

Otsego County Road Commission

BASIC FINANCIAL STATEMENTS

December 31, 2021

OTSEGO COUNTY ROAD COMMISSION

BOARD OF COUNTY ROAD COMMISSIONERS

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Kathy Heinz
Vice Chairman

Michael Dipzinski
Member

Luke Gordon
Member

Thomas Wagar
Member

Kirk Harrier
Managing Director

Thelma Moulds
Board Secretary/
Finance Director

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ANDERSON, TACKMAN & COMPANY, PLC
CERTIFIED PUBLIC ACCOUNTANTS

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INDEPENDENT AUDITOR'S REPORT

Board of County Road Commissioners
Otsego County Road Commission
669 West McCoy Road
Gaylord, Michigan 49734

Report on the Audit of the Financial Statements

Qualified Opinions

We have audited the accompanying financial statements of the governmental activities, major fund and the aggregate remaining fund information of the Otsego County Road Commission (a component unit of Otsego County, Michigan) as of and for the year ended December 31, 2021, and related notes to the financial statements, which collectively comprise the Otsego County Road Commission's basic financial statements as listed in the table of contents.

In our opinion, except for the possible effects of the matter described in the "Basis for Qualified Opinion" section of our report, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, major fund and the aggregate remaining fund information of the Otsego County Road Commission, as of December 31, 2021, 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.

Basis for Qualified Opinions

We did not observe the taking of the physical inventories of road materials at December 31, 2021 (stated at \$496,509), since no physical count procedures were performed. We were unable to obtain sufficient appropriate audit evidence about inventory quantities by other auditing procedures.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Otsego County Road Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Otsego County Road Commission's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedure that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Otsego County Road Commission's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Otsego County Road Commission's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, employee retirement and benefit systems, and budgetary comparison information on pages 4 through 8, pages 33 through 40 and pages 41 through 42 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquires of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquires, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Otsego County Road Commission's basic financial statements. The analysis schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standard generally accepted in the United States of America. In our opinion, the analysis schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated May 19, 2022 on our consideration of the Otsego County Road Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Otsego County Road Commission's 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's internal control over financial reporting and compliance.



**Anderson, Tackman & Company, PLC
Certified Public Accountants
Kincheloe, Michigan**

May 19, 2022

Management's Discussion and Analysis

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 Road Commission as a whole and about its activities in a way that helps answer the question of 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, deferred outflows of resources, liabilities and deferred inflows of resources 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, deferred outflows of resources, liabilities and deferred inflows of resources) 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 11. The fund financial statements begin on page 43 and provide detailed information about the major fund. The Road Commission currently has only one major fund, the general operations fund, in which all of the Road Commission's activities are accounted. The general operations fund is a governmental fund 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.
- Fiduciary fund – The Road Commission is trustee, or fiduciary, for its employees' health care plan. The Road Commission is responsible for ensuring that the assets reported in the fiduciary funds are used for their intended purposes. All of the Road Commission's fiduciary activities are reported in a separate statement of fiduciary net position and a statement of changes in fiduciary net position. We exclude these activities from the Road Commission's government-wide financial statements because the Road Commission cannot use these assets to finance its operations.

The Road Commission as a Whole

The Road Commission's Net Position increased 13.95% from \$37,900,410 to \$43,186,690 for the year ended December 31, 2021. The Net Position and Change in Net Position are summarized below.

Unrestricted Net Position improved \$5,191,519. The primary reasons were related to pension and OPEB liabilities.

Net Position as of the years ended December 31, 2020 and 2021 follows:

	<u>Governmental Activities</u>	
	<u>2020</u>	<u>2021</u>
Current Assets	\$ 10,047,829	\$ 13,460,675
Capital Assets	<u>37,103,825</u>	<u>37,167,916</u>
Total Assets	<u>47,151,654</u>	<u>50,628,591</u>
Deferred Outflows of Resources	<u>261,966</u>	<u>381,184</u>
Current Liabilities	1,325,558	1,682,007
Noncurrent Liabilities	<u>6,342,733</u>	<u>3,938,364</u>
Total Liabilities	<u>7,668,291</u>	<u>5,620,371</u>
Deferred Inflows of Resources	<u>1,844,919</u>	<u>2,202,714</u>
Net Position		
Net Investment in Capital Assets	36,769,178	36,863,939
Unrestricted	<u>1,131,232</u>	<u>6,322,751</u>
Total Net Position	<u>\$ 37,900,410</u>	<u>\$ 43,186,690</u>

A summary of Changes in Net Position for the years ended December 31, 2020 and 2021 follows:

	<u>Governmental Activities</u>	
	<u>2020</u>	<u>2021</u>
Program Revenues		
Charges for Services	\$ 2,285,263	\$ 3,791,556
Grants and Contributions	7,006,216	8,229,744
Interest and Rents	72,303	46,618
General Revenues		
Gain (Loss) on Disposal	95,279	9,000
Taxes and Other	<u>1,126,797</u>	<u>1,156,210</u>
Total Revenues	<u>10,585,858</u>	<u>13,233,128</u>
Program Expenses		
Primary Roads	1,872,691	2,395,316
Local Roads	2,240,896	1,786,080
State Trunkline	2,021,441	3,474,401
Equipment Expense	333,800	159,105
Administrative	682,638	416,523
Depreciation - Unallocated	1,744,948	1,742,979
Interest Expense and Other	<u>(2,771,661)</u>	<u>(2,027,556)</u>
Total Expenses	<u>6,124,753</u>	<u>7,946,848</u>
Change in Net Position	4,461,105	5,286,280
Net Position – Beginning	<u>33,439,305</u>	<u>37,900,410</u>
Net Position – Ending	<u>\$ 37,900,410</u>	<u>\$ 43,186,690</u>

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, 2021, the fund balance of the general operations fund increased \$3,151,652 as compared to an increase of \$1,497,967 in the fund balance for the prior year. Total revenues were \$13,233,128, an increase of \$2,414,280 as compared to last year. This change in revenues resulted primarily from state and maintenance sources.

Total expenditures were \$10,081,476, an increase of \$760,595. The increase is largely due to trunkline nonmaintenance costs.

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 2021 was \$921,360 more than the actual receipts. This was due, in part, to the projection of federal and state grants. The Road Commission budgets for the receipt of funds for projects on primary and local roads as earned.

Road Commission expenditures were projected at \$14,154,488 while actual expenditures were \$10,081,476. This resulted in total expenditures being under budget by \$4,073,012. There were several items that account for the variance in the projection of the budget.

Capital Assets

As of December 31, 2020 and 2021, the Road Commission had invested in capital assets as follows:

	<u>2020</u>	<u>2021</u>
Capital Assets Not Being Depreciated		
Land and Improvements	\$ 12,744,322	\$ 13,523,841
Other Capital Assets		
Buildings	3,936,130	3,936,130
Road Equipment	8,357,850	8,984,998
Other Equipment and Assets	168,887	151,495
Infrastructure	<u>36,765,300</u>	<u>36,731,518</u>
Total Capital Assets at Historic Cost	61,972,489	63,327,982
Total Accumulated Depreciation	<u>(24,868,664)</u>	<u>(26,160,066)</u>
Total Net Capital Assets	<u>\$ 37,103,825</u>	<u>\$ 37,167,916</u>

Major additions included the following:

Land Improvements	<u>\$ 285,549</u>	<u>\$ 779,519</u>
Various Resurfacing Projects and Bridges	<u>\$ 1,779,707</u>	<u>\$ 1,077,007</u>
Trucks/Equipment/Other	<u>\$ 538,691</u>	<u>\$ 642,321</u>

Debt

The Road Commission currently has long-term debt in the amount of \$4,083,107 which represents bond payments, bank loans, equipment financing, net pension liabilities, health benefit obligations, and vested employee benefits.

Economic Factors and Next Year's Budget

The Board of County Road Commissioner's considered many factors when setting the fiscal year 2022 budget. One of the factors is the economy. The Road Commission derives approximately 60% of its revenues from the fuel tax collected. The economic changes have resulted in stable consumption of fuel and consequently stable Michigan Transportation Funds to be distributed. As an increase in funding occurs, road projects will be increased.

The board realized, and the reader should understand, that there are not sufficient funds available to repair and/or rebuild every road in Otsego County's transportation system. Therefore, the board attempts to spend the public's money wisely and equitably and in the best interest of the motoring public and the citizens of the County.

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.

Basic Financial Statements

Otsego County Road Commission

Statement of Net Position December 31, 2021

ASSETS

Cash and Equivalents	\$ 9,181,118
Receivables:	
Taxes	1,158,739
Michigan Transportation Fund	1,204,940
State Trunkline Maintenance	573,859
State Transportation - Other	423,178
Sundry Accounts	33,998
Inventories:	
Road Materials	496,509
Equipment, Parts and Materials	285,686
Prepaid Items	102,648
Capital Assets (Not Depreciated)	13,523,841
Capital Assets (Net of Accumulated Depreciation)	<u>23,644,075</u>
Total Assets	<u>50,628,591</u>

DEFERRED OUTFLOWS OF RESOURCES

Pension and OPEB Items	<u>381,184</u>
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LIABILITIES

Accounts Payable	305,641
Due to State	648,048
Accrued Liabilities	88,828
Advances	494,747
Notes Payable - Due within one year	144,743
Notes Payable - Due in more than one year	159,234
Vested Employee Benefits - Due in more than one year	224,969
Other Post Employment Benefits - Due in more than one year	787,852
Net Pension Liability - Due in more than one year	<u>2,766,309</u>
Total Liabilities	<u>5,620,371</u>

DEFERRED INFLOWS OF RESOURCES

Pension and OPEB Items	1,043,975
Taxes Levied for Subsequent Period	<u>1,158,739</u>
Total Deferred Inflows of Resources	<u>2,202,714</u>

NET POSITION

Net Investment in Capital Assets	36,863,939
Unrestricted (Deficit)	<u>6,322,751</u>
Total Net Position	<u>\$ 43,186,690</u>

Otsego County Road Commission

Statement of Activities For the Year Ended December 31, 2021

Program Expenses:	
Primary Road Maintenance and Preventive Maintenance	\$ 2,395,316
Local Road Maintenance and Preventive Maintenance	1,786,080
State Trunkline	3,474,401
Net Equipment Expense	159,105
Net Administrative Expense	416,523
Depreciation - Unallocated	1,742,979
Interest Expense	12,311
Other	(2,039,867)
Total Program Expenses	<u>7,946,848</u>
Program Revenues:	
Charges for Services:	
Licenses and Permits	81,086
Charges for Services	3,710,470
Operating Grants and Contributions:	
State Grants	6,373,218
Interest & Rents	46,618
Capital Grants and Contributions:	
Federal Grants	435,052
State Grants	1,012,201
Contributions from Local Units	409,273
Total Program Revenues	<u>12,067,918</u>
Net Program Revenues (Expenses)	<u>4,121,070</u>
General Revenues:	
Taxes - Real Property	1,156,210
Gain (Loss) on Disposal	9,000
Total General Revenues	<u>1,165,210</u>
Change in Net Position	5,286,280
Net Position - Beginning Balance	<u>37,900,410</u>
Net Position - Ending Balance	<u><u>\$ 43,186,690</u></u>

Otsego County Road Commission

Balance Sheet December 31, 2021

	Governmental Fund Type
	<u>General</u>
	<u>Operating Fund</u>
ASSETS	
Cash and Equivalents	\$ 9,181,118
Receivables:	
Taxes	1,158,739
Michigan Transportation Fund	1,204,940
State Trunkline Maintenance	573,859
State Transportation - Other	423,178
Sundry Accounts	33,998
Inventories:	
Road Materials	496,509
Equipment, Parts and Materials	285,686
Prepaid Items	102,648
	<hr/>
Total Assets	\$ 13,460,675
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LIABILITIES	
Accounts Payable	\$ 305,641
Due to State	648,048
Accrued Liabilities	88,828
Advances	494,747
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Total Liabilities	1,537,264
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DEFERRED INFLOWS OF RESOURCES	
Taxes Levied for Subsequent Period	1,158,739
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FUND BALANCE	
Nonspendable	884,843
Unassigned	9,879,829
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Total Fund Balance	\$ 10,764,672
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Otsego County Road Commission

Reconciliation of the Balance Sheet Fund Balance to the Statement of Net Position For the Year Ended December 31, 2021

Total Governmental Fund Balance	\$ 10,764,672
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.	37,167,916
Net pension liability requirement.	(2,766,309)
Other post employment benefits net liability.	(787,852)
Deferred outflows/inflows resulting from pension and OPEB experience, investments, benefits and assumptions.	(662,791)
Other liabilities are not available to pay in the current period and therefore are not reported in the funds.	<u>(528,946)</u>
Net Position of Governmental Activities	<u><u>\$ 43,186,690</u></u>

Otsego County Road Commission

Statement of Revenues, Expenditures, and Changes in Fund Balance For the Year Ended December 31, 2021

	Governmental Fund Type
	General Operating Fund
Revenues	
Property Taxes	\$ 1,156,210
Licenses and Permits	81,086
Federal Sources	435,052
State Sources	7,385,419
Contributions from Local Units	409,273
Charges for Services	3,479,131
Interest Earnings and Rent	46,618
Other Revenue	240,339
Total Revenues	<u>13,233,128</u>
Expenditures	
Public Works	10,087,951
Capital Outlay	(49,456)
Debt Service	42,981
Total Expenditures	<u>10,081,476</u>
Excess of Revenues Over (Under) Expenditures	3,151,652
Fund Balance - Beginning of Year	<u>7,613,020</u>
Fund Balance - End of Year	<u><u>\$ 10,764,672</u></u>

Otsego County Road Commission

Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balance of Governmental Fund to the Statement of Activities For the Year Ended December 31, 2021

Net Change in Fund Balance - Total Governmental Funds \$ 3,151,652

Amounts reported for governmental activities in the statements are different because:

Governmental funds report capital outlays and infrastructure costs 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 outlay exceeded depreciation and retirements in the current period. 64,091

Repayment of notes/bonds payable is an expenditure in governmental funds, but reduces the long-term liabilities in the statement of net position. Note proceeds provide current financial resources to governmental funds, but entering into loan agreements increases long-term liabilities in the statement of net position. 30,670

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 the governmental funds. 2,039,867

Net Change in Net Position of Governmental Activities \$ 5,286,280

Otsego County Road Commission

Statement of Net Position
Fiduciary Fund
December 31, 2021

	<u>OPEB</u> <u>Trust Fund</u>
ASSETS	
Investments at Fair Market Value	<u>\$ 2,726,388</u>
NET POSITION	
Restricted for Other Post Employment Benefits	<u>\$ 2,726,388</u>

Otsego County Road Commission

Statement of Changes in Net Position Fiduciary Fund For the Year Ended December 31, 2021

	<u>OPEB Trust Fund</u>
ADDITIONS	
Investment Earnings:	
Contributions - Employer	\$ 534,715
Net Increase (Decrease) in Fair Value of Investments	<u>253,378</u>
Total Additions	<u>788,093</u>
DEDUCTIONS	
Benefits payments, including refunds of member contributions	201,375
Administrative Fees	<u>12,517</u>
Total Deductions	<u>213,892</u>
Change in Net Position	574,201
Net Position Restricted for Other Post Employment Benefits	
Beginning of Year	<u>2,152,187</u>
End of Year	<u><u>\$ 2,726,388</u></u>

Notes to Financial Statements

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Otsego County Road Commission conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units. The following is a summary of the significant accounting policies used by the Otsego County Road Commission.

A. Reporting Entity

The Otsego County Road Commission, which is established pursuant to the County Road Law (MCL 224.1), operates under an elected board of five (5) County Road Commissioners who establish policies and review operations of the Road Commission. An alternating Road Commissioner is elected biannually to serve a six-year term.

The criteria established by the Governmental Accounting Standards Board 61, “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.

The Road Commission Operating Fund is used to control the expenditures of Michigan Transportation Fund moneys distributed to the County, which are earmarked by law for street and highway purposes. The Board of County Road Commissioners is responsible for the administration of the Road Commission Operating Fund.

B. Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the activities of 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, deferred outflows of resources, liabilities and deferred inflows of resources with the difference being reported as either invested in capital assets or restricted net position.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is 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.

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. Major individual governmental funds are reported as separate columns in the fund financial statements. The operating fund is the only major fund of the Commission.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**C. Measurement Focus, Basis of Accounting and Financial Statement Presentation**

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. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

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 of 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 the 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. Under the terms of grant agreements, the Commission funds certain programs by a combination of specific cost-reimbursement grants, categorical block grants, and general revenues. Thus, when program expenses are incurred, there is both restricted and unrestricted net position available to finance the program. It is the Commission's policy to first apply cost-reimbursement grant resources to such programs, followed by categorical block grants, and then by general revenues.

D. Assets, Liabilities, Deferred Outflows/Inflows of Resources and Net Position/Fund BalanceCash, Equivalents and Investments

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

Inventories

Inventories are priced at cost as determined on the average unit cost method. Inventory items are charged to road construction and maintenance, equipment repairs and operations as used.

Prepaid Items

Certain payments to vendors reflect costs applicable to future fiscal years and are recorded as prepaid items in both the government-wide and fund financial statements.

Property Taxes Receivable

The property tax is levied each December 1st. on the taxable valuation of property located in the County as of the preceding December 31st. The 2021 taxable valuation of \$1,365,881,861 for Road Millage amounted to \$1,365,882 less \$207,143 for cities and villages, (on which ad valorem taxes of 1.0000 mills were levied) for road maintenance purposes resulted in a net total of \$1,158,739.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

In the government-wide financial statements, the tax is recorded as revenue when the tax is levied in the current year. Although the County’s 2021 ad valorem tax is levied and collectible December 1, 2021, it is the Road Commission’s policy to recognize revenues from the current tax levy in the subsequent year. When the proceeds of this levy are budgeted and made available for the financing of the Road Commission’s operations in the governmental fund financial statements. The tax receivable is offset to deferred inflows.

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 the Otsego County Road Commission as assets with an initial individual cost of more than \$1,000 and/or an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost of purchase or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Depreciation

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

Buildings	30 to 50 years
Road Equipment	5 to 8 years
Shop Equipment	10 years
Engineers’ Equipment	3 to 10 years
Office Equipment	4 to 10 years
Infrastructure – Roads	8 to 30 years
Infrastructure – Bridges	12 to 50 years

Deferred Outflows of Resources

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Road Commission has pension and OPEB items that qualify for reporting in this category.

Deferred Inflows of Resources

In addition to liabilities, the statement of net position and governmental funds balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Road Commission has property taxes, pension and OPEB items that qualify for reporting in this category.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Pension and Other Post Employment Benefits

For purposes of measuring the net pension and OPEB liability, deferred outflows of resources and deferred inflows of resources and fringe expense, information about the fiduciary net position of the Plans and additions to/deductions from the fiduciary net position have been determined on the same basis as they are reported by the actuary. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Long-Term Obligations

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

Vested Employee Benefits (Vacation and Sick Leave)

Substantially all employees of the Road Commission can accumulate vacation hours based on years of service from 40 hours to 200 hours of paid time off. Sick leave is paid up to 350 hours upon retirement or upon death. Sick leave is earned at 8 hours per month for union employees. Vacation leave and sick leave amounted to \$109,627 and \$115,342 respectively.

Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, outflows, liabilities and inflows, and affect the disclosure of contingent assets and liabilities at the date of the financial statements. These estimates and assumptions also affect the reported amounts of revenue and expenditures during the reporting period. Actual results could differ from those estimates.

Fund Balance Classification

The governmental fund financial statements present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which the 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:

- Nonspendable: This classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) are legally or contractually required to be maintained intact. The Road Commission has classified inventories and prepaid items as being Nonspendable as these items are not expected to be converted to cash within the next year.
- Restricted: This classification includes amounts for which constraints have been placed on the use of the resources either (a) externally imposed by creditors (such as through a debt covenant), grantors, contributors, or laws or regulations of other governments, or (b) imposed by law through constitutional provisions or enabling legislation.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Committed:** This classification includes amounts that can be used only for specific purposes pursuant to constraints imposed by formal action of the Board. These amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action that was employed when the funds were initially committed. This classification also includes contractual obligations to the extent that existing resources have been specifically committed for use in satisfying those contractual requirements.
- **Assigned:** This classification includes amounts that are constrained by the Board’s intent to be used for a specific purpose but are neither restricted nor committed. This intent can be expressed by the Board through the budgetary process. This classification also includes the remaining positive fund balance for all governmental funds except for the General Fund.
- **Unassigned:** This classification includes the residual fund balance for the General Fund. The unassigned classification also includes negative residual fund balance of any other governmental fund that cannot be eliminated by offsetting of Assigned fund balance amounts.

The Board would typically use Restricted fund balances first, followed by Committed resources, and then Assigned resources, as appropriate opportunities arise, but reserves the right to selectively spend Unassigned resources first to defer the use of these other classified funds.

NOTE 2 - STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

Budgetary Procedures

Budgetary procedures are established pursuant to PA 2 of 1968, as amended, which requires the County Board of Road Commissioners to approve a budget for the County Road Fund. The Manager prepares a budget in accordance with the Act which is adopted by the Board at a public hearing each December. All budgets lapse at fiscal year end. Any violations of the Act are indicated on page 42.

NOTE 3 - CASH AND EQUIVALENTS

Michigan Compiled Laws, Section 129.91, authorizes the Road Commission to deposit and invest in the accounts of federally insured banks, credit unions, and 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; banker’s acceptance of United States banks; commercial paper rated within the two highest classifications, which mature not more than 270 days after the date purchased; 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.

NOTE 3 - CASH AND EQUIVALENTS (Continued)

The Road Commission has adopted an investment policy, which is in accordance with the provisions of Public Act 196 of 1997.

	<u>Carrying Amount</u>
Petty Cash	\$ 1,575
Bank Deposits (Checking & Savings Accounts and Certificates of Deposit)	5,930,051
Investments	<u>3,249,492</u>
Total Cash and Equivalents	<u>\$ 9,181,118</u>

Interest rate risk. The Road Commission does have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit risk. State law limits investments in commercial paper, corporate bonds, and mutual bond funds to the top two ratings issued by nationally recognized statistical rating organizations. The Road Commission has an investment policy that could further limit its investment choices.

Custodial deposit credit risk. Custodial deposit credit risk is the risk that in the event of a bank failure, the Road Commission’s deposits may not be returned. State law does not require and the Road Commission does not have a policy for deposit custodial credit risk. As of year end, \$5,595,028 of the Road Commission’s bank balance of \$6,095,028 was exposed to credit risk because it was uninsured and uncollateralized.

Custodial investment credit risk. Investment custodial credit risk is the risk that in the event of the failure of the counterparty, the Commission will not be able to recover the value of its investments or securities that are in the possession of an outside party. The Commission invests with the County of Otsego and would receive its proportional share of holdings.

Fair value measurement. The Commission categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. Investments that are measured at fair value using the net asset value per share (or equivalent) as a practical expedient are not classified.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Commission’s assessment of the significance of particular inputs to these fair value measurements required judgment and considers factors specific to each asset or liability. The Road Commission had the following investments as part of the Otsego County pool or separately owned:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Credit Rating</u>	<u>Concen- tration</u>
Fixed Income Debt Securities:						
U.S. Government	<u>\$ 3,249,492</u>	<u>\$ -</u>	<u>\$ 3,249,492</u>	<u>\$ -</u>	AA+	100%
OPEB Trust Pool	<u>\$ 2,726,388</u>	<u>\$ -</u>	<u>\$ 2,726,388</u>	<u>\$ -</u>	Unrated	100%

NOTE 4 - CAPITAL ASSETS

Capital asset activity of the Otsego County Road Commission for the current year was as follows:

	Beginning Balances 01/01/21	Additions	Adjustments/ Deductions	Ending Balances 12/31/21
<i>Capital Assets Not Being Depreciated</i>				
Land	\$ 125,501	\$ -	\$ -	\$ 125,501
Land Improvements – Infrastructure	<u>12,618,821</u>	<u>779,519</u>	<u>-</u>	<u>13,398,340</u>
Subtotal	<u>12,744,322</u>	<u>779,519</u>	<u>-</u>	<u>13,523,841</u>
<i>Capital Assets Being Depreciated</i>				
Buildings	3,936,130	-	-	3,936,130
Road Equipment	8,357,850	642,321	15,173	8,984,998
Shop Equipment	106,679	-	12,413	94,266
Office Equipment	46,846	-	-	46,846
Engineers’ Equipment	13,562	-	4,979	8,583
Yard and Storage Equipment	1,800	-	-	1,800
Traffic Signals	49,557	-	-	49,557
Infrastructure – Bridges	1,287,553	159,281	-	1,446,834
Infrastructure – Roads	<u>35,428,190</u>	<u>917,726</u>	<u>1,110,789</u>	<u>35,235,127</u>
Subtotal	<u>49,228,167</u>	<u>1,719,328</u>	<u>1,143,354</u>	<u>49,804,141</u>
<i>Less Accumulated Depreciation</i>				
Buildings	2,152,791	87,241	-	2,240,032
Road Equipment	7,069,110	601,996	15,173	7,655,933
Shop Equipment	106,552	127	12,413	94,266
Office Equipment	41,237	2,413	-	43,650
Engineers’ Equipment	13,562	-	4,979	8,583
Yard and Storage Equipment	1,800	-	-	1,800
Traffic Signals	46,356	320	-	46,676
Infrastructure – Bridges	385,206	31,568	-	416,774
Infrastructure – Roads	<u>15,052,050</u>	<u>1,711,091</u>	<u>1,110,789</u>	<u>15,652,352</u>
Subtotal	<u>24,868,664</u>	<u>2,434,756</u>	<u>1,143,354</u>	<u>26,160,066</u>
Net Capital Assets Being Depreciated	<u>24,359,503</u>	<u>(715,428)</u>	<u>-</u>	<u>23,644,075</u>
Capital Assets - Net	<u>\$ 37,103,825</u>	<u>\$ 64,091</u>	<u>\$ -</u>	<u>\$ 37,167,916</u>

Depreciation expense was charged to programs of the Otsego County Road Commission as follows:

Infrastructure - unallocated	\$ 1,742,979
Equipment Expense	601,996
Administrative	2,413
Other Allocated	<u>87,368</u>
Total Depreciation Expense	<u>\$ 2,434,756</u>

NOTE 5 - EMPLOYEE RETIREMENT AND BENEFITS SYSTEMS

Description of Plan and Plan Assets

The Road Commission is in an agent multiple-employer defined benefit pension plan with the Municipal Employees’ Retirement System (MERS). The system provides the following provisions: normal retirement, deferred retirement and service retirement to plan members and their beneficiaries. The service requirement is computed using credited service at the time of termination of membership multiplied by the sum of 2.50% times the final compensation (FAC). The most recent period of which actuarial data was available was for year ended December 31, 2020.

General Information about the Pension Plan

Plan Description. The employer’s defined benefit pension plan provides certain retirement, disability and death benefits to plan members and beneficiaries. The employer participates in the Municipal Employees Retirement System (MERS) of Michigan. MERS is an agent multiple-employer, statewide public employee pension plan established by the Michigan Legislature under Public Act 135 of 1945 and administered by a nine-member Retirement Board. MERS issues a publicly available financial report that includes financial statements and required supplementary information. This report may be obtained accessing the MERS website at www.mersofmich.com.

01 – General: Closed Division	
	2020 Valuation
Benefit Multiplier:	2.50% Multiplier (80% max)
Normal Retirement Age:	60
Vesting:	10 Years
Early Retirement (Unreduced):	55/25
Early Retirement (Reduced):	50/25
	55/15
Final Average Compensation:	5 years
Employee Contributions:	4.0%
Act 88:	Yes (Adopted 11/23/1970)
02 – General: Open Division	
	2020 Valuation
Benefit Multiplier:	2.00% Multiplier (no max)
Normal Retirement Age:	60
Vesting:	10 Years
Early Retirement (Unreduced):	-
Early Retirement (Reduced):	50/25
	55/15
Final Average Compensation:	5 years
Employee Contributions:	4.0%
Act 88:	Yes (Adopted 11/23/1970)

NOTE 5 - EMPLOYEE RETIREMENT AND BENEFIT SYSTEMS (Continued)

NonUnion: Open Division	
	<u>2020 Valuation</u>
Benefit Multiplier:	2.50% Multiplier (no max)
Normal Retirement Age:	60
Vesting:	10 Years
Early Retirement (Unreduced):	55/25
Early Retirement (Reduced):	50/25
	55/15
Final Average Compensation:	5 years
Employee Contributions:	4.0%
Act 88:	Yes (Adopted 11/23/1970)

Employees Covered by Benefit Terms

At December 31, 2021, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	48
Inactive employees entitled to but not yet receiving benefits	10
Active employees	<u>32</u>
	90

Funding Policy

The obligation to contribute to and maintain the system for these employees was established by negotiation with the Road Commission’s competitive bargaining unit and personnel policy, which require employees to contribute to the plan. The Road Commission is required to contribute at an actuarially determined fixed monthly rate for 2021 of \$17,893 for nonunion payroll and \$30,622 for general employees.

Net Pension Liability

The Road Commission’s net pension liability was measured as of December 31, 2021, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date.

Actuarial Assumptions. The total pension liability in the December 31, 2020 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.50 %
Salary increases	3.00 %
Investment rate of return	7.35 %, net of interest and administrative expense including inflation

Mortality rates used were based on the Pub 2010 General employees and health retirees, head-count weighted, with MP-2019 improvement scale.

The actuarial assumptions used in valuation were based on the results of the most recent actuarial experience study of January 1, 2014, through December 31, 2018.

NOTE 5 - EMPLOYEE RETIREMENT AND BENEFIT SYSTEMS (Continued)

The long-term expected rate of return on pension plan investments was determined using a model method in which the best-estimate ranges of expected future real rates of return (expected returns, net of investment and administrative expenses and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Global Equity	60.00%	5.25%
Global Fixed Income	20.00%	1.25%
Private Investment	20.00%	7.25%

Discount Rate. The discount rate used to measure the total pension liability is 7.60%. The projection of cash flows used to determine the discount rate assumes that employer and employee contributions will be made at the rates agreed upon for employees and the actuarially determined rates for employers. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to pay all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Changes in the Net Pension Liability:

	Increases (Decreases)		
	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability
Balances at December 31, 2020	\$ 13,590,093	\$ 10,139,010	\$ 3,451,083
Service cost	205,702	-	205,702
Interest on total pension liability	1,008,462	-	1,008,462
Changes in benefits	(13,367)	-	(13,367)
Difference between expected and actual experience	94,043	-	94,043
Changes in assumptions	278,276	-	278,276
Employer contributions	-	676,103	(676,103)
Employee contributions	-	121,826	(121,826)
Net investment income	-	1,425,633	(1,425,633)
Benefit payments, including employee refunds	(847,422)	(847,422)	-
Administrative expense	-	(16,377)	16,377
Other changes	(50,705)	-	(50,705)
Net changes	674,989	1,359,763	(684,774)
Balances as of December 31, 2021	\$ 14,265,082	\$ 11,498,773	\$ 2,766,309

NOTE 5 - EMPLOYEE RETIREMENT AND BENEFIT SYSTEMS (Continued)

Sensitivity of the net pension liability to changes in the discount rate. The following presents the net pension liability of the Road Commission, calculated using the discount rate of 7.60%, as well as what the Road Commission’s net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.60%) or 1-percentage-point higher (8.60%) than the current rate:

	1% Decrease (6.60%)	Current Discount Rate (7.60%)	1% Increase (8.60%)
Road Commission’s net pension liability	\$4,321,476	\$2,766,309	\$1,448,058

Pension plan fiduciary net position. Detailed information about the pension plan’s fiduciary net position is available in the separately issued MERS financial report.

Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

For the year ended December 31, 2021, the Road Commission recognized pension expense of \$206,020. At December 31, 2021, the Road Commission reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Changes in benefits	\$ -	\$ 15,453
Difference between expected and actual experience	68,178	-
Changes in assumptions	313,006	-
Net difference between projected and actual earnings on pension plan investments	-	852,252
Total	\$ 381,184	\$ 867,705

Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recorded in pension expense as follows:

<u>Year Ended December 31:</u>	
2022	\$ 96,788
2023	(206,498)
2024	(240,243)
2025	(136,568)

NOTE 6 - FEDERAL GRANTS

The Michigan Department of Transportation (MDOT) requires that all Road Commissions report all federal and state grants pertaining to their county. During the year ended December 31, 2021, the federal aid received and expended by the Road Commission was \$435,052 for contracted projects. Contracted projects are defined as projects performed by private contractors paid for and administered by MDOT (they are included in MDOT’s single audit). Local administered projects are projects where the Road Commissions perform the work and would be subject to single audit requirements if they expended \$750,000 or more. Local projects amounted to \$0.

NOTE 7 - ADVANCES

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. The State also advances amounts for routine maintenance as part of the agreement.

NOTE 8 - LONG-TERM DEBT

The long-term debt of the Road Commission is summarized as follows:

	Beginning Balances <u>01/01/21</u>	<u>Additions</u>	<u>Reductions</u>	Ending Balances <u>12/31/21</u>	Due Within <u>One Year</u>
Installment payable secured by equipment, payable in monthly installments of \$28,859 including interest of 3.32%, due 2025.	\$ 204,131	\$ -	\$ 22,082	\$ 182,049	\$ 22,815
Installment payable secured by equipment, payable in annual installments of \$14,122 including interest of 4.18%, due 2023.	<u>130,516</u>	<u>-</u>	<u>8,588</u>	<u>121,928</u>	<u>121,928</u>
Subtotal	334,647	-	30,670	303,977	<u>\$ 144,743</u>
Vested Employee Benefits – net	<u>223,514</u>	<u>1,455</u>	<u>-</u>	<u>224,969</u>	
TOTAL LONG-TERM DEBT	<u>\$ 558,161</u>	<u>\$ 1,455</u>	<u>\$ 30,670</u>	<u>\$ 528,946</u>	

Maturities on long-term obligations are as follows:

<u>Year End December 31</u>	<u>Installments Payable</u>	
	<u>Principal</u>	<u>Interest</u>
2022	\$ 144,743	\$ 11,214
2023	23,573	5,286
2024	<u>135,661</u>	<u>4,504</u>
Total	<u>\$ 303,977</u>	<u>\$ 21,004</u>

NOTE 9 - OTHER POST EMPLOYMENT BENEFITS

The 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 74 and 75 required disclosures which have been implemented 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 - Contribution requirements also are negotiated between the Commission and employees. The Commission contributes 100% of the cost for eligible plan members. For fiscal year 2021, the Commission contributed \$534,715 to the plan.

Employees Covered by Benefit Terms

As of December 31, 2021, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefit payments	34
Inactive employees entitled to but not yet receiving benefits	-
Active employees	<u>15</u>
Total participants covered by OPEB Plan	<u>49</u>

Actuarial assumptions and other inputs - The total OPEB liability was determined by an actuarial valuation as of December 31, 2020 and the following actuarial assumptions, applies to all periods included in the measurement:

Inflation	Included in investment rate of return
Salary increases	3.00%
Investment rate of return	7.00%
Mortality	2010 Public General Employees and Healthy Retirees, head-count weighted with MP-2021 mortality improvement.
20 year Aa Municipal Bond rate	2.25%

NOTE 9 - OTHER POST EMPLOYMENT BENEFITS (Continued)

The long-term expected rate of return on plan investments was determined using a building-block method in which best-estimate ranges of expected future rates of return (expected returns, net of retirement plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic rates of return for each major asset class included in the retirement plan’s target asset allocation are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Rate of Return</u>
Global Equity	64.00%	8.00%
Global Fixed Income	26.00%	5.50%
Real Assets	5.00%	6.20%
Diversifying Strategies	5.00%	2.75%

The sum of each target allocation times its long-term expected rate is 7.0%.

Discount Rate - The discount rate used to measure the total OPEB liability was 7.00%. The projection of cash flows used to determine the discount rate assumed that Employer contributions of \$800,000 will be made to the trust. Based on those assumptions, the retirement plan’s fiduciary net position will be sufficient to make all projected future benefit payments of current plan members. For projected benefits that are covered by projected assets, the long-term expected rate was used to discount the projected benefits. From the year that benefit payments were not projected to be covered by the projected assets (the “depletion date”), projected benefits were discounted at a discount rate reflecting the 20-year AA/Aa tax-exempt bond yield. A single equivalent discount rate that yields the same present value of benefits is calculated. This discount rate is used to determine the Total OPEB Liability.

	<u>Total OPEB Liability</u>	<u>Plan Fiduciary Net Position</u>	<u>Net OPEB Liability</u>
Balances at December 31, 2020	\$ 4,516,347	\$ 2,152,187	\$ 2,364,160
Service cost	\$ 64,745	\$ -	\$ 64,745
Interest on total OPEB liability	173,392	-	173,392
Experience (Gains)/Losses	(69,503)	-	(69,503)
Changes in assumptions	(969,366)	-	(969,366)
Contributions to OPEB Trust	-	333,340	(333,340)
Contributions paid from operations	-	201,375	(201,375)
Net investment income	-	253,378	(253,378)
Benefit payments, including refunds	(201,375)	(201,375)	-
Administrative expense	-	(12,517)	12,517
Net changes	<u>(1,002,107)</u>	<u>574,201</u>	<u>(1,576,308)</u>
Balances as December 31, 2021	<u>\$ 3,514,240</u>	<u>\$ 2,726,388</u>	<u>\$ 787,852</u>

NOTE 9 - OTHER POST EMPLOYMENT BENEFITS (Continued)

Net OPEB Liability – Discount and Trend Rate Sensitivities – The following presents the net OPEB Liability (NOL) of the Road Commission, calculated using trend and discount rates 1% higher and lower than base assumptions:

Discount

	<u>1% Decrease</u>	<u>Current Rate</u>	<u>1% Increase</u>
Net OPEB Liability	\$ 1,023,385	\$ 787,852	\$ 578,277

Trend

Net OPEB Liability	\$ 543,872	\$ 787,852	\$ 1,059,814
--------------------	------------	------------	--------------

OPEB Expense – Components of Road Commission’s OPEB Expense for the fiscal year ending December 31, 2021 are as follows:

Service Cost	\$ 64,745
Interest on Total OPEB Liability	173,392
Experience (Gains)/Losses	(111,457)
Changes in Assumptions	(962,378)
Projected Earnings on OPEB Plan Investments	(161,882)
Investment Earnings (Gains)/Losses	(51,461)
Administrative Expenses	<u>12,517</u>
Total OPEB Expense	<u>\$ (1,036,524)</u>

Deferred Outflows and Inflows of Resources Related to OPEB Plan

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Investment Earnings (Gains)/Losses	\$ -	\$ <u>176,270</u>

Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Year Ended December 31:</u>	<u>Deferred Inflows of Resources</u>
2022	\$ (51,462)
2023	(60,943)
2024	(45,565)
2025	(18,300)

NOTE 10 - COMMITMENTS AND CONTINGENCIES

Grants – The Road Commission has received significant financial assistance from state and federal agencies in the form of various grants. The disbursement of funds received under these programs generally requires compliance with terms and conditions specified in the grant agreement and are subject to audit by the grantor agency. Any disallowed claims resulting from such audits could become a liability of the applicable fund of the Commission.

Risk Management – The Road Commission is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Road Commission was unable to obtain general liability insurance at a cost it considered to be economically justifiable. The Road Commission joined together with other Road Commissions and created a public entity risk pool currently operating as a common risk management and insurance program. The Road Commission pays an annual premium to the pool for its general insurance coverage. The agreement provides that the pool will be self-sustaining through member premiums and will reinsure through commercial companies for claims in excess of \$1,000 (\$2,000 for errors and omissions) for each insured event. The maximum limit of liability for each occurrence is \$10,500,000.

The pooling agreement allows for the pool to make additional assessments to make the pool self-sustaining. The Road Commission is unable to provide an estimate of the amounts of additional assessments.

The Road Commission from time to time is named as a defendant in accident claims and lawsuits requesting damages of various amounts, the majority of which do not state a specific maximum. Insurance coverage related to these claims and lawsuits, if any, is categorized under the general liability insurance program. It is the opinion of management and legal counsel that reasonable estimates of the Road Commission's current liability for these matters, if any, have been recorded.

There are nonaccident liability and condemnation lawsuits sometimes are pending against the Road Commission claiming amounts for damages and relief without stated limitations. It is the opinion of management and legal counsel that reasonable estimates of the Road Commission's current liability for these matters, if any, have been recorded.

NOTE 11 - SUBSEQUENT EVENTS

During April 2022, the Road Commission received a notice of assessment related to the 2020 state maintenance contract in the amount of approximately \$108,000. The assessment consists primarily of excess equipment rental changes based on an audit by the Michigan Department of Transportation. Additionally, during April 2022, the Board approved the bid for roofing repairs for approximately \$449,000.

Required Supplementary Information

Otsego County Road Commission

Employee Retirement and Benefit Systems Required Supplementary Information Schedule of Changes in Pension Liability For the Year Ended December 31, 2021

	2015	2016	2017	2018	2019	2020	2021
Total pension liability							
Service cost	\$ 137,944	\$ 125,690	\$ 171,132	\$ 185,530	\$ 181,390	\$ 190,564	\$ 205,702
Interest on total pension liability	835,847	853,243	891,675	953,214	997,328	957,184	1,008,462
Changes in benefits	-	(5,403)	(10,166)	(4,710)	-	(19,628)	(13,367)
Difference between expected and actual experience	-	18,096	518,676	255,051	(187,144)	16,447	94,043
Changes in assumptions	-	588,192	-	-	-	382,467	278,276
Other changes	8,813	(5,518)	(7,172)	1,268	(19,581)	30,806	(50,705)
Benefit payments, including refund of member contributions	(738,956)	(792,294)	(794,192)	(810,376)	(863,330)	(883,983)	(847,422)
Net change in total pension liability	243,648	782,006	769,953	579,977	108,663	673,857	674,989
Total pension liability - beginning	10,431,989	10,675,637	11,457,643	12,227,596	12,807,573	12,916,236	13,590,093
Total pension liability - ending	<u>\$ 10,675,637</u>	<u>\$ 11,457,643</u>	<u>\$ 12,227,596</u>	<u>\$ 12,807,573</u>	<u>\$ 12,916,236</u>	<u>\$ 13,590,093</u>	<u>\$ 14,265,082</u>
Plan fiduciary net position							
Contributions - employer	\$ 498,792	\$ 508,482	\$ 667,663	\$ 1,065,147	\$ 1,135,488	\$ 1,152,526	\$ 676,103
Contributions - employee	77,134	39,017	121,913	68,858	87,733	205,038	121,826
Net investment income	(91,306)	662,026	838,774	(299,600)	1,016,274	1,161,479	1,425,633
Benefit payments, including refunds of member contributions	(738,956)	(792,294)	(794,192)	(810,376)	(863,330)	(883,983)	(847,422)
Administrative expense	(13,449)	(13,077)	(13,256)	(14,274)	(17,601)	(17,891)	(16,377)
Net change in plan fiduciary net position	(267,785)	404,154	820,902	9,755	1,358,564	1,617,169	1,359,763
Plan fiduciary net position - beginning	6,196,251	5,928,466	6,332,620	7,153,522	7,163,277	8,521,841	10,139,010
Plan fiduciary net position - ending	<u>\$ 5,928,466</u>	<u>\$ 6,332,620</u>	<u>\$ 7,153,522</u>	<u>\$ 7,163,277</u>	<u>\$ 8,521,841</u>	<u>\$ 10,139,010</u>	<u>\$ 11,498,773</u>
Net pension liability - ending	<u>\$ 4,747,171</u>	<u>\$ 5,125,023</u>	<u>\$ 5,074,074</u>	<u>\$ 5,644,296</u>	<u>\$ 4,394,395</u>	<u>\$ 3,451,083</u>	<u>\$ 2,766,309</u>
Plan fiduciary net position as a percentage of the total pension liability	56%	55%	59%	56%	66%	75%	81%
Covered - employee payroll	\$ 1,409,673	\$ 1,256,307	\$ 1,576,491	\$ 1,668,776	\$ 1,609,345	\$ 1,705,930	\$ 1,782,025
Net pension liability as a percentage of covered-employee payroll	337%	408%	322%	338%	273%	202%	155%

Otsego County Road Commission

**Employee Retirement and Benefit Systems
Required Supplementary Information
Schedule of Employer Contributions
For the Year Ended December 31, 2021**

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Actuarially determined contribution	\$ 376,152	\$ 366,192	\$ 437,460	\$ 470,448	\$ 521,628	\$ 552,744	\$ 582,180
Contributions in relation to the actuarially determined contribution	<u>(498,792)</u>	<u>(508,482)</u>	<u>(667,663)</u>	<u>(1,065,147)</u>	<u>(1,135,488)</u>	<u>(1,152,526)</u>	<u>(676,103)</u>
Contribution deficiency (excess)	<u>\$ (122,640)</u>	<u>\$ (142,290)</u>	<u>\$ (230,203)</u>	<u>\$ (594,699)</u>	<u>\$ (613,860)</u>	<u>\$ (599,782)</u>	<u>\$ (93,923)</u>
Covered - employee payroll	\$ 1,399,784	\$ 1,409,673	\$ 1,256,307	\$ 1,576,491	\$ 1,668,776	\$ 1,609,345	\$ 1,705,930
Contributions as a percentage of covered-employee payroll	36%	36%	53%	68%	68%	72%	40%

Notes to Schedule:

Actuarially determined contribution rates are calculated as of December 31st, two years prior to the end of the fiscal year in which contributions are reported.

Methods and assumptions used to determine contribution rates:

Actuarial cost method	Entry age
Amortization method	Level percentage of payroll, closed
Remaining amortization period	18 years
Asset valuation method	10-years smoothed market
Inflation	2.50%
Salary increases	3.00%
Investment rate of return	7.35%, net of interest and administrative expense including inflation
Retirement age	In the 2020 actuarial valuation, expected retirement ages of general employees were adjusted to more closely reflect actual experience.
Mortality	Assumptions were based on the Pub 2010 General Employees and Health Retirees, head-count weighted MP-2019 improvement scale.

Otsego County Road Commission

Employee Retirement and Benefit Systems Required Supplementary Information Schedule of Changes in the OPEB Liability and Related Ratios For the Year Ended December 31, 2021

	2018	2019	2020	2021
Total OPEB Liability - Beginning of Year	\$ 6,219,971	\$ 6,168,545	\$ 5,650,645	\$ 4,516,347
Service cost	84,409	87,279	73,071	64,745
Interest on total OPEB liability	208,495	208,114	250,107	173,392
Experience (gains)/losses	-	(141,420)	(1,440,437)	(69,503)
Change in assumptions	-	(402,224)	239,912	(969,366)
Benefit payments	(344,330)	(269,649)	(256,951)	(201,375)
Total OPEB Liability - End of Year	<u>6,168,545</u>	<u>5,650,645</u>	<u>4,516,347</u>	<u>3,514,240</u>
Plan fiduciary net position				
Contributions to OPEB trust	520,000	500,000	800,008	333,340
Contributions paid from operations	344,330	269,649	256,951	201,375
Net investment income	(29,215)	128,666	242,288	253,378
Benefits payments, including refunds of member contributions	(344,330)	(269,649)	(256,951)	(201,375)
Administrative expense	(575)	(1,159)	(7,826)	(12,517)
Net change in plan fiduciary net position	490,210	627,507	1,034,470	574,201
Plan fiduciary net position - Beginning of Year	-	490,210	1,117,717	2,152,187
Plan fiduciary net position - End of Year	<u>490,210</u>	<u>1,117,717</u>	<u>2,152,187</u>	<u>2,726,388</u>
Net OPEB liability - End of Year	<u>\$ 5,678,335</u>	<u>\$ 4,532,928</u>	<u>\$ 2,364,160</u>	<u>\$ 787,852</u>
Plan fiduciary net position as a percentage of the total OPEB liability	7.95%	19.78%	47.65%	77.58%
Covered Payroll	Not available	\$ 840,951	\$ 833,246	\$ 842,000
Net OPEB liability as a percentage of covered payroll	Not available	539.02%	283.73%	93.57%
Schedule of Employer Contributions:				
Actuarially determined contribution (ADC)	\$ 1,250,738	\$ 1,344,332	\$ 1,338,975	\$ 917,072
Employer contribution	(864,330)	(769,649)	(1,056,959)	(534,715)
Contribution Deficiency/(Excess)	<u>386,408</u>	<u>574,683</u>	<u>282,016</u>	<u>382,357</u>
ADC as percentage of covered payroll	Not available	159.86%	160.69%	108.92%
Contribution as percentage of covered payroll	Not available	91.52%	126.85%	63.51%
Notes to Schedule:				
Actuarially determined contribution rates are calculated as of December 31, 2021				
Methods and assumptions used to determine contribution rates:				
Actuarial cost method		Entry age normal		
Asset valuation method		5-years smoothed market		
Discount rate		7.00%		
Salary increases		3.00%		
Investment rate of return		7.00%		
Mortality rate		2010 Public General Employees and Health Retirees with MP-2021 mortality improvement scale		

Otsego County Road Commission

Employee Retirement and Benefit Systems Required Supplementary Information State of Michigan Public Acts 530 and 202 Information For the Year Ended December 31, 2021

Financial Information

Assets (Fiduciary Net Position)	\$ 2,726,388
Liabilities (Total OPEB Liability)	3,514,240
Funded ratio for the plan year	77.58%
Actuarially recommended contribution (ARC)	917,072
Is ARC calculated in compliance with No. Letter 2018-3?	Yes

Membership

Active members	15
Retirees and beneficiaries	34
Premiums paid on behalf of the retirants	\$ 201,375

Actuarial Assumptions

Actuarially assumed rate of investment return	7.00%
Discount rate	7.00%
Amortization method used for funding unfunded liability	Level dollar
Amortization period used for funding unfunded liability	3
Is each division closed to new employees	Yes
Healthcare trend assumption	7.50%

Uniform Assumptions

Actuarial value of assets using uniform assumptions	\$ 2,726,388
Actuarial accrued liability using uniform assumptions	3,525,318
Funded ratio using uniform assumptions	77.34%
Actuarially determined contribution (ADC) using uniform assumptions	787,015

**Employee Retirement and Benefit Systems
Required Supplementary Information
Assumptions and Methods for Calculation of Actuarially Determined Contributions
For the Year Ended December 31, 2021**

Valuation Date December 31, 2020
Measurement Date December 31, 2021

Actuarial Methods

Cost method	Entry Age Normal (level percentage of compensation)
Amortization method	Level dollar
Asset valuation method	Equal to market value of assets

Actuarial Assumptions

Discount rate - 7.00% for December 31, 2021 liability and 2022 contribution
Rationale - Blended rate based on long term expected return of 20-year Aa municipal bond rate

Salary scale - 3.00%
Rationale - Employer experience and expectations

Return on plan assets - 7.00%
Rationale - Consistent with plan investment experience

Mortality rates - 2010 Public General Employees and Health Retirees with MP-2021 mortality improvement
Rationale - Current mortality rates available for municipalities

Termination rates - None
Rationale - Small group

Retirement rates - 100% at first eligibility
Rationale - Consistent with experience

Utilization - 100% of eligible employees will elect coverage at retirement
Rationale - Historical

Marital status - not applicable
Rationale -Future retirees are not eligible for employer paid spouse coverage

**Employee Retirement and Benefit Systems
Required Supplementary Information
Assumptions and Methods for Calculation of Actuarially Determined Contributions
For the Year Ended December 31, 2021**

Pre-65 medical claims cost - See monthly rates below

Rationale - Actual age-graded premiums in effect as of January 1, 2019

Blue Care Network HRA	
Age	Per Person
55	\$ 598.35
56	625.99
57	653.90
58	683.68
59	698.44
60	728.22
61	753.98
62	770.88
63	792.08
64	804.96

Pre-65 medical claims cost - See monthly rates below

Rationale - Actual premiums in effect as of January 1, 2020

Coverage	Per Person
Blue Care Network	\$ 327.09
Humana	301.55

HRA load - \$4,500 per person pre-65

Rationale - Maximum deductible reimbursement for pre-65 retirees and spouses

Implicit Subsidy - Not applicable

Rationale - Pre-65 premiums are age-graded so there is no implicit subsidy

Medical trend

Pre-65 - 8.25% graded down to 4.5% by 0.25% per year

Post-65 - 6.5% graded down to 4.5% by 0.25% per year

Rationale - Based on State of Michigan trend survey

Assumption changes since prior valuation

Discount rate

Mortality improvemetn scale

Medical trends

Otsego County Road Commission

Employee Retirement and Benefit Systems Required Supplementary Information Schedule of Amortization of Deferred Outflows/Inflows of Resources For the Year Ended December 31, 2021

Schedule of Difference between Actual and Expected Experience

Year	Difference between actual and expected experience	Recognition period (Years)	Amount Recognized in Year Ended December 31,					Deferred Outflows of Resources	Deferred Inflows of Resources
			2021	2022	2023	2024	2025		
2020	(1,440,437)	1.03	\$ (41,954)	\$ -	\$ -	\$ -	\$ -	\$ -	
2021	(69,503)	1.00	(69,503)	-	-	-	-	-	
Net recognized in OPEB expense			<u>\$ (111,457)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Schedule of Changes in Assumptions

Year	Changes in assumptions	Recognition period (Years)	Amount Recognized in Year Ended December 31,					Deferred Outflows of Resources	Deferred Inflows of Resources
			2021	2022	2023	2024	2025		
2020	239,912	1.03	\$ 232,924	\$ -	\$ -	\$ -	\$ -	\$ -	
2021	(969,366)	1.00	(969,366)	-	-	-	-	-	
Net recognized in OPEB expense			<u>\$ (736,442)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	

Schedule of Differences between Projected and Actual Earnings on OPEB Assets

Year	Difference between projected and actual earnings on OPEB assets	Recognition period (Years)	Amount Recognized in Year Ended December 31,					Deferred Outflows of Resources	Deferred Inflows of Resources
			2021	2022	2023	2024	2025		
2018	47,399	5.00	\$ 9,480	\$ 9,479	\$ -	\$ -	\$ -	\$ 9,479	
2019	(76,892)	5.00	(15,378)	(15,378)	(15,380)	-	-	(30,758)	
2020	(136,322)	5.00	(27,264)	(27,264)	(27,264)	(27,266)	-	(81,794)	
2021	(91,496)	5.00	(18,299)	(18,299)	(18,299)	(18,299)	(18,300)	(73,197)	
Net recognized in OPEB expense			<u>\$ (51,461)</u>	<u>\$ (51,462)</u>	<u>\$ (60,943)</u>	<u>\$ (45,565)</u>	<u>\$ (18,300)</u>	<u>\$ 9,479</u>	<u>\$ (185,749)</u>

Total Deferred Outflow/(Inflow) of Resources

	Amount Recognized in Year Ended December 31,			
	2022	2023	2024	2025
Total Deferred Outflow/(Inflow) of Resources	\$ (51,462)	\$ (60,943)	\$ (45,565)	\$ (18,300)

Plan name	Otsego County Road Commission Retiree Health Plan
Eligibility requirements	Hired prior to December 31, 2008 and retire with at least 20 years of employment and age 55 years
Benefits	
Retirement prior to 2012	Lifetime health coverage for the retiree and spouse
Retirement from 2012 through 2017	
Pre-65	Coverage for the retiree and spouse and annual reimbursement of deductible up to \$4,500 per person
Post-65	Employer paid supplemental coverage for the retiree and spouse capped at \$350 per month per person
Retirement after 1/1/2018	
Pre-65	Coverage for the retiree and annual reimbursement of deductible up to \$4,500
Post-65	None
Retiree contribution	Balance of premium not paid by the employer
Changes since prior valuation	None

Otsego County Road Commission

Required Supplementary Information Budgetary Comparison Schedule Statement of Revenues - Budget and Actual For the Year Ended December 31, 2021

	Original Budget	Final Amended Budget	Actual	Variance Favorable (Unfavorable)
Taxes	\$ 1,324,988	\$ 1,324,988	\$ 1,156,210	\$ (168,778)
Licenses and Permits	71,000	71,000	81,086	10,086
Federal Sources				
Surface Transportation Program	907,000	907,000	435,052	(471,948)
State Sources				
Michigan Transportation Fund				
Engineering	10,000	10,000	10,000	-
Allocation	6,568,000	6,568,000	5,984,482	(583,518)
Snow Removal	370,000	370,000	387,431	17,431
Urban Road	678,000	678,000	658,493	(19,507)
Other			32	32
Forest Road	86,000	86,000	85,107	(893)
Other	358,000	358,000	259,874	(98,126)
Contributions from Local Units				
Townships	500,000	500,000	250,000	(250,000)
Other	400,000	400,000	159,273	(240,727)
Charges for Services				
Trunkline Maintenance	1,900,000	1,900,000	1,682,292	(217,708)
Trunkline Nonmaintenance	800,000	800,000	1,792,109	992,109
Salvage Sales	4,500	4,500	3,485	(1,015)
Other	2,000	2,000	1,245	(755)
Interest Earnings and Rent	95,000	95,000	46,618	(48,382)
Other Revenue				
Gain (Loss) on Disposal	30,000	30,000	9,000	(21,000)
Private Contributions and Other	50,000	50,000	231,339	181,339
Total Revenues	\$ 14,154,488	\$ 14,154,488	\$ 13,233,128	\$ (921,360)

Otsego County Road Commission

Required Supplementary Information
Budgetary Comparison Schedule
Statement of Expenditures - Budget and Actual
For the Year Ended December 31, 2021

	Original Budget	Final Amended Budget	Actual	Variance Favorable (Unfavorable)
Primary Road				
Preservation - Structural Improvements	\$ 3,256,500	\$ 3,256,500	\$ 1,595,149	\$ 1,661,351
Maintenance	2,390,000	2,390,000	2,395,315	(5,315)
Local Road				
Preservation - Structural Improvements	950,000	950,000	261,378	688,622
Maintenance	3,102,988	3,102,988	1,786,080	1,316,908
Trunkline Maintenance	1,900,000	1,900,000	1,682,292	217,708
Trunkline Nonmaintenance	900,000	900,000	1,792,109	(892,109)
Administrative Expense - Net	500,000	500,000	416,523	83,477
Equipment Expense - Net	550,000	550,000	159,105	390,895
Capital Outlay - Net	440,000	440,000	(49,456)	489,456
Debt Service				
Principal	150,000	150,000	30,670	119,330
Interest	15,000	15,000	12,311	2,689
Total Expenditures	14,154,488	14,154,488	<u>\$ 10,081,476</u>	<u>\$ 4,073,012</u>
Fund Balance - January 1, 2021	<u>7,613,020</u>	<u>7,613,020</u>		
Total Budget	<u>\$ 21,767,508</u>	<u>\$ 21,767,508</u>		

Other Information

Otsego County Road Commission

Analysis of Changes in Fund Balance For the Year Ended December 31, 2021

	Primary Road Fund	Local Road Fund	County Road Commission	Total
Total Revenues	\$ 4,966,179	\$ 3,264,279	\$ 5,002,670	\$ 13,233,128
Total Expenditures	4,321,454	2,250,157	3,509,865	10,081,476
Excess of Revenues Over (Under) Expenditures	644,725	1,014,122	1,492,805	3,151,652
Fund Balance - January 1, 2021	865,270	89,141	6,658,609	7,613,020
Fund Balance - December 31, 2021	<u>\$ 1,509,995</u>	<u>\$ 1,103,263</u>	<u>\$ 8,151,414</u>	<u>\$ 10,764,672</u>

Otsego County Road Commission

Analysis of Revenues For the Year Ended December 31, 2021

	Primary Road Fund	Local Road Fund	County Road Commission	Total
Taxes	\$ -	\$ -	\$ 1,156,210	\$ 1,156,210
Licenses and Permits	-	-	81,086	81,086
Federal Sources				
Surface Transportation Program	435,052	-	-	435,052
State Sources				
Michigan Transportation Fund				
Engineering	6,227	3,773	-	10,000
Allocation	3,726,474	2,258,008	-	5,984,482
Snow Removal	-	387,431	-	387,431
Urban Road	452,699	205,794	-	658,493
Other	-	-	32	32
Forest Road	85,107	-	-	85,107
Other	259,874	-	-	259,874
Contributions from Local Units				
Townships	-	250,000	-	250,000
Other	-	159,273	-	159,273
Charges for Services				
Trunkline Maintenance	-	-	1,682,292	1,682,292
Trunkline Nonmaintenance	-	-	1,792,109	1,792,109
Salvage Sales	-	-	3,485	3,485
Other	-	-	1,245	1,245
Interest and Rents				
Interest Earnings	746	-	17,908	18,654
Property Rentals	-	-	27,964	27,964
Other Revenue				
Gain on Equipment Disposals	-	-	9,000	9,000
Other	-	-	231,339	231,339
Total Revenues	<u>\$ 4,966,179</u>	<u>\$ 3,264,279</u>	<u>\$ 5,002,670</u>	<u>\$ 13,233,128</u>

Otsego County Road Commission

Analysis of Expenditures For the Year Ended December 31, 2021

	Primary Road Fund	Local Road Fund	County Road Commission	Total
Primary Road				
Preservation - Structural Improvements	\$ 1,595,149	\$ -	\$ -	\$ 1,595,149
Maintenance	2,395,315	-	-	2,395,315
Local Road				
Preservation - Structural Improvements	-	261,378	-	261,378
Maintenance	-	1,786,080	-	1,786,080
Trunkline Maintenance	-	-	1,682,292	1,682,292
Trunkline Nonmaintenance	-	-	1,792,109	1,792,109
Administrative Expense - Net	275,280	141,243	-	416,523
Equipment Expense - Net	55,710	61,456	41,939	159,105
Capital Outlay - Net	-	-	(49,456)	(49,456)
Debt Service				
Debt Principal Payments	-	-	30,670	30,670
Interest Expense	-	-	12,311	12,311
Total Expenditures	<u>\$ 4,321,454</u>	<u>\$ 2,250,157</u>	<u>\$ 3,509,865</u>	<u>\$ 10,081,476</u>

Report on Compliance



ANDERSON, TACKMAN & COMPANY, PLC
CERTIFIED PUBLIC ACCOUNTANTS

KINROSS OFFICE

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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***

Board of County Road Commissioners
Otsego County Road Commission
669 West McCoy Road
Gaylord, Michigan 49734

We 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, major fund and the aggregate remaining fund information of the Otsego County Road Commission (a component unit of Otsego County, Michigan), as of and for the year ended December 31, 2021, and the related notes to the financial statements, which collectively comprise the Otsego County Road Commission's basic financial statements and have issued our report thereon dated May 19, 2022, which were qualified for lack of physical counts of inventories.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Otsego County Road Commission's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Otsego County Road Commission's internal control. Accordingly, we 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.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiencies in internal control, described in the accompanying schedule of findings and responses as items 2021-001, 2021-002 and 2021-003 that we consider to be significant deficiencies.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Otsego County Road Commission's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed one instance of noncompliance or other matters that is required to be reported under *Government Auditing Standards*, and which is described in the accompanying schedule of findings and responses as item 2021-002.

Otsego County Road Commission's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the Otsego County Road Commission's responses to the findings identified in our audit and described in the accompanying schedule of findings and responses. The Otsego County Road Commission's responses were not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the responses.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result 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.



Anderson, Tackman & Company, PLC
Certified Public Accountants
Kincheloe, Michigan

May 19, 2022

Internal Control Over Financial Statements – Significant Deficiencies

Segregation of Duties

Finding 2021-001

Condition/Criteria: The Accountant/Office Manager performs several functions of receipting, inventory posting, purchasing, disbursing, and posting to the general ledger. To provide a system of checks and balances, these functions are generally assigned to separate positions to minimize the potential for unauthorized transactions.

Effect: Lack of segregation of duties provides opportunities for inaccurate or unauthorized disbursements or transfers from road funds and increases the potential for inaccurate reporting of account activity.

Cause: Sufficient resources and staff are not available to adequately segregate these functions. Additionally, the benefit of separating these duties does not appear to exceed the costs associated with the added personnel.

Recommendation: The Board should be aware of the potential weaknesses in the system and provide appropriate oversight or assistance to personnel when cost beneficial.

Planned Corrective Action: The Board has implemented compensating controls to reduce the risks discussed above.

- Contact Person Responsible for Correction:
Kirk Harrier, Managing Director

Significant Deficiencies – Noncompliance with State Statutes

Expenditures in Excess of Appropriations—Budgetary Funds

Finding 2021-002

Criteria: The expenditures of funds in excess of appropriations are contrary to the provisions of Section 16 of Public Act 2 of 1968, as amended.

Condition: Our examination of procedures used by the Road Commission to adopt and maintain operating budgets for the Road Commission’s budgetary fund revealed the following instances of noncompliance with the provisions of Public Act 2 of 1968, as amended, the Uniform Budget and Accounting Act.

The Road Commission’s 2021 General Appropriations Act (budget) provided for expenditures of the General Fund to be controlled to the activity level. As detailed, actual 2021 expenditures exceeded the board’s approved budget allocations for some general fund activities.

During the fiscal year ended December 31, 2021, expenditures were incurred in excess of amounts appropriated in the amended budgets for the General Fund as listed on page 42 of the financial statements.

Effect: Condition’s may violate State Law.

Cause: Reclassification of expenditures created differences in line items.

Recommendation: We recommend that the Road Commission’s chief administrative officer and personnel responsible for administering the activities of the various funds of the Road Commission, develop budgetary control procedures for the General Fund which will assure that expenditures do not exceed amounts authorized in the General Appropriations Act, or amendments thereof.

Planned Corrective Action: Amounts will be maintained in the future. Most of the expenditure variance was related to projects reported to the Road Commission subsequent to year end. We do not anticipate this circumstance in the future.

- Contact Person Responsible for Correction:
Kirk Harrier, Managing Director

Internal Control Over Financial Statements – Significant Deficiencies

Bank Account Reconciliations

Finding 2021-003

Condition: The imprest checking, savings and investment account balances were not properly reconciled monthly to the County treasurer or general ledger reported amounts for a portion of the fiscal year.

Criteria: All bank accounts and investments must be reconciled in a timely manner and reconciled to subsidiary records. The reconciliation must contain a listing of deposits in transit and outstanding checks. All discrepancies must be investigated and corrected.

Effect: Failure to properly reconcile accounts may allow errors to go undetected and result in misstatements of accounts and financial statements.

Cause: Unforeseen changes in personnel, limited staffing and lack of training allowed for this task to not be completed in a timely manner.

Recommendation: We recommend that bank balances and investments be reconciled to the general ledger balances and discrepancies should be investigated and corrected promptly. This should be performed monthly and on a timely basis.

Planned Corrective Action: In the matter concerning reconciliations, the corrective action being implemented will be in compliance with the auditor's recommendation. Starting in April 2022, checking, savings and investment accounts were reconciled to the general ledger. It is anticipated the reconciliation procedures will be performed on a timely basis subsequently.

- Contact Person Responsible for Correction:
Kirk Harrier, Managing Director



ANDERSON, TACKMAN & COMPANY, PLC
CERTIFIED PUBLIC ACCOUNTANTS

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OFFICES IN
MICHIGAN & WISCONSIN

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

Board of County Road Commissioners
Otsego County Road Commission
669 West McCoy Road
Gaylord, Michigan 49734

We have audited the financial statements of the governmental activities, major fund and the aggregate remaining fund information of the Otsego County Road Commission (a component unit of Otsego County, Michigan) for the year ended December 31, 2021, and have issued our reports thereon dated May 19, 2022, which were qualified for lack of physical count of inventories. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards and *Government Auditing Standards*

As stated in our engagement letter dated May 3, 2022, our responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

As part of our audit, we considered the internal control of the Otsego County Road Commission. Such considerations were solely for the purpose of determining our 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, we performed tests of the Otsego County Road Commission's compliance with certain provisions of laws, regulations, contracts, and grants. However, the objective of our tests was not to provide an opinion on compliance with such provisions.

Generally accepted accounting principles provide for certain required supplementary information (RSI) to supplement the basic financial statements. Our responsibility with respect to the management's discussion and analysis, schedule of funding progress, and budgetary comparison schedules, which supplement the basic financial statements, is to apply certain limited procedures in accordance with generally accepted auditing standards. However, the RSI will not be audited and, because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance, we will not express an opinion or provide any assurance on the RSI.

We have been engaged to report on other schedules which accompany the financial statements but are not RSI. Our responsibility for this other information, as described by professional standards, is to evaluate the presentation of the other information in relation to the financial statements as a whole and to report on whether the other information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in your 2022 Board Packet.

Significant Audit Findings

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we 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 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the fiscal year. We noted no transactions entered into by the Road Commission during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

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

- Management's estimate of the depreciation expense is based on estimated lives. We evaluated the key factors and assumptions used to develop the estimate to determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the vested employee benefits is based on current hourly rates and policies.
- Management's estimate of the amounts for OPEB liabilities and Pension liabilities and investments were based on various assumptions regarding life expectancies, inflation, premium increases, and investment rates.

The financial statement disclosures are neutral, consistent and clear.

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. In addition, there were no misstatements detected as a result of audit procedures and corrected by management that were material, either individually or in the aggregate, to the financial statements taken as a whole. A copy of any adjustments are available from management.

Disagreement with Management

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

Management Representations

We have requested certain representations from management that are included in the management representation letter dated May 19, 2022.

Management Consultations with Other Independent Accountants

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

Other Audit findings or Issues

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

Comments and Recommendations

Excess Expenditures Over Appropriations (Prior)

Public Act 621 of 1978, Section 18(1), as amended, provides that a local unit of government shall not incur expenditures in excess of the amount appropriated. In the body of the financial statements, the Road Commission's actual expenditures were in excess of amounts appropriated for certain line items as indicated on the Statement of Expenditures – Budget and Actual.

Status: Some items were over due to unanticipated billings after year end.

Bidding Procedures (Prior)

Statutory regulations require the Road Commission to document capital outlay purchases indicating proper bid procedures were implemented. Our procedures indicated proper documentation was not retained in accordance with Public Act 51 requirements. The Board should enact practices to assure compliance.

Status: Corrected.

County Treasurer Reconciliations

The County maintains a separate account for processing and receiving Michigan Transportation funds, grants receipts, county road agreement payments and other collections in accordance with Michigan Compiled Laws Section 224.20. The establishment of a separate account (with only County Treasurer access) limits the ability of road commission signatories to transfer funds without prior review of authorization. The Board has established an imprest account of \$35,000 for its operating cash and transfers funds necessary to reimburse vendor and payroll transactions. During the year, a certificate of deposit was deposited into this account without informing the county treasurer. Additionally, this account was not reconciled along with other savings and investment accounts, to the bank and treasurer ledgers during the last portion of the year. Reconciliation procedures must be performed timely to detect errors or misstatements in a timely manner.

Status: In April 2022, reconciliations and corrections were performed. Procedures were established to address the above stated issues.

Inventories

To improve road material physical count of inventories, the Board should implement specific cross section procedures to accurately report stockpile quantities. This would provide greater control and reporting over road material bulk quantities. This could be accomplished by cross section software or subcontracted to an outside engineer. A physical count and related variance adjustments of parts inventory should be performed at least annually. Salt materials variance appeared to be a significant part of the variance. Variances should be reviewed on a regular basis and adjusted in accordance with procedures indicated in the road commission accounting manual.

Uniform Accounting Procedures Manual for County Road Commissions 2022

In January 2022, the Michigan Department of Treasury, issued a revised “Uniform Accounting Procedures Manual for County Road Commissions.” The provisions in the manual are effective for fiscal years ending on September 30, 2023 and thereafter. The manual contains significant changes including implementation of new governmental accounting standards and financial reporting requirements. The board and management should review the provisions included in the revised document and apply those requirements as applicable. The document is available online at treasury’s website.

Uniform Chart of Accounts

In April 2017, the State released an updated Uniform Chart of Accounts. On April 20, 2020, the Michigan Department of Treasury issued a memo that established an implementation date for fiscal years ending on October 31, 2022 and thereafter. A final release of the chart of accounts was issued in November 2020 and is available at this link: http://www.michigan.gov/documents/uniformchart_24524_7.pdf. This final version follows statutory changes and reformats the document to make it more user-friendly. Treasury will provide alerts for any guidance and resources, and local units can sign up for alerts at this link:

https://public.govdelivery.com/accounts/MITREAS/subscriber/new?qsp+MITREAS_1.

Single Approach for Reporting Leases (Prior Year)

The Governmental Accounting Standards Board (GASB) issued guidance that establishes a single approach to accounting for and reporting leases by state and local governments. The single approach is based on the principle that leases are financing of the right to use an underlying asset.

GASB Statement No. 87, *Leases*, provides guidance for lease contracts for nonfinancial assets – including vehicles heavy equipment, and buildings – but excludes nonexchange transactions, including donated assets, and leases of intangible assets.

Under the new Statement a lessee government is required to recognize (1) a lease liability and (2) an intangible asset representing the lessee's right to use the leased asset. A lessor government is required to recognize (1) a lease receivable and (2) a deferred inflow of resources. A lessor will continue to report the leased asset in its financial statements.

A lease also will report the following in its financial statements:

- Amortization expense for using the lease asset (similar to depreciation) over the shorter of the term of the lease or the useful life of the underlying asset.
- Interest expense on the lease liability
- Note disclosures about the lease, including a general description of the leasing arrangement, the amount of the lease assets recognized, and a schedule of future lease payments to be made.

Limited exceptions to the single-approach guidance are provided for:

- Short-term leases, defined as lasting a maximum of 12 months at inception, including any options to extend.
- Financial purchases
- Certain regulated leases, such as between municipal airports and air carriers.

The full text of Statement 87 is available on the GASB website, www.gasb.org.

Status: To be implemented by 2022.

GASB Statement No. 95 – Postponement of the Effective Dates of Certain Authoritative Guidance

This new pronouncement was adopted in May 2020 and is effective immediately. This statement postpones the effective dates of the following pronouncements and implementation guides by one year:

- Statement No. 83, *Certain Assets Retirement Obligations*
- Statement No. 84, *Fiduciary Activities*
- Statement No. 88, *Certain Disclosures Related to Debt*
- Statement No. 89, *Accounting for Interest Cost Incurred before the End of a Construction Period*
- Statement No. 90, *Majority Equity Interests*
- Statement No. 91, *Conduit Debt Obligations*
- Statement No. 92, *Omnibus 2020*
- Statement No. 93, *Replacement of Interbank Offered Rates*
- Implementation Guide No. 2017-3, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions (and Certain Issues Related to OPEB Plan Reporting)*
- Implementation Guide No. 2018-1, *Implementation Guidance Update – 2018*
- Implementation Guide No. 2019-1, *Implementation Guidance Update – 2019*
- Implementation Guide No. 2019-2, *Fiduciary Activities*

The effective dates of the following pronouncement and implementation guide are postponed by 18 months:

- Statement No. 87, *Leases*
- Implementation Guide No. 2019-3, *Leases*

GASB Statement No. 96 – Subscription based Information Technology Arrangements

In May 2020, GASB issued Statement No. 96, *Subscription based Information Technology Arrangements*. This Statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users (governments). This Statement (1) defines a SBITA; (2) established that a SBITA results in a right-to-use subscription asset – an intangible asset – and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA. To the extent relevant, the standards for SBITAs are based on the standards established in Statement No. 87, *Leases*, as amended. The Road Commission is currently evaluating the impact this standard will have on the financial statements when adopted during the 2022-2023 fiscal year.

GASB Statement No. 97 – Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans

This standard has certain aspects impacting defined contribution pension and OPEB plans and other employee benefit plans that were effective immediately. It also clarifies when a Section 457 plan should be considered a pension plan or another employee benefit plan to assist in the application of GASB Statement No. 84 to these types of plans. The Road Commission is currently evaluating the impact this standard will have on the financial statements when adopted. The provisions of the statement that relate to 457 plans are effective for the Road Commission's financial statements for the year ending March 31, 2023.

Other Matters

We applied certain limited procedures to the management's discussion and analysis, schedule of funding progress, and budgetary comparison schedules, which is required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquires of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquires, the basic financial statements, and our knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

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

Conclusion

We would like to express our appreciation, as well as that of our staff for the excellent cooperation we received while performing the audit. If we can be of assistance, please contact us.

This information is intended solely for the use of the Otsego County Road Commission, the cognizant audit agencies and other federal and state agencies, and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.



Anderson, Tackman & Company, PLC
Certified Public Accountants
Kincheloe, Michigan

May 19, 2022