

**CALDWELL TOWNSHIP, MISSAUKEE COUNTY**

**MANTON, MICHIGAN**

**MARCH 31, 2014**



**Baird, Cotter & Bishop, P.C.**  
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CERTIFIED PUBLIC ACCOUNTANTS  
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CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MARCH 31, 2014

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June 10, 2014

## INDEPENDENT AUDITOR'S REPORT

To the Township Board  
Caldwell Township  
Missaukee County  
Manton, Michigan

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Caldwell Township, Missaukee County, Manton, Michigan, as of and for the year ended March 31, 2014, and the related notes to the financial statements, which collectively comprise the Township'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**

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we 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 auditors consider 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, we express no such opinion. An audit also includes evaluating the appropriateness of accounting principles used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

## **Opinions**

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of Caldwell Township, Missaukee County, Manton, Michigan as of March 31, 2014, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Other Matters**

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information on pages iii-ix and 18 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

BAIRD, COTTER AND BISHOP, P.C.

*Baird, Cotter & Bishop, P.C.*

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

As management of Caldwell Township (“the Township”), we offer readers of the Township’s financial statements this narrative overview and analysis of the financial activities of the Township for the fiscal year ended March 31, 2014. We encourage readers to consider the information presented here in conjunction with the financial statements as a whole, which can be found in this report.

This reporting model was adopted by the Governmental Accounting Standards Board (GASB) in their Statement No. 34 Basic Financial Statements – and Management Discussion and Analysis (MD&A) – for State and Local Governments issued in June of 2000. Certain comparative information between the current year and the prior year is required to be presented in the MD&A. However, because the audit of the Township is only required every other year, certain necessary comparative information of the previous year was not prepared. Considering the financial resources necessary to prepare this information for the prior year, the Township has elected to exclude the comparative information. We expect this situation to continue due to the every other year audit requirement.

**Financial Highlights**

- ❖ The assets of Caldwell Township exceeded its liabilities at the close of the most recent fiscal year by \$1,058,495 (*net position*). Of this amount, \$750,481 represents unrestricted net position, which may be used to meet the Township’s ongoing obligations to citizens and creditors.
- ❖ At the close of the current fiscal year, the Township’s governmental fund reported a fund balance of \$857,600, a decrease of \$10,365 in comparison with the prior year. Approximately 69% of this amount (\$594,892) is available for spending at the Township’s discretion (*unassigned fund balance*).
- ❖ At the end of the current fiscal year, unrestricted fund balance (the total of *committed, assigned, and unassigned* components of fund balance) for the general fund was \$750,481.

**Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the Township’s basic financial statements. The Township’s basic financial statements consist of three components. 1) government-wide financial statements, 2) fund financial statements and 3) notes to the financial statements. This report also includes supplementary information intended to furnish additional details to support the basic financial statements themselves.

**Government-Wide Financial Statements** The *Government-Wide Financial Statements* are designed to provide readers with a broad overview of the Township’s finances, in a manner similar to a private-sector business.

The *Statement of Net Position* presents financial information on all of the Township’s assets, liabilities, and deferred inflows/outflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Township is improving or deteriorating.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

The *Statement of Activities* presents information showing how the Township's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported for some items that will only result in cash flows in future periods.

Both of the government-wide financial statements distinguish functions of the Township that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities of the Township include general government, public safety, public works, and community and economic development.

The government-wide financial statements can be found on pages 1-2 of this report.

**Fund Financial Statements** A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Caldwell Township, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Township can be divided into two categories: governmental funds and fiduciary funds.

**Governmental Funds** Governmental funds are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as *on balances of spendable resources* available at the end of the fiscal year. Such information may be useful in assessing a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Township maintains four individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund, Fire Fund, Street Lighting Fund, and Lake Improvement Fund, which are considered to be major funds.

The Township adopts an annual budget for all major funds. A budgetary comparison has been provided for all major funds to demonstrate compliance with this budget.

The basic governmental fund financial statements can be found on pages 3-6 of this report.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

**Fiduciary Funds** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Township's own programs. The Township maintains one type of fiduciary fund. The Agency Fund reports resources held by the Township in a custodial capacity for other governments.

The fiduciary fund financial statement can be found on page 7 of this report.

**Notes to Financial Statements** The notes provide additional information that is necessary to acquire a full understanding of the data provided in the governmental-wide and fund financial statements. The notes can be found on pages 8-17 of this report.

**Other Information** In addition to the basic financial statements and accompanying notes, this report also presents *Required Supplementary Information* (RSI) that explains and supports the information presented in the financial statements.

**Government-Wide Overall Financial Analysis**

As noted earlier, net position over time, may serve as a useful indicator of a government's financial position. In the case of Caldwell Township, assets exceeded liabilities by \$1,058,495, at the close of the most recent fiscal year.

**Caldwell Township**  
**Net Position as of March 31, 2014**

	<b><u>Governmental Activities</u></b>
<b>Assets</b>	
Current Assets	\$ 857,800
Non Current Assets	
Capital Assets	423,234
Less: Accumulated Depreciation	<u>(222,339)</u>
Total Non Current Assets	<u>200,895</u>
<b>Total Assets</b>	<u>1,058,695</u>
<b>Liabilities</b>	
Current Liabilities	<u>200</u>
<b>Net Position</b>	
Net Investment in Capital Assets	200,895
Restricted for Specific Purposes	107,119
Unrestricted	<u>750,481</u>
<b>Total Net Position</b>	<u><u>\$ 1,058,495</u></u>

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT’S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

A portion of the Township’s net position (19%) reflects its net investment in capital assets (e.g. land, buildings, equipment, infrastructure, and others), less any related outstanding debt that was used to acquire those assets. The Township uses these capital assets to provide a variety of services to its citizens. Accordingly, these assets are not available for future spending.

An additional portion of the Township’s net position (10%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of \$750,481 is unrestricted, which may be used to meet the government’s ongoing obligations to its citizens and creditors.

At the end of the current fiscal year, the Township is able to report positive balances in all categories of net position. The same situation held true for the prior fiscal year.

Caldwell Township’s overall net position increased by \$37,293 from the prior fiscal year. The reasons for this overall increase are discussed in the following sections for the governmental activities.

**Caldwell Township**  
**Change in Net Position**  
**for the Fiscal Year Ended March 31, 2014**

	<u>Governmental Activities</u>
<b><u>Revenues</u></b>	
<b>Program Revenues</b>	
Charges for Services	\$ 3,783
Operating Grants and Contributions	7,894
<b>General Revenues</b>	
Taxes	93,238
State Grants	102,106
Interest Earnings	527
Other	1,403
<b>Total Revenues</b>	208,951
<b><u>Expenses</u></b>	
General Government	105,681
Public Safety	34,633
Public Works	13,479
Culture and Recreation	5,440
Other Functions	12,425
<b>Total Expenses</b>	171,658
Change in Net Position	37,293
<b><u>NET POSITION</u></b> - Beginning of Year	1,021,202
<b><u>NET POSITION</u></b> - End of Year	\$ 1,058,495



CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

**Governmental Activities**

A significant portion of the revenue for all governmental activities of Caldwell Township comes from property taxes. The Township levied 1.4521 mills for operating purposes and 1.0000 mills for fire protection. State-shared revenue is collected by the State of Michigan and distributed to local governments by formula allocation of portions of the state sales tax.

The Township's governmental activities expenses are dominated by general governmental expenses. The Township spent \$105,681 in fiscal year 2014 on general government expenses. Public Safety represented the next largest expense at \$34,633.

**Financial Analysis of the Governmental Funds**

As noted earlier, the Township uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

***Governmental Funds*** The focus of Caldwell Township's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Township's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for discretionary use as they represent the portion of fund balance which has not yet been limited to use for a particular purpose by either an external party, the Township itself, or a group or individual that has been delegated authority to assign resources for use for particular purposes by the Township Board.

At March 31, 2014, Caldwell Township's governmental fund reported a fund balance of \$857,600, a decrease of \$10,365 in comparison with the prior year. Approximately 69% of this amount (\$594,892) constitutes *unassigned fund balance*, which is available for spending at the government's discretion. The remainder of the fund balance is either *restricted or assigned* to indicate that it is restricted for particular purposes (\$107,119) or assigned for particular purposes (\$155,589).

**General Fund** – The General Fund decreased its fund balance by \$12,335 which brings the fund balance to \$750,481, of which \$594,892 is unassigned.

**Fire Fund** – The Fire Fund decreased its fund balance \$738 which brings the fund balance to \$75,221. This balance is restricted and must be used for fire protection.

**Street Lighting Fund** – The Street Lighting Fund increased its fund balance by \$2,708 which brings the fund balance to \$31,898. This balance is restricted and must be used for street lighting.

**Lake Improvement Fund** – The Lake Improvement Fund had no change in its fund balance of \$0.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

**General Fund Budgetary Highlights**

During the year, there was an increase in appropriations between the original budget and the final amended budget. The amount that had been budgeted for employee benefits expenses within the general fund was increased by \$419. This amount was funded by a decrease in the amount budgeted for contingencies.

The following schedule shows a comparison of the original general fund budget, the final amended general fund budget and actual totals from operations:

	ORIGINAL BUDGET	FINAL BUDGET	ACTUAL
Total Revenues	\$ 154,200	\$ 154,200	\$ 163,380
Total Expenditures	\$ 308,789	\$ 308,789	\$ 175,715

The final budget compared to actual results for revenues were different due to more taxes being collected and more state-shared revenues being received than were budgeted for. The final budget compared to actual results for expenses were different due to less expenses by the township board, the assessor, the treasurer, and buildings and grounds than that which were budgeted for. Additionally, public works expenses were much less than the budgeted expenses were for.

**Capital Assets**

**Capital Assets** The Township's investment in capital assets for governmental activities as of March 31, 2014, amounted to \$200,895 net of accumulated depreciation.

Capital assets summarized below include any items purchased with a cost greater than \$1,000 individually and that have an expected useful life greater than one year. A summary of capital asset categories is illustrated below:

**Caldwell Township**  
**Capital Assets as of March 31, 2014**

	<b>Governmental Activities</b>
Land and Land Improvements	\$ 28,475
Buildings and Building Improvements	169,683
Infrastructure	165,876
Equipment and Furniture	59,200
	423,234
Less: Accumulated Depreciation	(222,339)
<b>Net Capital Assets</b>	<b>\$ 200,895</b>

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

Major capital asset events during fiscal year 2014 included the following:

- ❖ Road improvements to Burns Road at a cost of \$45,289.
- ❖ Road improvements to Mike and Tony Road at a cost of \$17,732.

**Economic Condition and Outlook**

It appears that state-shared revenues have stabilized and may increase during 2014-2015.

This factor was considered in preparing the Township's budgets for the 2014-15 fiscal year.

**Request for Information**

The financial report is designed to provide our citizens, customers, investors and creditors with a general overview of the Township's finances and to demonstrate the Township's accountability for the money it receives. If you have any questions about this report or need any additional information, contact Caldwell Township at 7313 W. Rhoby Road, Lake City, Michigan 49651.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

STATEMENT OF NET POSITION  
MARCH 31, 2014

ASSETS

CURRENT ASSETS

Cash	\$ 834,402
Accounts Receivable	200
Due from Other Governments	23,198
	<hr/>
Total Current Assets	857,800

CAPITAL ASSETS

Land	5,000
Land Improvements	23,475
Buildings	59,255
Building Improvements	110,428
Infrastructure	165,876
Equipment and Furniture	59,200
	<hr/>
	423,234
Less Accumulated Depreciation	222,339
Net Capital Assets	200,895
	<hr/>
Total Assets	1,058,695

LIABILITIES

CURRENT LIABILITIES

Accounts Payable	200
	<hr/>

NET POSITION

Net Investment in Capital Assets	200,895
Restricted for Street Lighting	31,898
Restricted for Fire Protection	75,221
Unrestricted	750,481
	<hr/>
TOTAL NET POSITION	\$ 1,058,495

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

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

STATEMENT OF ACTIVITIES  
YEAR ENDED MARCH 31, 2014

FUNCTIONS/PROGRAMS	EXPENSES	PROGRAM REVENUES			NET (EXPENSES) REVENUES AND CHANGE IN NET POSITION
		CHARGES FOR SERVICES	OPERATING GRANTS AND CONTRIBUTIONS	CAPITAL GRANTS AND CONTRIBUTIONS	TOTAL GOVERNMENTAL ACTIVITIES
<u>GOVERNMENTAL ACTIVITIES</u>					
General Government	\$ 105,681	\$ 3,783	\$ 0	\$ 0	\$ (101,898)
Public Safety	34,633	0	0	0	(34,633)
Public Works	13,479	0	2,694	0	(10,785)
Culture and Recreation	5,440	0	5,200	0	(240)
Other Functions	12,425	0	0	0	(12,425)
<b>TOTAL GOVERNMENTAL ACTIVITIES</b>	<b>\$ 171,658</b>	<b>\$ 3,783</b>	<b>\$ 7,894</b>	<b>\$ 0</b>	<b>(159,981)</b>
<u>GENERAL REVENUES</u>					
Taxes					93,238
State Grants					102,106
Interest Earnings					527
Other					1,403
Total General Revenues					197,274
Change in Net Position					37,293
<u>NET POSITION</u> - Beginning of Year					1,021,202
<u>NET POSITION</u> - End of Year					\$ 1,058,495

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

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

GOVERNMENTAL FUNDS

BALANCE SHEET  
MARCH 31, 2014

	GENERAL FUND	FIRE FUND	STREET LIGHTING FUND	LAKE IMPROVEMENT FUND	TOTALS
<u>ASSETS</u>					
Cash	\$ 727,283	\$ 75,221	\$ 31,898	\$ 0	\$ 834,402
Accounts Receivable	0	0	0	200	200
Due from Other Governments	23,198	0	0	0	23,198
TOTAL ASSETS	<u>\$ 750,481</u>	<u>\$ 75,221</u>	<u>\$ 31,898</u>	<u>\$ 200</u>	<u>\$ 857,800</u>
 <u>LIABILITIES AND FUND BALANCE</u>					
<u>LIABILITIES</u>					
Accounts Payable	\$ 0	\$ 0	\$ 0	\$ 200	\$ 200
 <u>FUND BALANCE</u>					
Restricted for:					
Street Lighting	0	0	31,898	0	31,898
Fire Protection	0	75,221	0	0	75,221
Assigned for 2014-2015 Budget Shortfall	155,589	0	0	0	155,589
Unassigned	594,892	0	0	0	594,892
Total Fund Balance	<u>750,481</u>	<u>75,221</u>	<u>31,898</u>	<u>0</u>	<u>857,600</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 750,481</u>	<u>\$ 75,221</u>	<u>\$ 31,898</u>	<u>\$ 200</u>	<u>\$ 857,800</u>

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

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

GOVERNMENTAL FUNDS

RECONCILIATION OF THE BALANCE SHEET TO THE STATEMENT OF NET POSITION  
MARCH 31, 2014

Total Fund Balances for Governmental Funds	\$ 857,600
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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.

Land	\$ 5,000	
Land Improvements	23,475	
Buildings	59,255	
Building Improvements	110,428	
Infrastructure	165,876	
Equipment and Furniture	59,200	
Accumulated Depreciation	(222,339)	200,895

NET POSITION OF GOVERNMENTAL ACTIVITIES	\$ 1,058,495
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The accompanying notes are an integral part of the financial statements.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE  
YEAR ENDED MARCH 31, 2014

	GENERAL FUND	FIRE FUND	STREET LIGHTING FUND	LAKE IMPROVEMENT FUND	TOTALS
<u>REVENUES</u>					
Taxes	\$ 56,457	\$ 33,862	\$ 6,462	\$ 0	\$ 96,781
State Grants	101,257	0	0	0	101,257
Charges for Services	3,598	0	0	0	3,598
Interest and Rents	665	33	14	0	712
Other Revenues	1,403	0	0	5,200	6,603
Total Revenues	163,380	33,895	6,476	5,200	208,951
<u>EXPENDITURES</u>					
General Government	97,539	0	0	0	97,539
Public Safety	0	34,633	0	0	34,633
Public Works	65,751	0	3,768	0	69,519
Culture and Recreation	0	0	0	5,200	5,200
Other Functions	12,425	0	0	0	12,425
Total Expenditures	175,715	34,633	3,768	5,200	219,316
Net Change in Fund Balance	(12,335)	(738)	2,708	0	(10,365)
<u>FUND BALANCE</u> - Beginning of Year	762,816	75,959	29,190	0	867,965
<u>FUND BALANCE</u> - End of Year	\$ 750,481	\$ 75,221	\$ 31,898	\$ 0	\$ 857,600

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



CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

GOVERNMENTAL FUNDS

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES  
IN FUND BALANCES TO THE STATEMENT OF ACTIVITIES  
MARCH 31, 2014

Net Change in Fund Balance - Total Governmental Funds	\$ (10,365)
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Amounts reported for governmental activities are different because:

Governmental funds report capital outlay as expenditures in the Statement of Activities. These costs are allocated over their estimated useful lives as depreciation.

Capital Outlay	63,021
Depreciation Expense	<u>(15,363)</u>

CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES	<u><u>\$ 37,293</u></u>
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The accompanying notes are an integral part of the financial statements.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

STATEMENT OF FIDUCIARY NET POSITION  
MARCH 31, 2014

	<u>AGENCY FUND</u>
<u>ASSETS</u>	
Cash	\$ 181
<u>LIABILITIES</u>	
Due to Other Governments	<u>181</u>
<u>NET POSITION</u>	<u>\$ 181</u>

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

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**A. Description of Government-Wide Financial Statements**

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report the information on all of the nonfiduciary activities of the primary government and its component units. All fiduciary activities are reported only in the fund financial statements. *Governmental activities*, which normally are supported by taxes, intergovernmental revenues, and other nonexchange transactions, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges to external customers for support. Likewise, the *primary government* is reported separately from certain legally separate *component units* for which the primary government is financially accountable. Caldwell Township does not have any *business-type activities* or *component units*.

**B. Reporting Entity**

Caldwell Township is a general law township located in Missaukee County which operates under the direction of an elected township board. Under the criteria established by generally accepted accounting principles, the Township has determined that there are no component units which should be included in its reporting entity.

**C. Basis of Presentation – Government-Wide Financial Statements**

While separate government-wide and fund financial statements are presented, they are interrelated. The governmental activities column incorporates data from the governmental funds. Separate financial statements are provided for governmental funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

**D. Basis of Presentation – Fund Financial Statements**

The fund financial statements provide information about the government's funds, including its fiduciary funds. Separate statements for each fund category – governmental and fiduciary – are presented. The emphasis of fund financial statements is on major governmental funds, each displayed in a separate column.

Caldwell Township reports the following major governmental funds:

The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Fire Fund* accounts for revenue sources that are legally restricted to expenditure for fire protection.

The *Street Lighting Fund* accounts for revenue sources that are legally restricted to expenditure street lighting.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

The *Lake Improvement Fund* accounts for revenue sources that are legally restricted to expenditure for lake improvement

Additionally Caldwell Township reports the following fund types:

*Fiduciary funds* are accounted for using the accrual method of accounting. Fiduciary funds account for assets held by the Township in a trustee capacity or as an agent on behalf of others. This fund is custodial in nature and does not involve measurement of results of operations. Accordingly, it presents only a statement of fiduciary net position and does not present a statement of changes in fiduciary net position. Fiduciary funds are not included in the government-wide statements.

During the course of operations the government has activity between funds for various purposes. Any residual balances outstanding at year-end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Balances between the funds included in governmental activities are eliminated so that only the net amount is included as internal balances in the governmental activities column.

Further, certain activity occurs during the year involving transfers of resources between funds. In fund financial statements these amounts are reported at gross amounts as transfers in/out. While reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Transfers between the funds included in governmental activities are eliminated so that only the net amount is included as transfers in the governmental activities column.

**E. Measurement Focus and Basis of Accounting**

The accounting and financial reporting treatment is determined by the applicable measurement focus and basis of accounting. Measurement focus indicates the type of resources being measured such as *current financial resources* or *economic resources*. The basis of accounting indicates the timing of transactions or events for recognition in the financial statements.

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of timing of related cash flows. Property taxes are recognized as revenues in the year for 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.

The governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible 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. General capital asset acquisitions are reported as expenditures in governmental funds.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

Property taxes, licenses, interest and special assessments associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Entitlements are recorded as revenues when all eligibility requirements are met, including any time requirements, and the amount is received during the period or within the availability period for this revenue resource (within 60 days of year-end). Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other eligibility requirements have been met, and the amount is received during the period or within the availability period for this revenue source (within 60 days of year-end). All other revenue items are considered to be measurable and available only when cash is received by the government.

**F. Budgetary Information**

**1. Budgetary Basis of Accounting**

The annual budget is adopted on the modified accrual basis in accordance with the requirements of Michigan Public Act 493 of 2000 "The Uniform Budgeting and Accounting Act". A public hearing is held to obtain taxpayer comments. Appropriations lapse at year-end. Budget amounts are as originally adopted on March 28, 2013, or as amended by the Township Board from time to time throughout the year.

The appropriated budget is prepared by fund and activity. The Township Board exercises budgetary control over expenditures.

Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is not employed by the Township because it is, at present, not considered necessary to assure effective budgetary control or to facilitate effective cash planning and control.

**2. Excess of Expenditures Over Appropriations**

	<u>APPROPRIATIONS</u>		<u>EXPENDITURES</u>
Culture and Recreation			
Parks and Recreation	\$	0	\$ 5,200

This overage was covered by available fund balance and greater than anticipated revenues.

**G. Assets, Liabilities, Deferred Outflows/Inflows of Resources, and Net Position/Fund Balance**

**1. Cash and Cash Equivalents**

The Township's cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with original maturities of three months or less from date of acquisition.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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The investment policy adopted by the Township states that the Township is limited to investments authorized by Public Act 20 of 1943 (MCL 129.91 et seq), as amended, or as shall be amended in the future, and may include the following:

- (a) Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- (b) Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution. Authorized depositories shall be designated by the Haring Charter Township Board at the Board's organizational meeting after each regular election of members.
- (c) Commercial paper rated at the time of purchase within the 2 highest classifications established by not less than 2 standard rating services and that matures not more than 270 days after the date of purchase.
- (d) Investment pools through an interlocal agreement under the Urban Cooperation Act of 1967, 1967 (ex Sess) PA7, MCL 124.501 to 124.512.
- (e) Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, 129.11 to 129.118.

**2. *Inventories and Prepaid Items***

Inventories are not significant and are expensed as acquired.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items.

**3. *Capital Assets***

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$1,000 (amount not rounded) and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of proprietary fund capital assets is reflected in the capitalized value of the asset constructed, net of interest earned on the invested proceeds over the same period.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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Property, plant and equipment of the primary government are depreciated using the straight line method over the following estimated useful lives:

<u>ASSETS</u>	<u>YEARS</u>
Buildings	50
Building Improvements	20
Public Domain Infrastructure	20
Land Improvements	25
Equipment and Furniture	5-10

**4. *Deferred Outflows/Inflows of Resources***

In addition to assets, the statement of financial 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 Township does not have any deferred outflows of resources.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. The 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 Township does not have any deferred inflows of resources.

**5. *Net Position Flow Assumption***

Sometimes the government will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the government’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

**6. *Fund Balance Flow Assumption***

Sometimes the government will fund outlays for a particular purpose from both restricted and unrestricted resources (the total of committed, assigned, and unassigned fund balance). In order to calculate the amounts to report as restricted, committed, assigned, and unassigned fund balance in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. It is the government’s policy to consider restricted fund balance to have been depleted before using any of the components of unrestricted fund balance. Further, when the components of unrestricted fund balance can be used for the same purpose, committed fund balance is depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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**7. *Fund Balance Policies***

Fund balance of governmental funds is reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes. The government itself can establish limitations on the use of resources through either a commitment (committed fund balance) or an assignment (assigned fund balance).

The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. The governing board is the highest level of decision-making authority for the government that can, by adoption of an ordinance prior to the end of the fiscal year, commit fund balance. Once adopted, the limitation imposed by the ordinance remains in place until a similar action is taken (the adoption of another ordinance) to remove or revise the limitation.

Amounts in the assigned fund balance classification are intended to be used by the government for specific purposes but do not meet the criteria to be classified as committed. The board may also assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year's appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment. Conversely, as discussed above, an addition action is essential to either remove or revise a commitment.

**8. *Use of Estimates***

The presentation 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 expenses during the reporting period. Actual results could differ from those estimates.

**H. Revenues and Expenditures/Expenses**

**1. *Program Revenues***

Amounts reported as program revenue 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 (including special assessments) that are restricted to meeting the operational or capital requirements of a particular function or segment. All taxes, including those dedicated for specific purposes and other internally dedicated resources are reported as general revenues rather than as program revenues.



CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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**2. Property Taxes**

Property taxes attach as an enforceable lien on the property as of the date they are levied. State education taxes and county taxes are levied and due July 1, and become delinquent after September 14. The remaining millages are levied and due December 1, and become delinquent after February 14. Collections of taxes and remittances of them are accounted for in the Current Tax Collection Fund. Township property tax revenues are recognized when they become both measurable and available for use to finance Township operations.

The 2013 taxable valuation of Caldwell Township totaled \$36,437,956, on which ad valorem taxes levied consisted of 1.4521 mills for Caldwell Township operating purposes and 1.000 mills for fire protection. The levies raised approximately \$52,931 for operating purposes and \$33,862 for fire protection.

**II. STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**

**A. Violations of Legal or Contractual Provisions**

Note I.F.2, on the Excess of Expenditures Over Appropriations, describes a budgetary violation that occurred for the year ended March 31, 2014.

**III. DETAILED NOTES ON ALL ACTIVITIES AND FUNDS**

**A. Deposits with Financial Institutions**

*Custodial Credit Risk – Deposits.* In the case of deposits, this is the risk that in the event of a bank failure, the Township’s deposits may not be returned to it. As of March 31, 2014, \$250,286 of the Township’s bank balance of \$834,438 was exposed to custodial credit risk because it was uninsured and uncollateralized. All of the \$250,286 that is uninsured is located in the General Fund. Although it is not specifically addressed in the Township’s investment policy, the Township typically limits its exposure to this type of risk by controlling who holds its deposits.

*Foreign Currency Risk.* The Township is not authorized to invest in investments which have this type of risk; therefore, it is not addressed in the investment policy.

**B. Receivables**

Receivables as of year-end for the government’s individual major funds are as follows:

	General	Fire	Street Lighting	Lake Improvement	Total
Receivables					
Accounts	\$ 0	\$ 0	\$ 0	\$ 200	\$ 200
Due from Other Governments	23,198	0	0	0	23,198
Total	<u>\$ 23,198</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 200</u>	<u>\$ 23,398</u>

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

By ordinance, the Township can place substantially all of its delinquent receivables on the tax rolls as a lien against real property. As a result, its uncollectible accounts are virtually nil.

**C. Capital Assets**

	Beginning Balance	Increases	Decreases	Ending Balance
<u>Governmental activities:</u>				
Capital assets, not being depreciated				
Land	\$ 5,000	\$ 0	\$ 0	\$ 5,000
Capital assets, being depreciated				
Buildings and Building Improvements	169,683	0	0	169,683
Land Improvements	23,475	0	0	23,475
Infrastructure	102,855	63,021	0	165,876
Equipment and Furniture	59,200	0	0	59,200
Total capital assets, being depreciated	355,213	63,021	0	418,234
Less accumulated depreciation for:				
Buildings and Building Improvements	116,865	5,457	0	122,322
Land Improvements	17,261	939	0	18,200
Infrastructure	20,557	6,981	0	27,538
Equipment and Furniture	52,293	1,986	0	54,279
Total accumulated depreciation	206,976	15,363	0	222,339
Total capital assets, being depreciated, net	148,237	47,658	0	195,895
Governmental activities capital assets, net	\$ 153,237	\$ 47,658	\$ 0	\$ 200,895

Depreciation expense was charged to functions/programs of the primary government as follows:

<u>Governmental Activities:</u>	
General Government	\$ 8,142
Public Works	6,981
Culture and Recreation	240
	<u>\$ 15,363</u>

**D. Interfund Receivables, Payables and Transfers**

The Township has no interfund receivable and payable balances at March 31, 2014.

Transfers are used to move revenues from the fund that statute or budget requires to collect them to the fund that statute or budget requires to expend them, and to use unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The Township has no interfund transfers.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

**E. Risk Management**

The Township is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. The Township participates in a pool of municipalities within the State of Michigan for self-insuring property and casualty, crime, general liability, workers compensation insurance and errors and omissions insurance. The Township pays annual premiums to the pool for the respective insurance coverage. In the event the pool's total claims and expenses for a policy year exceed the total normal annual premiums for said years, all members of the specific pool's policy year may be subject to special assessments to make up the deficiency. The Township has not been informed of any special assessments being required for the current year or the three prior years.

The Township continues to carry insurance for other risks of loss, including fidelity bonds.

**F. Retirement Plan**

The Township has a defined contribution pension plan with Municipal Retirement Systems, Inc. which covers Township employees who have satisfied the eligibility requirements. Each employee becomes eligible for coverage on the first policy anniversary date which the employee reaches age 18. An employee's normal retirement date is age 65 or the 5<sup>th</sup> anniversary of the first day of the plan year in which participation in the plan is commenced.

The formula for determining contributions is based on an employee's annual compensation. Annual compensation is based on compensation which coincides with the calendar year coinciding with or ending within the plan year. Plan year is April 1<sup>st</sup> to March 31<sup>st</sup> of the following year. The Township has elected to contribute 6% of compensation to the plan annually, with employees contributing an additional 6%. Past service credit is calculated as 3% of current compensation for each year of past service to a maximum of 10 years.

Township contributions to the plan for 2013-14 plan year amounted to \$3,179 and employees contributed \$3,179. In addition, the Township paid \$135 in service fees.

Total wages for those covered under the plan was \$52,588 and total wages for the employees including noncovered payroll was \$74,448.

**IV. OTHER INFORMATION**

**A. Lake Improvement Fund**

Caldwell and Lake Township property owners on Crooked Lake have established a Lake Improvement Board for the purpose of improving Crooked Lake. A special assessment district was established with each municipality collecting the assessment from its property owners within the district. Caldwell and Lake Townships send the collected assessments to the Crooked Lake Improvement Board which maintains the records for the lake improvements.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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The Lake Improvement Fund as reported in these financial statements shows the transactions of the Township Lake Improvement Fund as they would have occurred if all lake improvement monies received for the current and delinquent taxes were sent to the Lake Improvement Fund before being sent to the Crooked Lake Improvement Board. The payments are being sent to the Crooked Lake Improvement Board directly from the Current Tax Fund and from the General Fund due to substantial savings of time and bookkeeping procedures.

**B. Fire Protection**

The Township contracts with the City of Manton for fire protection. The City of Manton contract calls for payment at 1.00 mills on SEV of the area covered. The contract runs from December 1, to November 30, of each year. For the 2013-2014 fiscal year, the Township paid \$11,013 for this protection.

**C. Lake Missaukee Area Fire Authority**

The Lake Missaukee Area Fire Authority is a joint venture by and between the townships of Caldwell, Forest, Pioneer, and Reeder. This joint venture was created to provide fire protection for the listed governments. Each municipality pays an annual base amount equal to one mill of taxable value of the real property located in the areas of the municipality covered by this agreement. In addition, the Township pays \$500 per fire run within the Township.

In addition to the annual contribution, each township may be required to contribute monies for capital expenditures.

For the year ended March 31, 2014, the Township contributed a total of \$22,833 to the Fire Authority for operations.

The following financial information was taken from the Fire Authority's March 31, 2014, audited financial statements:

Total Net Position	\$ 435,492
Net Position Invested in Capital Assets Net of Related Debt	293,011
Fund Balance	142,481
Total Revenues	94,400
Total Expenditures	66,790
Net Change in Fund Balance	27,610

A copy of these audited financial statements may be obtained upon request from the Fire Authority Treasurer.

CALDWELL TOWNSHIP, MISSAUKEE COUNTY  
MANTON, MICHIGAN

REQUIRED SUPPLEMENTARY INFORMATION  
BUDGETARY COMPARISON SCHEDULE  
MAJOR GOVERNMENTAL FUNDS  
YEAR ENDED MARCH 31, 2014

	<u>GENERAL FUND</u>			<u>FIRE FUND</u>			<u>STREET LIGHTING FUND</u>			<u>LAKE IMPROVEMENT FUND</u>		
	<u>ORIGINAL BUDGET</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>ORIGINAL BUDGET</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>ORIGINAL BUDGET</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>ORIGINAL BUDGET</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>
<u>REVENUES</u>												
Taxes	\$ 50,000	\$ 50,000	\$ 56,457	\$ 25,000	\$ 25,000	\$ 33,862	\$ 5,000	\$ 5,000	\$ 6,462	\$ 0	\$ 0	\$ 0
State Grants	96,500	96,500	101,257	0	0	0	0	0	0	0	0	0
Charges for Services	3,710	3,710	3,598	0	0	0	0	0	0	0	0	0
Interest and Rents	1,250	1,250	665	0	0	33	25	25	14	0	0	0
Other Revenues	2,740	2,740	1,403	0	0	0	0	0	0	0	0	5,200
Total Revenues	154,200	154,200	163,380	25,000	25,000	33,895	5,025	5,025	6,476	0	0	5,200
<u>EXPENDITURES</u>												
General Government												
Township Board	22,635	22,635	4,940	0	0	0	0	0	0	0	0	0
Supervisor	15,144	15,144	13,356	0	0	0	0	0	0	0	0	0
Election	4,000	4,000	330	0	0	0	0	0	0	0	0	0
Assessor	31,850	31,850	22,505	0	0	0	0	0	0	0	0	0
Clerk	20,250	20,250	18,524	0	0	0	0	0	0	0	0	0
Board of Review	3,800	3,800	1,240	0	0	0	0	0	0	0	0	0
Treasurer	28,700	28,700	21,810	0	0	0	0	0	0	0	0	0
Buildings and Grounds	23,860	23,860	13,062	0	0	0	0	0	0	0	0	0
Cemetery	6,550	6,550	1,772	0	0	0	0	0	0	0	0	0
Public Safety												
Fire Protection	0	0	0	52,900	52,900	34,633	0	0	0	0	0	0
Public Works												
Highways, Streets and Bridges	125,000	125,000	64,976	0	0	0	0	0	0	0	0	0
Street Lighting	1,000	1,000	775	0	0	0	4,725	4,725	3,768	0	0	0
Culture and Recreation												
Parks and Recreation	0	0	0	0	0	0	0	0	0	0	0	5,200
Other Functions												
Insurance and Bonds	9,000	9,000	5,440	0	0	0	0	0	0	0	0	0
Employee Benefits	10,000	10,419	6,985	0	0	0	0	0	0	0	0	0
Contingency	7,000	6,581	0	0	0	0	0	0	0	0	0	0
Total Expenditures	308,789	308,789	175,715	52,900	52,900	34,633	4,725	4,725	3,768	0	0	5,200
Net Change in Fund Balance	(154,589)	(154,589)	(12,335)	(27,900)	(27,900)	(738)	300	300	2,708	0	0	0
<u>FUND BALANCE - Beginning of Year</u>	0	0	762,816	0	0	75,959	0	0	29,190	0	0	0
<u>FUND BALANCE - End of Year</u>	<u>\$ (154,589)</u>	<u>\$ (154,589)</u>	<u>\$ 750,481</u>	<u>\$ (27,900)</u>	<u>\$ (27,900)</u>	<u>\$ 75,221</u>	<u>\$ 300</u>	<u>\$ 300</u>	<u>\$ 31,898</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>



# Baird, Cotter & Bishop, P.C.

SERVING YOUR PAST, PRESENT & FUTURE

CERTIFIED PUBLIC ACCOUNTANTS

134 WEST HARRIS STREET CADILLAC, MICHIGAN 49601 PHONE: (231) 775-9789 FAX: (231) 775-9749  
www.bcbcpa.com

June 10, 2014

## COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE AT THE CONCLUSION OF THE AUDIT

To the Township Board  
Caldwell Township  
Missaukee County  
Manton, Michigan

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Caldwell Township for the year ended March 31, 2014. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 13, 2014. Professional standards also require that we communicate to you the following information related to our audit.

### Significant Audit Findings

#### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Caldwell Township 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 2013-2014. We noted no transactions entered into by the governmental unit 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 estimate affecting the governmental activities, each major fund and the aggregate remaining fund information of the Caldwell Township's financial statements was:

Management's estimate of the useful lives of depreciable capital assets is based on the length of time it is believed that those assets will provide some economic benefit in the future. We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

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. 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 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 June 10, 2014.

#### *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 Caldwell Township'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 to determine that 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 Caldwell Township's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

During the course of our audit of the basic financial statements of the Caldwell Township for the year ended March 31, 2014, we noted the following items which we feel deserve comment:

#### Budgeting

The Township board is responsible for adopting budgets for all of the Township's major funds including any special revenue funds. A budget was not adopted for the Lake Improvement Fund.

Also pertaining to the Township's compliance with the Michigan Public Act 493 of 2000 "The Uniform Budgeting and Accounting Act", the following item is noted:

Not all of the required elements are included in the budgets adopted by the Township. Specifically, the beginning fund balances are not currently included.

#### General Recordkeeping

The accounting records for the year ended March 31, 2014, were found to be in good order and in compliance with the State's uniform accounting system. We commend the Township clerk and treasurer for a job well done.

#### Other Matters

We applied certain limited procedures to the Management Discussion and Analysis and the Budgetary Comparison Schedule, which are 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 information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We 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 use of the Township Board and management of the Caldwell Township and is not intended to be, and should not be, used by anyone other than these specified parties.

BAIRD, COTTER AND BISHOP, P.C.

*Baird, Cotter & Bishop, P.C.*





**Baird, Cotter & Bishop, P.C.**

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www.bcbcpa.com

June 10, 2014

COMMUNICATION OF MATERIAL WEAKNESSES

To the Township Board  
Caldwell Township  
Missaukee County  
Manton, Michigan

In planning and performing our audit of the financial statements of the governmental activities, each major fund information, and the aggregate remaining fund information of Caldwell Township as of and for the year ended March 31, 2014, in accordance with auditing standards generally accepted in the United States of America, we considered Caldwell Township'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 Caldwell Township's internal control. Accordingly, we do not express an opinion on the effectiveness of Caldwell Township's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph 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. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses.

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 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. We consider the following deficiencies in Caldwell Township's internal control to be material weaknesses:

*1) Lack of Adequate Controls to Produce Full Disclosure GAAP Basis Financial Statements*

Criteria: All Michigan governments are required to prepare financial statements in accordance with generally accepted accounting principles (GAAP). This is the responsibility of the government's management. The preparation of financial statements in accordance with GAAP requires internal controls over both (1) recording, processing, and summarizing accounting data (i.e., maintaining internal books and records), and (2) reporting government-wide and fund financial statements, including related footnotes (i.e., external financial reporting).

Condition: As is the case with many smaller and medium-sized entities, the government has historically relied on its independent external auditor to assist in the preparation of the government-wide financial statements and footnotes as part of its external financial reporting process. Accordingly, the government's ability to prepare financial statements in accordance with GAAP is based, in part, on its reliance on its external auditors, who cannot by definition be considered a part of the government's internal controls.

Cause: This condition was caused by the government's decision that it is more cost effective to outsource the preparation of its financial statements to the auditors than to incur the time and expense of obtaining the necessary training and expertise required for the government to perform this task internally.

Effect: As a result of this condition, the government's internal controls over the preparation of financial statements in accordance with GAAP are incomplete. Instead, the government relies, in part, on its external auditors for assistance with this task.

Recommendation: Due to the size and minimal activity, we recommend that the government continue to outsource financial statement preparation.

View of Responsible Officials: The government has evaluated the cost vs. benefit of establishing internal controls over the preparation of financial statements in accordance with GAAP, and determined that it is in the best interests of the government to outsource this task to its external auditors, and to carefully review the draft financial statements and notes prior to approving them and accepting responsibility for their content and presentation.

## 2) *Segregation of Incompatible Duties and Documented Independent Review*

Criteria: Management is responsible for establishing and maintaining internal controls in order to safeguard the assets of the government. A key element of internal control is the segregation of incompatible duties.

Condition: The government has several accounting functions that are performed by the same individual and are not subject to a documented independent review and approval.

Cause: This condition is primarily the result of staffing constraints typical of smaller governmental units. Some of the control activities may be occurring on a routine basis, but are not being documented.

Effect: As a result of this condition, the government is exposed to an increased risk that misstatements (whether caused by error or fraud) may occur and not be prevented or detected by management on a timely basis.

Recommendation: There are, of course, no easy answers to the challenge of balancing the costs and benefits of internal controls and the segregation of incompatible duties. Recognizing this fact, we encourage the government to mitigate this risk by requiring as much independent review, reconciliation, and approval of accounting functions by qualified members of management as possible.

View of Responsible Officials: Management recognizes that this limitation is a natural outgrowth of the small number of staff, and applies its judgment in determining how best to allocate the government's resources to provide and appropriate balance between sound internal controls and fiscal prudence.

Caldwell Township's response to the material weaknesses identified in our audit has not been subjected to the audit procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

This communication is intended solely for the information and use of management, the Township Board and others within Caldwell Township, and is not intended to be, and should not be, used by anyone other than these specified parties.

BAIRD, COTTER AND BISHOP, P.C.

*Baird, Cotter & Bishop, P.C.*