

**MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY**

**KINGSLEY, MICHIGAN**

**MARCH 31, 2014**



**Baird, Cotter & Bishop, P.C.**  
SERVING YOUR PAST, PRESENT & FUTURE

CERTIFIED PUBLIC ACCOUNTANTS

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MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MARCH 31, 2014

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www.bcbcpa.com

May 5, 2014

## INDEPENDENT AUDITOR'S REPORT

To the Township Board  
Mayfield Township  
Grand Traverse County  
Kingsley, Michigan

We have audited the accompanying financial statements of the governmental activities, the major fund, and the aggregate remaining fund information of Mayfield Township, Grand Traverse County, Kingsley, 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 misstatements 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, we 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.

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, the major fund, and the aggregate remaining fund information of Mayfield Township, Grand Traverse County, Kingsley, Michigan as of March 31, 2014, and the respective changes in financial position for the year then ended in conformity 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 through 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.*

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

The Management's Discussion and Analysis is intended to be the Mayfield Township Board's discussion and analysis of the financial results for the fiscal year ended March 31, 2014.

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**

**Government-Wide:**

- ◆ The assets of the Township exceeded its liabilities at the close of the fiscal year by \$360,719. Of this amount, \$221,709 may be used to meet the Township's ongoing obligations to citizens and creditors.
- ◆ The Township's net position increased by \$13,945 during the fiscal year.

**Fund Level:**

- ◆ As of the close of the current fiscal year, the Township's only governmental fund, the general fund, reported ending fund balance of \$221,709, an increase of \$16,807 in comparison with the prior year.

**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 are comprised of three components. 1) government-wide financial statements, 2) fund financial statements and 3) notes to the financial statements. This report also contains other supplementary information in addition to 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. These statements are calculated using full accrual accounting and more closely represent those presented by business and industry. The entire Township's assets and liabilities, both short and long-term, are reported. As such, these statements include capital assets, net of related depreciation.

The *Statement of Net Position* presents information on all of the Township's assets and liabilities, with the difference between the two 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.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, 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 fiscal year. All changes in net position are reported when the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement 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 a 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, recreation and culture, and other functions. The Township does not have any business-type activities.

### **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. The 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 current sources and uses 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 evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statement, 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 funds balance sheet and the governmental fund statements of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Township maintains one individual governmental fund. Information is presented in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General Fund, which is considered to be a major fund.

The Township adopts an annual budget for the General Fund. 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.

**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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

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 essential to the full understanding of the data provided in the government-wide and fund financial statements.

**Other Information**

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

**Government-Wide Financial Analysis**

The Statement of Net Position is the first statement in the Government-Wide Financial Statements section of this document. This statement is useful for providing an indicator of the Township's financial position over time. The net position of the Township was \$360,719 at March 31, 2014, meaning the Township's assets were greater than its liabilities by this amount.

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

	<b><u>Governmental Activities</u></b>
<b>Assets</b>	
Current Assets	\$ 223,427
Non Current Assets	
Capital Assets	228,364
Less: Accumulated Depreciation	<u>(89,354)</u>
Total Non Current Assets	<u>139,010</u>
<b>Total Assets</b>	<u>362,437</u>
<b>Liabilities</b>	
Current Liabilities	<u>1,718</u>
<b>Net Position</b>	
Net Investment in Capital Assets	139,010
Unrestricted	<u>221,709</u>
<b>Total Net Position</b>	<u>\$ 360,719</u>

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

The most significant portion of the Township's net position is cash and net investment in capital assets (e.g. land, buildings, equipment, infrastructure, and others). The Township has \$221,709 in unrestricted net position. These assets represent resources that are available for appropriation, but are limited by Township policies regarding their use.

At the end of the current fiscal year, the Township is able to report positive balances in all categories of net position for the government and as a whole.

The total net position of the Township increased by \$13,945 in this fiscal year, an indicator that the Township experienced positive financial growth. As a result, the Township ended the fiscal year in better condition than when the year began.

The following table illustrates and summarizes the results of the changes in the net position for the Township. The condensed information was derived from the government-wide Statement of Activities.

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

	<b><u>Governmental Activities</u></b>
<b><u>Revenues</u></b>	
<b>Program Revenues</b>	
Charges for Services	\$ 3,605
Operating Grants and Contributions	16,685
<b>General Revenues</b>	
Taxes	59,825
State Grants	118,141
Interest Earnings	342
Other	2,289
<b>Total Revenues</b>	<u>200,887</u>
<b><u>Expenses</u></b>	
General Government	68,958
Public Safety	62,086
Public Works	42,970
Recreation and Culture	6,610
Other Functions	6,318
<b>Total Expenses</b>	<u>186,942</u>
Change in Net Position	13,945
<b><u>NET POSITION</u></b> - Beginning of Year	<u>346,774</u>
<b><u>NET POSITION</u></b> - End of Year	<u>\$ 360,719</u>



MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

**Governmental Activities**

During the fiscal year ended March 31, 2014, the Township's net position increased by \$13,945 in the governmental funds. The Township is required to maintain a record of annual depreciation expense and the accumulation of depreciation expense over time. The net increase in accumulated depreciation expense is a reduction in net assets.

The most significant portion of the revenue for all governmental activities of Mayfield Township comes from state shared revenues and property taxes. The Township levied .8181 mills for operating purposes.

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 government expenses and public safety expenses. The Township spent \$68,958 in fiscal year 2013-2014 on General Government expenses. Public safety represented the next largest expense at \$62,086.

**Financial Analysis of the Government's Funds**

***Governmental Funds*** The focus of Mayfield 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 requirement. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

At the end of the current fiscal year, Mayfield Township's governmental fund reported an ending fund balance of \$221,709. \$57,141 constitutes unassigned fund balance. The remainder of the fund balance is assigned for specific purposes and is therefore not available for new appropriation.

**General Fund** – The General Fund increased its fund balance by \$16,807 which brings the fund balance to \$221,709, of which \$57,141 was unassigned. \$164,568 is assigned for the 2014-2015 budget shortfall. Property taxes and related revenues collected amounted to \$59,825. State grant revenues were collected in the amount of \$121,826. The reason for the increase in fund balance is due to an increase in the two largest revenue sources of the township, property taxes and state shared revenues.

**General Fund Budgetary Highlights**

During the year, the Township amended its budget various times. Total appropriations did not change, but appropriations between various functions were adjusted. A detailed summary of the original and amended budget can be found on page 18 of this report.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

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	\$ 153,500	\$ 153,500	\$ 200,887
Total Expenditures	\$ 312,500	\$ 312,500	\$ 184,080

The Township budgets for a worst-case scenario by budgeting approximately \$100,000 for contingencies and strives to keep actual expenditures within the budget. The amount of state-shared revenue the Township received was significantly higher than the amount budgeted for, as were property taxes and other revenues.

**Capital Assets and Debt Administration**

**Capital Assets**

The Township's investment in capital assets for governmental activities as of March 31, 2014, amounted to \$139,010 net of accumulated depreciation.

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

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

	<b>Governmental Activities</b>
Buildings and Improvements	\$ 187,576
Equipment, Furniture and Fixtures	40,788
	228,364
Less Accumulated Depreciation	(89,354)
<b>Net Capital Assets</b>	<b>\$ 139,010</b>

**Economic Condition and Outlook**

It appears that state-shared revenues and taxable values have stabilized, stabilizing the two largest revenue streams of the Township. The Township continues to look for ways to improve the services it provides to its resident in a manner that is financially responsible.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED MARCH 31, 2014

These factors were considered in preparing the Township's budgets for the 2014-2015 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 Mayfield Township at 2991 W. Center Road, Kingsley, Michigan 49649.

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MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

STATEMENT OF NET POSITION  
MARCH 31, 2014

	<u>GOVERNMENTAL ACTIVITIES</u>
<u>ASSETS</u>	
<u>CURRENT ASSETS</u>	
Cash	\$ 187,143
Taxes Receivable	7,802
Due from Other Governments	27,303
Due from External Parties (Fiduciary Fund)	<u>1,179</u>
Total Current Assets	<u>223,427</u>
<u>CAPITAL ASSETS</u>	
Buildings and Improvements	187,576
Equipment, Furniture and Fixtures	<u>40,788</u>
	228,364
Less Accumulated Depreciation	<u>89,354</u>
Net Capital Assets	<u>139,010</u>
TOTAL ASSETS	<u>362,437</u>
<u>LIABILITIES</u>	
<u>CURRENT LIABILITIES</u>	
Payroll Taxes and Withholdings	<u>1,718</u>
<u>NET POSITION</u>	
Net Investment in Capital Assets	139,010
Unrestricted	<u>221,709</u>
TOTAL NET POSITION	<u>\$ 360,719</u>

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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY MICHIGAN

STATEMENT OF ACTIVITIES  
YEAR ENDED MARCH 31, 2014

<u>FUNCTIONS/PROGRAMS</u>	<u>EXPENSES</u>	<u>PROGRAM REVENUES</u>			<u>NET (EXPENSE) REVENUE AND CHANGES IN NET POSITION TOTAL GOVERNMENTAL ACTIVITIES</u>
		<u>CHARGES FOR SERVICES</u>	<u>OPERATING GRANTS AND CONTRIBUTIONS</u>	<u>CAPITAL GRANTS AND CONTRIBUTIONS</u>	
<u>GOVERNMENTAL ACTIVITIES</u>					
General Government	\$ 68,958	\$ 2,805	\$ 0	\$ 0	\$ (66,153)
Public Safety	62,086	800	13,000	0	(48,286)
Public Works	42,970	0	3,685	0	(39,285)
Recreation and Culture	6,610	0	0	0	(6,610)
Other Functions	6,318	0	0	0	(6,318)
Total Governmental Activities	\$ 186,942	\$ 3,605	\$ 16,685	\$ 0	(166,652)
<u>GENERAL REVENUES</u>					
Taxes					59,825
State Grants					118,141
Interest Earnings					342
Other					2,289
Total General Revenues					180,597
Change in Net Position					13,945
<u>NET POSITION</u> - Beginning of Year					346,774
<u>NET POSITION</u> - End of Year					\$ 360,719

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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY MICHIGAN

GOVERNMENTAL FUNDS

BALANCE SHEET  
MARCH 31, 2014

	<u>GENERAL FUND</u>
<u>ASSETS</u>	
Cash	\$ 187,143
Taxes Receivable	7,802
Due from Other Governments	27,303
Due from Other Funds	1,179
	<hr/>
TOTAL ASSETS	\$ 223,427
	<hr/> <hr/>
<u>LIABILITIES AND FUND BALANCE</u>	
<u>LIABILITIES</u>	
Payroll Taxes and Withholdings	\$ 1,718
	<hr/>
<u>FUND BALANCE</u>	
Assigned for Subsequent Year Budget Shortfall	164,568
Unassigned	57,141
	<hr/>
Total Fund Balance	221,709
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TOTAL LIABILITIES AND FUND BALANCE	\$ 223,427
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The accompanying notes are an integral part of the financial statements.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

GOVERNMENTAL FUNDS

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

Total Fund Balances for Governmental Funds \$ 221,709

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.

Buildings and Building Improvements	\$ 187,576	
Equipment, Furniture and Fixtures	40,788	
Accumulated Depreciation	(89,354)	139,010

NET POSITION OF GOVERNMENTAL ACTIVITIES \$ 360,719

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



MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

GOVERNMENTAL FUNDS

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

	<u>GENERAL FUND</u>
<u>REVENUES</u>	
Taxes	\$ 59,825
Licenses and Permits	800
State Grants	121,826
Charges for Services	2,805
Interest and Rents	342
Other Revenues	<u>15,289</u>
Total Revenues	<u>200,887</u>
<u>EXPENDITURES</u>	
General Government	66,096
Public Safety	62,086
Public Works	42,970
Recreation and Culture	6,610
Other Functions	<u>6,318</u>
Total Expenditures	<u>184,080</u>
Excess (Deficiency) of Revenues Over Expenditures	16,807
<u>FUND BALANCE</u> - Beginning of Year	<u>204,902</u>
<u>FUND BALANCE</u> - End of Year	<u>\$ 221,709</u>

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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

GOVERNMENTAL FUNDS

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCE TO THE STATEMENT OF ACTIVITIES

MARCH 31, 2014

Net Change in Fund Balance - Total Governmental Funds	\$ 16,807
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Amounts reported for governmental activities are different because:

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

Depreciation Expense	(4,857)
Capital Outlay	1,995
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CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES	\$ 13,945
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The accompanying notes are an integral part of the financial statements.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

STATEMENT OF FIDUCIARY NET POSITION  
MARCH 31, 2014

	<u>AGENCY FUNDS</u>
<u>ASSETS</u>	
Cash	\$           1,179
 <u>LIABILITIES</u>	
Due to Other Funds	<u>                  1,179</u>
 <u>NET POSITION</u>	 <u><u>\$                   0</u></u>

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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, 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 non-fiduciary 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 and 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 governmental is financially accountable. The Township does not have any component units or business-type activities.

**B. Reporting Entity**

Mayfield Township is a general law township located in Grand Traverse 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 government activities column incorporates data from the governmental funds and internal service funds, while business-type activities incorporate data from the government's enterprise funds. Separate financial statements are provided for governmental funds, proprietary 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 and blended component units. Separate statements for each fund category – governmental, proprietary, and fiduciary – are presented. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column. All remaining governmental and enterprise funds are aggregated and reported as nonmajor funds. Major individual governmental and enterprise funds are reported as separate columns in the fund financial statements.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

Mayfield Township reports the following major governmental fund:

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.

Additionally Mayfield Township reports the following fund types:

*Fiduciary funds* are custodial in nature and do not present results of operations or have a measurement focus. Agency funds are accounted for using the accrual basis of accounting. These funds are used to account for assets that the Township holds for others in an agency capacity.

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 governmental-wide financial statements. Balances between the funds included in governmental activities (i.e., the governmental and internal service funds) are eliminated so that only the net amount is included as internal balances in the governmental activities column. Similarly, balances between the funds included in business-type activities (i.e., the enterprise funds) are eliminated so that only the net amount is included as internal balances in the business-type 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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

expenditures in governmental funds. Issuance of long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, sales taxes, franchise taxes, licenses, and interest 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.

The agency fund has no measurement focus but utilizes the *accrual basis of accounting* for reporting its assets and liabilities.

**F. Budgetary Information**

**1. Budgetary Basis of Accounting**

The annual budget is adopted on the modified accrual basis in accordance with the requirements of "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 8, 2013, or as amended 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 is not employed in governmental funds.

**2. Funds with Expenditures in Excess of Appropriations were as Follows:**

	<u>APPROPRIATIONS</u>	<u>EXPENDITURES</u>
General Fund		
General Government		
Elections	\$ 1,570	\$ 2,668
Assessor	15,050	15,178
Board of Review	1,005	1,195
Clerk	9,940	10,448
Treasurer	11,735	13,561
Building and Grounds	4,200	5,154
Other Functions		
Insurance	5,900	6,318

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

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

***1. Deposits and Investments***

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.

- (I) The Township authorized the Township Treasurer to invest funds as follows:
- (a) In bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
  - (b) In certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, but only if the financial institution complies with subsection (II).
  - (c) In 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) In repurchase agreements consisting of instruments listed in subdivision (a).
  - (e) In bankers' acceptances of United States banks.
  - (f) In obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than 1 standard rating service.
  - (g) Mutual funds registered under the investment company act of 1940, title I of chapter 686, 54 Stat 789, 15 U.S.C. 80a-1 to 80a-3 and 80a-4 to 80a-64, with authority to purchase only investment vehicles that are legal for direct investment by a public corporation. However, a mutual fund is not disqualified as a permissible investment solely by reason of either of the following:
    - (i) The purchase of securities on a when-issued or delayed delivery basis.
    - (ii) The ability to lend portfolio securities as long as the mutual fund receives collateral at all times equal to at least 100% of the value of the securities loaned.
    - (iii) The limited ability to borrow and pledge a like portion of the portfolio's assets for temporary or emergency purposes.
  - (h) In obligations described in subdivisions (a) through (g) if purchased through an interlocal agreement under the Urban Cooperation Act of 1967, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

- (i) In the investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.11 to 129.18.
- (j) In the investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.
- (II) A public corporation that invests its funds under subsection (I) shall not deposit or invest the funds in a financial institution that is not eligible to be a depository of funds belonging to the state under a law or rule of this state or the United States.
- (III) Assets acceptable for pledging to secure deposits of public funds are limited to assets authorized for direct investment under subsection (I).
- (IV) As used in this section, "financial institution" means a state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank, or credit union whose deposits are insured by an agency of the United States government and that maintains a principal office or branch office located in this state under the laws of this state or the United States.

**2. *Receivables and Payables***

Transactions between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due to/from other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the non-current portion of interfund loans). All other outstanding balances between funds are reported as "due to/from other funds."

Advances between funds are offset by a fund balance reserve account in applicable governmental funds to indicate they are not available for appropriation and are not expendable available financial resources.

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 Mayfield Township totaled \$53,142,587, on which ad valorem taxes levied consisted of .8181 mills for Mayfield Township operating purposes. The levy raised approximately \$43,675 for operating purposes.

**3. *Inventories and Prepaid Items***

Inventories are not significant and are expensed as acquired.



MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

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

**4. *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 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.

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

<u>ASSETS</u>	<u>YEARS</u>
Buildings and Improvements	20-50
Equipment, Furniture and Fixtures	4-20

**5. *Deferred Outflows/Inflows 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 Township does not have any items that qualify for reporting in this category as of March 31, 2014.

In addition to liabilities, the statement of net position 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 Township does not have any items that qualify for reporting in this category as of March 31, 2014.

**6. *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

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

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.

**7. *Fund Balance Flow Assumptions***

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.

**8. *Fund Equity***

In the fund financial statements, governmental funds report the following classifications of fund balance:

*Nonspendable* – Includes amounts that cannot be spent because they are either not spendable in form or are legally or contractually required to be maintained intact.

*Restricted* – Includes amounts restricted by external sources (creditors, laws of other governments, etc.) or by constitutional provision or enabling legislation.

*Committed* – Includes amounts that can only be used for specific purposes determined by a formal action by Board Resolution. These amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action (Board Resolution) that was employed when the funds were initially committed.

*Assigned* – Includes amounts a government intends to use for a specific purpose. Intent can be expressed by the Board or by an official or body to which the Board delegates the authority.

*Unassigned* – Includes amounts that are available for any purpose. Positive amounts are only reported in the General Fund.

As stated in Note 1C above, restricted resources are used first when an expense is incurred for which both restricted and unrestricted resources are available. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the Township considers amounts to have been spent first from committed funds, then assigned funds, and finally unassigned funds, as needed, unless the Board has provided otherwise in its commitment or assignment actions.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

**9. 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.

**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. It also explains the provision provided by law that was used to remedy the violation.

**III. DETAILED NOTES ON ALL FUNDS**

**A. Deposits and Investments**

The Township's deposits are on deposit with FirstMerit Bank and Fifth Third Bank.

*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, none of the Township's bank balance of \$189,933 was exposed to custodial credit risk because it was all insured and collateralized. Although the Township's investment policy does not specifically address custodial credit risk, it typically limits its exposure by controlling who holds the Township's 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:

	<u>GENERAL FUND</u>
Receivables	
Taxes	\$ 7,802
Due from Other Governments	27,303
TOTAL	<u>\$ 35,105</u>

The allowance for doubtful accounts is not considered to be material for disclosure.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

Governmental funds report unearned or unavailable revenue in connection with receivables for revenues that are not considered to be earned or available to liquidate liabilities of the current period. At the end of the fiscal year, the Township did not have any unearned or unavailable revenue.

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

Individual fund interfund receivable and payable balances at March 31, 2014, were:

<u>FUND</u>	<u>INTERFUND RECEIVABLES</u>	<u>INTERFUND PAYABLES</u>
General Fund	\$ 1,179	\$ 0
Fiduciary Fund		
Current Tax Collection Fund	0	1,179
	<u>\$ 1,179</u>	<u>\$ 1,179</u>

All remaining balances resulted from the time lag between the dates that (1) interfund goods and services are provided or reimbursable expenditures occur, (2) transactions are recorded in the accounting system, and (3) payments between funds are made. All are expected to be resolved within one year.

**D. Capital Assets**

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
<u>Governmental Activities:</u>				
Capital Assets, Being Depreciated				
Buildings and Improvements	\$ 187,576	\$ 0	\$ 0	\$ 187,576
Equipment, Furniture and Fixtures	38,793	1,995	0	40,788
Total Capital Assets, Being Depreciated	<u>226,369</u>	<u>1,995</u>	<u>0</u>	<u>228,364</u>
Less Accumulated Depreciation for:				
Buildings and Improvements	52,926	4,023	0	56,949
Equipment, Furniture and Fixtures	31,571	834	0	32,405
Total Accumulated Depreciation	<u>84,497</u>	<u>4,857</u>	<u>0</u>	<u>89,354</u>
Governmental Activities Capital Assets, Net	<u>\$ 141,872</u>	<u>\$ (2,862)</u>	<u>\$ 0</u>	<u>\$ 139,010</u>

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

<u>Governmental Activities:</u>	
General Government	<u>\$ 4,857</u>

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2014

**IV. OTHER INFORMATION**

**A. 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.

**B. Fire Contracts**

The Township has fire contracts with Grand Traverse Rural Fire Department, the Village of Buckley Fire Department and the Blair Township Fire Department. Each contract calls for quarterly payments in the amount \$3,250 for fire protection.

MAYFIELD TOWNSHIP, GRAND TRAVERSE COUNTY  
KINGSLEY, MICHIGAN

REQUIRED SUPPLEMENTARY INFORMATION

BUDGETARY COMPARISON SCHEDULE

MAJOR GOVERNMENTAL FUNDS

YEAR ENDED MARCH 31, 2014

	GENERAL FUND		
	ORIGINAL BUDGET	FINAL BUDGET	ACTUAL
<u>REVENUES</u>			
Taxes	\$ 43,800	\$ 43,800	\$ 59,825
Licenses and Permits	500	500	800
State Grants	106,600	106,600	121,826
Charges for Services	2,000	2,000	2,805
Interest and Rents	600	600	342
Other Revenues	0	0	15,289
	<hr/>		
Total Revenues	153,500	153,500	200,887
<hr/>			
<u>EXPENDITURES</u>			
General Government			
Township Board	11,350	13,345	8,678
Supervisor	8,230	8,230	8,214
Elections	570	1,570	2,668
Assessor	15,050	15,050	15,178
Board of Review	1,005	1,005	1,195
Clerk	9,940	9,940	10,448
Treasurer	11,735	11,735	13,561
Building and Grounds	4,200	4,200	5,154
Cemetery	13,300	13,300	1,000
Public Safety			
Fire Department	56,500	56,500	52,000
Planning and Zoning	17,390	17,390	10,086
Public Works			
Highways, Streets, Bridges	50,550	50,550	42,970
Recreation and Culture			
Parks and Recreation	6,930	6,930	6,610
Other Functions			
Insurance	5,900	5,900	6,318
Contingency	99,850	96,855	0
	<hr/>		
Total Expenditures	312,500	312,500	184,080
<hr/>			
Excess (Deficiency) of Revenues			
Over Expenditures	(159,000)	(159,000)	16,807
<hr/>			
<u>FUND BALANCE</u> - Beginning of Year	159,000	159,000	204,902
<hr/>			
<u>FUND BALANCE</u> - End of Year	\$ 0	\$ 0	\$ 221,709
<hr/>			



# 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  
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May 5, 2014

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

To the Township Board  
Mayfield Township  
Grand Traverse County  
Kingsley, Michigan

We have audited the financial statements of the governmental activities, the major fund, and the aggregate remaining fund information of Mayfield 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 April 9, 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. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by Mayfield Township are described in Note I 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 financial statements of the governmental activities, the major fund, and the aggregate remaining fund information was:

Management's estimates of the useful lives of capital assets which is based on previous history. 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 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 trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. We detected various material misstatements as a result of our audit procedures that were corrected by management. The majority of these misstatements were a result of converting the township's records from cash to accrual basis.

### *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 May 5, 2014.

### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about audit and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the 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*

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

#### Budgeting

We recommend that the Township continue to monitor its budget on a regular basis, as for the year ended March 31, 2014, the Township had exceeded its budgeted expenditures in various functions in the General Fund.

#### Investment and Capitalization Policies

We recommend that the Township adopt a policy related to the capitalization of assets, as required by GASB 34, and also adopt a policy outlining the Township's authorization on the types of investments the Board deems allowable and appropriate. We can provide the Township with sample policies if requested.



### Condition of Accounting Records

The records were found to be in good condition and we appreciate the assistance the Township provided us in completing the audit. We encourage you to continuously evaluate your internal controls and closely monitor your system on a regular basis.

### Other Matters

We applied certain limited procedures to the Management's Discussion and Analysis and Budgetary Comparison Schedule, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding 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 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 others within the organization 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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May 5, 2014

### COMMUNICATION OF MATERIAL WEAKNESSES

To the Township Board  
Mayfield Township  
Grand Traverse County  
Kingsley, Michigan

In planning and performing our audit of the financial statements of the governmental activities, the major fund and the aggregate remaining fund information of Mayfield 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 Mayfield Township's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Mayfield Township's internal control. Accordingly, we do not express an opinion on the effectiveness of Mayfield 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 Mayfield Township's internal control to be material weaknesses:

*1) 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.

Cause: This condition is primarily the result of staffing constraints typical of smaller governmental units. Some of the control activities detailed above 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 full-time 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.

## 2) *Preparation of Financial Statements in Accordance with GAAP*

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 noted prior to approving them and accepting responsibility for their content and presentation.

Mayfield Township's responses to the material weaknesses identified in our audit are described above. We did not audit Mayfield Township's response and, accordingly, we express no opinion on it.

This communication is intended solely for the information and use of the Township Board and others within the organization, 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.*