>33,698,415</u>	<u>35,816,926</u>
Local sources:										
Property Taxes	3,754,328	4,576,808	4,257,657	3,457,394	4,931,199	5,395,510	5,356,117	6,326,095	8,492,117	6,856,528
Food Service sales	689,411	669,556	680,903	721,303	780,817	775,699	782,746	809,821	812,445	909,609
Other Revenues	2,748,688	2,825,273	3,058,007	4,370,010	3,303,957	2,515,070	2,111,015	2,220,636	2,554,123	2,338,409
Total Local sources	<u>7,192,427</u>	<u>8,071,637</u>	<u>7,996,567</u>	<u>8,548,707</u>	<u>9,015,973</u>	<u>8,686,279</u>	<u>8,249,878</u>	<u>9,356,552</u>	<u>11,858,685</u>	<u>10,104,546</u>
Total Revenues	<u>\$ 43,331,843</u>	<u>\$ 43,788,377</u>	<u>\$ 44,632,295</u>	<u>\$ 46,726,982</u>	<u>\$ 47,185,845</u>	<u>\$ 48,096,194</u>	<u>\$ 47,896,614</u>	<u>\$ 49,385,110</u>	<u>\$ 50,726,242</u>	<u>\$ 49,896,347</u>

Source: District Records

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**Willmar Public Schools**  
**Governmental Funds Expenditures and Debt Service Ratio**  
**Last Ten Fiscal Years**  
*(modified accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Administration	\$ 1,188,380	\$ 1,372,933	\$ 1,367,749	\$ 1,396,790	\$ 1,543,232	\$ 1,546,127	\$ 1,740,466	\$ 1,557,761	\$ 1,487,485	\$ 1,451,913
District Support Services	1,496,621	739,775	848,471	855,165	959,115	872,978	946,171	942,076	1,100,077	1,210,066
Regular Instruction	14,834,612	16,834,677	18,410,539	17,799,589	18,220,574	19,967,831	19,565,445	18,880,393	19,558,378	19,298,161
Vocational Education Instruction	1,016,872	956,050	996,008	855,159	612,387	744,309	857,961	780,689	822,816	763,353
Special Education Instruction	6,965,758	7,385,608	8,050,284	8,303,384	7,593,015	8,112,649	8,357,364	7,468,689	7,361,512	7,553,749
Instructional Support Services	1,786,264	1,852,514	1,728,040	2,036,393	1,953,089	2,398,440	2,273,127	2,111,164	2,158,543	2,121,228
Pupil Support Services	2,531,695	2,674,200	3,048,342	3,098,484	3,158,359	3,393,865	3,587,103	3,567,247	3,570,398	3,585,009
Sites and Buildings	3,310,991	3,160,351	3,511,193	3,840,955	4,781,520	4,624,367	4,010,687	3,551,207	4,576,145	5,211,954
Fiscal and Other Fixed Costs	300,092	263,146	222,139	313,200	239,392	158,478	130,010	129,459	126,236	133,158
Food Service	1,630,041	1,741,815	1,959,951	1,877,669	1,951,394	2,156,016	2,213,875	2,246,359	2,354,264	2,799,515
Community Service	1,761,632	1,663,488	1,951,640	2,037,256	2,025,813	2,094,107	1,994,607	1,973,659	2,208,894	2,373,684
Capital Outlay	-	842,400	983,668	784,338	1,181,461	1,731,512	1,363,308	1,491,899	993,366	1,003,278
Debt Service										
Principal	1,545,000	1,620,000	1,740,000	1,600,000	1,505,425	1,820,000	1,835,000	1,995,000	2,100,000	2,200,000
Interest and Fiscal Charges	1,195,935	1,150,213	1,043,915	1,057,910	1,028,138	763,830	686,800	594,700	495,900	392,000
<b>Total Expenditures</b>	<b>\$ 39,563,893</b>	<b>\$ 42,257,170</b>	<b>\$ 45,861,939</b>	<b>\$ 45,856,292</b>	<b>\$ 46,752,914</b>	<b>\$ 50,384,509</b>	<b>\$ 49,561,924</b>	<b>\$ 47,290,302</b>	<b>\$ 48,914,014</b>	<b>\$ 50,097,068</b>
Debt Service as a percentage of noncapital expenditures	6.97%	6.61%	6.19%	5.87%	5.48%	5.24%	5.18%	5.63%	5.42%	5.34%

Source: District Records

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**Willmar Public Schools**  
**Governmental Funds Other Financing Sources and Uses and Net Change in Fund Balances**  
**Last Ten Fiscal Years**  
*(modified accrual basis of accounting)*

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Excess of Revenues Over (Under) Expenditures</b>	\$ 3,767,950	\$ 1,531,208	\$ (1,229,644)	\$ 870,690	\$ 432,931	\$ (2,288,315)	\$ (1,665,310)	\$ 2,094,808	\$ 1,812,228	\$ (200,721)
<b>Other Financing Sources (Uses)</b>										
Insurance Recovery Proceeds	-	938	2,778	24,574	203,846	93,136	-	-	-	-
Sale of Bonds Proceeds	-	1,389,711	-	16,265,000	495,000	-	-	-	-	-
Bond Premium	-	-	-	913,760	2,242	-	-	-	-	-
Payment to Refunded Bond Escrow Agent	-	(875,000)	-	(17,085,000)	-	-	-	-	-	-
Sale of Capital Assets	1,050	-	-	500	-	-	-	2,100	50	750
Total Other Financing Sources (Uses)	<u>1,050</u>	<u>515,649</u>	<u>2,778</u>	<u>118,834</u>	<u>701,088</u>	<u>93,136</u>	<u>-</u>	<u>2,100</u>	<u>50</u>	<u>750</u>
<b>Special Items</b>										
Proceeds from Sale of Land and Building	-	-	-	-	128,986	1,999	-	-	280,114	-
Total Special Items	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>128,986</u>	<u>1,999</u>	<u>-</u>	<u>-</u>	<u>280,114</u>	<u>-</u>
<b>Net Change in Fund Balances</b>	<u>\$ 3,769,000</u>	<u>\$ 2,046,857</u>	<u>\$ (1,226,866)</u>	<u>\$ 989,524</u>	<u>\$ 1,263,005</u>	<u>\$ (2,193,180)</u>	<u>\$ (1,665,310)</u>	<u>\$ 2,096,908</u>	<u>\$ 2,092,392</u>	<u>\$ (199,971)</u>

Source: District Records

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**Willmar Public Schools  
Assessed Value and Actual Value of Taxable Property  
Last Ten Fiscal Years**

For Taxes Collectible	Tax Capacity Valuation					Taxable Market Value	Tax Capacity as a Percentage of Market Value	Total Direct Tax Rate
	Agricultural	Non-Agricultural	Personal	Tax Increment	Total Taxable			
2003	\$ 1,587,299	\$ 10,015,812	\$ 220,226	\$ (114,863)	\$ 11,708,474	\$ 884,638,900	1.32%	25.149
2004	1,713,199	10,589,903	257,189	(100,081)	12,460,210	942,034,900	1.32%	25.826
2005	1,982,217	11,817,783	281,114	(31,314)	14,049,800	1,050,845,800	1.34%	23.799
2006	2,296,089	13,000,522	312,655	(32,968)	15,576,298	1,163,814,004	1.34%	23.441
2007	2,632,195	14,547,853	307,961	(35,833)	17,452,176	1,293,283,775	1.35%	22.798
2008	2,946,724	15,839,210	305,981	(49,567)	19,042,348	1,393,141,350	1.37%	20.354
2009	3,174,815	16,719,425	304,326	(22,865)	20,175,701	1,459,461,675	1.38%	20.713
2010	3,551,015	17,455,668	317,290	(22,865)	21,301,108	1,484,886,925	1.43%	20.019
2011	3,491,560	17,645,655	359,697	(22,865)	21,474,047	1,499,389,950	1.43%	20.103
2012	3,619,239	16,152,596	350,466	-	20,122,301	1,496,081,600	1.35%	22.529

Source: State of Minnesota School Tax Report, Kandiyohi County Auditor

**Willmar Public Schools**  
**Direct and Overlapping Property Tax Rates**  
**Last Ten Fiscal Years**  
*(rate per \$1,000 of assessed value)*

<b>For Taxes Collectible</b>	<b>District Direct Rates</b>			<b>Overlapping Rates</b>	
	<b>Referendum Purposes</b>	<b>General Purposes</b>	<b>Total</b>	<b>Kandiyohi County</b>	<b>City of Willmar</b>
2003	0.155	24.994	25.149	81.338	24.584
2004	0.114	25.712	25.826	79.176	26.196
2005	0.103	23.696	23.799	70.608	26.265
2006	0.132	23.309	23.441	65.319	24.102
2007	0.130	22.693	22.823	60.414	25.623
2008	0.125	20.229	20.354	56.711	28.236
2009	0.168	20.545	20.713	56.878	28.163
2010	0.172	19.847	20.019	53.358	28.642
2011	0.173	19.930	20.103	55.943	29.285
2012	0.174	22.355	22.529	60.661	33.416

Source: Kandiyohi County Auditor

**Willmar Public Schools  
Principal Property Tax Payers  
Current Year and Nine Years Ago**

TAXPAYER	2012			2003		
	2011 NET TAX CAPACITY	RANK	% OF TOTAL NET TAX CAPACITY 20,122,301	2002 NET TAX CAPACITY	RANK	% OF TOTAL NET TAX CAPACITY 11,708,474
Pioneer Health Systems, Inc. (Aff Comm)	\$211,908	1	1.05%	\$202,956	1	1.73%
Wal-Mart Stores, Inc	204,654	2	1.02%	-		0.00%
Kandi Land 1999, LLC	186,990	3	0.93%	195,866	2	1.67%
Menard, Inc.	186,474	4	0.93%	-		0.00%
BNSF Railway Company	143,182	5	0.71%	96,198	5	0.82%
Mills Properties, Inc.	136,917	6	0.68%	-		0.00%
Minnegasco (Centerpoint)	118,959	7	0.59%	72,483	7	0.62%
Jennie-O Turkey Store, Inc.	115,049	8	0.57%	109,140	4	0.93%
Willmar Poultry Farms, Inc.	105,757	9	0.53%	78,077	6	0.67%
Allied Grain Company	104,493	10	0.52%	-		0.00%
Alliance Pipeline	-		0.00%	130,596	3	1.12%
Torgerson Properties	-		0.00%	65,594	8	0.56%
Sunrise Village	-		0.00%	50,276	10	0.43%
Dayton Hudson Corp.	-		0.00%	54,992	9	0.47%
<b>TOTAL</b>	<b>\$1,514,383</b>		<b>7.53%</b>	<b>\$1,056,178</b>		<b>9.02%</b>

Source: Kandiyohi County Auditor

**Willmar Public Schools  
Property Tax Levies and Collections  
Last Ten Fiscal Years**

For Taxes Collectible	Adjusted Net Levy (1)	Collected within the Fiscal Year of the Levy		Delinquent Tax Collections	Total Collections to Date	
		Amount (2)	% of Levy		Amount	% of Levy
2003	\$ 3,962,277	\$ 3,902,664	98.50%	\$ 52,110	\$ 3,954,774	99.81%
2004	3,938,930	3,887,832	98.70%	97,362	3,932,234	99.83%
2005	4,058,509	4,007,232	98.74%	47,974	4,055,206	99.92%
2006	4,807,017	4,742,834	98.66%	53,404	4,796,238	99.78%
2007	5,292,329	5,222,338	98.68%	39,311	5,261,649	99.42%
2008	5,276,103	5,199,412	98.55%	31,266	5,230,678	99.14%
2009	6,283,379	6,177,075	98.31%	49,659	6,226,734	99.10%
2010	6,470,465	6,385,725	98.69%	48,380	6,434,105	99.44%
2011	6,577,742	6,498,484	98.80%	48,275	6,546,760	99.53%
2012	7,114,304	3,670,937	51.60%	0	3,670,937	51.60%

Note 1: Beginning with the levy collectible in FY 2003, the general education levy is eliminated due to the state's effort to fund general education entirely through state aid.

Note 2: A portion of the total levy is paid through various property tax credits which are paid through state aids and have been included in collections.

Source: Kandiyohi County Auditor



**Willmar Public Schools  
Outstanding Debt by Type (1)  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Bonded Debt</b>	<b>Aid &amp; Tax Anticipation Certificates</b>	<b>EPA Loan</b>	<b>Total Primary Government</b>	<b>% of Personal Income<sup>1</sup></b>	<b>Per Capita<sup>1</sup></b>
2003	\$ 21,855,000	\$ 8,475,687	\$ 15,425	\$ 30,346,112	2.55%	\$ 739
2004	20,752,395	2,537,065	10,425	23,299,885	1.86%	568
2005	19,010,000	0	5,425	19,015,425	1.40%	465
2006	16,595,000	3,957,811	425	20,553,236	1.45%	503
2007	15,585,000	0	0	15,585,000	1.04%	381
2008	13,765,000	0	0	13,765,000	0.85%	336
2009	11,930,000	0	0	11,930,000	0.74%	290
2010	9,935,000	0	0	9,935,000	0.60%	235
2011	7,835,000	0	0	7,835,000	N/A	186
2012	5,635,000	3,438,321	0	9,073,321	N/A	215

N/A = not available

Note 1: Details regarding the District's current outstanding debt can be found in the notes to basic financial statements.

<sup>1</sup> See the Schedule of Demographic and Economic Statistics for personal income and population data. These ratios were calculated using personal income and population for the prior calendar year.

Source: District Records

**Willmar Public Schools**  
**Direct and Overlapping Governmental Activities Debt**  
**As of June 30, 2012**

<b>Governmental Unit (1)</b>	<b>G.O. Bonded Debt</b>	<b>Estimated Applicable Percentage (2)</b>	<b>Estimated Share of Direct and Overlapping Debt</b>
Kandiyohi County	\$ 36,830,000	44.83%	\$ 16,512,104
Cities:			
Kandiyohi	180,000	100.00%	180,000
Pennock	610,000	100.00%	610,000
Willmar	10,705,000	100.00%	<u>10,705,000</u>
Subtotal, overlapping debt			28,007,104
District direct debt			<u>9,073,321</u>
Total direct and overlapping debt			<u><u>\$ 37,080,425</u></u>

Note 1: Only those taxing jurisdictions with general obligation debt outstanding are included in this section.

Note 2: Estimated Applicable Percentage is determined by dividing the Tax Capacity of Portion Within the School District by the Tax Capacity of the Entire Governmental Unit.

Source: Kandiyohi County Auditor

**Willmar Public Schools  
Legal Debt Margin Information  
Last Ten Fiscal Years  
(dollars in thousands)**

**Legal Debt Margin Calculation for Fiscal Year 2012**

Assessed Value	\$ 1,814,206,000
Debt Limit (15% of assessed value)	272,130,900
Debt applicable to limit	5,635,000
Legal debt margin	\$ 266,495,900

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Debt Limit	\$ 158,567,400	\$ 168,934,620	\$ 189,409,695	\$ 211,673,997	\$ 236,997,950	\$ 256,901,697	\$ 272,596,995	\$ 290,086,515	\$ 269,601,925	\$ 272,130,900
Total Net Debt Applicable to Limit	30,346,112	23,299,885	19,015,425	16,595,000	15,585,000	13,765,000	11,930,000	9,935,000	7,835,000	5,635,000
Legal Debt Margin	\$ 128,221,288	\$ 145,634,735	\$ 170,394,270	\$ 195,078,997	\$ 221,412,950	\$ 243,136,697	\$ 260,666,995	\$ 280,151,515	\$ 261,766,925	\$ 266,495,900
Total net debt applicable to the limit as a % of debt limit	19.14%	13.79%	10.04%	7.84%	6.58%	5.36%	4.38%	3.42%	2.91%	2.07%

Note: Under state finance law, the District's outstanding general obligation debt should not exceed 15 percent of total market value.

Source: Kandiyohi County Auditor

**Willmar Public Schools  
Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years**

Fiscal Year	General Bonded Debt Outstanding			Total	Percentage of Actual Value of Taxable Property	% of Personal Income <sup>1</sup>	Per Capita <sup>1</sup>
	General Obligation Bonds	Less: Amounts Restricted to Repaying Principal					
2003	\$ 21,855,000	\$ 907,371	\$	20,947,629	1.98%	1.76%	\$ 512
2004	20,752,395	840,804		19,911,591	1.77%	1.59%	485
2005	19,010,000	760,111		18,249,889	1.45%	1.35%	445
2006	16,595,000	835,384		15,759,616	1.12%	1.11%	385
2007	15,585,000	902,774		14,682,226	0.93%	0.98%	359
2008	13,765,000	965,982		12,799,018	0.75%	0.79%	313
2009	11,930,000	717,782		11,212,218	0.62%	0.69%	274
2010	9,935,000	632,611		9,302,389	0.48%	0.56%	226
2011	7,835,000	603,864		7,231,136	0.40%	N/A	171
2012	5,635,000	572,276		5,062,724	0.28%	N/A	120

N/A = not available

Note: Details regarding the District's outstanding debt can be found in the notes to basic financial statements.

<sup>1</sup> See Schedule of Demographic and Economic Statistics for personal income and population data. These ratios were calculated using personal income and population for the prior calendar year.

Source: District Records and Bureau of Economic Analysis - U.S. Dept. of Commerce

**Willmar Public Schools  
Demographic and Economic Statistics  
Last Ten Fiscal Years**

Fiscal Year	Kandiyohi County			
	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2003	41,043	\$ 1,188,070,000	\$ 28,947	4.20%
2004	41,013	1,251,755,000	30,521	4.20%
2005	40,936	1,355,537,000	33,114	3.50%
2006	40,861	1,421,774,000	34,795	3.40%
2007	40,870	1,493,125,000	36,534	4.10%
2008	40,959	1,612,334,000	39,365	4.50%
2009	41,123	1,615,017,000	39,273	6.80%
2010	42,239	1,663,506,000	39,383	5.80%
2011	42,173	N/A	N/A	5.60%
2012	42,173	N/A	N/A	5.20%

N/A = not available

Source: Bureau of Economic Analysis - U.S. Department of Commerce,  
Bureau of Labor Statistics, U.S. Census Bureau, and  
Minnesota Department of Employment and Economic Development

**Willmar Public Schools  
Principal Employers  
Current Year and Nine Years Ago**

TAXPAYER	2012			2003		
	EMPLOYEES RANGE	RANK	% OF TOTAL EMPLOYMENT 23,471	EMPLOYEES	RANK	% OF TOTAL EMPLOYMENT 23,074
Jennie-O Turkey Store, Inc.	1000-4999	1	4.2%-21.2%	1,500	1	6.50%
Rice Memorial Hospital	500-999	2	2.1%-4.1%	990	2	4.29%
Willmar Public Schools	500-999	3	2.1%-4.1%	730	3	3.16%
Affiliated Community Medical Centers	500-999	4	2.1%-4.1%	560	4	2.43%
Divine House	250-499	5	1.1%-2.0%			0.00%
Kandiyohi County	250-499	6	1.1%-2.0%	425	7	1.84%
Bethesda Homes	250-499	7	1.1%-2.0%	457	6	1.98%
Walmart	250-499	8	1.1%-2.0%			0.00%
Ridgewater College	100-249	9	0.1%-1.0%	500	5	2.17%
Willmar Poultry Co.	100-249	10	0.1%-1.0%	240	10	1.04%
Cashwise			0.00%	320	9	1.39%
Willmar Regional Treatment Center			0.00%	325	8	1.41%

Source: Minnesota Department of Employment and Economic Development and Springsted, Inc.

**Willmar Public Schools**  
**Full-Time-Equivalent District Employees by Type**  
**Last Nine Fiscal Years**

	Fiscal Year								
	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Instruction</b>									
Teachers	335.0	333.5	331.0	327.0	338.0	322.7	307.5	339.0	333.0
Title Teachers	17.0	15.5	17.5	16.5	17.0	15.0	15.0	19.0	19.0
Deans of Students	4.0	4.0	4.0	3.0	5.0	4.0	4.0	2.0	2.0
Total Instruction	<u>356.0</u>	<u>353.0</u>	<u>352.5</u>	<u>346.5</u>	<u>360.0</u>	<u>341.7</u>	<u>326.5</u>	<u>360.0</u>	<u>354.0</u>
<b>Support</b>									
Principals and District Administration	10.0	10.0	10.0	10.0	10.0	9.0	9.0	7.0	7.0
Directors & Community Education	8.0	8.0	8.0	6.0	6.0	6.0	6.0	9.0	8.0
Secretaries	16.5	16.5	16.5	16.0	20.0	20.0	18.5	19.0	19.0
Custodians	27.0	26.0	25.5	24.5	27.0	27.0	27.0	26.0	26.0
Food Service	28.0	28.0	30.0	30.0	30.0	30.0	28.0	28.0	30.0
Clerical/Non-affiliated	45.0	44.5	44.5	44.5	42.0	42.0	38.0	45.0	48.0
Paraprofessionals	119.0	118.5	110.0	99.0	102.0	97.0	78.0	106.0	107.0
Total Support	<u>253.5</u>	<u>251.5</u>	<u>244.5</u>	<u>230.0</u>	<u>237.0</u>	<u>231.0</u>	<u>204.5</u>	<u>240.0</u>	<u>245.0</u>
<b>Total</b>	<u>609.5</u>	<u>604.5</u>	<u>597.0</u>	<u>576.5</u>	<u>597.0</u>	<u>572.7</u>	<u>531.0</u>	<u>600.0</u>	<u>599.0</u>

Note: Information prior to 2004 is not readily available.

Source: District Records

**Willmar Public Schools  
Operating Statistics  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Enrollment (1)</b>	<b>Operating Expenditures (2)</b>	<b>Cost Per Pupil</b>	<b>% Change</b>	<b>Teaching Staff FTE's</b>	<b>Pupil-Teacher Ratio (3)</b>	<b>% of Students Receiving Free or Reduced- Price Meals</b>
2003	4,259	\$ 36,051,061	\$ 8,465	7.19%	N/A	N/A	40.9%
2004	4,195	38,834,939	9,257	9.37%	356.0	11.8	41.2%
2005	4,093	42,452,947	10,372	12.04%	353.0	11.6	43.0%
2006	4,103	42,312,009	10,312	-0.57%	352.5	11.6	44.5%
2007	4,077	43,352,344	10,633	3.11%	346.5	11.8	46.4%
2008	4,038	46,629,456	11,548	8.60%	360.0	11.2	46.9%
2009	4,076	45,960,727	11,276	-2.35%	341.7	11.9	48.0%
2010	4,032	43,519,178	10,793	-4.28%	326.5	12.3	50.3%
2011	3,987	45,703,206	11,463	6.20%	360.0	11.1	51.4%
2012	4,020	45,924,165	11,424	-0.34%	354.0	11.4	53.9%

N/A = not available

Note 1: Enrollment is measured by Average Daily Membership per the Minnesota Department of Education.

Note 2: Operating Expenditures are total districtwide expenditures less debt service and operating capital.

Note 3: This data is computed by dividing total Enrollment by total Teaching Staff FTE's.

Source: District Records and Minnesota Department of Education



**Willmar Public Schools  
Teacher Base Salaries  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Minimum Salary</b>	<b>Maximum Salary</b>
2003	\$29,500	\$56,178
2004	29,800	56,658
2005	30,100	57,138
2006	30,550	58,735
2007	32,435	59,585
2008	33,132	60,931
2009	34,159	62,820
2010	34,159	62,820
2011	34,159	62,820
2012	34,159	62,820

Note: Amounts do not include fringe benefits such as pension, health insurance, disability, etc.

Source: District Records

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**Willmar Public Schools  
School Building Information - Owned Buildings  
Last Ten Fiscal Years**

<u>School</u>	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>PreK - Elementary</b>										
Jefferson (1953)										
Square Feet	46,833	46,833	46,833	46,833	46,833	46,833	46,833	46,833	46,833	46,833
Enrollment	200	245	247	252	258	253	264	32	33	37
Acres	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Kennedy (1958)										
Square Feet	150,665	150,665	150,665	150,665	150,665	150,665	150,665	150,665	150,665	150,665
Enrollment	921	758	752	755	796	802	854	910	908	954
Acres	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Lafayette (1939) (sold June 15, 2007)										
Square Feet	22,953	22,953	22,953	22,953	0	0	0	0	0	0
Enrollment	0	0	0	0	0	0	0	0	0	0
Acres	2.3	2.3	2.3	2.3	0	0	0	0	0	0
Lincoln (1924) (closed 2010)										
Square Feet	46,004	46,004	46,004	46,004	46,004	46,004	46,004	46,004	46,004	46,004
Enrollment	321	319	326	326	325	313	254	0	0	0
Acres	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Roosevelt (1987)										
Square Feet	95,000	95,000	95,000	95,000	95,000	95,000	95,000	105,000	105,000	105,000
Enrollment	635	740	709	683	698	720	767	883	906	931
Acres	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Washington (1951) (sold April 22, 2011)										
Square Feet	30,916	30,916	30,916	30,916	30,916	30,916	30,916	30,916	0	0
Enrollment	23	24	22	22	23	25	25	29	0	0
Acres	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	0	0

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**Willmar Public Schools**  
**School Building Information - Owned Buildings (continued)**  
**Last Ten Fiscal Years**

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Secondary</b>										
Middle School (1967)										
Square Feet	154,380	154,380	154,380	154,380	154,380	154,380	154,380	154,380	154,380	154,380
Enrollment	644	637	623	648	609	539	552	871	868	841
Acres	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7
Senior High (1997)										
Square Feet	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000	267,000
Enrollment	1,278	1,267	1,254	1,261	1,195	1,226	1,198	1,175	1,114	1,100
Acres	193.0	193.0	193.0	193.0	193.0	193.0	193.0	193.0	193.0	193.0
Garfield (1930)										
Square Feet	25,536	25,536	25,536	25,536	25,536	25,536	25,536	25,536	25,536	25,536
Enrollment	112	101	84	67	89	72	69	77	77	75
Acres	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
WEAC (1939)										
Square Feet	49,470	49,470	49,470	49,470	49,470	49,470	49,470	49,470	49,470	49,470
Enrollment	18	18	16	15	7	0	0	0	0	0
Acres	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4

Source: District Records and Minnesota Department of Education

**Willmar Public Schools  
Schedule of Insurance Coverage  
For the Year Ended June 30, 2012**

<b>Insurable Risk</b>	<b>Insured through Agent &amp; Ins. Co. or Risk Pool</b>	<b>Policy Period</b>	<b>Coverage Limits</b>	<b>Deductible</b>
<b>General Liability</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Gen. Agg. \$2,000,000 Each Occ. \$1,000,000	\$1,000/ee
<b>Automotive Liability</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Liability \$1,000,000 Uninsured \$1,000,000 Under... \$1,000,000	\$250 to \$500
<b>Commercial Excess</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Occurance \$2,000,000 Aggregate \$2,000,000	N/A
<b>School Leaders E &amp; O</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Claim \$1,000,000 Aggregate \$1,000,000	\$1,000
<b>Basic Property (all risk)</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Varies by type of property	\$5,000
<b>Boiler and Machinery</b>	Hanover Insurance Company	7/1/11 - 7/1/12	\$173,039,632	\$5,000
<b>Inland Marine</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Various types of property	N/A
<b>Workers' Compensation</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Accident \$500,000 Disease \$500,000 Disease \$500,000 ee	N/A
<b>Crime</b>	Hanover Insurance Company	7/1/11 - 7/1/12	Theft, etc. \$100,000	\$500

N/A = not available

Source: District records