

**FIFE LAKE PUBLIC LIBRARY**

**FIFE LAKE, MICHIGAN**

**DECEMBER 31, 2019**



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

CERTIFIED PUBLIC ACCOUNTANTS  
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FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

ANNUAL FINANCIAL REPORT  
YEAR ENDED DECEMBER 31, 2019

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# Baird, Cotter & Bishop, P.C.

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www.bcbcpa.com

March 13, 2020

## INDEPENDENT AUDITOR'S REPORT

To the Library Board  
Fife Lake Public Library  
Grand Traverse County  
Fife Lake, Michigan

We have audited the accompanying financial statements of the governmental activities and the major fund of Fife Lake Public Library, Grand Traverse County, Fife Lake, Michigan, as of and for the year ended December 31, 2019, and the related notes to the financial statements, which collectively comprise the Library'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 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 and the major fund of Fife Lake Public Library, Grand Traverse County, Fife Lake, Michigan as of December 31, 2019, 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-viii and 16 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.*

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT’S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

The management of Fife Lake Public Library, Fife Lake, Michigan (“the Library”) offers readers of the Library’s financial statements this narrative overview and analysis of the financial activities of the Library for the fiscal year ended December 31, 2019. This management’s discussion and analysis is intended to assist the reader in focusing on significant financial issues and to provide an overview of the Library’s financial activity. 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 Library 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 Library 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 the Library exceeded its liabilities at the close of the most recent fiscal year by \$640,723 (*net position*). Of this amount, \$223,012 represents unrestricted net position, which may be used to meet the Library’s ongoing obligations to citizens and creditors.
- ❖ At the close of the current fiscal year, the Library’s governmental funds reported an ending fund balance of \$223,012, an increase of \$13,660 in comparison with the prior year. \$220,728 of fund balance is available for spending at the government’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 \$220,728.

**Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to Fife Lake Public Library’s basic financial statements. The Library’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 Library’s financial position, presented using a method of accounting that is similar to a private-sector business.

The *Statement of Net Position* presents financial information on all of the Library’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 Library is improving or deteriorating. An increase in net position would indicate an improvement in financial condition. On the other hand, a consistent decrease over time in net position may indicate a decline in the financial health of an organization.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

The *Statement of Activities* presents information showing how the Library'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 statements distinguish functions of the Library that are principally supported by intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or most of their costs through user fees and charges (*business-type activities*). Governmental activities of the Library include culture and recreation. The Library does not have any business-type activities.

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. Fife Lake Public Library uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**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 evaluating 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 Library maintains one governmental fund, the General Fund, which is considered to be a major fund. Information is presented in the governmental fund statement of revenue, expenditures, and changes in fund balance for the General Fund.

Fife Lake Public Library adopts an annual budget for the general fund. A budgetary comparison has been provided for the general fund to demonstrate compliance with this budget.

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

### **Notes to Financial Statements**

The notes to Financial Statements provide additional information that is essential to a complete understanding of the information provided in both the government-wide and the fund financial statements. The notes can be found on pages 7-15 of this report.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

**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 Fife Lake Public Library, assets exceeded liabilities by \$640,723, at the close of the most recent fiscal year.

**Fife Lake Public Library**  
**Net Position as of December 31, 2019**

**Assets**

Current Assets	\$ 233,899
Non Current Assets	
Capital Assets	677,700
Less: Accumulated Depreciation	<u>(259,989)</u>
Total Non Current Assets	<u>417,711</u>
<b>Total Assets</b>	<b><u>651,610</u></b>

**Liabilities**

Current Liabilities	<u>10,887</u>
---------------------	---------------

**Net Position**

Net Investment in Capital Assets	417,711
Unrestricted	<u>223,012</u>
<b>Total Net Position</b>	<b><u>\$ 640,723</u></b>

The most significant portion of the Library's net position represents its net investment in capital assets (e.g. furniture and fixtures, equipment and circulating materials). The Library uses these capital assets to provide a variety of services to its citizens. Accordingly, these assets are not available for future spending. The remaining balance of the Library's net position reflects unrestricted resources that may be used to meet the library's ongoing obligations to creditors and to provide services to citizens.

At the end of the current fiscal year, the Library is able to report positive balances in all categories of net position.

Fife Lake Public Library's overall net position increased by \$5,492 from the prior fiscal year. The reasons for this overall increase are discussed in the following sections for the governmental activities.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

**Fife Lake Public Library**  
**Change in Net Position**  
**for the Year Ended December 31, 2019**

**Revenues**

Program Revenues	
Operating Grants and Contributions	\$ 165,187
General Revenues	
State Sources	2,237
Interest and Rents	4,566
Other	12,098
	<hr/>
Total Revenues	184,088

**Expenses**

Culture and Recreation	178,596
	<hr/>
Changes in Net Position	5,492

<u>NET POSITION</u> - Beginning of Year	635,231
	<hr/>

<u>NET POSITION</u> - End of Year	\$ 640,723
	<hr/> <hr/>

**Governmental Activities**

During the current fiscal year, net position for the governmental activities increased \$5,492 from the prior fiscal year for an ending balance of \$640,723. The most significant part of the revenue for all governmental activities of the Library comes from Traverse Area District Library. The Library's governmental activities expenses are dominated by culture and recreation expenditures, which make up 100% of the total.

**Financial Analysis of the Governmental Funds**

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

**Governmental Funds** – The focus of the Library's governmental fund is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Library'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 Library itself, or a group or individual that has been delegated authority to assign resources for use for particular purposes by the Library Board.

At December 31, 2019, the Library's governmental fund reported a fund balance of \$223,012, an increase of \$13,660 in comparison with the prior year. \$220,728 constitutes *unassigned fund balance*, which is available for spending at the government's discretion, with \$2,284 being nonspendable.



FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

**General Fund** – The General Fund is the main operating fund of the Library. The General Fund increased its fund balance by \$13,660 which brings the fund balance to \$223,012. \$220,728 of the General Fund's fund balance is unassigned. The reason for the increase in fund balance was due to conservative spending, allowing the revenues to exceed the expenditures.

**General Fund Budgetary Highlights**

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

	<u>ORIGINAL BUDGET</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>
Total Revenues	\$ 171,826	\$ 171,826	\$ 184,088
Total Expenditures	\$ 180,086	\$ 182,137	\$ 170,428

Over the course of the year, the Library Board of Trustees amended the General Fund's budget to address unplanned needs that occurred during the year. The General Fund budget reflected the Library Board's goals to continue to pursue quality collection acquisition and provide programming with appeal to all segments of a diverse rural community. Actual revenues exceeded budget amounts primarily due to other revenues being up, due to the Friends of the Library donating funds this year to help cover costs of equipment purchases. Actual expenditures were less than budgeted amounts due to the Library's conservative spending.

**Capital Assets and Debt Administration**

**Capital Assets** The Library's investment in capital assets for its governmental activities as of December 31, 2019, amounts to \$417,711 (net of accumulated depreciation).

Capital assets summarized below include any book collections and equipment purchased with a cost greater than \$1,000, buildings with a cost greater than \$10,000, improvements with a cost greater than \$2,500 and any Land purchases. Capital assets have a useful life greater than one year. Books and collections are added in aggregate by year. A summary of capital asset categories is illustrated below:

**Fife Lake Public Library**  
**Capital Assets as of December 31, 2019**

Land	\$ 30,000
Books and Collection Items	86,718
Furniture and Fixtures	26,669
Building	506,532
Equipment	27,781
Total Assets	<u>677,700</u>
Less Accumulated Depreciation	<u>(259,989)</u>
<b>Net Capital Assets</b>	<u><u>\$ 417,711</u></u>

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

MANAGEMENT'S DISCUSSION AND ANALYSIS

FOR FISCAL YEAR ENDED DECEMBER 31, 2019

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

- Books and Collection at a cost to the Library of \$15,205.
- A new audiovisual system costing \$9,551.
- Disposal of old books and collection items totaling \$13,418.

**Economic Condition and Outlook**

At the time that these financial statements were prepared and audited, the Library was aware of the following items that could significantly affect its financial health in the future. A significant portion of the Library's funding comes from the Traverse Area District Library and penal fines. Any impairment to these funding sources would greatly impact the future of the Library.

**Request for Information**

The financial report is designed to provide our citizens, customers, investors and creditors with a general overview of the Library's finances and to demonstrate the Library's accountability for the money it receives. If you have any questions about this report or need any additional information, contact the Fife Lake Public Library, 77 Lakecrest Ln, Fife Lake, MI 49633.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

STATEMENT OF NET POSITION  
DECEMBER 31, 2019

ASSETS

CURRENT ASSETS

Cash and Cash Equivalents	\$ 231,615
Prepaid Expenses	2,284
	<hr/>
Total Current Assets	233,899
	<hr/>

NON CURRENT ASSETS

Capital Assets	677,700
Less Accumulated Depreciation	(259,989)
	<hr/>
Total Non Current Assets	417,711
	<hr/>
Total Assets	651,610
	<hr/>

LIABILITIES

CURRENT LIABILITIES

Accounts Payable	5,108
Accrued Payroll	3,999
Accrued Payroll Liabilities	1,780
	<hr/>
Total Liabilities	10,887
	<hr/>

NET POSITION

Net Investment in Capital Assets	417,711
Unrestricted	223,012
	<hr/>
TOTAL NET POSITION	\$ 640,723
	<hr/> <hr/>

The notes to the financial statements are an integral part of this statement.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

STATEMENT OF ACTIVITIES  
YEAR ENDED DECEMBER 31, 2019

FUNCTIONS/PROGRAMS	EXPENSES	PROGRAM REVENUES			GOVERNMENTAL ACTIVITIES NET (EXPENSES) REVENUES AND CHANGES IN NET POSITION
		CHARGES FOR SERVICES	OPERATING GRANTS AND CONTRIBUTIONS	CAPITAL GRANTS AND CONTRIBUTIONS	
<u>GOVERNMENTAL ACTIVITIES</u>					
Culture and Recreation	\$ 178,596	\$ 0	\$ 165,187	\$ 0	\$ (13,409)
 <u>GENERAL REVENUES</u>					
State Sources					2,237
Interest and Rents					4,566
Other					12,098
Total General Revenues					18,901
Change in Net Position					5,492
<u>NET POSITION</u> - Beginning of Year					635,231
<u>NET POSITION</u> - End of Year					\$ 640,723

The notes to the financial statements are an integral part of this statement.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

GOVERNMENTAL FUNDS

BALANCE SHEET  
DECEMBER 31, 2019

	<u>GENERAL FUND</u>
<u>ASSETS</u>	
Cash and Cash Equivalents	\$ 231,615
Prepaid Expenditures	2,284
	<hr/>
TOTAL ASSETS	\$ 233,899
	<hr/> <hr/>
<u>LIABILITIES AND FUND BALANCE</u>	
<u>LIABILITIES</u>	
Accounts Payable	\$ 5,108
Accrued Payroll	3,999
Accrued Payroll Liabilities	1,780
	<hr/>
Total Liabilities	10,887
	<hr/>
<u>FUND BALANCE</u>	
Nonspendable: Prepaid Expenditures	2,284
Unassigned	220,728
	<hr/>
Total Fund Balance	223,012
	<hr/>
TOTAL LIABILITIES AND FUND BALANCE	\$ 233,899
	<hr/> <hr/>

The notes to the financial statements are an integral part of this statement.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

RECONCILIATION OF THE BALANCE SHEET TO THE STATEMENT OF NET POSITION  
DECEMBER 31, 2019

Total Governmental Fund Balances	\$ 223,012
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 are not reported in the funds.	
The cost of the capital assets is	\$ 677,700
Accumulated depreciation is	(259,989)      417,711
	<hr/>
NET POSITION OF GOVERNMENTAL ACTIVITIES	\$ 640,723
	<hr/> <hr/>

The notes to the financial statements are an integral part of this statement.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
YEAR ENDED DECEMBER 31, 2019

	<u>GENERAL FUND</u>
<u>REVENUES</u>	
State Grants	\$ 2,237
Contributions from Local Units	155,928
Fines and Forfeits	9,259
Interest and Rents	4,566
Other Revenues	12,098
	<hr/>
Total Revenues	184,088
	<hr/>
<u>EXPENDITURES</u>	
Culture and Recreation	
Salaries and Wages	88,835
Payroll Taxes	6,796
Supplies	2,606
Books and Periodicals	15,205
Audio and Visual Materials	3,335
Legal Services	1,667
Insurance	3,377
Membership and Dues	2,095
Repairs and Maintenance	25,049
Travel	1,026
Utilities	6,301
Education and Training	1,926
Program Expenses	4,972
Capital Outlay	7,238
	<hr/>
Total Expenditures	170,428
	<hr/>
Excess (Deficiency) of Revenues Over Expenditures	13,660
<u>FUND BALANCE</u> - Beginning of Year	<hr/> 209,352
<u>FUND BALANCE</u> - End of Year	<hr/> <hr/> \$ 223,012

The notes to the financial statements are an integral part of this statement.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE TO THE STATEMENT OF ACTIVITIES  
YEAR ENDED DECEMBER 31, 2019

Net Change in Fund Balance	\$ 13,660
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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.

Capital Outlay	24,756
Depreciation Expense	<u>(32,924)</u>

CHANGE IN NET POSITION OF GOVERNMENTAL ACTIVITIES	<u><u>\$ 5,492</u></u>
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The notes to the financial statements are an integral part of this statement.



FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2019

**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 governmental is financially accountable. Fife Lake Public Library does not have any *business-type activities*, *fiduciary activities* or *component units*.

**B. Reporting Entity**

Fife Lake Public Library is a public library established pursuant to Act 164 of the Public Acts. The Library provides library services primarily to residents in Grand Traverse County. The Library operates under an elected Board of Directors consisting of six members. Under the criteria established by accounting principles generally accepted in the United States of America, the Library 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.

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

The fund financial statements provide information about the government's funds. The emphasis of fund financial statements is on major governmental funds. Major individual governmental funds are reported as separate columns in the fund financial statements.

Fife Lake Public Library reports the following major governmental fund:

The *General Fund* is the primary operating fund of the Library. It accounts for all financial resources of the Library.

**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.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2019

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 Library 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.

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 Library.

## **F. Budgetary Information**

### ***1. Budgetary Basis of Accounting***

- Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. A public hearing is held to obtain taxpayer comments. Appropriations lapse at year-end. Budgeted amounts presented are as originally adopted in December 2018, or as amended by the Library Board from time to time throughout the year.
- The appropriated budget is prepared by fund and object. The Library Board exercises budgetary control over expenditures.
- Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is not employed by the Library because it is not, at present, considered necessary to assure effective budgetary control or to facilitate effective cash planning and control.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2019

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

***1. Cash and Cash Equivalents***

The Library's cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments. The government considered all highly liquid investments (including certificates of deposit) to be cash equivalents.

***2. Investments***

The Library's investment policy is in compliance with state law and authorizes the Library to invest in passbook savings accounts, certificates of deposit, and money market funds. The Library does not have any investments other than interest bearing bank accounts.

The Investment Policy adopted by the Library states that the Library is limited to investments authorized by PA 20 of 1943, as amended, and may invest in 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 Fife Lake Public Library Board at the Board's organizational meeting after each regular election of board members.
- (c) Commercial paper rated at the time of purchase within the two highest classifications established by not more than 270 days after the date of purchase.
- (d) Repurchase agreements consisting of instruments listed in subdivision (a).
- (e) Bankers' acceptances of United States banks.
- (f) Obligations of this state or any of its political subdivisions that at the time of purchase are rated investment grade by not less than one 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-3 and 80a-4 to 80a-64, with the authority to purchase only investment vehicles that are legal for direct investment by the Library. 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.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2019

- (h) Obligations described in subdivisions (a) through (g) if purchased through an interlocal agreement under the Urban Cooperation Act of 1967.
- (i) Investment pools through an interlocal agreement under the Urban Cooperation Act of 1967, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.
- (j) Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, 129.111 to 129.118.

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

Inventories are not significant and are expensed as acquired. There were no material inventories at year-end.

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. The cost of prepaid items is recorded as expenditures/expenses when consumed rather than when purchased.

**4. *Capital Assets***

Capital assets, which include property, plant, equipment, and books, are reported in the applicable columns in the government-wide financial statements. The Library's policy is to capitalize all assets with an individual cost of \$1,000 or more for book collections, equipment and machinery, \$10,000 for buildings and \$2,500 for improvements and over a one-year useful life. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value on the date received.

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. Improvements are capitalized and depreciated over the remaining useful lives of the related capital assets.

Land and construction in progress are not depreciated. The other property, plant, furniture and equipment and books and collection items of the Library are depreciated using the straight-line method over the following estimated useful lives:

<u>ASSETS</u>	<u>YEARS</u>
Books and Collection Items	5
Furniture and Fixtures	7
Equipment	5
Leasehold Improvements	20
Buildings	40

FIFE LAKE PUBLIC LIBRARY  
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**5. *Unearned Revenue***

Unearned revenue arises when resources are received by the Library before it has a legal claim to them. In subsequent periods, when both revenue recognition criteria are met, or when the government has a legal claim to the resources, revenue is recognized. The Library does not have any unearned revenue.

**6. *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 Library 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 Library does not have any deferred inflows of resources.

**7. *Net Position Flow Assumption***

Sometimes the Library 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 Library's policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

**8. *Fund Balance Flow Assumptions***

Sometimes the Library 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 Library'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.

FIFE LAKE PUBLIC LIBRARY  
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NOTES TO FINANCIAL STATEMENTS  
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**9. *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 Library 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 Library's highest level of decision-making authority. The governing Board is the highest level of decision-making authority for the Library 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 Library 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 additional action is essential to either remove or revise a commitment.

**10. *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.

**2. *Contributions from Local Government Revenue***

Traverse Area District Library (TADL) provides an amount based on property taxes that TADL collects. Fife Lake Public Library entered into an associate library agreement with the District Library to provide enhanced services. Revenue for the fiscal year ended December 31, 2019 was \$155,428.

FIFE LAKE PUBLIC LIBRARY  
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**II. DETAILED NOTES ON ALL ACTIVITIES AND FUNDS**

**A. Cash 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 government's deposits may not be returned to it. As of December 31, 2019, none of the Library's bank balance of \$232,933 was exposed to custodial credit risk because it was insured and collateralized. Although the Library's investment policy does not directly address custodial credit risk, it typically limits its exposure by controlling who holds the Library's deposits.

*Interest rate risk.* The Library will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities in the open market; and, investing operating funds primarily in shorter-term securities, liquid asset funds, money market mutual funds, or similar investment pools and limiting the average maturity in accordance with the Library's cash requirements.

*Credit risk.* State law limits investments in commercial paper and corporate bonds to a prime or better rating issued by nationally recognized statistical rating organizations (NRSOs).

*Concentration of credit risk.* The Library will minimize concentration of credit risk, which is the risk of loss attributed to the magnitude of the Library's investment in a single issuer, by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

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

**Fair Market Value Disclosure** - The Library is required to disclose amounts within a framework established for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described as follows:

Level 1: Quoted prices in active markets for identical securities.

Level 2: Prices determined using other significant observable inputs. Observable inputs are inputs that reflect the assumptions market participants would use in pricing a security and are developed based on market data obtained from sources independent of the reporting entity. These may include quoted prices from similar activities, interest rates, prepayment speeds, credit risk, and others. Debt securities are valued in accordance with evaluated bid price supplied by the pricing service and generally categorized as Level 2 in the hierarchy. Securities that are categorized as Level 2 in the hierarchy include, but are not limited to, repurchase agreements, U.S. government agency securities, corporate securities, and commercial paper.

FIFE LAKE PUBLIC LIBRARY  
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Level 3: Prices determined using significant unobservable inputs. In situations where quoted prices or observable inputs are unavailable or deemed less relevant (for example, when there is little or no market activity for an investment at the end of the period), unobservable inputs may be used. Unobservable inputs reflect the reporting entity's own assumptions about the factors market participants would use in pricing the security and would be based on the best information available under the circumstances.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. There are two types of valuation techniques most commonly used and vary depending on the level of investment. These two techniques are the market approach and income approach. The market approach uses prices and other relevant information generated by the market transactions involving identical or similar assets and liabilities. The income approach discounts future amounts to a single current amount and the discount rate used in the process should reflect current market expectations about risks associated with those future cash flows.

The Library does not have any investments that are subject to fair value disclosure.

**B. Capital Assets**

	Beginning Balance	Increases	Decreases	Ending Balance
Capital Assets, Not Being Depreciated				
Land	\$ 30,000	\$ 0	\$ 0	\$ 30,000
Capital Assets, Being Depreciated				
Books and Collection Items	84,931	15,205	13,418	86,718
Furniture and Fixtures	26,669	0	0	26,669
Building	506,532	0	0	506,532
Equipment	18,230	9,551	0	27,781
Total Capital Assets, Being Depreciated	636,362	24,756	13,418	647,700
Less Accumulated Depreciation for:				
Books and Collection Items	47,633	16,542	13,418	50,757
Furniture and Fixtures	26,669	0	0	26,669
Building	159,787	12,663	0	172,450
Equipment	6,394	3,719	0	10,113
Total Accumulated Depreciation	240,483	32,924	13,418	259,989
Total Capital Assets, Being Depreciated, Net	395,879	(8,168)	0	387,711
Net Capital Assets Per Statement of Net Position	\$ 425,879	\$ (8,168)	\$ 0	\$ 417,711

Depreciation for the fiscal year-end December 31, 2019, amounted to \$32,924.



FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

NOTES TO FINANCIAL STATEMENTS  
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**III. OTHER INFORMATION**

**A. Contingencies**

Under the terms of various federal and state grants and regulatory requirements, periodic audits are required and certain cost may be questioned as not being appropriate expenditures under the terms of the grants and requirements. Such audits could lead to reimbursement of the grantor or regulatory agencies. However, management does not believe such disallowances, if any, would be material to the financial position of the Library.

**B. Risk Management**

The Library is exposed to various risks of loss related to property loss, torts, errors and omissions, employee injuries (workers' compensation).

The Library continues to carry commercial insurance for various risks of loss, including general liability, property and casualty, accident insurance, and workers' disability compensation. The Library has had no settled claims resulting from these risks that exceeded its commercial coverage in any of the past three fiscal years.

FIFE LAKE PUBLIC LIBRARY  
FIFE LAKE, MICHIGAN

REQUIRED SUPPLEMENTARY INFORMATION  
BUDGETARY COMPARISON SCHEDULE  
GENERAL FUND

YEAR ENDED DECEMBER 31, 2019

	ORIGINAL BUDGET	FINAL BUDGET	ACTUAL
<u>REVENUES</u>			
State Grants	\$ 1,500	\$ 1,500	\$ 2,237
Contributions from Local Units	156,426	156,426	155,928
Fines and Forfeits	9,000	9,000	9,259
Interest and Rents	1,500	1,500	4,566
Other Revenues	3,400	3,400	12,098
Total Revenues	171,826	171,826	184,088
<u>EXPENDITURES</u>			
Culture and Recreation			
Salaries and Wages	93,000	93,000	88,835
Payroll Taxes	7,700	7,700	6,796
Supplies	2,400	2,606	2,606
Books	15,000	15,205	15,205
Periodicals, Audio and Visual Materials	3,500	3,500	3,335
Professional Fees	6,000	4,559	1,667
Insurance	3,600	3,600	3,377
Membership and Dues	2,000	2,095	2,095
Repairs and Maintenance	23,023	25,074	25,049
Travel	1,000	1,026	1,026
Utilities	7,600	7,600	6,301
Workshops and Conferences	2,026	2,026	1,926
Program Expenses	5,000	5,909	4,972
Capital Outlay	8,237	8,237	7,238
Total Expenditures	180,086	182,137	170,428
Excess (Deficiency) of Revenues Over Expenditures	(8,260)	(10,311)	13,660
<u>FUND BALANCE</u> - Beginning of Year	8,260	10,311	209,352
<u>FUND BALANCE</u> - End of Year	\$ 0	\$ 0	\$ 223,012



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

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March 13, 2020

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

To the Library Board  
Fife Lake Public Library  
Grand Traverse County  
Fife Lake, Michigan

We have audited the financial statements of the governmental activities and the major fund information of Fife Lake Public Library for the year ended December 31, 2019. 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 February 4, 2020. 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 Fife Lake Public Library 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 2019. 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 of Fife Lake Public Library'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 estimate 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 March 13, 2020.

### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to Fife Lake Public Library'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 Fife Lake Public Library'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 Fife Lake Public Library for the year ended December 31, 2019, we noted the following items which we feel deserve comment:

#### Budget

The Library should amend the final budget by year end. State Law requires entities to amend the budget before exceeding the expenditures. For example, the final December 31, 2019, budget should be adopted by the Board at the last board meeting in December. The Library does an excellent job with the budget, just note final amendment in the Board minutes before year end, the Library can estimate any remaining expenditures that may filter in before year end and include those in the budget.

### Condition of Accounting Records and Accounting Controls

We would like to thank the accounting personnel for their efforts in accumulating the information needed for our audit. We encourage you to review your internal and accounting controls on an annual basis to ensure they are adequate and operating as intended.

### State Chart of Account Changes

The Michigan Department of Treasury has will be issuing an updated Uniform Chart of Accounts. It is required for all local governmental units. We recommend the Library familiarize itself with the new chart of accounts and make changes to their accounting system accordingly. We are available to consult with the Library related to these changes.

### 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 inquiries 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 information and use of the Library Board and management of Fife Lake Public Library 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.*



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March 13, 2020

## COMMUNICATION OF MATERIAL WEAKNESSES

To the Library Board  
Fife Lake Public Library  
Grand Traverse County  
Fife Lake, Michigan

In planning and performing our audit of the financial statements of the governmental activities and the major fund information of Fife Lake Public Library as of and for the year ended December 31, 2019, in accordance with auditing standards generally accepted in the United States of America, we considered Fife Lake Public Library'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 Fife Lake Public Library's internal control. Accordingly, we do not express an opinion on the effectiveness of Fife Lake Public Library'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. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the following deficiency in Fife Lake Public Library's internal control to be a material weakness:

### *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.

Fife Lake Public Library's written 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 the Library 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.*