

**CLARE COUNTY ROAD COMMISSION
FINANCIAL REPORT
SEPTEMBER 30, 2019**

CLARE COUNTY

BOARD OF COUNTY ROAD COMMISSIONERS

Richard Haynak
Commissioner

Karen Hulliberger
Commissioner

Timothy Haskin
Commissioner

Dewayne Rogers
Manager

Kim Kimmel
Finance Director

Donna Henke
Administrative Assistant

CLARE COUNTY ROAD COMMISSION

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INDEPENDENT AUDITOR'S REPORT

Board of County Road Commissioners
Clare County Road Commission
Harrison, MI 48625

June 1, 2020

Report on the Financial Statements

I have audited the accompanying financial statements of the governmental activities, major fund, and the aggregate remaining fund information of the Clare County Road Commission, a component unit of the County of Clare, Michigan as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the Road commission's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express opinions on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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

Opinions

In my opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, major fund, and the aggregate remaining fund information of the Clare County Road Commission, as of September 30, 2019, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the budgetary comparison information, schedules of funding progress for pensions and other post-employee benefits on pages 4-10 and 34-35 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. I have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to my inquiries, the basic financial statements, and other knowledge I obtained during my audit of the basic financial statements. I do not express an opinion or provide any assurance on the information because the limited procedures do not provide me with sufficient evidence to express an opinion or provide any assurance.

Supplementary and Other Information

My audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Clare County Road Commission's basic financial statements. The accompanying supplementary and related information presented on pages 39-41 for purposes of additional analysis and is not a required a part of the basic financial statements.

The accompanying supplementary and related information presented on pages 39-41 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. Such 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 standards generally accepted in the United States of America. In my opinion, the accompanying supplementary and related information presented on pages 39-41 is 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*, I have also issued my report dated June 1, 2020, on my consideration of the Clare County Road Commission's internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on 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 Clare County Road Commission's internal control over financial reporting and compliance.



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

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2019

Our discussion and analysis of Clare County Road Commission's financial performance provides an overview of the Road Commission's financial activities for the fiscal year ended September 30, 2019. This annual report consists of a series of financial statements. The Statement of Net Position and the Statement of Activities provide information about the activities of the Road Commission and present a longer-term view of the Road Commission's finances. Fund financial statements tell how these services were financed in the short-term, as well as what remains for future spending. Fund financial statements also report the road commission's operations in more detail than a government-wide financial statements.

OVERVIEW OF THE FINANCIAL STATEMENTS

This annual report consists of four parts: management's discussion and analysis (this section), the basic financial statements, required supplementary information, and an additional section that presents the operating fund broken down between primary, local and county funds. The basic financial statements include two types of statements that present different views of the road Commission:

The first statements are government-wide financial statements that provide both long-term and short-term information about the Road Commission's overall financial status. These statements report information about the Road Commission as a whole using accounting methods similar to those used by private-sector companies. The Statement of Net Position includes all of the government's assets, deferred outflows, liabilities and deferred outflows. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of when cash is received or paid. The two government-wide statements report the Road Commission's net position and how they have changed. "Net Position" is the difference between the assets and liabilities. This is one way to measure the Road Commission's financial health or position.

The remaining statements are fund financial statements that focus on individual funds; reporting the operations in more detail than the government-wide statements.

REPORTING THE ROAD COMMISSION AS A WHOLE

Government-Wide Statements

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 a result of the year's activities. The Statement of Net Position includes all of the Road Commission's assets, deferred outflows, liabilities and deferred inflows, using the accrual basis of accounting, which is similar to the accounting method used by most private-sector companies. All of the current year's revenues and expenses are accounted for in the Statement of Activities regardless of when cash is received or paid.

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

The two statements, mentioned above, report the road commission's net position and how they have changed. The reader can think of the road commission's net position (the difference between assets, deferred outflows, liabilities and deferred inflows) 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, respectively. To assess the overall health of the road commission you need to consider additional nonfinancial factors such as changes in the county's property tax base, the condition of the road commission's roads, and changes in the law related to the gas taxes and its distribution.

Fund Financial Statements

The road commission currently has only one fund, the general operations fund. All of the road commission's activities are accounted for in this fund. The general operations fund is a governmental fund type. Our analysis of the road commission's major fund begins on this page. The fund financial statements begin on page 13 and provide detailed information about the major fund.

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 Statement of Activities) and the governmental fund in a reconciliation following the fund financial statements.

FINANCIAL ANALYSIS OF THE ROAD COMMISSION AS A WHOLE

The road commission's net position decreased 0.20% from \$28,634,634 to \$28,577,576 as of September 30, 2019. The net position is summarized below.

Net Position

Restricted net position are the portions of net position that have constraints placed on them by either: a) by creditors, grantors, contributors, or laws or regulations of other governments; b) by law through constitutional provisions or enabling legislation. Enabling legislation authorizes the government to assess, levy, charge or otherwise mandate payment of resources and includes a legally enforceable requirement that those resources be used for only the specific purpose stipulated in the legislation. As such, all assets (except for assets invested in capital assets, net of related debt) are considered restricted.

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

The investment in capital assets, net of related debt, was \$29,349,311 at September 30, 2018 and \$28,814,399 as of September 30, 2019. The change in net position is primarily the result of capitalizing infrastructure of \$2,011,116 and equipment purchases offset by current year depreciation. The restricted net position increased by \$477,854 during the current year.

Net position as of year ended September 30, 2019 and September 30, 2018.

	<u>9/30/2019</u>	<u>9/30/2018</u>	<u>Increase/ Decrease</u>
Assets			
Current and Other Assets	\$ 4,848,787	\$ 4,093,427	\$ 755,360
Capital Assets (Net)	<u>28,814,399</u>	<u>29,349,311</u>	<u>(534,912)</u>
Total Assets	<u>33,663,186</u>	<u>33,442,738</u>	<u>220,448</u>
Deferred Outflows	<u>1,764,254</u>	<u>1,397,976</u>	<u>366,278</u>
Liabilities			
Long-Term Debt Outstanding	5,903,337	5,160,748	742,589
Other Liabilities	<u>607,480</u>	<u>577,416</u>	<u>30,064</u>
Total Liabilities	<u>6,510,817</u>	<u>5,738,164</u>	<u>772,653</u>
Deferred Inflows	<u>339,047</u>	<u>467,916</u>	<u>(128,869)</u>
Net Position			
Invested in Capital Assets	28,814,399	29,349,311	(534,912)
Restricted	<u>(236,823)</u>	<u>(714,677)</u>	<u>477,854</u>
Total Net Position	<u>\$ 28,577,576</u>	<u>\$ 28,634,634</u>	<u>\$ (57,058)</u>

Changes in Net Position

A summary of changes in net position follows:

	<u>9/30/2019</u>	<u>9/30/2018</u>	<u>Increase/ Decrease</u>
Program Revenues			
Charges for Services	\$ 1,285,512	\$ 843,511	\$ 442,001
Operating Grants and Contributions	7,345,732	6,880,637	465,095
Capital Grants and Contributions	635,906	950,253	(314,347)
General Revenues			
Gain (Loss) on Disposals	37,700	28,526	9,174
Interest Earnings	64,922	26,155	38,767
Other	<u>77,845</u>	<u>88,021</u>	<u>(10,176)</u>
Total Revenues	<u>9,447,617</u>	<u>8,817,103</u>	<u>630,514</u>
Program Expenses			
Public Works	9,504,675	8,836,896	667,779
Interest Expense	-	-	-
Total Program Expenses	<u>9,504,675</u>	<u>8,836,896</u>	<u>667,779</u>
Changes in Net Position	<u>(57,058)</u>	<u>(19,793)</u>	<u>(37,265)</u>
Net Position - Beginning of Year	<u>28,634,634</u>	<u>28,654,427</u>	<u>(19,793)</u>
Net Position - End of Year	<u>\$ 28,577,576</u>	<u>\$ 28,634,634</u>	<u>\$ (57,058)</u>

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

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.

A summary of changes in the Operating Fund is as follows:

	<u>9/30/2019</u>	<u>9/30/2018</u>	<u>Increase/ Decrease</u>
Revenues			
Licenses and Permits	\$ 28,825	\$ 26,685	\$ 2,140
Federal	522,756	853,024	(330,268)
State	7,046,584	6,200,969	845,615
Local	412,298	776,897	(364,599)
Charges for Services	1,256,687	816,826	439,861
Interest and Rents	64,922	26,155	38,767
Other	115,545	116,547	(1,002)
Total Revenues	<u>9,447,617</u>	<u>8,817,103</u>	<u>630,514</u>
Expenditures			
Public Works	8,443,959	8,881,584	(437,625)
Net Capital Outlay	278,362	101,087	177,275
Debt Service	-	-	-
Total Expenditures	<u>8,722,321</u>	<u>8,982,671</u>	<u>(260,350)</u>
Excess of Revenues Over (Under)	725,296	(165,568)	890,864
Expenditures			
Fund Balance - January 1	<u>3,516,011</u>	<u>3,681,579</u>	<u>(165,568)</u>
Fund Balance - December 31	<u>\$ 4,241,307</u>	<u>\$ 3,516,011</u>	<u>\$ 725,296</u>

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 final amended revenue budget for 2019 was \$1,934,388 higher than the original budget.

The final amended expenditure budget for 2019 was \$1,306,552 higher than the original budget primarily due to additional state and local funds received and allocated to road projects. The actual expenditures incurred during 2019 were under the final amended budget by \$260,588 primarily due to net administrative being less than anticipated offset by overages in Primary and Local Road expenses and Net Equipment Expense. There were five unfavorable variances in expenditure line items.

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

Capital Assets

As of the respective year ends, the road commission had invested the following in net capital assets:

	<u>9/30/2019</u>	<u>9/30/2018</u>	<u>Increase/ Decrease</u>
Capital Assets Not Being Depreciated:			
Land and Improvements	\$ 187,883	\$ 187,883	\$ -
Subtotal	<u>187,883</u>	<u>187,883</u>	<u>-</u>
Capital Assets Being Depreciated:			
Buildings	1,519,689	1,519,689	-
Road Equipment	9,132,321	8,429,359	702,962
Shop Equipment	318,253	313,162	5,091
Office Equipment	141,712	141,132	580
Engineers Equipment	65,137	60,777	4,360
Yard & Storage Equipment	256,269	256,269	-
Infrastructure - Bridges	11,589,955	11,527,509	62,446
Infrastructure - Roads	60,421,729	58,473,059	1,948,670
Subtotal	<u>83,445,065</u>	<u>80,720,956</u>	<u>2,724,109</u>
Total Capital Assets	<u>83,632,948</u>	<u>80,908,839</u>	<u>2,724,109</u>
Total Accumulated Depreciation	<u>54,818,549</u>	<u>51,559,528</u>	<u>3,259,021</u>
Total Net Capital Assets	<u>\$ 28,814,399</u>	<u>\$ 29,349,311</u>	<u>\$ (534,912)</u>
Debt Related to capital assets - bonds and installment agreements			<u>\$ -</u>

The Road Commission capitalized infrastructure and related assets during the current year in the amount of \$2,011,116. The infrastructure recorded, during 2019 will be depreciated in the following years. The infrastructure is financed through Federal, State and local contributions.

Debt

As of September 30, 2019 the road commission had a compensated absences liability accrued in the amount of \$236,571.

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

Economic Factors and Next Year's Budget

The Road Commission as a Whole

We had a difficult year in 2019 and were not able to accomplish the number of road projects we set out to do.

Federal and State Funded Road Projects

There was one Federal/State funded project for Clare County in 2019.

1. Bituminous overlay program, \$613,650 STP and approximately \$150,000 local match.

There are two Federal/State funded project scheduled in 2020.

1. Small Urban Grant, \$760,000 STP and approximately \$190,000 local match that will be split with Township participation.
2. Chip Seal program, \$604,877 STP and approximately \$150,000 local match.

Township Work

In 2020, the townships will participate in road construction projects. We plan to continue our \$40,000 match program for HMA and chip seal. Gravel projects are now 50/50 match for materials, labor and equipment.

Capital Assets

In 2019, the road commission purchased one tandem axle blade-truck equipped with a snow wing plow and spreader/cross conveyor, a shop truck, a 5th wheel tractor, a loader, a mower tractor, a used D5 dozer, an excavator, major equipment repairs, computer equipment upgrades, shop and road tools/equipment and other miscellaneous equipment.

Projected equipment purchases for 2020: one pickup, one brush chipper, and a blade truck build.

Next Year's Forecast

With some additional revenue coming in 2020 through MTF, it will allow us to have a great year in delivering road construction projects at a higher rate than 2019.

CLARE COUNTY ROAD COMMISSION
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)
SEPTEMBER 30, 2019

Closing

This financial report is intended to provide our citizens, taxpayers and the general public with a general overview of the road commission's finances and how they are being spent.

Requests for information

This financial Report is designed to provide a general overview of the Road Commissions finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to:

**Clare County Road Commission
3900 E. Mannsiding Road
Harrison, MI 48625
Phone: (989)539-2151
Fax: (989)539-7751
Email: ccrc@clarecrc.com**

CLARE COUNTY ROAD COMMISSION
STATEMENT OF NET POSITION
SEPTEMBER 30, 2019

Assets	
Cash and Equivalents	\$ 1,943,837
Investments	992,940
Accounts receivable:	
Sundry	2,554
Due from other governmental units	1,552,580
Inventories	356,876
Capital Assets (Net of Accumulated Depreciation)	<u>28,814,399</u>
Total Assets	<u>33,663,186</u>
Deferred Outflows of Resources	<u>1,764,254</u>
Liabilities	
Current Liabilities	
Accounts payable	144,738
Accrued liabilities	49,977
Due to other governmental units	147,058
Advances from governmental units	265,707
Non Current Liabilities	
Vested Employee Benefits Payable	236,571
Post Employment Benefit Liabilities	1,423,528
Net Pension Liability	<u>4,243,238</u>
Total Liabilities	<u>6,510,817</u>
Deferred Inflows of Resources	<u>339,047</u>
Net Position	
Net Investment in Capital Assets	28,814,399
Restricted for County Roads	<u>(236,823)</u>
Total Net Position	<u>\$ 28,577,576</u>

The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED SEPTEMBER 30, 2019

Program Expenses	
Primary Road Maintenance	\$ 1,765,662
Local Road Maintenance	3,785,582
State Trunkline Maintenance	1,272,396
Net Equipment Expense	(923,575)
Net Administrative Expense	537,028
Infrastructure Depreciation	2,820,140
Compensated Absences	12,423
Post Employment Benefits	43,107
Pension Expense	191,912
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Total Program Expenses	9,504,675
	<hr/>
Program Revenue	
Charges for Services	
Licenses and Permits	28,825
Charges for Services	1,256,687
Operating Grants and Contributions	
Michigan Transportation Funds	6,933,434
Interest Earnings	64,922
Contributions from Local Units	412,298
Capital Grants and Contributions	
Federal Grants	522,756
State Grants	113,150
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Total Program Revenues	9,332,072
	<hr/>
Net Program Revenues (Expenses)	(172,603)
	<hr/>
General Revenues	
Gain (Loss) on Disposal of Assets	37,700
Other	77,845
	<hr/>
Total General Revenues	115,545
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Change in Net Position	(57,058)
Net Position - Beginning Balance	28,634,634
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Net Position - Ending Balance	\$ 28,577,576
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The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
BALANCE SHEET
SEPTEMBER 30, 2019

	Governmental
	Fund Type
	General
	Operating
Assets	
Imprest cash	\$ 250
Cash demand and time deposits	1,943,587
Investments	992,940
Accounts receivable:	
Sundry	2,554
Due from other governmental units	1,552,580
Inventories	356,876
Total Assets	\$ 4,848,787
 Liabilities	
Accounts payable	\$ 144,738
Accrued liabilities	49,977
Due to other governmental units	147,058
Advances from governmental units	265,707
Total Liabilities	607,480
 Fund Balances	
Non-Spendable	369,387
Unassigned	3,871,920
Total Fund Balances	4,241,307
Total Liabilities and Fund Balances	\$ 4,848,787

The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
RECONCILIATION OF THE BALANCE SHEET FUND BALANCE TO
THE STATEMENT OF NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2019

Total governmental fund balance	\$ 4,241,307
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.	28,814,399
Employee compensated absences are payable over a long period of years and do not represent a claim on current financial resources; therefore, they are not reported as financial resources; therefore, they are not reported as fund liabilities.	(236,571)
Other postemployment benefit obligations do not present a claim on current financial resources and are not reported as fund liabilities.	(1,423,528)
Net pension liability is not due and payable in the current period and is not reported in the funds.	(4,243,238)
Certain pension contributions and changes in pension plan net position are reported as deferred inflows and outflows of resources in the statement of net position, but are reported as expenses in the governmental funds.	<u>1,425,207</u>
Net position of governmental activities	<u>\$ 28,577,576</u>

The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE
SEPTEMBER 30, 2019

	Governmental Fund Type
	General Operating
Revenues	
Licenses and Permits	\$ 28,825
Federal Sources	522,756
State Sources	7,046,584
Contributions from Local Units	412,298
Charges for Services	1,256,687
Interest and Rents	64,922
Other	115,545
Total Revenues	9,447,617
Expenditures	
Public Works	8,443,959
Net Capital Outlay	278,362
Total Expenditures	8,722,321
Excess of Revenues Over (Under) Expenditures	725,296
Fund Balance - Beginning of Year	3,516,011
Fund Balance - End of Year	\$ 4,241,307

The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED SEPTEMBER 30, 2019

Net Change in fund balance - total governmental funds	\$ 725,296
Amounts reported for governmental activities in the Statement of Activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the Statement of Activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.	
Add - Capital Outlay	2,958,269
Deduct - Depreciation Expense	(3,493,181)
(Increase)/Decrease in accumulated employee sick and vacation pay and other similar expenses reported in the Statement of Activities do not require the use of current resources, and therefore, are not reported in the fund financial statements until they come due for payment.	(12,423)
Other postemployment benefit obligation expense is recognized in the Statement of Activities, but not in the government funds.	(43,107)
Increase in pension liability reported in the Statement of Activities does not require the use of resources, and therefore, is not reported in the fund statements until it comes due for payment.	<u>(191,912)</u>
Change in Net Position of Governmental Activities.	<u>\$ (57,058)</u>

The accompanying notes are an integral part of these financial statements.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2019

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Clare County Road Commission conform to accounting principles generally accepted in the United States of America as applicable to governmental units. The following is a summary of the significant policies.

REPORTING ENTITY AND FUND TYPE - The County Road Commission's financial activity is considered a Governmental Special Revenue Fund Type and a reporting agency of Clare County in accordance with the established criteria in Statement No. 61, "The Financial Reporting Entity", issued by the Governmental Accounting Standards Board.

BASIS OF PRESENTATION - GOVERNMENT-WIDE FINANCIAL STATEMENTS

The government-wide financial statements (ie., the Statement of Net Position and the Statement of Changes in Net Position) report information on all of the Clare 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, liabilities, and deferred inflows with the difference being reported as either invested in capital assets, net of related debt or restricted net position.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expense 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.

BASIS OF PRESENTATION - FUND FINANCIAL STATEMENTS

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

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

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

Amounts reported as program revenue include: (1) charges to customer or applicants for goods or services or privileges provided; (2) Michigan transportation funds, State/Federal contracts and township contributions. Internally dedicated resources are reported as general revenue rather than as program revenue. Likewise, general revenue includes all taxes.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

MEASUREMENT FOCUS/BASIS OF ACCOUNTING – FUND FINANCIAL STATEMENTS

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities 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.

CASH, CASH EQUIVALENTS AND INVESTMENTS

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

INVENTORY

Inventories consisting of equipment parts and supplies of \$212,594 and road materials of \$144,282, are stated at cost based on the first in - first out (FIFO) method. Inventory items are charged to equipment repairs and operations, and to road construction and maintenance as used.

PRE-PAID EXPENSES

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

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

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

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTES A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICES (CONTINUED)

DEPRECIATION

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

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

LONG-TERM OBLIGATIONS

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

USE OF ESTIMATES

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

BUDGETS AND BUDGETARY ACCOUNTING

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

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 government has items that qualify for reporting in this category related to the net pension liability which is discussed in Note D.

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 government has items that qualify for reporting in this category related to the net pension liability which is discussed in Note D.

PENSIONS - For purposes of measuring the Net Pension Liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Municipal Employees Retirement System (MERS) of Michigan and additions to/deductions from MERS' fiduciary net position have been determined on the same basis as they are reported by MERS. 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.

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTES A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICES (CONTINUED)

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

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

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

NOTE B - CASH AND INVESTMENTS

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

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

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

Imprest Cash	\$ 250
Cash demand and time deposits	1,943,587
Investments	<u>992,940</u>
Total	<u>\$2,936,777</u>

Deposits

Cash and cash equivalents are considered to be cash on demand, demand deposits and short term investments with original maturities of three months or less from date of acquisition. At year-end the carrying amount of the County Road Commissions deposits were \$1,943,587 and the bank balance was \$2,103,068. According to the Federal Deposit Insurance Corporation, approximately 75% of the total bank balance was covered by federal depository insurance.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE B - CASH AND INVESTMENTS (CONTINUED)

Investments Authorized by the Road Commission's Investment Policy

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

Disclosures Relating to Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. One of the ways that the Road Commission manages its exposure to interest rate risk is by participating in mutual funds which hold diverse investments that are authorized by law for direct investment. As of September 30, 2019, the road commission had investments as defined above in U.S. Securities held by Chemical Bank in the amount of \$253,467 and Michigan Class in the amount of \$739,473.

Concentration of Credit Risk

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

Custodial Credit Risk

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

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

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE C - CAPITAL ASSETS

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

	<u>Balance 10/1/2018</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance 9/30/2019</u>
Capital Assets Not Being Depreciated:				
Land and Improvements	\$ 187,883	\$ -	\$ -	\$ 187,883
Subtotal	<u>187,883</u>	<u>-</u>	<u>-</u>	<u>187,883</u>
Capital Assets Being Depreciated:				
Buildings	1,519,689	-	-	1,519,689
Road Equipment	8,429,359	937,122	234,160	9,132,321
Shop Equipment	313,162	5,091	-	318,253
Office Equipment	141,132	580	-	141,712
Engineers Equipment	60,777	4,360	-	65,137
Yard & Storage Equipment	256,269	-	-	256,269
Infrastructure - Bridges	11,527,509	62,446	-	11,589,955
Infrastructure - Roads	<u>58,473,059</u>	<u>1,948,670</u>	<u>-</u>	<u>60,421,729</u>
Total	<u>80,720,956</u>	<u>2,958,269</u>	<u>234,160</u>	<u>83,445,065</u>
Less Accumulated Depreciation:				
Buildings	1,113,543	41,222	-	1,154,765
Road Equipment	7,222,065	585,446	229,910	7,577,601
Shop Equipment	193,613	17,099	-	210,712
Office Equipment	99,133	10,572	-	109,705
Engineers Equipment	41,677	3,027	-	44,704
Yard & Storage Equipment	178,490	11,425	-	189,915
Infrastructure - Bridges	4,186,056	209,019	-	4,395,075
Infrastructure - Roads	<u>38,524,951</u>	<u>2,611,121</u>	<u>-</u>	<u>41,136,072</u>
Total	<u>51,559,528</u>	<u>3,488,931</u>	<u>229,910</u>	<u>54,818,549</u>
Net Capital Assets Being Depreciated	<u>29,161,428</u>	<u>(530,662)</u>	<u>4,250</u>	<u>28,626,516</u>
Total Net Capital Assets	<u>\$ 29,349,311</u>	<u>\$ (530,662)</u>	<u>\$ 4,250</u>	<u>\$ 28,814,399</u>

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE D - MICHIGAN EMPLOYEES' RETIREMENT SYSTEM

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 Web site at www.mersofmich.com.

Benefits Provided:

	General Closed to New Hires	Non Union Closed to New Hires	Non Union Hired After 3/1/2013	General Hired After 9/1/2014
Benefit Multiplier:	2.50% (80% max)	2.50% (80% max)	2.00% (no max)	1.50% (no max)
Normal Retirement Age:	60	60	60	60
Vesting:	10 years	10 years	10 years	10 years
Early Retirement (Unreduced):	55/30	55/30	-	-
Early Retirement (Reduced):	50/25 55/15	50/25 55/15	50/25 55/15	50/25 55/15
Final Average Compensation:	5 years	5 years	5 years	5 years
Employee Contributions:	5%	0%	5%	5%
Act 88:	Yes	Yes	Yes	Yes

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE D - MICHIGAN EMPLOYEES' RETIREMENT SYSTEM (CONTINUED)

Employees covered by benefit terms - At the December 31, 2018 measurement date, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	44
Inactive employees entitled to but not yet receiving benefits	6
Active employees	<u>35</u>
Total Employees covered by MERS Plan	<u>85</u>

Contributions - Article 9, Section 24 of the State of Michigan Constitution requires that financial benefits arising on account of employee service rendered in each year be funded during the year. Accordingly, MERS retains an independent actuary to determine the annual contribution. The employer is required to contribute amounts at least equal to the actuarially determined rate, as established by the MERS Retirement Board. The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by plan members during the year, with an additional amount to finance unfunded accrued liability. The employer may establish contribution rates to be paid by its covered employees.

For the year ending September 30, 2019, the active employee contribution was 5% of annual pay and the Road Commission's contribution rate of annual payroll was an average of 36.29%.

Net Pension Liability

The net pension liability reported as of September 30, 2019, was determined using a measure of the total pension liability and the pension net position as of December 31, 2018. The December 31, 2018, total pension liability was determined by an actuarial valuation performed as of that date.

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE D - MICHIGAN EMPLOYEES' RETIREMENT SYSTEM (CONTINUED)

Actuarial Assumptions

The total pension liability in the December 31, 2018 annual actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation: 2.5%

Salary Increases: 3.75% in the long-term

Investment rate of return: 7.75%, net of investment and administrative expense including inflation

Although no specific price inflation assumptions are needed for the valuation, the 2.5% long-term wage inflation assumption would be consistent with a price inflation of 3%-4%.

Mortality rates used were based on the RP-2014 Group Annuity Mortality Table of a 50% Male and 50% Female blend.

The actuarial assumptions used in the valuation were based on the results of the most recent actuarial experience study of 2015.

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:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Real Rate of Return</u>
Global Equity	57.5%	5.02%
Global Fixed Income	20.0%	2.18%
Real Assets	12.5%	4.23%
Diversifying Strategies	10.0%	6.56%

Discount rate - The discount rate used to measure the total pension liability is 8.0% for 2018. 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.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE D - MICHIGAN EMPLOYEES' RETIREMENT SYSTEM (CONTINUED)

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (a)-(b)
Changes in Net Pension Liability			
Balance at 12/31/2017	\$ 12,167,293	\$ 8,611,114	\$ 3,556,179
Changes for the Year:			
Service Cost	178,026	-	178,026
Interest	945,471	-	945,471
Changes in benefits	-	-	-
Differences between expected and actual experience	33,329	-	33,329
Change in assumptions	-	-	-
Contributions: employer	-	750,000	(750,000)
Contributions: employees	-	77,698	(77,698)
Net investment income	-	(341,159)	341,159
Benefit payments, including refunds	(875,839)	(875,839)	-
Administrative expense	-	(16,772)	16,772
Other changes	-	-	-
Net Changes	<u>280,987</u>	<u>(406,072)</u>	<u>687,059</u>
Balance at 12/31/2018	<u>\$ 12,448,280</u>	<u>\$ 8,205,042</u>	<u>\$ 4,243,238</u>

Sensitivity of the net pension liability to changes in the discount rate - The following presents the Net Pension liability of the employer, calculated using the discount rate of 8.0%, as well as what the employer's Net Pension Liability would be using a discount rate that is 1% lower (7.0%) or 1% higher (9.0%) than the current rate.

	1% Decrease	Current Discount Rate	1% Increase
Total Pension Liability	\$ 13,769,386	\$ 12,448,280	\$ 11,323,516
Fiduciary Net Position	<u>8,205,042</u>	<u>8,205,042</u>	<u>8,205,042</u>
Net Pension Liability	<u>\$ 5,564,344</u>	<u>\$ 4,243,238</u>	<u>\$ 3,118,474</u>

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

For the year ending September 30, 2019, the Road Commission recognized pension expense of \$941,912. At September 30, 2019, the Road Commission reported deferred outflow of resources related to pensions from the following sources:

Source	Deferred Outflows of Resources	Deferred Inflows of Resources
Employer contributions to the plan subsequent to the measurement date*	\$ 562,500	\$ -0-
Differences in experience	242,200	-0-
Differences in Assumptions	-0-	-0-
Excess (deficit) in investment returns	<u>959,554</u>	<u>339,047</u>
Total	<u>\$ 1,764,254</u>	<u>\$ 339,047</u>

The amount reported as deferred outflow of resources resulting from contributions subsequent to the measurement date will be recognized as a reduction in the Net Pension Liability for the fiscal year ending September 30, 2020.

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE D - MICHIGAN EMPLOYEES' RETIREMENT SYSTEM (CONTINUED)

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

<u>Years Ending June 30,</u>	<u>Amount</u>
2020	\$ 408,404
2021	116,299
2022	132,512
2023	205,492

NOTE E - STATE EQUIPMENT PURCHASE ADVANCE

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

NOTE F - LONG TERM DEBT

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

CHANGES IN LONG TERM DEBT

	<u>Balance</u> <u>10/1/2018</u>		<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>09/30/2019</u>
Compensated Absences	<u>\$ 224,148</u>	(1)	<u>\$ 12,423</u>	<u>\$ -0-</u>	<u>\$ 236,571</u>

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

CLARE COUNTY
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE G - VESTED EMPLOYEE BENEFITS

County Road employees, after six months of service, are credited with 8 hours vacation leave per month, and an additional two to seven days based on years of service exceeding four years. Unused vacation leave is carried forward to the next year but leave time in excess of 240 hours is forfeited. Vacation leave for 2019 amounted to \$93,941.

County Road post-1987 employees earn four hours sick leave per month, and pre-1987 employees earn 8 hours a month. All employees are paid annually for accumulated leave in excess of 360 hours. Upon termination, the accumulated sick leave is paid in full. Sick leave for 2019 amounted to \$142,630.

NOTE H - EXCESS EXPENDITURES OVER APPROPRIATIONS

Public Act 621 of 1978, section 18 (1), as amended, provides that a County Road Commission shall not incur expenditures in excess of amounts appropriated. As presented in the financial statements for the twelve months ended September 30, 2019 the County Road Commission incurred expenditures in certain areas which were in excess of the amounts appropriated as follows:

<u>Function</u>	<u>Total Appropriations</u>	<u>Amount of Expenditures</u>	<u>Budget Variance</u>
Primary Road:			
Preservation / Structural Improvements	\$ 311,783	\$ 1,172,258	\$ (860,475)
Local Road:			
Preservation / Structural Improvements	\$ 612,174	\$ 838,858	\$ (226,684)
Maintenance	\$ 3,200,000	\$ 3,785,582	\$ (585,582)
State Trunkline Maintenance / Non-maintenance	\$ 1,271,173	\$ 1,272,396	\$ (1,223)
Equipment Expense - Net	\$ (1,612,036)	\$ (927,825)	\$ (684,211)

The Road Commission does not use encumbrances for budgetary purposes. During the twelve months ended September 30, 2019, the Road Commissioners made one amendment to the General Operating Fund Budget.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE I - RISK MANAGEMENT

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

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

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

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

During the twelve months ended September 30, 2019, and the previous two years, there were no settlements which exceeded the respective insurance coverage. In addition, there has been no reduction in insurance coverage from the prior year.

NOTE J - FEDERAL FINANCIAL ASSISTANCE

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

The federal aid revenue of \$522,756 represents the Department of Transportation Federal Highway grant money expended on public road improvement projects where work was performed by independent contractors paid for and administered by the Michigan Department of Transportation.

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE K - POST EMPLOYMENT BENEFITS OTHER THAN PENSIONS (OPEB)

Plan Description

Clare County Road Commission administers a single-employer defined benefit healthcare plan. The plan provides healthcare benefits for eligible employees and their spouses upon retirement, in accordance with labor contracts. The benefits are provided under the collective bargaining agreement for union employees and by resolution of the Board of County Road Commissioners for nonunion employees. No assets are accumulated in a trust that meets the criteria in paragraph 4 of GASB Statement 75.

Benefits Provided

Clare 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 as follows:

- . Non-Union employees hired prior to February 6, 2013 and union employees hired prior to September 1, 2014 and who retire between the ages of 60 and 65 will receive health insurance comparable to that provided to the current employees for themselves and their spouse until age 65 years. Single employees and married employees must contribute \$100 and \$200 per month, respectively, towards the premiums.

Employees Covered by the Benefit Terms

At year end, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	4
Inactive employees or beneficiaries entitled to but not yet receiving benefits	-0-
Active employees	<u>22</u>
Totals	<u>26</u>

The plan is closed to new non-union employees and new union employees hired after February 6, 2013 and September 1, 2014, respectively.

Contributions

The Road Commission has no obligation to make contributions in advance of when the insurance premiums or claims are due for payment (in other words, this may be financed on a "pay-as-you-go" basis). For the year ended September 30, 2019, the Road Commission's actuarially determined contribution was \$95,617. The Road Commission paid retiree premiums of \$56,638 during the year and made no contributions to pre-fund the liability. Employees are required to contribute to the premium costs in accordance with the benefit provisions described previously.

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE K - POST EMPLOYMENT BENEFITS OTHER THAN PENSIONS (OPEB) (CONTINUED)

Net OPEB Liability

The Road Commission's net OPEB liability was measured as of September 30, 2019, and the total OPEB liability used to calculate the net OPEB liability was determined using the alternative measurement method as permitted GASB Statement 75 for employers in plans fewer than 100 (one hundred) total plan members.

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

Actuarial Assumptions

The total OPEB liability in the September 30, 2019 valuation was determined using the following actuarial assumptions:

Salary increases	3.0%, average, including inflation
Discount rate	3.5%, net of OPEB plan investment expense
Healthcare cost trend rates	5.6% per year
Mortality	RP-2014 group annuity mortality table of 50% male and 50% female blend

The discount rate was based on the current AA 20-year munibond rate.

Changes in the Total OPEB Liability

Changes in the Total OPEB liability during the year were as follows:

<u>Changes in OPEB Liability</u>	<u>Total OPEB Liability</u>
Beginning Balance	\$ 1,380,421
Service Cost	95,617
Interest	50,584
Other	(46,456)
Benefit Payments	(56,638)
Net Changes	<u>43,107</u>
Ending Balance	<u>\$ 1,423,528</u>

CLARE COUNTY ROAD COMMISSION
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 SEPTEMBER 30, 2019

NOTE K - POST EMPLOYMENT BENEFITS OTHER THAN PENSIONS (OPEB) (CONTINUED)

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate

The following presents the change in the net OPEB liability of the Road Commission, calculated using the discount rate of 3.50%, as well as what the net OPEB liability would be if it were calculated using a discount rate that is 1% lower (2.50%) or 1% higher (4.50%) than the current rate:

	1.0% Decrease in rate to <u>2.5%</u>	Assumed Rates Discount Rate <u>3.5%</u>	1.0% Increase in rate to <u>4.5%</u>
Net OPEB Liability	<u>\$ 1,464,485</u>	<u>\$ 1,423,528</u>	<u>\$ 1,384,485</u>

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rate

The following presents the total OPEB liability of the Road Commission, as well as what the Road Commission's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower (4.6%) or 1-percentage-point higher (6.6%) than the current healthcare cost trend rates:

	1.0% Decrease <u>4.6%</u>	Healthcare Cost Trend Rates <u>5.6%</u>	1.0% Increase <u>6.6%</u>
Net OPEB Liability	<u>\$ 1,277,510</u>	<u>\$ 1,423,528</u>	<u>\$ 1,593,357</u>

OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

For the year ended September 30, 2019, the Road Commission recognized an OPEB expense of \$99,745. At September 30, 2019, the Road Commission did not report deferred outflows of resources and deferred inflows of resources related to OPEB from the following source as they use the alternative measurement method to determine the OPEB liability and this was the first year of reporting under GASB Statement 75.

CLARE COUNTY ROAD COMMISSION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
SEPTEMBER 30, 2019

NOTE L - FUND BALANCE CLASSIFICATIONS

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

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

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

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

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

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

Fund Balance Classification Policies and Procedures

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

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

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

REQUIRED SUPPLEMENTAL INFORMATION

CLARE COUNTY ROAD COMMISSION
STATEMENT OF REVENUES AND OTHER FINANCING
SOURCES - BUDGETARY COMPARISON SCHEDULE
TWELVE MONTHS ENDED SEPTEMBER 30, 2019

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Licenses and Permits	\$ -	\$ -	\$ 28,825	\$ 28,825
Federal Sources				
Surface Transportation Program	794,003	871,424	522,756	(348,668)
State Sources				
Michigan Transportation Fund				
Engineering	10,000	10,000	10,000	-
Allocation	5,362,183	5,909,185	6,004,297	95,112
Urban	135,000	201,625	148,781	(52,844)
Snow Removal	2,500	3,452	3,452	-
Local Agency Payment	-	696,515	696,515	-
Economic Development Fund				
Rural Primary (D)	81,000	97,229	113,150	15,921
Forest Road	70,300	70,390	70,389	(1)
Contributions from Local Units				
Townships	50,000	207,747	412,298	204,551
Charges for Services				
State Trunkline Maintenance/ Non-Maintenance	1,070,000	1,384,569	1,256,687	(127,882)
Salvage Sales	-	-	8,646	8,646
Interest and Rents	65,000	122,238	64,922	(57,316)
Other Revenue				
Gain (loss) Sale of Equipment	-	-	37,700	37,700
Other	-	-	69,199	69,199
Total Revenue	<u>\$ 7,639,986</u>	<u>\$ 9,574,374</u>	<u>\$ 9,447,617</u>	<u>\$ (126,757)</u>

CLARE COUNTY ROAD COMMISSION
STATEMENT OF EXPENDITURES - BUDGETARY COMPARISON SCHEDULE
TWELVE MONTHS ENDED SEPTEMBER 30, 2019

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Primary Road				
Preservation - Structural Improvements	\$ 400,000	\$ 311,783	\$ 1,172,258	\$ (860,475)
Maintenance	1,500,000	2,100,000	1,765,662	334,338
Local Road				
Preservation - Structural Improvements	2,200,000	612,174	838,858	(226,684)
Maintenance	2,025,000	3,200,000	3,785,582	(585,582)
State Trunkline Maintenance/ Non-Maintenance	1,070,000	1,271,173	1,272,396	(1,223)
Administrative Expense - Net	1,710,447	2,190,362	537,028	1,653,334
Equipment Expense - Net	(1,901,090)	(1,612,036)	(927,825)	(684,211)
Capital Outlay - Net	<u>672,000</u>	<u>909,453</u>	<u>278,362</u>	<u>631,091</u>
Total Expenditures	<u>\$ 7,676,357</u>	<u>\$ 8,982,909</u>	<u>\$ 8,722,321</u>	<u>\$ 260,588</u>

CLARE COUNTY ROAD COMMISSION
 SCHEDULE OF CHANGES IN ROAD COMMISSION'S NET PENSION
 LIABILITY (ASSET) AND RELATED RATIOS
 YEAR ENDED SEPTEMBER 30, 2019

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Service cost	\$ 178,026	\$ 185,938	\$ 173,635	\$ 149,193	\$ 136,098
Interest on total pension liability	945,471	915,328	848,114	814,957	798,099
Changes in benefit terms	-	-	-	-	-
Difference between expected and actual experience	33,329	125,379	618,059	63,113	-
Changes in assumptions	-	-	-	462,006	-
Benefit payments including employee refunds	<u>(875,839)</u>	<u>(815,968)</u>	<u>(795,611)</u>	<u>(761,051)</u>	<u>(711,753)</u>
Net change in total pension liability	280,987	410,677	844,197	728,218	222,444
Total pension liability - beginning	<u>12,167,293</u>	<u>11,756,616</u>	<u>10,912,419</u>	<u>10,184,201</u>	<u>9,961,757</u>
Total pension liability - ending	<u><u>\$ 12,448,280</u></u>	<u><u>\$ 12,167,293</u></u>	<u><u>\$ 11,756,616</u></u>	<u><u>\$ 10,912,419</u></u>	<u><u>\$ 10,184,201</u></u>
Plan fiduciary net position					
Contributions - employer	\$ 750,000	\$ 750,000	\$ 744,703	\$ 474,931	\$ 529,211
Contributions - employee	77,698	75,618	67,684	59,041	51,356
Net investment income	(341,159)	1,014,540	783,303	(106,641)	432,025
Benefit payments, including employee refunds	(875,839)	(815,968)	(795,611)	(761,051)	(711,753)
Administrative expenses	<u>(16,772)</u>	<u>(16,036)</u>	<u>(15,461)</u>	<u>(15,616)</u>	<u>(15,987)</u>
Net change in plan fiduciary net position	(406,072)	1,008,154	784,618	(349,336)	284,852
Total plan fiduciary net position - beginning	<u>8,611,114</u>	<u>7,602,960</u>	<u>6,818,342</u>	<u>7,167,678</u>	<u>6,882,826</u>
Total plan fiduciary net position - ending	<u><u>\$ 8,205,042</u></u>	<u><u>\$ 8,611,114</u></u>	<u><u>\$ 7,602,960</u></u>	<u><u>\$ 6,818,342</u></u>	<u><u>\$ 7,167,678</u></u>
Road Commission's net pension liability	<u><u>\$ 4,243,238</u></u>	<u><u>\$ 3,556,179</u></u>	<u><u>\$ 4,153,656</u></u>	<u><u>\$ 4,094,077</u></u>	<u><u>\$ 3,016,523</u></u>
Plan fiduciary net position as a percentage of the total pension liability	65.91%	70.77%	64.67%	62.48%	70.38%
Covered employee payroll	\$ 1,767,643	\$ 1,816,097	\$ 1,650,120	\$ 1,403,341	\$ 1,258,168
Employer's Net Pension Liability as a percentage of covered payroll	240.05%	195.81%	251.72%	291.74%	239.76%

Notes to schedule:
 the schedule is based on a calendar year measurement date.

CLARE COUNTY ROAD COMMISSION
 SCHEDULE OF ROAD COMMISSION PENSION CONTRIBUTIONS
 YEAR ENDED SEPTEMBER 30, 2019

	Calendar Year							
	2018	2017	2016	2015	2014	2013	2012	2011
Actuarially determined contribution	\$ 353,977	\$ 293,861	\$ 277,078	\$ 251,647	\$ 211,074	\$ 197,111	\$ 155,939	\$ 135,024
Contributions in relation to the actuarially determined contribution	750,000	750,000	744,703	474,932	273,819	197,111	169,923	135,024
Contribution excess (deficiency)	<u>\$ 396,023</u>	<u>\$ 456,139</u>	<u>\$ 467,625</u>	<u>\$ 223,285</u>	<u>\$ 62,745</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Covered-employee payroll	\$ 1,767,643	\$ 1,816,097	\$ 1,650,120	\$ 1,403,341	\$ 1,258,168	\$ 1,291,966	\$ 1,142,655	\$ 1,187,749
Actuarially determined contributions as a percentage of covered-employee payroll	20.03%	16.18%	16.79%	17.93%	16.78%	15.26%	13.65%	11.37%

Notes to Schedule

Valuation date: Actuarially determined contribution rates are calculated as of December 31 each year, which is 18 months prior to the beginning of the fiscal year in which the contributions are required.

Methods and assumptions used to determine contribution rates:

Actuarial cost method	Entry-age normal
Amortization method	Level percentage of payroll, open
Remaining amortization period	20 years
Asset valuation method	5-year smoothed marked
Inflation	2.50%
Salary increases	3.75%
Investment rate of return	7.75%, net of pension plan investment expense including inflation

CLARE COUNTY ROAD COMMISSION
 SCHEDULE OF CHANGES IN ROAD COMMISSION'S TOTAL OPEB LIABILITY AND RELATED RATIOS
 FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2019

	<u>2019</u>	<u>2018</u>
Total OPEB Liability		
Service cost	\$ 95,617	\$ 99,538
Interest	50,584	43,628
Changes in benefit terms	-	-
Differences between expected and actual experience	-	-
Changes in assumptions	-	-
Other changes	(46,456)	(52,016)
Benefit payments	<u>(56,638)</u>	<u>(53,420)</u>
Net change in total OPEB Liability	43,107	37,730
Total OPEB Liability - Beginning	<u>1,380,421</u>	<u>1,342,691</u>
Total OPEB Liability - Ending	<u>\$ 1,423,528</u>	<u>\$ 1,380,421</u>
Covered Employee Payroll	<u>\$ 1,097,747</u>	<u>\$ 1,213,369</u>
Total OPEB Liability as a percentage of covered-employee payroll	<u>129.68%</u>	<u>113.77%</u>

GASB Statement No. 75 was implemented as of September 30, 2018. Information from prior years are not available. Additional years will be presented on this schedule on a prospective basis.

SUPPLEMENTAL SCHEDULES

CLARE COUNTY ROAD COMMISSION
ANALYSIS OF CHANGES OF FUND BALANCES
FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2019

	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Total Revenues	\$ 4,380,541	\$ 2,968,598	\$ 2,098,478	\$ 9,447,617
Total Expenditures	<u>2,969,366</u>	<u>4,620,918</u>	<u>1,132,037</u>	<u>8,722,321</u>
Excess of Revenues Over (Under) Expenditures	1,411,175	(1,652,320)	966,441	725,296
Optional Transfers and Adjustments	(1,728,822)	1,728,822	-	-
Fund Balance - October 1, 2018	<u>811,095</u>	<u>614,090</u>	<u>2,090,826</u>	<u>3,516,011</u>
Fund Balance - September 30, 2019	<u><u>\$ 493,448</u></u>	<u><u>\$ 690,592</u></u>	<u><u>\$ 3,057,267</u></u>	<u><u>\$ 4,241,307</u></u>

CLARE COUNTY ROAD COMMISSION
ANALYSIS OF REVENUES AND OTHER FINANCING SOURCES
FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2019

	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Licenses and Permits	\$ -	\$ -	\$ 28,825	\$ 28,825
Federal Sources				
Surface Transportation Program	522,756	-	-	522,756
State Sources				
Michigan Transportation Fund				
Engineering	5,779	4,221	-	10,000
Allocation	3,555,002	2,449,295	-	6,004,297
Urban	95,036	53,745	-	148,781
Snow Removal	3,452	-	-	3,452
Local Agency Payment	-	-	696,515	696,515
Economic Development Fund				
Rural Primary (D)	113,150	-	-	113,150
Forest Road	70,389	-	-	70,389
Contributions from Local Units				
Townships	-	412,298	-	412,298
Charges for Services				
State Trunkline Maintenance/ Non-Maintenance	-	-	1,256,687	1,256,687
Salvage Sales	-	-	8,646	8,646
Interest and Rents	14,977	11,339	38,606	64,922
Other Revenue				
Gain (Loss) on sale of equipment	-	37,700	-	37,700
Other	-	-	69,199	69,199
Total Revenue	<u>\$ 4,380,541</u>	<u>\$ 2,968,598</u>	<u>\$ 2,098,478</u>	<u>\$ 9,447,617</u>

CLARE COUNTY ROAD COMMISSION
ANALYSIS OF EXPENDITURES
FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2019

	<u>Primary Road Fund</u>	<u>Local Road Fund</u>	<u>County Road Fund</u>	<u>Totals</u>
Primary Road				
Preservation - Structural Improvements	\$ 1,172,258	\$ -	\$ -	\$ 1,172,258
Maintenance	1,765,662	-	-	1,765,662
Local Road				
Preservation - Structural Improvements	-	838,858	-	838,858
Maintenance	-	3,785,582	-	3,785,582
State Trunkline Maintenance/ Non-Maintenance	-	-	1,272,396	1,272,396
Administrative Expense - Net	208,631	328,397	-	537,028
Equipment Expense - Net	(177,185)	(610,281)	(140,359)	(927,825)
Capital Outlay - Net	-	278,362	-	278,362
Total Expenditures	<u>\$ 2,969,366</u>	<u>\$ 4,620,918</u>	<u>\$ 1,132,037</u>	<u>\$ 8,722,321</u>



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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**

June 1, 2020

Board of County Road Commissioners
Clare County Road Commission
Harrison, MI 48625

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, and major fund of the Clare County Road Commission, a Special Revenue Fund of the County of Clare, Michigan, as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the Clare County Road Commission's basic financial statements and have issued my report thereon dated June 1, 2020.

Internal Control over Financial Reporting

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

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

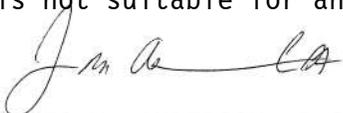
My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies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

Compliance and Other Matters

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

Purpose of this Report

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



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



James M. Anderson, P.C.

Certified Public Accountant

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June 1, 2020

Board of County Road Commissioners
Clare County Road Commission
Harrison, MI 48625

I have audited the financial statements of the governmental activities, major fund and the aggregate remaining fund information of the Clare County Road Commission for the year ended September 30, 2019. Professional standards require that I provide you with information about my responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of my audit. I have communicated such information in my letter to you dated January 5, 2020. Professional standards also require that I communicate to you the following information related to my audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Clare County Road Commission are described in Note A to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2019. I noted no transactions entered into by the Road Commission during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

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

- Management's estimate of the accumulated depreciation and depreciation expense is based on historical cost and estimated useful life. I evaluated the key factors and assumptions used to develop the accumulated depreciation and depreciation expense in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the liability for the pension benefits and the estimate of the current portion of vested employee benefits.
- Management's estimate of the liability for other post-employment benefits and the estimate of the current portion of vested employee benefits.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

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

Corrected and Uncorrected Misstatements

Professional standards require me 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. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

Disagreements with Management

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

Management Representations

I have requested certain representations from management that are included in the management representation letter dated June 1, 2020.

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 Clare County Road Commission's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, my professional standards require the consulting accountant to check with me to determine that the consultant has all the relevant facts. To my knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

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

During the course of my audit of the basic financial statements of the Clare County Road Commission for the year ended September 30, 2019, I noted the following items which I believe should be brought to your attention:

Budgets

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

Public Act 621 of 1978, section 18 (1), as amended, provides that County Road Commission shall not incur expenditures in excess of amounts appropriated. As presented in the financial statements for the year ended September 30, 2019 the County Road Commission incurred expenditures, which were in excess of the amount appropriated as follows:

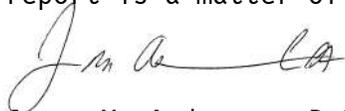
<u>Function</u>	<u>Total Appropriations</u>	<u>Amount of Expenditures</u>	<u>Budget Variance</u>
Primary Road: Preservation / Structural Improvements	\$ 311,783	\$ 1,172,258	\$ (860,475)
Local Road: Preservation / Structural Improvements	\$ 612,174	\$ 838,858	\$ (226,684)
Maintenance	\$ 3,200,000	\$ 3,785,582	\$ (585,582)
State Trunkline Maintenance / Non-maintenance	\$ 1,271,173	\$ 1,272,396	\$ (1,223)
Equipment Expense - Net	\$ (1,612,036)	\$ (927,825)	\$ (684,211)

Other Matters

I applied certain limited procedures to the Budgetary Comparison Schedules and the Schedule of Changes in Pension and OPEB Liability and Related Ratios, which are a required supplementary information (RSI) that supplements the basic financial statements. My procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to my inquiries, the basic financial statements, and other knowledge I obtained during my audit of the basic financial statement. I did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

Restriction on Use

This information is intended solely for the information and use of the Board of County Road Commissioners, and management of the Clare County Road Commission and is not intended to be, and should not be, used by anyone other than these specified parties. However, this report is a matter of public record and its distribution is not limited.



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