

MANAGEMENT'S DISCUSSION AND ANALYSIS

The CHIPPEWA SOIL AND WATER CONSERVATION DISTRICT'S (SWCD) discussion and analysis provides an overview of the SWCD'S financial activities for the fiscal year ended DECEMBER 31, 2013. Since this information is designed to focus on the current year's activities, resulting changes, and currently known facts, it should be read in conjunction with the 2013 YEAR-END FINANCIAL STATEMENTS.

FINANCIAL HIGHLIGHTS

- The District's net assets on the Statement of Activities and Governmental Revenues, Expenditures and Changes in Fund Balance decreased due to the expenditures exceeding the revenues.
- The District's Assets exceeded the Liabilities on the Statement of Net Assets and Governmental Fund Balance Sheet.
- The Statement of Net Assets and Governmental Fund Balance Sheet reflect Committed or Assigned Fund Balances for specific items deemed by the District.

USING THIS ANNUAL REPORT

This annual report consists of three parts: management's discussion and analysis (this section), the basic financial statements, and required supplementary information. The basic financial statements include a series of financial statements. The Statement of Net Position and the Statement of Activities provide information about the activities of the SWCD as a whole and present a longer-term view of the SWCD's finances. Fund financial statements report the SWCD's operations in more detail than the government-wide statements by providing information about the SWCD's most significant funds. Since SWCD's are single-purpose special purpose governments they are generally able to combine the government-wide and fund financial statements into single presentations. SWCD has elected to present in this format.

The Statement of Net Position and the Statement of Activities

Our analysis of the SWCD as a whole begins on page 1. One of the most important questions asked about the SWCD's finances is, "Is the *SWCD* as a whole better or worse off as a result of the year's activities?" The Statement of Net Position and the Statement of Activities report information about the SWCD as a whole and about its activities in a way that helps answer this question. These statements include all assets and liabilities using accrual basis of accounting, which is similar to the accounting used by the most private-sector companies. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

These two statements report the SWCD's net assets and changes in them. You can think of the SWCD's net assets — the difference between assets and liabilities—as one way to measure the SWCD's financial health, or financial position. Over time, increases or decreases in the SWCD's net assets are one indicator of whether its financial health is improving or deteriorating. You will need to consider other nonfinancial factors.

In the Statement of Net Position and the Statement of Activities, the SWCD presents Governmental activities. All of the SWCD's basic services are reported here. Appropriations from the county and state finance most activities.

Reporting the SWCD's General Fund

Fund Financial Statements

The SWCD presents only a general fund, which is a governmental fund. All of the SWCD's basic services are reported in the general fund, which focuses on how money flows into and out of those funds and the balances left at year-end that are available for spending. The fund is reported using an accounting method called modified accrual accounting. This method measures cash and all other financial assets that can be readily converted to cash. The general fund statements provide a detailed short-term view of the SWCD's general government operations and the basic services it provides. Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the SWCD's programs. We describe the relationship (or differences) between governmental activities (reported in the Statement of Net Position and the Statement of Activities) and governmental funds in a reconciliation included with the financial statements.

THE SWCD AS A WHOLE

The SWCD's combined net assets decreased from \$473,757 in 2012 to \$421,396 in 2013. Our analysis below focuses on the net assets (Table 1) and changes in net assets (Table 2) of the SWCD's governmental.

Table 1
Net Assets

	Governmental Activities 2013
Current and other assets	\$416,343
Capital assets	37,703
Total Assets	\$454,046
Long-term debt outstanding	\$ 9,309
Other liabilities	
Deferred Revenue	23,340
Total liabilities	\$ 32,649
Net assets	
Invested in capital assets, net of debt	37,703
Unassigned	\$ 383,693
Total Net Assets	\$ 421,396

Net assets of the SWCD governmental activities **decreased in 2013 to \$421,396 compared to \$482,912 in 2012**. Unassigned net assets—the part of net assets that can be used to finance day-to-day operations without constraints established by debt covenants, enabling legislation, or other legal requirements—changed from a surplus of **\$440,247 at the end of 2012 to \$383,693 in 2013**.

TABLE 2
Changes in Net Assets

	Governmental Activities 2013
Revenues	
Program revenues:	
Charges for service	\$ 45,602
County Allocation	78,776
State grants	72,907
General revenues	
Interest	1692
Other General Revenue	448
Total Revenues	\$ 199,426
Program expenses	
Personal Services	\$ 194,451
Capital Outlay	1243
Charges for Services	26,707
Office supplies	41
Conservation	33,592
Total expenses	256,034
Excess (deficiency) before special items and transfers	
Special items	
Transfers	
Decreased net assets	\$ (56,609)

The SWCD's total revenues **decreased** from \$224,932 in 2012 to \$199,426 in 2013. The total cost of all programs and services and personnel expenses **increased** from \$251,335 to \$256,034. Our analysis below separately considers the operations of governmental activities.

Governmental Activities

In 2013, Revenues for the SWCD governmental activities **decreased** from to \$224,932 to \$199,426. And, the total expenses increased from to \$251,335 in 2012 to \$256,034 in 2012. There was a decrease in net assets for governmental activities from \$449,408 in 2012 to \$392,800 in 2013.

The cost of all governmental activities **increased from** \$251,335 in 2012 to \$256,034. However, the amount funded for these activities through SWCD funding was only \$241,872 because of the costs received by those who directly benefited from the programs (\$14,162), ie State Cost-share contracts.

Overall, in 2013, the SWCD's governmental program revenues **decreased from \$224,932 in 2012 to \$199,426 in 2013. The SWCD failed to obtain a Federal contribution agreement and a lack of sufficient WCA funding.**

THE SWCD's FUNDS

In 2013, as the SWCD completed the year, it reported a combined fund balance of \$392,799 which is below the 2012's combined fund balance of \$449,408. Included in this year's total change in fund balance, is \$(56,609) in the SWCD's General Fund. In 2013, the overall cost of doing business increased from the previous year due to increasing staff.

General Fund Budgetary Highlights

Over the course of the year, the Board of Supervisors did not revise the SWCD's budget.

The actual charges to appropriations (expenditures) exceeded the final budget amounts by \$2,266. The most significant negative variance \$(10,651) occurred in the SWCD's **personnel services**, due to an increase in staff.

The resources available for appropriations (revenues) fell short of the expected revenues by (\$58,874). The SWCD's tree program continues to see a decline in landowners planting trees, due in part, to the competition of land values and commodity prices. We also anticipated receiving a Federal contribution agreement and the WCA funding fell short of our staffing needs.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

By the end of 2013, the SWCD had initially invested \$131,464 in a broad range of capital assets, including a tree building, vehicles, tractor, tiller, mower, 4-whlr, copier and computers.

Table 3
Capital Assets at Year-end

	<u>Cost</u> <u>2013</u>	<u>Accumulated</u> <u>Depreciation</u>	<u>Net Cost</u> <u>2013</u>
Buildings and improvements	\$ 18,210	7,284	10,319
Equipment	113,254	80,475	27,384

The SWCD's fiscal-year 2014 capital budget calls for it to spend another \$1,500 for capital outlay.

Long-Term Liabilities

As noted earlier, the SWCD did not previously purchase commercial insurance for property and casualty claims and has no claims and judgments at year-end or in 2013. Other obligations include accrued vacation pay and sick leave. More detailed information about the SWCD's long-term liabilities is presented in Notes to the Financial Statements.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

The SWCD's elected officials considered many factors when setting the fiscal-year **2014** budget and fees that will be charged for the SWCD's business-type activities. The SWCD doesn't anticipate any sizable increase/decrease in either their tree sales or fabric sales. The SWCD will continue to fund contracts with the State cost-share program funding. We do anticipate our County's allocation to meet our initial budget request. However, at this time our State allocation appears may be funded perhaps at a slight reduction due to the State's own budget shortfall and there is will be a Federal contribution in the FY2014. We anticipate personnel services to be reduced with the retirement of a long-term staff member.

CONTACTING THE SWCD'S FINANCIAL MANAGEMENT

This financial report is designed to provide our citizens, taxpayers, customers, and investors and creditors with a general overview of the SWCD's finances and to show the SWCD's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the SWCD's office at 629 N. 11th Street Montevideo, Minnesota 320-269-2139.