

**OTSEGO COUNTY ROAD COMMISSION
FINANCIAL REPORT
DECEMBER 31, 2013**

OTSEGO COUNTY

BOARD OF COUNTY ROAD COMMISSIONERS

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Chairman

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Vice Chairman

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Member

Tom Deans
Engineer - Manager

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Finance Director

OTSEGO COUNTY ROAD COMMISSION

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James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

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INDEPENDENT AUDITOR'S REPORT

March 28, 2014

Board of County Road Commissioners
Otsego County Road Commission
Gaylord, MI 49734

Report on the Financial Statements

I have audited the accompanying financial statements of the governmental activities and major fund of the Otsego County Road Commission, a component unit of the County of Otsego, Michigan as of and for the year ended December 31, 2013, which collectively comprise the Road Commission's basic financial statements, as listed in the table of contents, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express opinions on these financial statements based on my audit. I conducted my 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 I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinions.

Opinions

In my opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and major fund of the Otsego County Road Commission as of December 31, 2013, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

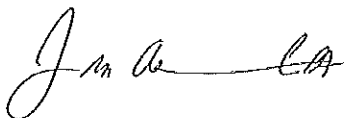
Other Matters

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information on pages 4-10 and 33-34 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. I 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 my inquiries, the basic financial statements, and other knowledge I obtained during my audit of the basic financial statements. I do not express an opinion or provide any assurance on the information because the limited procedures do not provide me with sufficient evidence to express an opinion or provide any assurance.

My audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Otsego County Road Commission's financial statements as a whole. The introductory section and statistical section are presented for purposes of additional analysis and are not a required part of 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 my 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, I do not express an opinion or provide any assurance on them.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, I have also issued my report dated March 28, 2014, on my consideration of the Otsego County Road Commission's internal control over financial reporting and on my 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 my 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* in considering the Otsego County Road Commission internal control over financial reporting and compliance.



JAMES M. ANDERSON, P.C.
CERTIFIED PUBLIC ACCOUNTANT

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS
DECEMBER 31, 2013

USING THIS ANNUAL REPORT

The Otsego County Road Commission's discussion and analysis is designed to: a) assist the reader in focusing on significant financial issues; b) provide an overview of the road commission's financial activity; c) identify changes in the road commission's financial position (its ability to address the next and subsequent year challenges); d) identify any material deviations from the approved budget; and e) identify any issues or concerns.

REPORTING THE ROAD COMMISSION AS A WHOLE

The statement of net position and the statement of activities report information about the commission as a whole and about its activities in a way that helps answer the question on whether the road commission as a whole is better off or worse off as of a result of the year's activities. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting method, used by most private-sector companies. All of the year's revenues and expenses are taken into account regardless of when cash is received or paid.

The two statements mentioned above, report the road commission's net position and the changes in them. The reader can think of the road commission's net position (the difference between assets and liabilities) as one way to measure the road commission's financial health or financial position. Over time, increases or decreases in the road commission's net position are one indicator of whether its financial health is improving or deteriorating.

REPORTING THE ROAD COMMISSION'S MAJOR FUND

Our analysis of the road commission's major fund begins on page 5. The fund financial statements begin on page 11 and provide detailed information about the major fund. The road commission currently has only one fund, the general operations fund, in which all of the road commission's activities are accounted. The general operations fund is a governmental type.

Governmental funds focus on how money flows into and out of this fund and the balances left at year end that are available for spending. This fund is reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the road commission's general governmental operations and the basic service it provides. Governmental fund information helps the reader to determine whether there are more or fewer financial resources that can be spent in the near future to finance the road commission's services. We describe the relationship (or differences) between governmental activities (reported in the statement of net position and the statement of activities) and the governmental fund in a reconciliation following the fund financial statements.

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

THE ROAD COMMISSION AS A WHOLE

The road commission's net position increased \$1,494,318 or approximately 9.30% for the year ended December 31, 2013. The net position and change in net position are summarized below.

Net position as of the year ended December 31, 2013 and 2012 follows:

	<u>Governmental Activities</u>		Increase (Decrease)
	<u>2013</u>	<u>2012</u>	
Current and Other Assets	\$ 1,898,137	\$ 2,188,265	\$ (290,128)
Capital Assets (Less Depreciation)	<u>24,616,660</u>	<u>21,512,645</u>	<u>3,104,015</u>
Total Assets	<u>26,514,797</u>	<u>23,700,910</u>	<u>2,813,887</u>
Current Liabilities	536,710	737,457	(200,747)
Other Liabilities	<u>8,411,568</u>	<u>6,891,252</u>	<u>1,520,316</u>
Total Liabilities	<u>8,948,278</u>	<u>7,628,709</u>	<u>1,319,569</u>
Net Position			
Invested in Capital Assets	23,331,018	20,657,645	2,673,373
Unrestricted	<u>(5,764,499)</u>	<u>(4,585,444)</u>	<u>(1,179,055)</u>
Total Net Position	<u>\$ 17,566,519</u>	<u>\$ 16,072,201</u>	<u>\$ 1,494,318</u>

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

A summary of changes in net position for the year ended December 31, 2013 and 2012 follows:

	Governmental Activities		Increase (Decrease)
	2013	2012	
Program Revenues:			
Charges for Services (includes permits)	\$ 1,458,008	\$ 1,082,473	\$ 375,535
Federal Sources	2,558,429	606,544	1,951,885
State Sources	4,365,281	4,067,302	297,979
Contributions from Local Units	1,354,988	1,728,682	(373,694)
Interest Income	2,221	930	1,291
General Revenues:			
Gain (Loss) on Disposal of Equipment	16,334	(22)	16,356
Other Miscellaneous Sources	<u>14,281</u>	<u>51,419</u>	<u>(37,138)</u>
Total Revenues	<u>9,769,542</u>	<u>7,537,328</u>	<u>2,232,214</u>
Program Expenses:			
Primary Roads:			
Maintenance	1,272,447	1,107,300	165,147
Local Roads:			
Maintenance	1,784,076	1,499,298	284,778
State Trunkline:			
Maintenance	1,201,425	950,766	250,659
Equipment Expense	289,055	514,887	(225,832)
Administrative	345,329	456,479	(111,150)
Infrastructure Depreciation	2,105,253	1,958,264	146,989
Compensated Absences	(2,589)	6,628	(9,217)
Post Employment Benefits	1,243,990	1,154,954	89,036
Interest Expense	<u>36,238</u>	<u>43,646</u>	<u>(7,408)</u>
Total Expenses	<u>8,275,224</u>	<u>7,692,222</u>	<u>583,002</u>
Increase (Decrease) in Net Position	<u>\$ 1,494,318</u>	<u>\$ (154,894)</u>	<u>\$ 1,649,212</u>

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

THE ROAD COMMISSION'S FUND

The road commission's general operations fund is used to control the expenditures of Michigan Transportation Fund monies distributed to the county which are earmarked by law for road and highway purposes.

For the year ended December 31, 2013, the fund balance of the general operations fund increased by \$62,346 as compared to a decrease of \$37,675 in the fund balance for the year ended December 31, 2012. Total revenues were \$9,769,542 compared to \$7,537,328 in 2012. This is primarily due to increases in federal and state grants and local funding.

Total expenditures were \$10,167,838, an increase of \$2,592,835 as compared to last year. This change in expenditures is primarily due to increases in Primary and Local Road Heavy Maintenance as well as the purchase of (4) new trucks financed by installment purchase agreements.

BUDGETARY HIGHLIGHTS

Prior to the beginning of any year, the road commission's budget is compiled based upon certain assumptions and facts available at that time. During the year, the road commission board acts to amend its budget to reflect changes in these original assumptions, facts and/or economic conditions that were unknown at the time the original budget was compiled. In addition, by policy, the board reviews and authorizes large expenditures when requested throughout the year. The revenue budget for 2013 was lower than the actual receipts by \$597,759. The net difference is primarily from funding provided by state and federal sources for 2013 projects.

Road Commission expenditures were projected as \$9,650,370 while actual expenditures were \$10,167,838. This resulted in total expenditures being over budget by \$517,468. The net variance is 5.09% of the total expenditures.

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

As of December 31, 2013, the road commission had \$24,616,660 invested in capital assets as follows:

	<u>2013</u>	<u>2012</u>	<u>Increase (Decrease)</u>
Capital Assets Not Being Depreciated			
Land and Improvements	\$ 170,157	\$ 170,157	\$ -0-
Other Capital Assets			
Buildings and Improvements	3,934,836	3,934,836	-0-
Road Equipment	5,841,862	5,438,994	402,868
Other Equipment	164,322	163,975	347
Infrastructure and Improvements	<u>46,953,667</u>	<u>42,051,074</u>	<u>4,902,593</u>
Total Capital Assets at Historic Cost	57,064,844	51,759,036	5,305,808
Total Accumulated Depreciation	<u>(32,448,184)</u>	<u>(30,246,391)</u>	<u>(2,201,793)</u>
Total Net Capital Assets	<u>\$ 24,616,660</u>	<u>\$ 21,512,645</u>	<u>\$ 3,104,015</u>

Current year's major additions included the following:

Various Projects (Primary and Local)	\$ 4,902,593	\$ 2,980,747
Buildings	\$ -0-	\$ 213,205
Trucks/Equipment	\$ 565,948	\$ 64,252

Debt related to Capital Assets		
Bonds and installment notes	<u>\$ 1,285,642</u>	<u>\$ 855,000</u>

Debt

At the year end, the road commission had \$825,000 and \$460,642 in bonds outstanding and installment purchase agreements, respectively. This represents an increase of \$430,642 from 2012. The bonds are payable over 20 years with the final payment due June 1, 2031. The installment purchase agreements are payable over 3 years with the final payments due July 15, 2016. Other long-term debt accrued is the compensated absences.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET

With public road systems continuing to deteriorated throughout the state, political discussions continued in Lansing in pursuit of an additional source of road funding. Unfortunately, this issue was not resolved and like many road agencies, our office needed to be creative and well coordinated with a limited investment of dollars into our public road system. This included partnering with seven of our nine townships on all but one road improvement project. Additional investors included the Otsego County Board, City of Gaylord, Gaylord School System and the folks at Huron Pines.

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

As discussions continued with a potential street scape project in downtown Gaylord, our office partnered with four other public agencies in a 2.9 million dollar upgrade to an alternate truck route around Gaylord by way of McCoy Road and Milbocker Road. This project will be completed this spring and will utilize the remaining federal funds from the previously constructed I-75 over McCoy Road high priority project.

Although our number of miles of chip and fog seal applications were reduced from twenty-five to twenty-two, we partnered with Chester and Otsego Lake Townships to resurface two subdivisions and a good portion of the largest platted subdivision in the County. Townships are now beginning to share in the preparation costs involved prior to chip sealing a road as well. We perform these services with our own employees and equipment. In addition, our office will utilize any left over stockpile of chip seal stone at the end of the season for the production of cold patch material. This process is made in our yard by a contractor and provides a cost savings to our office.

We are proud of our stream crossing projects that have been completed over the years by our employees and we completed another one in the Pigeon River Forest last year on Pickeral Lake Road. The materials cost for this project were covered by Huron Pines of Gaylord.

To stretch the investment value of preventative maintenance dollars, we have several townships that are now partnering with us annually to perform hot mix asphalt overlays on low volume roads. These type upgrades can extend the life of a road well beyond a chip seal application and our partners are providing seventy-five percent of the project cost. In an effort to save on long term cost, we continued our annual crack sealing program with a focus on federal aid projects with the last decade.

Our sign department continues to be very proactive in replacing and upgrading traffic control signs to federal retroreflectivity standards. Cost savings are achieved when we strip and overlay an existing sign with approved material.

In regards to our capital outlay investment, we borrowed funds to purchase two new plow trucks. These trucks have been equipped with wing plows to increase productivity and were placed in our state maintenance fleet. This purchase has allowed the placement of two used plow trucks with wing blades off the state fleet and into our county truck fleet. This is the first pair of wing blades assigned to our county road system and we hope to increase the use of wing blades in the future. The Road Commission also invested into our fleet of pick-ups with the purchase of two new pick-ups. In addition, our shop designed and fabricated a guardrail maintenance tool. This unit can be attached to a tractor to clean out earth material from underneath a section of guardrail for safety and drainage improvements. Our office was also able to sell forty items of older equipment, equipment parts and materials that were no longer being utilized on a daily basis.

As operating costs continue to rise, it is imperative that we continue to review our own internal operations and investment strategies. A strong relationship with our township, township, city and county officials has been vital to the efficiency of our office. Although there is hope that our legislators will provide a solution to bring relief to road agencies across the state, it is essential than ever before that we spend the public's money wisely and equitably to maintain a safe and efficient road system.

OTSEGO COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION & ANALYSIS (CONTINUED)
DECEMBER 31, 2013

CONTACTING THE ROAD COMMISSION'S FINANCIAL MANAGEMENT

This financial report is designed to provide the motoring public, citizens and other interested parties a general overview of the road commission's finances and to show the road commission's accountability for the money it receives. If you have any questions about this report or need additional financial information, contact the Otsego County Road Commission Administrative Offices at 669 W. McCoy Road, P.O. Box 537, Gaylord MI 49734-0537.

Tom Deans
Eng-Mgr
Otsego County Road Commission

OTSEGO COUNTY ROAD COMMISSION
STATEMENT OF NET POSITION
DECEMBER 31, 2013

ASSETS

Cash and Investments	\$ 526,172
Accounts Receivable	
Sundry	4,390
Due from other Governmental Units	827,080
Inventories	540,495
Capital Assets (Net of Accumulated Depreciation)	<u>24,616,660</u>
Total Assets	<u>26,514,797</u>

LIABILITIES

Current Liabilities	
Accounts Payable	93,714
Accrued Liabilities	69,429
Escrow Deposits	40,000
Advances from MDOT	151,840
Bonds Payable	30,000
Installment Purchase Agreements	151,727
Non Current Liabilities	
Bonds Payable	795,000
Installment Purchase Agreements	308,915
Vested Employee Benefits Payable	75,843
Post Employment Benefit Liabilities	<u>7,231,810</u>
Total Liabilities	<u>8,948,278</u>

NET POSITION

Investment in Capital Fixed Assets	
Net of Related Debt	23,331,018
Restricted for County Roads	<u>(5,764,499)</u>
Total Net Position	<u>\$ 17,566,519</u>

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2013

Program Expenses	
Primary Road Maintenance	\$ 1,272,447
Local Road Maintenance	1,784,076
State Trunkline Maintenance	1,201,425
Net Equipment Expense	289,055
Net Administrative Expense	345,329
Infrastructure Depreciation	2,105,253
Compensated Absences	(2,589)
Post-Employment Benefits	1,243,990
Interest Expense	<u>36,238</u>
Total Program Expenses	<u>8,275,224</u>
Program Revenue	
Federal Grants	2,558,429
State Grants	4,365,281
Contributions from Local Units	1,354,988
Charges for Services	1,472,289
Investment Earnings	<u>2,221</u>
Total Program Revenue	<u>9,753,208</u>
Net Program Revenue	<u>1,477,984</u>
General Revenue	
Gain (Loss) on Asset Disposal	<u>16,334</u>
Total General Revenues	<u>16,334</u>
Change in Net Position	1,494,318
Net Position	
Beginning of Year	<u>16,072,201</u>
End of Year	<u>\$ 17,566,519</u>

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
BALANCE SHEET
DECEMBER 31, 2013

	<u>Governmental</u> <u>Fund Type</u> General <u>Operating</u>
ASSETS	
Cash demand and investments	\$ 526,172
Accounts receivable:	
Sundry	4,390
Due from other governmental units	827,080
Inventories	<u>540,495</u>
Total Assets	<u>\$ 1,898,137</u>
LIABILITIES AND FUND BALANCES	
Accounts payable	\$ 93,714
Accrued liabilities	69,429
Escrow deposits	40,000
Advances from governmental units	<u>151,840</u>
Total Liabilities	<u>354,983</u>
Fund Balances:	
Non-Spendable	540,495
Undesignated	<u>1,002,659</u>
Total Fund Balances	<u>1,543,154</u>
Total Liabilities and Fund Balances	<u>\$ 1,898,137</u>

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
RECONCILIATION OF THE BALANCE SHEET FUND BALANCE TO
THE STATEMENT OF NET POSITION
FOR THE YEAR ENDED DECEMBER 31, 2013

Total governmental fund balance	\$ 1,543,154
Amounts reported for governmental activities in the statement of net position are different because:	
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.	24,616,660
Other long-term assets are not available to pay for current period expenditures and therefore are not reported in the funds.	<u>(8,593,295)</u>
Net position of governmental activities	<u>\$ 17,566,519</u>

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE
DECEMBER 31, 2013

	Operating Fund
Revenues	
Federal Grants	\$ 2,558,429
State Grants	4,365,281
Contributions From Local Units	1,354,988
Charges for Services	1,402,021
Interest and Rents	2,221
Other Revenue	86,602
Total Revenues	9,769,542
Expenditures	
Public Works	9,857,815
Net Capital Outlay	310,023
Total Expenditures	10,167,838
Excess of Revenues Over (Under) Expenditures	(398,296)
Other Financing Sources:	
Proceeds from Installment Purchase Agreements	460,642
Total Other Financing Sources	460,642
Excess:	
Revenues and Other Financing Sources Over (Under) Expenditures	62,346
Fund Balance - January 1, 2013	1,480,808
Fund Balance - December 31, 2013	\$ 1,543,154

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
 RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND
 CHANGES IN FUND BALANCE OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
 FOR THE YEAR ENDED DECEMBER 31, 2013

Net Change in fund balance - total governmental funds	\$ 62,346
Amounts reported for governmental activities in the statement are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period. Equipment retirement is recorded as an expenditure credit in governmental funds, but not recorded as an expense in the statement of activities.	3,104,015
Bond proceeds provide current financial resources to governmental funds, but entering into bond/lease purchase agreements increases long-term liabilities in the statement of net position. Repayment of notes/leases payable is an expenditure in governmental funds, but reduces the long-term liabilities in the statement of net position.	(430,642)
Some expenses reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds. (Increase in compensated absences, post employment benefits and decrease in interest expense).	<u>(1,241,401)</u>
Change in net position of governmental activities.	<u>\$ 1,494,318</u>

See accompanying notes to the financial statements.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2013

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Otsego County Road Commission conform to generally accepted accounting principles as applicable to governmental units. The following is a summary of the significant policies.

DESCRIPTION OF ROAD COMMISSION OPERATIONS - The Otsego County Road Fund, referred to as the Road Commission, is a Component Unit of the County of Otsego, Michigan, and is used to control the expenditure of revenues from the State distribution of gas and weight taxes, federal financial assistance, reimbursements from the Department of State Highways for work performed by the County on State trunkline and contributions from other local units of government for work performed by the Road Commission work force.

The Road Commission which is established pursuant to the County Road Law (MCL224.1) operates under an elected Board of three (3) County Road Commissioners who establish policies and review operations of the Road Commission. A different Road Commissioner is elected biannually to serve a six year term.

FINANCIAL REPORTING ENTITY - The Road Commission is required by Public Act 51 of the State of Michigan to have a separate audit performed of its operations. This financial report has been prepared to meet this State requirement.

The criteria established by the Governmental Accounting Standards Board (GASB) Statement No. 14 "The Financial Reporting Entity" for determining the reporting entity includes oversight responsibility, fiscal dependency and whether the financial statements would be misleading if the component unit data were not included. Based on the above criteria, these financial statements present the Otsego County Road Commission, a discretely presented component unit of Otsego County, and include the basic financial statements of the Road Commission

BASIS OF PRESENTATION - GOVERNMENT-WIDE FINANCIAL STATEMENTS

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Changes in Net Position) report information on all the Otsego County Road Commission. There is only one fund reported in the government-wide financial statements.

The Statement of Net Position presents the Road Commission's assets and liabilities with the difference being reported as either invested in capital assets, net of related debt or restricted net position.

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: (1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment; and (2) 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 revenue.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

BASIS OF PRESENTATION - FUND FINANCIAL STATEMENTS

Separate financial statements are provided for the operating fund (governmental fund). The operating fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

MEASUREMENT FOCUS/BASIS OF ACCOUNTING - GOVERNMENT-WIDE FINANCIAL STATEMENTS

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Amounts reported as program revenue include: charges to customer or applicants for goods or services or privileges provided; Michigan transportation funds; and State/Federal contracts and township contributions. Internally dedicated resources are reported as general revenue rather than as program revenue. Likewise, general revenue includes all taxes.

MEASUREMENT FOCUS/BASIS OF ACCOUNTING - FUND FINANCIAL STATEMENTS

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities for the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. 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.

Michigan transportation funds, grants, permits, township contributions and interest associated with current fiscal period are all considered to be susceptible to accrual and have been recognized as revenue of the current fiscal period. All other revenue items are considered to be available only when cash is received by the government.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

BUDGETS AND BUDGETARY ACCOUNTING

The County Road Commission follows the requirements of the Uniform Budgeting and Accounting Act, Michigan Public Act 621 of 1978, in the preparation and execution of its annual general appropriations act. Any violations are disclosed in audits of the County Road Commission financial statements as required by law.

CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with a maturity of three months or less when acquired. Investments are stated at fair value.

INVENTORY

Inventories consisting of equipment parts and supplies of \$140,169 and road materials of \$400,326, are recognized using the consumption method (inventories are recorded as expenditures when they are used). Inventories are recorded at average cost which approximates market.

CAPITAL ASSETS

Capital assets, which include property, plant, equipment, infrastructure assets (e.g., roads, bridges and similar items), are reported in the operating fund in the government-wide financial statements. Capital assets are defined by Otsego County Road Commission as assets with an initial individual cost of more than \$1,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost purchase or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

GASB 34 requires major networks and major subsystems of infrastructure assets acquired, donated, constructed, or substantially rehabilitated since fiscal years ending after June 30, 1980 be inventoried and capitalized by the fourth anniversary of the mandated date of adoption of the other provisions of GASB 34. The Otsego County Road Commission has capitalized the current year's infrastructure, as required by GASB 34, and has reported the infrastructure in the statement of net position.

ADVANCES FROM THE STATE OF MICHIGAN

The State of Michigan advances funds on a State maintenance agreement it has with the Otsego County Road Commission for specified maintenance which the Road Commission will perform during the year and for equipment purchases. These advances are considered current liabilities because they are subject to repayment annually upon audit by the State of Michigan.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ACCRUED VACATION AND SICK - In accordance with contracts negotiated with the various employee groups of the Road Commission, employees have a vested right upon termination to receive compensation for accumulated sick and vacation leave under formulas and conditions specified in the contracts.

EQUIPMENT RENTALS - The Michigan Department of Transportation requires that the cost of operating equipment, including depreciation, be allocated to the various activities. The effect of this allocation is deducted from equipment expenditures for the Statement of Revenues, Expenditures, and Changes in Fund Balance.

DEPRECIATION - Depreciation is computed on the sum-of-the-years-digits method for road equipment and straight-line method for all other capital assets. The depreciation rates are designed to amortize the cost of the assets over their estimated useful lives as follows:

Building	30 to 50 years
Road Equipment	5 to 8 years
Shop Equipment	10 years
Engineering Equipment	4 to 10 years
Office Equipment	4 to 10 years
Infrastructure-Roads	8 to 30 years
Infrastructure-Bridges	12 to 50 years

LONG-TERM OBLIGATIONS - In the government-wide financial statements, long-term debt and other long term obligations are reported as liabilities in operating fund statement of net position.

ESTIMATES - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

FUND BALANCE - Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the Road Commission is bound to honor constraints on the specific purpose for which amounts can be spent.

1. Non-spendable fund balance (inherently non-spendable)
2. Restricted fund balance (externally enforceable limitations on use)
3. Committed fund balance (self-imposed limitations on use)
4. Assigned fund balance (limitation resulting from intended use)
5. Unassigned fund balance (the residual classification of the general fund)

As a general rule, when multiple categories of fund balance are available for expenditure, the Road Commission will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE B - CASH AND INVESTMENTS

Michigan compiled Laws 129.91, authorizes the Road Commission to deposit and invest in the accounts of Federally insured banks, credit unions, savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or Federal agency obligation repurchase agreements, bankers' acceptance of United States banks; commercial paper rated within the two highest classifications, which mature not more than 270 days after the date of purchase, obligations of the State of Michigan or its political subdivisions which are rated as investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan. Financial institutions eligible for deposit of public funds must maintain an office in Michigan.

The investment policy adopted by the board in accordance with Public Act 20 of 1943, as amended, has authorized investment in the instruments described in the preceding paragraph. The Road Commission's deposits and investment policy are in accordance with statutory authority.

At year end, the Road Commission's deposits and investments were reported in the basic financial statements in the following categories:

Imprest Cash	\$ 200
Cash Demand and Time Deposits	35,000
County Pooled Cash and investments	<u>490,972</u>
Total	<u>\$ 526,172</u>

Deposits

At year-end the carrying amount of the County Road Commissions deposits were \$35,000 and the bank balance was \$107,549. According to the Federal Deposit Insurance Corporation, approximately 100% of the total bank balance was covered by federal depository insurance. The County Treasurer maintains a pooled cash and investment account for the County which includes \$490,972 of road commission funds. The amount of FDIC insurance for these funds is unknown.

Investments Authorized by the Road Commission's Investment Policy

The Road Commission's investment policy only authorizes investment in all those that are authorized by law. The Road Commission has limited their investments to municipal money markets.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE B - CASH AND INVESTMENTS (CONTINUED)

Disclosures Relating to Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. One of the ways that the Road Commission manages its exposure to interest rate risk is by participating in mutual funds which hold diverse investments that are authorized by law for direct investment.

Concentration of Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. The investment policy of the Road Commission contains no limitations on the amounts that can be invested in any one issuer beyond that stipulated by Michigan law.

Custodial Credit Risk

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. Michigan law and the Road Commission's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for deposits.

The custodial credit risk for investments is the risk that, in the event of the failure of the counter party (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. Michigan law and the Road Commission's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for investments. With respect to investments, custodial credit risk generally applies only to direct investments in marketable securities. Custodial credit risk does not apply to a local government's indirect investment in securities through the use of mutual funds or government investment pools.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE C - CAPITAL ASSETS

The following is a summary of changes in the Capital Assets Account Group.

	<u>Balance</u> <u>1/01/2013</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance</u> <u>12/31/2013</u>
Capital Assets Not Being Depreciated:				
Land and Improvements	\$ 170,157	\$ -0-	\$ -0-	\$ 170,157
Subtotal	<u>170,157</u>	<u>-0-</u>	<u>-0-</u>	<u>170,157</u>
Capital Assets Being Depreciated:				
Buildings	3,934,836	-0-	-0-	3,934,836
Road Equipment	5,438,994	565,601	162,733	5,841,862
Shop Equipment	97,786	-0-	-0-	97,786
Office Equipment	42,654	347	-0-	43,001
Engineers Equipment	16,975	-0-	-0-	16,975
Yard & Storage Equipment	1,800	-0-	-0-	1,800
Depletable Assets	4,760	-0-	-0-	4,760
Traffic Signals	44,756	-0-	-0-	44,756
Infrastructure-Bridges	1,780,315	-0-	-0-	1,780,315
Infrastructure-Roads	<u>40,226,003</u>	<u>4,902,593</u>	<u>-0-</u>	<u>45,128,596</u>
Total	<u>51,588,879</u>	<u>5,468,541</u>	<u>162,733</u>	<u>56,894,687</u>
Less Accumulated Depreciation:				
Buildings	1,460,981	87,899	-0-	1,548,880
Road Equipment	5,084,947	164,852	162,328	5,087,471
Shop Equipment	88,461	2,801	-0-	91,262
Office Equipment	35,192	2,851	-0-	38,043
Engineers Equipment	14,803	465	-0-	15,268
Yard & Storage Equipment	1,800	-0-	-0-	1,800
Traffic Signals	32,029	2,984	-0-	35,013
Infrastructure-Bridges	553,130	70,946	-0-	624,076
Infrastructure-Roads	<u>22,975,048</u>	<u>2,031,323</u>	<u>-0-</u>	<u>25,006,371</u>
Total	<u>30,246,391</u>	<u>2,364,121</u>	<u>162,328</u>	<u>32,448,184</u>
Net Capital Assets Being Depreciated	<u>21,342,488</u>	<u>3,104,420</u>	<u>405</u>	<u>24,446,503</u>
Total Net Capital Assets	<u>\$21,512,645</u>	<u>\$ 3,104,420</u>	<u>\$ 405</u>	<u>\$24,616,660</u>

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE D - PENSION PLAN

DEFINED BENEFIT PENSION PLAN

Plan Description - The Otsego County Road Commission participates in a defined benefit retirement plan administered by the Municipal Employee's Retirement System (MERS). The plan covers substantially all full-time employees.

The Municipal Employees Retirement System of Michigan (MERS) is a multiple-employer statewide public employee retirement plan created by the State of Michigan to provide retirement, survivor and disability in the most efficient and effective manner possible. As such, MERS is a non-profit entity qualified under section 401 (a) of the Internal Revenue Code, which has the responsibility of administering the law in accordance with the expressed intent of the Legislature and bears a fiduciary obligation to the State of Michigan, the tax payers and the public employees who are its beneficiaries.

The passage of HB-5525/Act No. 220, with enactment on May 28, 1996, allowed the members of MERS to vote on and determine if MERS should become an independent public corporation. The vote resulted in approval to become independent of State control and MERS began to operate as an independent public corporation effective August 15, 1996. MERS issues a financial report, available to the public, that includes financial statements and required supplementary information for the system. A copy of the report may be obtained by writing to MERS at 1134 Municipal Way, Lansing, Michigan 48917.

All full-time Road Commission employees and Commissioners are eligible to participate in the system. Benefits vest after ten years of service. Employees who retire at or after age 60 with 10 years credited service are entitled to an annual retirement benefit, payable monthly for life in an amount equal to 2.0 percent of the member's five-year final average compensation. The system also provides death and disability benefits which are established by State Statute.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE D - PENSION PLAN (CONTINUED)

Actuarial Accrued Liability - The actuarial accrued liability was determined as part of an actuarial valuation of the plan as of December 31, 2012. Significant actuarial assumptions used in determining the investment of present and future assets of 8.0%, (b) projected salary increase of 4.5% per year compounded annually, attributable to inflation, and on age, attributable to seniority/merit.

All entries are based on the actuarial methods and assumptions that were used in the December 31, 2012 actuarial valuation to determine the annual employer contribution amounts. The entry age normal actuarial method used to determine the entries at disclosure.

GASB 25 INFORMATION (as of 12/31/12)

Actuarial Accrued Liability:

Retirees and beneficiaries currently receiving benefits	\$ 6,986,099
Vested former member's	88,570
Active members	<u>3,165,497</u>
Total actuarial accrued liability	10,240,166
Net position available for benefits, at actuarial value (Market value is \$5,569,408)	<u>6,368,969</u>
Unfunded (over funded) actuarial accrued liability	<u>\$ 3,871,197</u>

For the calendar year 2014, the Annual Required Contribution (ARC) is \$351,972.

OTSEGO COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 DECEMBER 31, 2013

NOTE D - PENSION PLAN (CONTINUED)

Contributions Required and Contributions Made - MERS funding policy provides for periodic employer contributions at actuarially determined rates that, expressed as percentages of annual covered payroll, are designed to accumulate sufficient assets to pay benefits when due. The normal cost and amortization payment for the fiscal year ended December 31, 2013 were determined using the entry age normal actuarial funding method. Unfunded actuarial accrued liabilities, if any, were amortized as a level percent of payroll over a period of 26 years. The following table provides a schedule of contribution amounts and percentages for recent years.

Annual Pension Cost

<u>Year Ended December 31</u>	<u>Annual Pension Cost (APC)</u>	<u>Percentage of APC Contributed</u>	<u>Net Pension Obligation</u>
2010	\$ 288,204	100%	-0-
2011	329,280	100%	-0-
2012	351,972	100%	-0-

The Road Commission was required to contribute \$316,457 and elected to pay an additional \$120,000 for the year ended December 31, 2013. Payments were based on contribution calculations made by MERS.

Aggregate Accrued Liabilities - Comparative Schedule

<u>Actuarial Valuation Date December 31</u>	<u>Actuarial Value of Assets</u>	<u>Actuarial Accrued Liability (AAL)</u>	<u>Unfunded AAL (UAAL)</u>	<u>Funded Ratio</u>	<u>Covered Payroll</u>	<u>UAAL as a % of Covered Payroll</u>
2010	\$ 6,419,431	\$ 9,550,340	\$ 3,130,909	67%	\$ 1,198,321	261%
2011	6,380,020	10,032,901	3,652,881	64%	1,285,741	284%
2012	6,368,969	10,240,166	3,871,197	62%	1,369,588	283%

For actuarial valuation purposes, the actuarial value of assets is determined on the basis of a calculation method that assumes the fund earns the expected rate of return (8%), and includes an adjustment to reflect market value.

NOTE E - STATE EQUIPMENT PURCHASE ADVANCE

State equipment purchase advance is determined by a formula applied to the book value of equipment of the previous fiscal year. This amount is adjusted each fiscal year in accordance with the formula and would be refunded to the State Department of Transportation upon termination of the State Highway Maintenance Contract.

OTSEGO COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 DECEMBER 31, 2013

NOTE F - LONG TERM DEBT

The following is a summary of pertinent information concerning the County Road Commission's long-term debt.

	<u>Balance</u> <u>12/31/2012</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>12/31/2013</u>	<u>Due</u> <u>Within</u> <u>One Year</u>
General Obligation:					
Installment Purchase					
Agreements	\$ -0-	\$ 460,642	\$ -0-	\$ 460,642	\$ 151,727
Bonds payable	855,000	-0-	30,000	825,000	30,000
Compensated absences	<u>78,432</u>	<u>-0-</u>	<u>(1) 2,589</u>	<u>75,843</u>	<u>-0-</u>
Totals	<u>\$ 933,432</u>	<u>\$ 460,642</u>	<u>\$ 32,589</u>	<u>\$ 1,361,485</u>	<u>\$ 181,727</u>

(1) The change in compensated absences is shown as a net reduction.

Installment Purchase Agreements

On July 15, 2013 the Otsego County Road Commission entered into an Installment Purchase Agreement with Grand Traverse Diesel Services Inc for the purchase of two 2014 Western Star 4700 SF Plow Trucks in the amount of \$251,908. The agreement requires three annual payments of \$87,690.78 starting July 15, 2014 with interest accruing at 2.20%.

On December 13, 2013, the road commission entered into a second installment purchase agreement with Truck and Trailer Specialists of Boyne Falls, Inc for the purchase of two 2013 Westernstar 4900 SB Plow Trucks in the amount of \$208,734. The Agreement requires three annual principal payments of \$69,578 starting July 15, 2014 plus interest paid annually at a rate of 2.20%.

Annual Debt Service Requirements:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014	\$ 151,727	\$ 8,246	\$ 159,973
2015	153,534	6,796	160,330
2016	<u>155,381</u>	<u>3,418</u>	<u>158,799</u>
	<u>\$ 460,642</u>	<u>\$ 18,460</u>	<u>\$ 479,102</u>

Bonds Payable

The Otsego County Building Authority issued the 2011 Series Bonds on behalf of the Otsego Road Commission for the purpose of constructing a new salt storage facility. The bonds were issued in denominations of \$5,000 totaling \$885,000. The bonds mature annually starting June 1, 2012 and each June 1st thereafter with the final maturities on June 1, 2031. The interest notes on the bonds range from 3.25% to 5.0%.

Annual Debt Service Requirements:

	<u>Year</u>	<u>Amount</u>
	2014	\$ 65,263
	2015	69,163
	2016	67,938
	2017	66,712
	2018	65,488
	2019	69,175
	2020	67,775
	2021	66,325
	2022	69,563
	2023-2031	<u>606,548</u>
	Total Payments	1,213,950
	Less Interest & Fees	(388,950)
	Net Balance Due	<u>\$ 825,000</u>

OTSEGO COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 DECEMBER 31, 2013

NOTE F - LONG TERM DEBT (CONTINUED)

COMPENSATED ABSENCES - Substantially all employees of the Road Commission can accumulate vacation hours. The accumulated hours at December 31, 2013 at current wage rates amounted to \$75,843 and is reflected in the Long-Term Debt Group. Sick leave is not vested and accordingly is not accrued.

NOTE G - EXCESS EXPENDITURES OVER APPROPRIATIONS

Public Act 621 of 1978, section 18 (1), as amended, provides that a County Road Commission shall not incur expenditures in excess of amounts appropriated. As presented in the financial statements for the year ended December 31, 2013 the County Road Commission incurred expenditures in certain areas which were in excess of the amounts appropriated as follows:

<u>Function</u>	<u>Total Appropriations</u>	<u>Amount of Expenditures</u>	<u>Budget Variance</u>
Primary Road:			
Heavy Maintenance	\$ 3,750,000	\$ 4,304,357	\$ (554,357)
Maintenance	<u>\$ 1,160,000</u>	<u>\$ 1,272,448</u>	<u>\$ (112,448)</u>
Local Road:			
Heavy Maintenance	\$ 555,000	\$ 598,235	\$ (43,235)
Maintenance	<u>\$ 1,698,076</u>	<u>\$ 1,784,076</u>	<u>\$ (86,000)</u>
Capital outlay - Net	<u>\$ 207,987</u>	<u>\$ 310,023</u>	<u>\$ (102,036)</u>

NOTE H - RISK MANAGEMENT

Otsego County Road Commission is a member of the Michigan County Road Commission Self-Insurance Pool established pursuant to the laws of the State of Michigan which authorize contracts between municipal corporations (inter-local agreements) to form group self-insurance pools, and to prescribe conditions to the performance of these contracts.

The Pool was established for the purpose of making a self-insurance pooling program available which includes, but is not limited to, general liability coverages, auto liability coverages, property insurance coverages, stop loss insurance protection, claims administration, and risk management and loss control services pursuant to Michigan Public Act 138 of 1982.

The Otsego Road Commission pays an annual premium to the Pool for property (buildings and contents) coverage, automobile and equipment liability, errors or omissions liability and bodily injury, property damage and personal injury liability. The agreement for the information of the Pool provides that the Pool will be self-sustaining through member premiums and will purchase both specific and aggregate stop-loss insurance to the limits determined necessary by the Pool Board.

The Road Commission is also self-insured for worker's compensation as a member of the County Road Association Self Insurance Fund.

At December 31, 2013, there were no claims which exceeded insurance coverage. The Road Commission had no significant reduction in insurance coverage from the previous years.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE I - FEDERAL FINANCIAL ASSISTANCE

It is required by the Michigan Department of Transportation that Road Commissioners report total federal financial assistance for Highway Research, Planning and construction pertaining to their County. However, only the federal financial assistance applicable to negotiated account expenditures is required to be audited for compliance under the Single Audit Act through Road Commission procurement. The reason for this requirement is that the Road Commission is required to have accounting and administrative control over the force account portion while the balance is administered by the Michigan Department of Transportation.

During the year ended December 31, 2013, the Road Commission recorded \$2,558,429 of Department of Transportation Federal Highway grant money expended on public road improvement projects where work was performed by independent contractors or under non-negotiated contracts between the Road Commission and the Michigan Department of Transportation.

NOTE J - OTHER POST EMPLOYMENT HEALTH CARE BENEFITS

Otsego County Road Commission provides hospitalization and medical coverage for eligible retirees and their spouses through the road commission's group health insurance plan, which covers both active and retired members. The following are the Governmental Accounting Standards Board Statement #45 required disclosures which have been implemented prospectively by the road commission.

- . Employees hired prior to December 31, 2008, and retire with 20 years of employment and age 55 years, or greater, will receive health insurance comparable to that provided to the current employees until age 65 years and supplemental health insurance for the employee and spouse for their lifetimes.

The plan does not issue a separate stand-alone financial statement.

Funding Policy - The Road Commission's annual other post employment benefit (OPEB) cost is calculated based on the *annual required contribution of the employer* (ARC). The Road Commission has elected to calculate the ARC and related information using the alternative measurement method permitted by GASB Statement 45 for employers in plans with fewer than one hundred total plan members. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal costs each year and to amortize any unfunded actuarial liabilities over a period not to exceed thirty years. The Road Commission has no obligation to make contributions in advance of when the premiums are due for payment (i.e., may be financed on a "pay-as-you-go" basis). The only current contributions being made are to pay the actual current premiums of the retirees. That amount was less than the annual required contribution and is reflected in the schedule that follows. Administrative costs of the plan are paid for by the Road Commission.

OTSEGO COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 DECEMBER 31, 2013

NOTE J - OTHER POST EMPLOYMENT HEALTH CARE BENEFITS (CONTINUED)

Funding Progress - For the year ended December 31, 2013, the Road Commission has determined an estimated cost of providing post-employment benefits through the alternative measurement method of calculation as of December 31, 2013. The calculation computes an annual required contribution, which represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and to cover the amortization of any unfunded actuarial liabilities from the past, over a period not to exceed 30 years.

The Road Commission's computed contribution and actual funding is summarized as follows:

Annual required contribution/Annual OPEB cost (ARC)	\$ 1,348,848
Interest on beginning of year net OPEB obligation	<u>239,513</u>
Annual OPEB Costs	1,588,361
Amounts contributed:	
Payments of current premiums	<u>344,371</u>
Net OPEB obligation	1,243,990
OPEB obligation - Beginning of year	<u>5,987,820</u>
OPEB obligation - End of year	<u><u>\$ 7,231,810</u></u>

The annual OPEB costs, the percentage contributed to the plan, and the net OPEB obligation for the fiscal year ended December 31, 2011, 2012, and 2013, were as follows:

	2011	2012	2013
Annual OPEB costs	\$ 1,499,712	\$ 1,542,163	\$ 1,588,361
Percentage contributed	29.23 %	25.10 %	21.68 %
Net OPEB obligation	4,832,866	5,987,820	7,231,810

The current funding progress of the plan as of December 31, 2013, the most recent valuation date, is as follows:

Actuarial value of assets	\$ -
Actuarial accrued liability (AAL)	13,009,780
Unfunded AAL (UAAL)	13,009,780
Funded ratio	0 %
Annual covered payroll	1,476,170
Ratio of UAAL to covered payroll	881 %

The year ended December 31, 2008 was the first year that an actuarial valuation was done, so no information is available for years prior to that. Also, information related to funding progress with multi year trend information indicating whether the actuarial value of plan assets is increasing or decreasing over time relative to the AAL for benefits is not presented since there currently are no plan assets.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE J - OTHER POST EMPLOYMENT HEALTH CARE BENEFITS (CONTINUED)

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. The following simplifying assumptions were made:

Assumptions About Employees and Members: Based on historical average retirement age of the covered group, active plan members were assumed to retire at various ages between 55 and 65 or the first year thereafter in which the member would qualify for benefits. Marital status as of the calculation date was assumed to continue throughout retirement. Life expectancy was based on mortality tables published in the 1994 Group Annuity Mortality Table. The probability of remaining employed until the assumed retirement age and employees' expected future working lifetimes were developed using specific age-based turnover data.

Assumptions About Healthcare Costs: The 2010 health insurance premiums for retirees were used to calculate the present value of total benefits to be paid. The expected rate of increase in health insurance premiums were based on the 2009 version of the National Health Expenditures (NHE) released in September 2010, Centers for Medicare & Medicaid Services, Office of the Actuary.

Other Assumptions and Methods: The inflation rate was assumed to be 4.0%. Based on the historical and expected returns of the Commission's investments, the investment rate of return was assumed to be 4%. The value of Plan assets was set at market value. A simplified version of the entry age actuarial cost method was used in the actuarial valuation. The UAAL is amortized over a thirty-year period as a level percent of projected payroll on an open basis. Payroll was assumed to grow over the long-term at the same rate as inflation.

OTSEGO COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
DECEMBER 31, 2013

NOTE K - FUND BALANCE CLASSIFICATIONS

The governmental fund financial statements present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which Otsego County Road Commission is bound to honor constraints on the specific purposes for which amounts in the respective governmental funds can be spent. The classifications used in the governmental fund financial statements are as follows:

Non-spendable - assets that are not available in a spendable form such as inventory, prepaid expenditures, and long-term receivables not expected to be converted to cash in the near term. It also includes funds that are legally or contractually required to be maintained intact such as the corpus of a permanent fund or foundation.

Restricted - amounts that are required by external parties to be used for a specific purpose. Constraints are externally imposed by creditors, grantors, contributors or laws, regulations or enabling legislation.

Committed - amounts constrained on use imposed by formal action of the government's highest level of decision-making authority (i.e., Board, Council, etc.).

Assigned - amounts intended to be used for specific purposes. The governing body, the budget or finance committee or a delegated municipality official, determines this.

Unassigned - all other resources; the remaining fund balance after non-spendable, restrictions, commitments, and assignments. This class only occurs in the General Fund, except for cases of negative fund balances. Negative Fund Balances are always reported as unassigned, no matter which fund the deficit occurs in.

Fund Balance Classification Policies and Procedures

For committed fund balance, Otsego County Road Commission's highest level of decision-making authority is the County Road Board. The formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is by vote and approval by the County Road Board.

For assigned fund balance, the Road Commission Manager is authorized to assign amounts to a specific purpose. Such assignments cannot exceed the available fund balance in any particular fund.

For the classification of fund balances, the Otsego County Road Commission considers restricted amounts to have been spent when expenditures are incurred for the purposes for which both restricted and unrestricted fund balance is available. Also for the classification of fund balances, the road commission considers committed, assigned, or unassigned amounts to have been spent when an expenditure is incurred for purposes for which amounts in any of those unrestricted fund balance classifications could be used.

REQUIRED SUPPLEMENTAL INFORMATION

OTSEGO COUNTY ROAD COMMISSION
STATEMENT OF REVENUES -
BUDGETARY COMPARISON SCHEDULE
TWELVE MONTHS ENDED DECEMBER 31, 2013

	Original Budget	Amended Budget	Actual	Variance Favorable (Unfavorable)
Michigan Transportation Funds:				
Primary road	\$	\$	\$ 2,153,630	\$
Local road			1,270,060	
Snow removal			219,079	
Engineering			10,000	
Subtotal	<u>(1)3,551,266</u>	<u>(1)3,632,729</u>	<u>3,652,769</u>	<u>20,040</u>
Federal Aid:				
Category D	3,502,805	2,730,151	1,599,386	(1,130,765)
High Priority	-0-	-0-	959,043	959,043
State Aid:				
Rural Primary D	-0-	-0-	188,969	188,969
State forest road funds	85,109	85,109	85,109	-0-
Urban Area	-0-	-0-	252,203	252,203
Jobs Today	-0-	-0-	186,231	186,231
State trunkline maintenance	980,700	1,261,000	1,402,021	141,021
County Raised Funds:				
Township contributions and other contributions	1,560,905	1,375,256	1,354,988	(20,268)
Other Revenue:				
Gain (Loss) on sale of Equipment	-0-	-0-	16,334	16,334
Interest, salvage sales, permits and refunds	53,330	87,538	72,489	(15,049)
Total Revenue	<u>9,734,115</u>	<u>9,171,783</u>	<u>9,769,542</u>	<u>597,759</u>
Other Financing Sources:				
Proceeds from Installment Purchase Agreements	-0-	460,642	460,642	-0-
Total Other Financing Sources	<u>-0-</u>	<u>460,642</u>	<u>460,642</u>	<u>-0-</u>
Total Revenue and Other Financing Sources	<u>\$ 9,734,115</u>	<u>\$ 9,632,425</u>	<u>\$ 10,230,184</u>	<u>\$ 597,759</u>

(1) Budgeted in Total

OTSEGO COUNTY ROAD COMMISSION
STATEMENT OF EXPENDITURES -
BUDGETARY COMPARISON SCHEDULE
TWELVE MONTHS ENDED DECEMBER 31, 2013

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Primary Road:				
Heavy maintenance	\$ 4,808,664	\$ 3,750,000	\$ 4,304,357	\$ (554,357)
Maintenance	1,275,758	1,160,000	1,272,448	(112,448)
Local Road:				
Heavy maintenance	384,245	555,000	598,235	(43,235)
Maintenance	<u>1,464,545</u>	<u>1,698,076</u>	<u>1,784,076</u>	<u>(86,000)</u>
Subtotal	<u>7,933,212</u>	<u>7,163,076</u>	<u>7,959,116</u>	<u>(796,040)</u>
State Trunkline Maintenance	<u>980,700</u>	<u>1,261,000</u>	<u>1,201,425</u>	<u>59,575</u>
Equipment Expense - Net:				
Direct	870,631	872,069	897,229	(25,160)
Indirect	570,804	610,000	604,187	5,813
Operating	352,920	400,000	493,676	(93,676)
Less:				
Equipment Rental	<u>(1,351,916)</u>	<u>(1,450,000)</u>	<u>(1,709,385)</u>	<u>259,385</u>
Subtotal	<u>442,439</u>	<u>432,069</u>	<u>285,707</u>	<u>146,362</u>
Administrative Expense - Net:				
Administrative expense			474,209	
Less:				
Overhead - State trunkline			(128,750)	
Purchase discounts and Handling Charges			<u>(130)</u>	
Subtotal	<u>(1) 535,593</u>	<u>(1) 520,000</u>	<u>345,329</u>	<u>174,671</u>
Capital Outlay - Net:				
Capital Outlay	107,000	557,987	565,948	(7,961)
Less:				
Equipment retirements	-0-	-0-	(405)	405
Depreciation	<u>(340,000)</u>	<u>(350,000)</u>	<u>(255,520)</u>	<u>(94,480)</u>
Subtotal	<u>(233,000)</u>	<u>207,987</u>	<u>310,023</u>	<u>(102,036)</u>
Long-Term Debt Payments	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>-0-</u>
Interest Expense	<u>36,238</u>	<u>36,238</u>	<u>36,238</u>	<u>-0-</u>
Contingency	<u>8,933</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
Total Expenditures	<u>\$ 9,734,115</u>	<u>\$ 9,650,370</u>	<u>\$10,167,838</u>	<u>\$ (517,468)</u>

(1) Budgeted in total

SUPPLEMENTAL SCHEDULES

OTSEGO COUNTY ROAD COMMISSION
ANALYSIS OF CHANGES OF FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2013

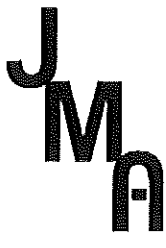
	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Total Revenues and other Financing Sources	\$ 6,452,257	\$ 1,492,928	\$ 2,284,999	\$10,230,184
Total Expenditures	<u>5,888,823</u>	<u>2,613,979</u>	<u>1,665,036</u>	<u>10,167,838</u>
Excess of Revenues and Other Financing Sources Over (Under) Expenditures before Optional Transfers	563,434	(1,121,051)	619,963	62,346
Optional Transfers / Adjustments	<u>(563,434)</u>	<u>1,121,051</u>	<u>(557,617)</u>	<u>-0-</u>
Excess of Revenues and Other Financing Sources Over (Under) Expenditures After Transfers	-0-	-0-	62,346	62,346
Fund Balance - January 1	<u>-0-</u>	<u>-0-</u>	<u>1,480,808</u>	<u>1,480,808</u>
Fund Balance - December 31	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ 1,543,154</u>	<u>\$ 1,543,154</u>

OTSEGO COUNTY ROAD COMMISSION
ANALYSIS OF REVENUES
FOR THE YEAR ENDED DECEMBER 31, 2013

	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Motor Vehicle Highway Funds:				
Primary road	\$ 2,153,630	\$ -0-	\$ -0-	\$ 2,153,630
Local road	-0-	1,270,060	-0-	1,270,060
Snow removal	-0-	219,079	-0-	219,079
Engineering	<u>6,211</u>	<u>3,789</u>	<u>-0-</u>	<u>10,000</u>
Subtotal	<u>2,159,841</u>	<u>1,492,928</u>	<u>-0-</u>	<u>3,652,769</u>
Federal Aid:				
Surface Tran Program (STP)	1,599,386	-0-	-0-	1,599,386
High Priority	959,043	-0-	-0-	959,043
State Aid:				
Rural Primary D	188,969	-0-	-0-	188,969
State Forest Road Funds	252,203	-0-	-0-	252,203
Urban Area	186,231	-0-	-0-	186,231
Jobs Today	85,109	-0-	-0-	85,109
State Trunkline Maintenance	-0-	-0-	1,402,021	1,402,021
County Raised Funds:				
Township contributions and other contributions	1,021,475	-0-	333,513	1,354,988
Other Revenue:				
Gain (Loss) on Sale of Equipment	-0-	-0-	16,334	16,334
Interest, Salvage Sales, Permits and Refunds	<u>-0-</u>	<u>-0-</u>	<u>72,489</u>	<u>72,489</u>
Total Revenue	<u>6,452,257</u>	<u>1,492,928</u>	<u>1,824,357</u>	<u>9,769,542</u>
Other Financing Sources:				
Proceeds from Installment Purchase Agreements	<u>-0-</u>	<u>-0-</u>	<u>460,642</u>	<u>460,642</u>
Total Other Financing Sources	<u>-0-</u>	<u>-0-</u>	<u>460,642</u>	<u>460,642</u>
Total Revenues and Other Financing Sources	<u>\$ 6,452,257</u>	<u>\$ 1,492,928</u>	<u>\$ 2,284,999</u>	<u>\$10,230,184</u>

OTSEGO COUNTY ROAD COMMISSION
ANALYSIS OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 2013

	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Primary Road:				
Heavy maintenance	\$ 4,304,357	\$ -0-	\$ -0-	\$ 4,304,357
Maintenance	1,272,448	-0-	-0-	1,272,448
Local Road:				
Heavy maintenance	-0-	598,235	-0-	598,235
Maintenance	<u>-0-</u>	<u>1,784,076</u>	<u>-0-</u>	<u>1,784,076</u>
Subtotal	<u>5,576,805</u>	<u>2,382,311</u>	<u>-0-</u>	<u>7,959,116</u>
State Trunkline Maintenance	<u>-0-</u>	<u>-0-</u>	<u>1,201,425</u>	<u>1,201,425</u>
Equipment Expense - Net:				
Direct	219,993	402,924	274,312	897,229
Indirect	148,142	271,326	184,719	604,187
Operating	121,045	221,698	150,933	493,676
Less:				
Equipment Rental	<u>(419,127)</u>	<u>(767,644)</u>	<u>(522,614)</u>	<u>(1,709,385)</u>
Subtotal	<u>70,053</u>	<u>128,304</u>	<u>87,350</u>	<u>285,707</u>
Administrative Expense - Net:				
Administrative expense	332,269	141,940	-0-	474,209
Less:				
Overhead - State trunkline	(90,213)	(38,537)	-0-	(128,750)
Purchase discounts and				
Handling charges	<u>(91)</u>	<u>(39)</u>	<u>-0-</u>	<u>(130)</u>
Subtotal	<u>241,965</u>	<u>103,364</u>	<u>-0-</u>	<u>345,329</u>
Capital Outlay - Net:				
Capital Outlay	-0-	-0-	565,948	565,948
Less:				
Equipment retirements	-0-	-0-	(405)	(405)
Depreciation	<u>-0-</u>	<u>-0-</u>	<u>(255,520)</u>	<u>(255,520)</u>
Subtotal	<u>-0-</u>	<u>-0-</u>	<u>310,023</u>	<u>310,023</u>
Long-Term Debt Payments	<u>-0-</u>	<u>-0-</u>	<u>30,000</u>	<u>30,000</u>
Interest Expense	<u>-0-</u>	<u>-0-</u>	<u>36,238</u>	<u>36,238</u>
Total Expenditures	<u>\$ 5,888,823</u>	<u>\$ 2,613,979</u>	<u>\$ 1,665,036</u>	<u>\$10,167,838</u>



James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

March 28, 2014

Board of County Road Commissioners
Otsego County Road Commission
Gaylord, MI 49734

I have audited, in accordance with the 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, the financial statements of the governmental activities, and major fund of the Otsego County Road Commission, a Special Revenue Fund of the County of Otsego, Michigan, as of and for the year ended December 31, 2013, and the related notes to the financial statements, which collectively comprise the Otsego County Road Commission's basic financial statements and have issued my report thereon dated March 28, 2014.

Internal Control over Financial Reporting

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

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

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

Financial Statement Preparation

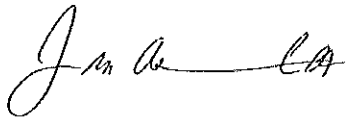
All Michigan governments are required to prepare financial statements in accordance with generally accepted accounting principals (GAAP). This is a responsibility of the Road Commission's management. The preparation of financial statements in accordance with GAAP requires internal controls over both (1) recording, processing, and summarizing accounting data (i.e., maintaining internal books and records), and (2) reporting government-wide and fund financial statements, including the related footnotes (i.e., external financial reporting). As is the case with most small and medium-sized entities, the Road Commission has historically relied on its independent external auditor to assist in the preparation of the government-wide financial statement and footnotes as part of its external financial reporting process. Accordingly, the Road Commission's ability to prepare financial statements in accordance with GAAP is based, in part, on its reliance on its external auditors, who cannot, by definition, be considered a part of the government's internal controls. This condition was caused by the Road Commission's determination that it is more cost effective to outsource the preparation of its annual financial statements to the auditors than to incur the time and expense of obtaining the necessary training and expertise required for the Road Commission to perform this task internally.

Compliance and Other Matters

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

Purpose of this Report

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in cursive script, appearing to read "James M. Anderson, P.C.", written in black ink.

JAMES M. ANDERSON, P.C.
CERTIFIED PUBLIC ACCOUNTANT



James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

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March 28, 2014

Board of County Road Commissioners
Otsego County Road Commission
Gaylord, MI 49734

I have audited the financial statements of the governmental activity and major fund of the Otsego County Road Commission for the year ended December 31, 2013, and have issued my report thereon dated March 28, 2014. Professional standards require that I provide you with the following information related to my audit.

My Responsibility Under U.S. Generally Accepted Auditing Standards and Government Auditing Standards

As stated in my engagement letter dated March 12, 2014, my responsibility, as described by professional standards, is to plan and perform my audit to obtain reasonable, but not absolute, assurance about whether the financial statements are free of material misstatement and are fairly presented in accordance with U.S. generally accepted accounting standards. Because an audit is designed to provide reasonable, but not absolute assurance and because I did not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by me.

As part of my audit, I considered the internal control of the Otsego County Road Commission. Such considerations were solely for the purpose of determining my audit procedures and not to provide any assurance concerning such internal control.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, I performed tests of the Otsego County Road Commission's compliance with certain provisions of laws, regulations, contracts, and grants. However, the objective of my tests was not to provide an opinion on compliance with such provisions.

Significant Accounting Policies

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of my engagement letter, I will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Otsego County Road Commission are described in Note A to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year. I noted no transactions entered into by the road commission during the year that were both significant and unusual, and of which, under professional standards, I am required to inform you, or transactions for which there is a lack of authoritative guidance or consensus.

Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

Audit Adjustments

For purposes of this letter, professional standards define an audit adjustment as a proposed correction of the financial statements that, in my judgment, may not have been detected except through my auditing procedures. An audit adjustment may or may not indicate matters that could have a significant effect on Otsego County Road Commission financial reporting process (that is, cause future financial statements to be materially misstated). In my judgment, none of the adjustments I proposed, whether recorded or unrecorded by the Otsego County Road Commission, either individually or in the aggregate, indicate matters that could have a significant effect on Otsego County Road Commission's financial reporting process.

Disagreements with Management

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

Consultations with Other Independent Accountants

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

Issues Discussed Prior to Retention of Independent Auditors

I generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Otsego County Road Commission's auditor. However, these discussions occurred in the normal course of my professional relationship and my responses were not a condition to my retention.

Difficulties Encountered in Performing the Audit

I encountered no significant difficulties in dealing with management in performing my audit.

COMMENTS AND RECOMMENDATIONS

The following is a summary of my observations and suggestions for improvements I believe should be brought to your attention.

Budgets

The Road Commission follows the procedures in establishing the budgetary data reflected in the financial statements in accordance with the Uniform Budgeting and Accounting Act (Act No. 621, Public Act of 1978) as prescribed by the State of Michigan.

Public Act 621 of 1978, section 18 (1), as amended, provides that County Road Commission shall not incur expenditures in excess of amounts appropriated. As presented in the financial statements for the year ended December 31, 2013, the County Road Commission incurred expenditures, which were in excess of the amount appropriated as follows:

<u>Function</u>	<u>Total Appropriations</u>	<u>Amount of Expenditures</u>	<u>Budget Variance</u>
Primary Road:			
Heavy Maintenance	\$ 3,750,000	\$ 4,304,357	\$ (554,357)
Maintenance	\$ 1,160,000	\$ 1,272,448	\$ (112,448)
Local Road:			
Heavy Maintenance	\$ 555,000	\$ 598,235	\$ (43,235)
Maintenance	\$ 1,698,076	\$ 1,784,076	\$ (86,000)
Capital outlay - Net	\$ 207,987	\$ 310,023	\$ (102,036)

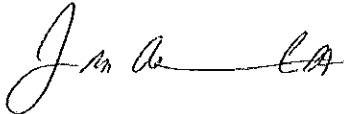
GASB #45 - Other Cost Employment Benefits

The Road Commission offers health insurance for qualifying retirees after the age of 55. During the 2013 audit, the road commission calculated the potential present value of the future benefits. As of December 31, 2013, the accrued liability is \$13,079,780 and the Net Pension Obligation is \$7,231,810. According to GASB #45, the pension obligation was accrued with a corresponding expense reducing the net position by the same which created a year end unrestricted deficit. I recommend the Board of Road Commissioners consider creating a Trust Account and funding method to build up a fund to be used for these future costs.

Conclusion

I would like to express my appreciation, as well as that of my staff, for the excellent cooperation received while performing the audit. If I can be of any assistance in implementing the above recommendations, please contact me.

This report is intended solely for the use of management, the Board of Commissioners and the Michigan Department of Treasury, and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in cursive script, appearing to read "James M. Anderson, P.C.", written in dark ink.

James M. Anderson, P.C.
Certified Public Accountant