



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

PUBLIC NOTICE OF A REGULAR MEETING

The **Authority Board of the Michigan Municipal Services Authority** (Authority) will hold a regular meeting on the following date, at the following time, and at the following location:

<u>Date</u>	<u>Time</u>	<u>Location</u>
Thursday, March 9, 2017	1:30 PM	Capitol View Building Constitution Room – 9th Floor 201 Townsend Street Lansing, MI 48933

The meeting is open to the public and this notice is provided under the Open Meetings Act, 1976 PA 267, MCL 15.261 to 15.275.

The meeting location is barrier-free and accessible to individuals with special needs. Individuals needing special accommodations or assistance to attend or address the meeting should contact the Authority at (248) 925-9295 prior to the meeting to assure compliance with Subtitle A of Title II of the Americans with Disabilities Act of 1990, Public Law 101-336, and 42 USC 12131 to 12134.

A copy of the proposed meeting minutes will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**AUTHORITY BOARD
REGULAR MEETING**

Thursday, March 9, 2017 at 1:30 p.m.

Capitol View Building
201 Townsend St Suite 900
Lansing, MI 48933

AGENDA

- I. Call to Order**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Minutes**
 - a. Minutes of the December 8, 2016 regular Authority Board meeting
- V. Administrative Report**
 - a. Financial Report
 - b. Program Updates
 - c. Program Development Update
- VI. Audits**
 - a. Resolution 2017-A Approval of Audit for Fiscal Year 2015-2016
- VII. New Business**
- VIII. Public Comment**
- IX. Other Business**
- X. Adjournment**

A copy of the proposed minutes of the meeting will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.



Michigan Municipal Services Authority

AUTHORITY BOARD

Thursday, December 8, 2016 at 1:30 p.m.

Capitol View Building
201 Townsend St Suite 900
Lansing, MI 48933

MINUTES

Proposed Minutes Approved Minutes

MEETING TYPE: Regular Special

I. Call to Order

The meeting was called to order at 1:34 p.m. by the Chairperson.

II. Roll Call

Authority Board Member Attendance:

Stacie Behler, Chairperson*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Doug Wiescinski, Vice-Chairperson*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
James Cambridge, Secretary	<input type="checkbox"/> Present	<input checked="" type="checkbox"/> Absent
Eric DeLong, Treasurer	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Phil Bertolini*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Scott Buhrer	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Peggy Jury*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Brian Meakin*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Dominick Pallone	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Doug Smith	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Al Vanderberg*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent

*Participated via teleconference.

Other attendees:

- Robert Bruner, Michigan Municipal Services Authority

- Kristen Delaney, Michigan Municipal Services Authority
- Steven Liedel, Dykema

III. Approval of Agenda

Moved by: Meakin

Supported by: Smith

Yes: X No: ___

IV. Approval of Minutes from September 22, 2016 Regular Meeting of the Authority Board.

Moved by: Buhrer

Supported by: Vanderberg

Yes: X No: ___

V. Administrative Report

CEO Robert Bruner delivered the administrative report.

VI. Audit Reports

None

VII. New Business

a. Resolution 2015-B Schedule of Regular Meetings for Calendar Year 2017

Bruner stated that due to several conflicts he would like to cancel the September meeting. Liedel noted that the September meeting should be removed from the list and if it remains on the schedule, it will need to have a date and meeting location even if it is cancelled. Liedel noted a misspelling on the document.

Approval of Resolution 2015-B Schedule of Regular Meetings for Calendar Year 2017 as amended.

Moved by: Buhrer

Supported by: Smith

Yes: X No: ___

VIII. Public Comment

None.

IX. Other Business

None.

X. Adjournment

Moved by: Buhrer

Supported by: Smith

Yes: X No: ___

Meeting adjourned at 2:16 PM

Certification of Minutes

Approved by the Authority Board on March 9, 2017.

Authority Secretary

Date



Michigan Municipal Services Authority

Administrative Report

Prepared March 3, 2017

Collaborate • Innovate • Serve

Financial Report

MMSA Administrative Report

**Michigan Municipal Services Authority
General Fund**

Fund	Activity	FYE 2017 Adopted	February 2017	FYE 2017 Year to Date	FYE 2017 Budget to Date	Variance
Operating Revenues						
101	539		\$ -	\$ -	\$ -	
		\$ 127,706	\$ 13,443	\$ 52,469	\$ 53,211	-1.4%
		\$ 127,706	\$ 13,443	\$ 52,469	\$ 53,211	-1.4%
TOTAL OPERATING REVENUES		\$ 255,412	\$ 26,886	\$ 104,938	\$ 106,422	-1.4%
Operating Expenses						
101	101	\$ 2,000	\$ -	\$ -	\$ 833	-100.0%
101	173	\$ 224,812	\$ 15,933	\$ 91,941	\$ 93,672	-1.8%
101	191	\$ 5,000	\$ 953	\$ 2,996	\$ 2,083	43.8%
101	223	\$ 10,600	\$ 10,000	\$ 10,000	\$ 4,417	126.4%
101	228	\$ 4,000	\$ -	\$ -	\$ 1,667	-100.0%
101	266	\$ 9,000	\$ -	\$ -	\$ 3,750	-100.0%
TOTAL OPERATING EXPENSES		\$ 255,412	\$ 26,886	\$ 104,937	\$ 106,422	-1.4%
Change in Net Position		\$ -	\$ 0	\$ 1	\$ -	

**Michigan Municipal Services Authority
VHWM**

Fund	Activity	FYE 2017 Adopted	February 2017	FYE 2017 Year to Date	FYE 2017 Budget to Date	Variance
Operating Revenues						
501	539	State Grants	\$ -	\$ -	\$ -	\$ -
501	600	Charges for Services	\$ 600,000	\$ -	\$ 325,851	\$ 250,000
		TOTAL OPERATING REVENUES	\$ 600,000	\$ -	\$ 325,851	\$ 250,000
Operating Expenses						
501	266	Attorney	\$ 6,000	\$ 5,483	\$ 12,698	\$ 2,500
501	271	Program Management	\$ 60,000	\$ -	\$ -	\$ 25,000
501	272	Contractual Services	\$ 540,000	\$ 139,533	\$ 345,567	\$ 225,000
501		Transfer to General Fund	\$ 127,706	\$ 13,443	\$ 52,469	\$ 53,211
		TOTAL OPERATING EXPENSES	\$ 733,706	\$ 158,459	\$ 410,734	\$ 305,711
		Change in Net Position	\$ (133,706)	\$ (158,459)	\$ (84,883)	\$ (55,711)

**Michigan Municipal Services Authority
FMS**

Fund	Activity	FYE 2017 Adopted	February 2017	FYE 2017 Year to Date	FYE 2017 Budget to Date	Variance
Operating Revenues						
502	539	State Grants	\$ -	\$ 1,500,000	\$ 1,500,000	\$ - 0.0%
502	600	Charges for Services	\$ 2,863,430	\$ 944,810	\$ 944,810	\$ 1,193,096 -20.8%
TOTAL OPERATING REVENUES			\$ 2,863,430	\$ 2,444,810	\$ 2,444,810	\$ 1,193,096 104.9%
Operating Expenses						
502	266	Attorney	\$ 6,000		\$ 2,500	-100.0%
502	271	Program Management	\$ 50,000	\$ -	\$ -	\$ 20,833 -100.0%
502	272	Contractual Services	\$ 2,679,047	\$ 8,950	\$ 20,700	\$ 1,116,270 -98.1%
502		Transfer to General Fund	\$ 127,706	\$ 13,443	\$ 52,469	\$ 53,211 -1.4%
TOTAL OPERATING EXPENSES			\$ 2,862,753	\$ 22,393	\$ 73,169	\$ 1,192,814 -93.9%
Change in Net Position			\$ 677	\$ 2,422,417	\$ 2,371,641	\$ 282 840659.0%

**Michigan Municipal Services Authority
All Funds**

	FYE 2017 Adopted	February 2017	FYE 2017 Year to Date	FYE 2017 Budget to Date	Variance
OPERATING REVENUES					
General	\$ 255,412	\$ 26,886	\$ 104,938	\$ 106,422	-1.4%
VHWM	\$ 600,000	\$ -	\$ 325,851	\$ 250,000	30.3%
FMS	\$ 2,863,430	\$ 2,444,810	\$ 2,444,810	\$ 1,193,096	104.9%
TOTAL OPERATING REVENUES	\$ 3,718,842	\$ 2,471,696	\$ 2,875,599	\$ 1,549,518	85.6%
OPERATING EXPENSES					
General	\$ 255,412	\$ 26,886	\$ 104,937	\$ 106,422	-1.4%
VHWM	\$ 733,706	\$ 158,459	\$ 410,734	\$ 305,711	34.4%
FMS	\$ 2,862,753	\$ 22,393	\$ 73,169	\$ 1,192,814	-93.9%
TOTAL OPERATING EXPENSES	\$ 3,851,871	\$ 207,738	\$ 588,840	\$ 1,604,946	-63.3%
CHANGE IN NET POSITION	\$ (133,029)	\$ 2,263,958	\$ 2,286,760	\$ (55,429)	-4225.6%

MICHIGAN MUNICIPAL SERVICES AUTHORITY

Summary of Revenues and Expenditures

Date	Check Number	Invoice Number	Description	Check Amount	Deposits/ Other Credits	Account Balance
1/31/17			Beginning Balance			\$ 631,078.13
2/1/17	7503		BCBSM	\$ 1,042.86		\$ 630,035.27
	ACH		Benefits Express	66,208.01		\$ 563,827.26
	ACH		Benefits Express	46,799.69		\$ 517,027.57
	ACH		Dykema Gossett	952.20		\$ 516,075.37
	ACH		Segal Consulting	850.00		\$ 515,225.37
	ACH		Segal Consulting	15,000.00		\$ 500,225.37
2/9/17	Direct Deposits		Payroll	5,068.25		\$ 495,157.12
	ACH	payroll tax	Federal Payroll Tax	3,344.22		\$ 491,812.90
	ACH	payroll tax	State of Michigan	484.42		\$ 491,328.48
2/10/17	ACH	service charge	bank service charge	152.61		\$ 491,175.87
	ACH	expenses	Robert Bruner	372.50		\$ 490,803.37
	ACH	expenses	Robert Bruner	524.73		\$ 490,278.64
	ACH		Segal Consulting	450.00		\$ 489,828.64
	ACH		Segal Consulting	10,225.00		\$ 479,603.64
2/23/17	Direct Deposits		Payroll	5,068.26		\$ 474,535.38
	Deposit		Kent County		\$ 944,810.00	\$ 1,419,345.38
	Deposit		State Grant		\$ 1,500,000.00	\$ 2,919,345.38
2/24/17	ACH		Abraham & Gaffney	10,000.00		\$ 2,909,345.38
	ACH		Dykema Gossett	4,531.50		\$ 2,904,813.88
	ACH		Michael A Tawney	800.00		\$ 2,904,013.88
	ACH		Plante Moran	8,950.00		\$ 2,895,063.88
TOTAL MI MUN SERV AUTH CASH BALANCE						<u>\$ 2,895,063.88</u>

Michigan Municipal Services Authority
Balance Sheet
As of February 28, 2017

ASSETS

CURRENT ASSETS

Cash in Bank	\$ 2,895,063.88
Due From Cities	153,790.56
Due from State	<u>48,027.55</u>

Total Current Assets 3,096,881.99

PROPERTY AND EQUIPMENT

TOTAL ASSETS \$ 3,096,881.99

CURRENT LIABILITIES

Accounts Payable	\$ 183,883.88
Accrued State W/H	472.94
Accrued Federal W/H	1,344.00
Accrued FICA	2,579.27
Accrued MESC	511.80
Accrued FUTA	84.00
Accrued Salaries & Wages	<u>8,998.33</u>

Total Current Liabilities 197,874.22

LONG-TERM LIABILITIES

Total Liabilities 197,874.22

FUND BALANCE

Fund Balance Retained	612,248.29
Current Revenue over Expenses	<u>2,286,759.48</u>

Total Fund Balance 2,899,007.77

**TOTAL LIABILITIES AND
FUND BALANCE** \$ 3,096,881.99

Michigan Municipal Services Authority
Statement of Income
For the 1 Month and 5 Months Ended February 28, 2017

	<u>1 Month Ended</u> <u>February 28, 2017</u>	<u>5 Months Ended</u> <u>February 28, 2017</u>
Revenues		
Contract Revenue	\$ 2,444,810.00	\$ 2,770,661.42
Operating Expenses		
Salary Director	\$ 8,498.90	\$ 50,113.19
Wages - Administrative Staff	4,400.00	24,200.00
Outside Service Contractors	153,014.20	370,798.12
Payroll Taxes	945.45	5,343.98
MESC Taxes	133.31	484.17
FUTA Taxes	15.60	84.00
Office Expense	372.50	7,128.45
Legal & Accounting	11,752.20	20,642.50
Insurance - Health	1,042.86	2,085.72
Mileage Reimbursement	524.73	2,500.60
Bank Service Charges	<u>152.61</u>	<u>521.21</u>
Total Operating Expenses	180,852.36	483,901.94
Revenues over Expenses	<u>\$ 2,263,957.64</u>	<u>\$ 2,286,759.48</u>



Statement Period Date: 2/1/2017 - 2/28/2017
 Account Type: COMM'L 53 ANALYZED
 Account Number: 7166385711

MICHIGAN MUNICIPAL SERVICES
 AUTHORITY
 PO BOX 12012
 LANSING MI 48901-2012



0

Banking Center: Grand Rapids
 Banking Center Phone: 616-653-5440
 Commercial Client Services: 866-475-0729

4521

Account Summary - 7166385711

02/01 Beginning Balance	\$631,078.13	Number of Days in Period	28
1 Checks	\$(1,042.86)		
18 Withdrawals / Debits	\$(179,781.39)		
2 Deposits / Credits	\$2,444,810.00		
02/28 Ending Balance	\$2,895,063.88		

Check

1 check totaling \$1,042.86

* Indicates gap in check sequence i = Electronic Image s = Substitute Check

Number	Date Paid	Amount
7503 i	02/16	1,042.86

Withdrawals / Debits

18 items totaling \$179,781.39

Date	Amount	Description
02/01	850.00	Michigan Municip PAYMENTS 4616288140 020117 OFFSET TRANSACTION
02/01	952.20	Michigan Municip PAYMENTS 4616288140 020117 OFFSET TRANSACTION
02/01	15,000.00	Michigan Municip PAYMENTS 4616288140 020117 OFFSET TRANSACTION
02/01	46,799.69	Michigan Municip PAYMENTS 4616288140 020117 OFFSET TRANSACTION
02/01	66,208.01	Michigan Municip PAYMENTS 4616288140 020117 OFFSET TRANSACTION
02/07	372.50	Michigan Municip CREDITS 4616288140 020717 OFFSET TRANSACTION
02/07	450.00	Michigan Municip PAYMENTS 4616288140 020717 OFFSET TRANSACTION
02/07	524.73	Michigan Municip CREDITS 4616288140 020717 OFFSET TRANSACTION
02/07	10,225.00	Michigan Municip PAYMENTS 4616288140 020717 OFFSET TRANSACTION
02/08	5,068.25	Michigan Municip CSI PAYROLL PAYROLL Michigan Municipal Ser 020817
02/10	152.61	SERVICE CHARGE
02/15	3,344.22	IRS USATAXPYMT 270744643545159 MICHIGAN MUNICIPAL SER 021517
02/21	484.42	MI Business Tax Payment SMIBUS000915834 TawneyMichael 022117
02/22	5,068.26	Michigan Municip CSI PAYROLL PAYROLL Michigan Municipal Ser 022217
02/23	800.00	Michigan Municip PAYMENTS 4616288140 022317 OFFSET TRANSACTION
02/23	4,531.50	Michigan Municip PAYMENTS 4616288140 022317 OFFSET TRANSACTION
02/23	8,950.00	Michigan Municip PAYMENTS 4616288140 022317 OFFSET TRANSACTION
02/23	10,000.00	Michigan Municip PAYMENTS 4616288140 022317 OFFSET TRANSACTION

Deposits / Credits

2 items totaling \$2,444,810.00

Date	Amount	Description
02/23	944,810.00	Kent County 0000217159 CTXEDI820 201702210011104 MICHIGAN MUNICI 022317
02/23	1,500,000.00	DEPOSIT

Daily Balance Summary

Date	Amount	Date	Amount	Date	Amount
02/01	501,268.23	02/10	484,475.14	02/21	479,603.64
02/07	489,696.00	02/15	481,130.92	02/22	474,535.38
02/08	484,627.75	02/16	480,088.06	02/23	2,895,063.88

Michigan Municipal Services Authority
Check Register

Check Number	Check Date	Payee	Amount
Vendor Checks			
7503	02/01/17	BCBSM	1,042.86
20170201	02/01/17	Benefit Express Services LLC	66,208.01
20170202	02/01/17	Benefit Express Services LLC	46,799.69
20170203	02/01/17	Dykema Gossett PLLC	952.20
20170204	02/01/17	Segal Consulting	850.00
20170205	02/01/17	Segal Consulting	15,000.00
20170206	02/10/17	Robert J. Bruner Jr.	372.50
20170207	02/10/17	Robert J. Bruner Jr.	524.73
20170208	02/10/17	Segal Consulting	450.00
20170209	02/10/17	Segal Consulting	10,225.00
20170210	02/24/17	Abraham & Gaffney, PC	10,000.00
20170211	02/24/17	Dykema Gossett PLLC	4,531.50
20170212	02/24/17	Michael A. Tawney & Co PC	800.00
20170213	02/24/17	Plante Moran	8,950.00
Total checks	14	Total	<u>166,706.49</u>

Michigan Municipal Services Authority

Check List

All Bank Accounts

February 1, 2017 - February 28, 2017

Check Number	Check Date	Payee	Amount
Payroll Direct Deposit			
5331	02/09/17	Bruner Jr., Robert J	3,374.05
5332	02/09/17	Delaney, Kristen A	1,694.20
5333	02/23/17	Bruner Jr., Robert J	3,374.06
5334	02/23/17	Delaney, Kristen A	1,694.20
Payroll Direct Deposit Total			<u>10,136.51</u>
Vendor Checks			
5329	02/09/17	Internal Revenue Service	3,344.22
5330	02/09/17	State of Michigan	484.42
Vendor Check Total			<u>3,828.64</u>
Check List Total			<u><u>13,965.15</u></u>

Check count = 6

**Michigan Municipal Services Authority
Payroll Journal Entry**

February 1, 2017 - February 28, 2017

Reference	Date	GL Account	GL Account Description	Debit Amount	Credit Amount
Payroll Checks					
P89	02/28/17	105	Cash in Bank		10,136.51
P89	02/28/17	209	Accrued State W/H		472.94
P89	02/28/17	210	Accrued Federal W/H		1,344.00
P89	02/28/17	212	Accrued FICA		1,890.90
P89	02/28/17	213	Accrued MESC		133.31
P89	02/28/17	214	Accrued FUTA		15.60
P89	02/28/17	500	Salary Director	8,498.90	
P89	02/28/17	502	Wages - Administrative Staff	4,400.00	
P89	02/28/17	512	Payroll Taxes	945.45	
P89	02/28/17	513	MESC Taxes	133.31	
P89	02/28/17	514	FUTA Taxes	15.60	
			Totals	<u>13,993.26</u>	<u>13,993.26</u>
Vendor Checks					
5329	02/09/17	105	Cash in Bank		3,344.22
5329	02/09/17	210	Accrued Federal W/H	1,412.00	
5329	02/09/17	212	Accrued FICA	1,932.22	
5330	02/09/17	105	Cash in Bank		484.42
5330	02/09/17	209	Accrued State W/H	484.42	
			Totals	<u>3,828.64</u>	<u>3,828.64</u>

Distribution count = 16

FMS Program Update

MMSA Administrative Report

FMS Program Management

- Kent County: Budget and finance are live; Human resources is scheduled to go-live in April
- Grand Rapids: Budget and finance are live; Human resources is scheduled to go-live in March
- Genesee County: Finance is live; Human resources go-live has been postponed from December and is to be determined; Budget go-live has been postponed from January and is to be determined

FMS Program Management

Amendment Agreements

- CGI proposed amendments to the FMS Program Services Agreement and Participation Agreements in January
- Several conference calls have occurred since then
- Next conference call is scheduled for March 3

FMS Program Development

- Oakland County
 - Proposal submitted November 1, 2016
- Wayne County
 - Proposal submitted November 14, 2016
- City of Lansing
 - Met on February 14

CGAP Grant Management

- CGAP Grant FY 2014 (Round 1)
 - Reimbursement from Treasury was received February 22
 - Reimbursements from Authority to Genesee and Kent counties are in progress
 - Reimbursements from Authority to Grand Rapids will be issued after Grand Rapids pays its annual subscription fee in March
 - This will conclude Implementation Group A reimbursements
 - Q1 2017 CGAP grant report is due April 28

VHWM Program Update

MMSA Administrative Report

VHWM Program Update

City of Detroit - Invoices

- January 2017: Electronic invoice was sent on January 30, 2017. The Amendment Agreement must be signed before the City will pay this invoice.
- February 2017: Electronic invoice was sent on March 1, 2017.

VHWM Program Update

City of Detroit - Amendment Agreement

- The City sent a revised Amendment Agreement for CEO signature on January 26
- Authority and Benefit Express signed Amendment Agreement on February 7
- CEO signed Amendment Agreement with the City on February 10
- The City requested a change on March 1
- Status is to be determined

VHWM Program Update

City of Detroit - Call Center Update

- In February, call volumes are leveling out with about 150 calls in the beginning of the month to about 110 calls in the last half of the month. Wait times for live calls fluctuated from one to five minutes.

VHWM Program Update

City of Detroit - Ultipro Payroll

- Implementation has been delayed until sometime in 2017. A new go-live date is TBD. Additional payroll files were provided for testing in February. This indicates the City may be making progress but we have not been provided with any specific details.

VHWM Program Update

City of Detroit - Medical RFP (new)

- Due to the outcome of the Police and Fire Medical RFP, the City will evaluate additional plan options including a new medical RFP to be effective January 1, 2018. Any plan options will be offered to ALL employees.
 - Segal provided a sample benefit survey to the City. The City has updated it and will be sending it out to employees in early March. Based on the results, the City will craft benefit options based on the input received.
 - The City also requested a “Benefits 101” presentation to provide to the Police and Fire union leadership so they better understand the potential benefit plan options. Segal provided a final draft on February 27, 2017 to be reviewed with the unions on March 6, 2017.

MI Self-Funded Healthcare Program (MI SHIP) Update

MMSA Administrative Report

MI SHIP Update

MMRMA

- We met with the Michigan Municipal Risk Management (MMRMA) in February and April 2016 but several attempts to schedule another meeting have failed

WMHIP

- Discussions with the Western Michigan Health Insurance Pool (WMHIP) are on hold until March 2017 pending their strategic planning process

Municipal Talent Pipeline Update

MMSA Administrative Report

MTP Program Development

- February 7: City of Wayne approved a proposal from Orion Solutions Group for Finance Director recruitment
- February 21: Call with the Village of Blissfield
- February 23: Meeting with the Village of Holly
- March 1: Meeting with the City of Pontiac
- March 2: Call with CPS HR Consulting
- March 3: Michigan Association of Equalization Directors (MAED) Executive Board meeting
- Assessing and Equalization Survey is ready for distribution (see attached)

Program Development Update

MMSA Administrative Report

Program Development Update

CISO as a Service

- Talked to DTMB and met with Merit on February 22

Fleet Management

- Proposal Deadline February 17
- One proposal submitted
- Reviewing with the City of Kalamazoo on March 10

Program Development Update

Medicare Coordination and Social Security Disability Advocacy Services

- Met with the City of Livonia on February 28

Treasury Asset Management Collaboration (TAMC)

- Center for Local Government (CLG) in Ohio offers a collaborative approach to professional portfolio management for local governments
- Researching business case for a similar collaboration in Michigan



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**AUTHORITY BOARD
RESOLUTION 2017-A**

Approval of Audit for Fiscal Year 2015-2016

The Authority Board of the Michigan Municipal Services Authority ("Authority") resolves that the audit of the Authority for the fiscal year ending September 30, 2016 prepared by Abraham & Gaffney, P.C. and presented to the Authority Board at its regular meeting on March 9, 2017 is approved as provided under Section 4.02 of the interlocal agreement that created the Authority.

Secretary's Certification:

I certify that this resolution was adopted by the Authority Board of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on March 9, 2017.

By: _____

James Cambridge
Authority Secretary

Principals

Dale J. Abraham, CPA
Steven R. Kirinovic, CPA
Aaron M. Stevens, CPA
Eric J. Glashouwer, CPA
Alan D. Panter, CPA
William I. Tucker IV, CPA



3511 Coolidge Road
Suite 100
East Lansing, MI 48823
(517) 351-6836
FAX: (517) 351-6837

Board of Directors
Michigan Municipal Services Authority
Lansing, Michigan

We have audited the financial statements of the Michigan Municipal Services Authority (the Authority), for the year ended September 30, 2016. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated January 3, 2017. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in Note A to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the fiscal year ended September 30, 2016. We noted no transactions entered into by the Authority 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. There are no sensitive estimates affecting the financial statements.

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 the 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 February 17, 2017.

Management Consultations with Other Independent Accountants

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

Other Audit Findings or Issues

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

Other Matters

We applied certain limited procedures to the management's discussion and analysis, which is required supplementary information (RSI) that supplements the 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 financial statements, and other knowledge we obtained during our audit of the financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

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

Restriction on Use

This information is intended solely for the use of the Board of Directors and management of the Michigan Municipal Services Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Abraham & Gaffney, P.C.

ABRAHAM & GAFFNEY, P.C.
Certified Public Accountants

February 17, 2017

**Michigan Municipal Services Authority
Lansing, Michigan**

FINANCIAL STATEMENTS

September 30, 2016

Michigan Municipal Services Authority

TABLE OF CONTENTS

September 30, 2016

	<u>Page</u>
INDEPENDENT AUDITOR'S REPORT	i-ii
MANAGEMENT'S DISCUSSION AND ANALYSIS	iii-v
BASIC FINANCIAL STATEMENTS	
Statement of Net Position	1
Statement of Revenues, Expenses, and Changes in Net Position	2
Statement of Cash Flows	3
Notes to Financial Statements	4-7
OTHER SUPPLEMENTARY INFORMATION	
Schedule of Revenues, Expenses, and Changes in Net Position by Program	8
INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH <i>GOVERNMENT AUDITING STANDARDS</i>	9-10

Principals

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
Michigan Municipal Services Authority
Lansing, Michigan

Report on the Financial Statements

We have audited the accompanying financial statements of the Michigan Municipal Services Authority (the Authority), a component unit of the State of Michigan, as of and for the year ended September 30, 2016, and the related notes to the financial statements, which collectively comprise the Authority'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 an opinion 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 and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that 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 opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Michigan Municipal Services Authority, a component unit of the State of Michigan, as of September 30, 2016, and the changes in financial position and cash flows 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, as identified in the table of contents, 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.

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Authority's basic financial statements. The accompanying other supplementary information, as identified in the table of contents, are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The other supplementary information are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated February 17, 2017, on our consideration of the Michigan Municipal Services Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Michigan Municipal Services Authority's internal control over financial reporting and compliance.

Abraham & Gaffney, P.C.

ABRAHAM & GAFFNEY, P.C.
Certified Public Accountants

February 17, 2017

Michigan Municipal Services Authority

MANAGEMENT'S DISCUSSION AND ANALYSIS

September 30, 2016

The intent of the management's discussion and analysis is to provide highlights of the Authority's financial activities for the fiscal year ended September 30, 2016. Readers are encouraged to read this section in conjunction with the accompanying basic financial statements.

FINANCIAL HIGHLIGHTS

- ❖ Net Position: The assets of the Authority exceeded its liabilities by \$600,442 as of September 30, 2016. This unrestricted net position may be used to meet the Authority's ongoing obligations.
- ❖ The total net position increased by \$161,013 as a result of current year activity.

OVERVIEW OF THE FINANCIAL STATEMENTS

The annual report includes this management's discussion and analysis report, the independent auditor's report and the basic financial statements of the Authority, including notes that explain in more detail some of the information in the financial statements.

REQUIRED FINANCIAL STATEMENTS

The financial statements report information of the Authority using accounting methods similar to those used by private-sector companies. These statements offer short and long-term financial information about its activities.

The Statement of Net Position includes all of the Authority's assets, deferred outflows of resources, liabilities, and deferred inflows of resources and provides information about the nature and amounts of investments in resources (assets) and the obligations to their creditors (liabilities). It also provides the basis for evaluating the capital structure of the Authority and assessing their liquidity and financial flexibility.

All of the current year's revenues and expenses are accounted for in the Statement of Revenues, Expenses, and Changes in Net Position. This statement measures the success of the Authority's operations over the past year.

The final required financial statement is the Statement of Cash Flows. This statement reports cash receipts, cash payments and net changes in cash resulting from operations, investing, and financing activities and provides answers to such questions as where did cash come from, what was cash used for, and what was the change in the cash balance during the reporting period.

FINANCIAL ANALYSIS OF THE AUTHORITY

The Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position provide information to determine how the Authority did financially during 2016. The net position, or the difference between assets and liabilities, and the changes in them can indicate whether financial health is improving or deteriorating over time. However, other non-financial factors such as changes in economic conditions and new or changed government legislation also need to be considered in determining the Authority's financial health.

Michigan Municipal Services Authority
MANAGEMENT'S DISCUSSION AND ANALYSIS

September 30, 2016

NET POSITION

The Authority's Condensed Statement of Net Position and Statement of Revenues, Expenses and Changes in Net Position are presented in the following comparative tables.

TABLE 1

CONDENSED STATEMENT OF NET POSITION

	<u>September 30, 2016</u>	<u>September 30, 2015</u>
Current assets	\$ 745,062	\$ 637,745
Current liabilities	<u>144,620</u>	<u>198,316</u>
Unrestricted net position	<u>\$ 600,442</u>	<u>\$ 439,429</u>

TABLE 2

CONDENSED STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

	<u>2016</u>	<u>2015</u>
Operating revenues	\$ 4,903,432	\$ 3,311,528
Operating expenses	<u>4,742,419</u>	<u>3,074,541</u>
Changes in net position	161,013	236,987
Beginning net position	<u>439,429</u>	<u>202,442</u>
Ending net position	<u>\$ 600,442</u>	<u>\$ 439,429</u>

The Authority's operating revenues increased by \$1,591,904 from the prior year because the Authority began providing financial management software (FMS) services to Genessee County in October 2015.

The Authority's operating expenses increased by \$1,667,878 from the prior year because the Authority subcontracts service provision to CGI Technologies and Solutions Inc. and retains an administrative fee.

BUDGETARY HIGHLIGHTS

The Authority is an enterprise fund and is not required to adopt an annual budget. However, the Authority Board does adopt an annual operating budget. The operating budget includes proposed expenses and the means of financing them. The Authority's operating budget remains in effect but can be revised with the Authority Board approval prior to the September 30 year-end.

Michigan Municipal Services Authority
MANAGEMENT'S DISCUSSION AND ANALYSIS

September 30, 2016

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

The Authority's budget for the fiscal year ending September 30, reflects maintenance of the status quo and includes no changes in revenues or expenses.

CONTACT INFORMATION

This financial report is designed to provide a general overview of the Authority's finances and to demonstrate its accountability for the funds it receives. Questions regarding this report or requests for additional information should be addressed to the Michigan Municipal Services Authority, P.O. Box 12012, Lansing, MI 48901-2012.

BASIC FINANCIAL STATEMENTS

Michigan Municipal Services Authority

STATEMENT OF NET POSITION

September 30, 2016

ASSETS	
Current assets	
Cash	\$ 608,414
Due from other governmental units	<u>136,648</u>
 TOTAL ASSETS	 745,062
LIABILITIES	
Current liabilities	
Accounts payable	132,745
Accrued wages	6,931
Other accrued liabilities	<u>4,944</u>
 TOTAL LIABILITIES	 <u>144,620</u>
NET POSITION	
Unrestricted	<u><u>\$ 600,442</u></u>

See accompanying notes to financial statements.

Michigan Municipal Services Authority

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

Year Ended September 30, 2016

OPERATING REVENUES	
Intergovernmental	\$ 4,903,432
OPERATING EXPENSES	
Governing body	2,062
Chief executive	217,146
Accounting	15,471
Information technology	2,547
Attorney	14,459
Program management	73,552
Contractual services	<u>4,417,182</u>
TOTAL OPERATING EXPENSES	<u>4,742,419</u>
CHANGE IN NET POSITION	161,013
Net position, beginning of year	<u>439,429</u>
Net position, end of year	<u>\$ 600,442</u>

See accompanying notes to financial statements.

Michigan Municipal Services Authority

STATEMENT OF CASH FLOWS

Year Ended September 30, 2016

CASH FLOWS FROM OPERATING ACTIVITIES	
Cash receipts from customers	\$ 4,968,602
Cash paid to suppliers	(4,602,319)
Cash paid to employees	(179,037)
Cash paid for employee benefits	<u>(14,759)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	172,487
Cash, beginning of year	<u>435,927</u>
Cash, end of year	<u><u>\$ 608,414</u></u>
Reconciliation of operating income to net cash provided by operating activities	
Operating income	\$ 161,013
Adjustment to reconcile operating income to net cash provided by operating activities	
Decrease in:	
Due from other governmental units	65,170
(Decrease) in:	
Accounts payable	(51,139)
Accrued wages	(2,067)
Other accrued liabilities	<u>(490)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u><u>\$ 172,487</u></u>

See accompanying notes to financial statements.

Michigan Municipal Services Authority

NOTES TO FINANCIAL STATEMENTS

September 30, 2016

NOTE A: DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Michigan Municipal Services Authority (the Authority) was established on August 1, 2012 pursuant to the Urban Cooperation Act of 1967, as part of an interlocal agreement between the City of Grand Rapids and the City of Livonia. The purpose of the Authority is to engage in cooperative activities that save staff time and taxpayer money.

The accounting policies of the Authority conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and reporting principles.

The following is a summary of the significant accounting policies:

1. Reporting Entity

The accompanying financial statements are exclusive presentations of the financial condition and results of operations of the Michigan Municipal Services Authority. The Authority is considered a component unit of the State of Michigan.

The Authority is controlled by a five member Executive Committee. The Governor shall designate a member of the Executive Committee to serve as its Chairperson at the pleasure of the Governor. The Executive Committee shall elect from among the serving members of the Executive Committee a Vice-Chairperson of the Executive Committee and a Secretary of the Authority.

2. Basis of Presentation

The operations of the Authority are accounted for with a separate set of self-balancing accounts that comprise its assets, deferred outflows of resources, liabilities, deferred inflows of resources, net position, revenues, and expenses. The Authority's resources are allocated to and accounted for in the individual fund based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The fund in the basic financial statements in this report is described as follows:

PROPRIETARY FUND

Enterprise Fund - This fund is used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

3. Measurement Focus

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The proprietary fund is accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of this fund are included on the Statement of Net Position. Fund equity (i.e., net position) is segregated into net investment in capital assets, restricted, and unrestricted components. Proprietary fund type operating statements present increases (i.e., revenues) and decreases (i.e., expenses) in net position.

4. Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Michigan Municipal Services Authority

NOTES TO FINANCIAL STATEMENTS

September 30, 2016

NOTE A: DESCRIPTION OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
- CONTINUED

4. Basis of Accounting - continued

The proprietary fund is accounted for using the accrual basis of accounting. The revenues are recognized when they are earned, and the expenses are recognized when they are incurred, regardless of the timing of related cash flows.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Authority are contract fees to other governmental units for services provided. Operating expenses for the Authority include the cost of services and administrative expenses. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses. If/when both restricted and unrestricted resources are available for use, it is the Authority's policy to use restricted resources first, then unrestricted resources as they are needed.

5. Cash

Cash consists of a checking account.

6. Due from Other Governmental Units

Due from other governmental units consist of amounts due from participating municipalities related to services provided.

7. 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 future period(s) and so will not be recognized as an outflow of resources (expense) until that time. The Authority currently does not have any items that qualify for reporting in this category.

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 Authority currently does not have any items that qualify for reporting in this category.

8. Comparative Data

Comparative data for the prior year have not been presented in the basic financial statements since their inclusion would make the statements unduly complex and difficult to read.

NOTE B: CASH

In accordance with Michigan Compiled Laws, the Authority is authorized to invest in the following investment vehicles:

1. Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.

Michigan Municipal Services Authority

NOTES TO FINANCIAL STATEMENTS

September 30, 2016

NOTE B: CASH - CONTINUED

2. Certificates of deposit, savings accounts, deposit accounts, or depository receipts of 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 which maintains a principal office or branch office located in this State under laws of this State or the United States, but only if the bank, savings and loan association, savings bank or credit union is eligible to be a depository of surplus funds belonging to the State under Section 6 of 1855 PA 105, MCL 21.146.
3. Commercial paper rated at the time of purchase within the three (3) highest classifications established by not less than two (2) standard rating services and which matures more than 270 days after the date of purchase.
4. The United States government or Federal agency obligations repurchase agreements.
5. Bankers acceptances of United States Banks.
6. Mutual funds composed of investment vehicles, which are legal for direct investment by local units of government in Michigan.

Deposits

There is a custodial risk as it relates to deposits. In the case of deposits, this is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. As of September 30, 2016, the carrying amount of the Authority's deposits was \$608,414 and the bank balance was \$609,014, \$250,000 of which was covered by federal deposit insurance. The remaining \$359,014 was uninsured and uncollateralized.

Credit Risk

State law limits investments in certain types of investments to a prime or better rating issued by nationally recognized statistical rating organizations (NRSRO's). As of September 30, 2016, the Authority did not have any investments that would be subject to rating by an NRSRO.

Interest Rate Risk

The Authority 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 Authority's cash requirements.

Concentration of Credit Risk

The Authority will minimize concentration of credit risk, which is the risk of loss attributed to the magnitude of the Authority'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.

Custodial Credit Risk

The Authority will minimize custodial credit risk, which is the risk of loss due to the failure of the security issuer or backer, by limiting investments to the types of securities authorized by the Board and pre-qualifying the financial institutions, broker/dealers, intermediaries and advisors with which the Authority will do business in accordance with Board approved policy.

Michigan Municipal Services Authority

NOTES TO FINANCIAL STATEMENTS

September 30, 2016

NOTE C: RISK MANAGEMENT

The Authority is exposed to various risks of loss for liability and workers' compensation claims. For workers' compensation claims the Authority carries commercial insurance. Settled claims, if any, relating to the commercial insurance have not exceeded the amount of insurance coverage in either of the past three (3) fiscal years.

OTHER SUPPLEMENTARY INFORMATION

Michigan Municipal Services Authority

SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION BY PROGRAM

Year Ended September 30, 2016

	<u>General Fund</u>	<u>Virtual Health and Wellness Marketplace</u>	<u>Financial Management System</u>	<u>Internal Eliminations</u>	<u>Total</u>
OPERATING REVENUES					
Intergovernmental	\$ -	\$ 969,363	\$ 3,934,069	\$ -	\$ 4,903,432
OPERATING EXPENSES					
Governing body	2,062	-	-	-	2,062
Chief executive	217,146	-	-	-	217,146
Accounting	15,471	-	-	-	15,471
Information technology	2,547	-	-	-	2,547
Attorney	6,994	7,465	-	-	14,459
Program management	-	45,000	28,552	-	73,552
Contractual services	-	815,742	3,601,440	-	4,417,182
TOTAL OPERATING EXPENSES	<u>244,220</u>	<u>868,207</u>	<u>3,629,992</u>	<u>-0-</u>	<u>4,742,419</u>
OPERATING INCOME (LOSS)	(244,220)	101,156	304,077	-0-	161,013
TRANSFERS					
Transfers in	247,088	-	-	(247,088)	-0-
Transfers out	<u>-</u>	<u>(123,544)</u>	<u>(123,544)</u>	<u>247,088</u>	<u>-0-</u>
CHANGE IN NET POSITION	<u>\$ 2,868</u>	<u>\$ (22,388)</u>	<u>\$ 180,533</u>	<u>\$ -0-</u>	<u>\$ 161,013</u>

Principals

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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Board of Directors
Michigan Municipal Services Authority
Lansing, Michigan

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Michigan Municipal Services Authority (the Authority), as of and for the year ended September 30, 2016, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements and have issued our report thereon dated February 17, 2017.

Internal Control Over Financial Reporting

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

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

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

Compliance and Other Matters

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

Purpose of this Report

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

Abraham & Gaffney, P.C.

ABRAHAM & GAFFNEY, P.C.
Certified Public Accountants

February 17, 2017

City of Detroit Major Activities by Month Segal Consulting

Project Scope: The original scope of the MMSA/City of Detroit project included the implementation of an online enrollment and eligibility system for ongoing use and the implementation of a customer service call center for the active and retiree open enrollment period, originally scheduled for November 2013 for both groups. The items in **bold** below indicate tasks that fall outside of the original project scope due to changes made by the City of Detroit. Some of these changes also resulted in additional programming by Benefit Express, which are managed through work orders. These work orders are also shown in **bold**.

These out of scope changes include the following:

1. The effective date for retiree benefits moved from 01/01/14 to 03/01/14 creating a requirement for a second open enrollment period. The second enrollment period extended the overall timeframe of support required by the Segal team due to planning and project management support, communication/data/system updates, support at retiree enrollment sessions, and our ongoing support of the call center.
2. The City's bankruptcy proceedings produced a settlement agreement that created the requirement for a third open enrollment period. The third enrollment period has further extended the overall timeframe of support required by the Segal team due to planning and project management support, communication/data/system updates, retention and support of a document verification vendor, and our ongoing support of the call center.
3. Complexities in the data needs of the City that were unforeseen at the outset of the project have also extended the timeframe for support required by the Segal team. The City moved from a completely manual benefits administration process to an automated enrollment system. As such, there are multiple factors that require ongoing tracking and support by the Segal team. For example, the City has a number of retirees who return to work as active employees. Per the City's eligibility rules, these people are eligible for benefits as an active employee and as a retiree. As such, they are currently set up with two accounts in Benefit Express. This causes inaccuracies from an audit perspective and may require additional programming to resolve.

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
August 2013	\$15,000	150	<ul style="list-style-type: none"> • Online enrollment and eligibility vendor/customer service vendor review and negotiation • Benefit Express selected as vendor for both online enrollment/eligibility and customer service
September 2013	\$15,000	307	<ul style="list-style-type: none"> • Implementation of Benefit Express enrollment/eligibility system and call center begins • Implementation kick-off meetings/calls held with all carriers • Developed and edited retiree and active employee benefit communications • Twice weekly implementation/status calls with Benefit Express, City of Detroit and Segal begin
October 2013	\$15,000	345	<ul style="list-style-type: none"> • Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Benefit Express enrollment site development <ul style="list-style-type: none"> ○ Data requests from carriers ○ Data requests from City of Detroit ○ Finalize carrier group structures ○ Finalize and test enrollment site ○ Added retiree paid dental and vision plans (7,200 non-Medicare retirees are provided a benefit where enrollment services must be provided)

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> ○ Work Order #6 – 10/23/2013: Add optional life and AD&D coverage selection to the active open enrollment windows. Not included in original programming request. ● Retiree informational meetings held – provided overview of new online system <ul style="list-style-type: none"> ○ 12 sessions were held at the City of Detroit main office and at Macomb Community College
November 2013	\$15,000	323	<ul style="list-style-type: none"> ● Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal ● Retiree open enrollment is postponed until 3/1/2014 ● Active employee open enrollment begins ● Assisted with responses to call center questions and escalations ● Develop monthly invoice and assist with work order processing ● Active employee enrollment sessions held <ul style="list-style-type: none"> ○ 15 sessions were held at multiple City of Detroit work locations for active employees to receive one on one assistance with enrollment on the new site. ● Work Order #7A- 11/4/2013: Last minute system changes for open enrollment; includes retirement status code updates, BCBSM/CMS compliance updates, and changes to the retiree HAP Rx only plan. ● Work Order #8 – 11/5/2013: Additional ports required for toll-free phone line. Call volumes were 2.5 times higher than anticipated and caused the phone line to fail. Benefit Express had to add additional phone line ports in order to properly manage the call volume. ● Work Order #12 – 11/20/2013: Extension of the active open enrollment period to 11/22/2013. ● Work Order #13 – 11/21/2013: Extending call center support for 10 weeks. Added due to continued high call volume. ● Work Order #15 – 11/25/2013: Hiring six additional customer service reps for 4 weeks due to higher than expected call volume. ● Work Order #18 – 11/24/2013: Adding semi-monthly and monthly payroll schedules. These payroll schedules were not provided during system set-up.
December 2013	\$15,000	273	<ul style="list-style-type: none"> ● Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal ● Data clean-up from active open enrollment

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Assisted with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Planning for retiree open enrollment begins • Developed and edited new retiree benefit communications for 3/1/2014 effective date. • Secured new vendor for printing and mailing of retiree benefit communication, as the usual vendor was not able to accommodate the request over the holidays. • Develop monthly invoice and assist with work order processing • Work Order #14 – 12/2/2013: Change opt-out credit for active employees from \$900 to \$950. The original calculation of the opt-out credit was incorrect. The change was made post-enrollment and applied to all affected records. • Work Order #19 – 12/6/2013: Leave administration set-up, which includes two additional rate discriminators not originally included. • Work Order #22 – 12/19/2013: Retiree open enrollment changes for new 3/1/2014 effective date.
January 2014	\$15,000	282.75	<ul style="list-style-type: none"> • Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Active benefits are effective 1/1/2014 • Data clean-up from active open enrollment continues • Develop monthly invoice and assist with work order processing • Maintain open and closed items logs • Assisted with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Coordinated and scheduled COD and Segal on-site representation for retiree enrollment sessions with BCBSM and HAP • Provided BCBSM and HAP representatives training on the Benefit Express enrollment site.

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Provided on-site assistance with retiree enrollment sessions <ul style="list-style-type: none"> ○ 41 sessions were held across the City for retirees to receive one on one assistance with their enrollment in a City sponsored or individual plan. • Finalized and tested enrollment site for retiree enrollment • Retiree open enrollment begins
February 2014	\$15,000	246.75	<ul style="list-style-type: none"> • Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Data clean up from retiree open enrollment. • Data clean up from active open enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis. • Assisted with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Develop monthly invoice and assist with work order processing • Work Order #28 –2/12/2014: Extension of 12 customer service reps through 3/28/2014.
March 2014	\$15,000	181	<ul style="list-style-type: none"> • Twice weekly implementation/status calls with Benefit Express and the City of Detroit • Maintain open and closed items logs • Retiree benefits are effective 3/1/2014 • Data clean up from retiree open enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Data clean up from active open enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Assisted with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Developed weekly MAPD file reconciliation process

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • BCBSM MAPD file reconciliation for managing deceased retirees/surviving spouses requires additional programming of the Benefit Express system • Planning for special enrollment period for retiree settlement changes begins for benefits effective 8/1/2014. • Work Order #29 – 3/4/2014: System set-up for special enrollment period for retiree settlement changes. • Work Order #32 – 3/18/2014: Add system option for benefits effective date of hire and/or file processing option for ad-hoc benefit effective dates. • Develop monthly invoice and assist with work order processing
April 2014	\$15,000	263	<ul style="list-style-type: none"> • Twice weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Planning for special enrollment period for retiree settlement changes continues • Retiree settlement agreement requires document verification for implementation of stipend changes. Hodges Mace selected as the vendor for this process. • Implementation activity with verification vendor begins • Assisted with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Prepare data updates for Benefit Express system for special enrollment period. • Data clean up from retiree open enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Work Order #34 – BCBSM MAPD File Reconciliation/Retiree Death Processing – 04/15/2014 • Develop monthly invoice and assist with work order processing
May 2014	\$15,000	260.25	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Draft and edit communication material for retirees regarding special enrollment period and verification process. Develop mailing lists for enrollment communication and verification process. • Prepare data updates for Benefit Express system for special enrollment period. • Assist with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the effective date change for retiree benefits, the call center continues to remain open and requires our ongoing support. • Data clean up from original retiree open enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Work Order #37 – Amendment to Work Order #29 – Fees due to late rates received, additional field required on stipend export file, payroll data updates for active employees – 05/16/14 • Work Order #38 - Transfer EMS to General City Benefits – 05/16/14 • Develop monthly invoice and assist with work order processing
June 2014	\$15,000	191.25	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Finalize and test enrollment site for special enrollment period • Special enrollment period held from 06/09/14 – 06/20/14. • Retiree stipend verification process held from 05/23/14 (date of notification) – 06/23/14. • Data clean-up from special enrollment period and stipend verification project begins • Data clean-up from active and retiree enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Assist with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the addition of this

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<p>second retiree open enrollment, the call center continues to remain open and requires our ongoing support.</p> <ul style="list-style-type: none"> • Develop monthly invoice and assist with work order processing
July 2014	\$15,000	152	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Data clean-up from special enrollment period and stipend verification project continues • Data clean up from retiree enrollment continues. Some of these issues are more complex than originally anticipated which requires us track them on an ongoing basis • Assist with responses to call center questions and escalations. The call center was originally intended to be open only during the first enrollment period in November 2013. With the addition of this second retiree open enrollment, the call center continues to remain open and requires our ongoing support. • Create stipend file to load to Benefit Express • Create stipend file to load to pension and Flex-Plan that includes retroactive stipends • Assist with finalizing contract between MMSA and the City of Detroit • Develop monthly invoice and assist with work order processing
August 2014	\$15,000	168.75	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Benefits from special enrollment period effective 8/1/2014. • Begin planning for active and retiree open enrollment, tentatively scheduled for 11/10/2014 – 11/21/2014 (e.g. finalize rates, plans, other changes) • Negotiate new pricing terms with Benefit Express for the transition of the retirees to standalone VEBA administrators. • Data clean up from special enrollment period continues • Assist with responses to call center questions and escalations.

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Develop monthly invoice and assist with work order processing
September 2014	\$15,000	172.50	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Continue planning for active and retiree open enrollment, tentatively scheduled for 11/10/2014 – 11/21/2014 • Training for COD Benefits Administration staff on ongoing processing in the Benefit Express system • Assist with documenting work order necessary for active and retiree open enrollment site changes • Draft and edit communication material and mailing lists for active and retiree open enrollment • Assist with responses to call center questions and escalations. • Coordinate with carriers on open enrollment material needed – SBCs, EOCs, benefit summaries, rates, etc. • Data updates for Benefit Express site for active and retiree open enrollment. • Develop monthly invoice and assist with work order processing • Finalize pricing terms with Benefit Express for the transition of the retirees to standalone VEBA administrators • Develop MMSA project budget estimates for 2014, 2015 and 2016 plan years • Work Order #40 – BCN MAPD File Reconciliation/Retiree Death Processing • Work Order #41 – Manual Employee Data Update Hourly Charges (Ongoing)
October 2014	\$15,000	232.50	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Review and finalize work order for active and retiree open enrollment changes – Work Order #42 – 2015 Annual Enrollment Changes • Coordinate with carriers on open enrollment material needed – SBCs, EOCs, benefit summaries, rates, etc. • Set schedule for in-person open enrollment meetings for actives and retirees, coordinate with carriers on additional support needed, and conduct enrollment training with carriers, if needed

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Finalize and test enrollment site • Assist with responses to call center questions and escalations. • Develop monthly invoice and assist with work order processing • Finalize contract between MMSA and COD and MMSA and Benefit Express • Begin planning for retiree transition to two separate VEBA administrators tentatively set for 04/01/15
November 2014	\$15,000	150.50	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Active and retiree open enrollment begins – 11/10/2014 – 11/21/2014 • Work Order #43 - Extend open enrollment by nine days to 11/30/14 • Assist with responses to call center questions and escalations. • Develop monthly invoice and assist with work order processing • Finalize contract between MMSA and Benefit Express • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15
December 2014	\$15,000	151.75	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree open enrollment data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice and assist with work order processing • Work Order #44 - Update active Heritage Vision rates and contributions • Add new “active” plan for non-Medicare police and fire surviving spouses and children and conduct another open enrollment • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15
January 2015	\$15,000	153.25	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree open enrollment and ongoing data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice and assist with work order processing • Work Order #45 – Update to allow Medicare-eligible, duty disabled retirees to add dependents to dental and vision coverage • Work Order #46 - Update to add Medicare information to retiree dental segments on BCBSM eligibility file • Work Order #47 – Update BPIDs/group structure for BCBSM active eligibility file • Add new “active” plan for non-Medicare police and fire surviving spouses and children and conduct another open enrollment. (Note – an additional open enrollment period was not necessary. This was a closed group of employees. Benefit changes were implemented for this group only). • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15
February 2015	\$9,275	92.75	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree open enrollment and ongoing data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order #48 – Update to implement tracking for special classes of employees and implement a “waive” option for retiree medical coverage. Also to include an import file to fill in the new fields for the special classes as well as updating other data fields (married to another employee (duplicate SSN issue resolution), union local no, second address, etc.). • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15 • Create eligibility and other data files for new VEBA administrators. The VEBAs began requesting data

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			from Benefit Express in February 2015. This process is currently being reviewed and refined.
March 2015	\$15,000	184.50	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree open enrollment and ongoing data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15 • Create eligibility and other data files for new VEBA administrators. The VEBAs began requesting data from Benefit Express in February 2015. The City was provided with data and will coordinate all future data requests • Work Order #49 – VEBA Transition Updates: Create new HRA plan to replace current stipend plan, update group structures for carriers where needed, and update 834 files where needed. Develop communication outlining the change for affected retirees • Create production file for FlexPlan for new HRA plan • Review duplicate SSN report, document necessary changes and provide data to clean up some of the duplicates (Work Order #48 import file)
April 2015	\$12,225	122.25	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Coordinate with carriers (BCBSM, BCN, HAP, BCBSM dental, Golden Dental and Heritage Vision) to provide split billing to accommodate both VEBAs • Review and document Audit #25 report to clean – up benefit class effective date issues

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Review and document discrepancies between April and May FlexPlan production files • Work Order #50 – Update BCN MAPD eligibility file to add retiree’s phone number • Assist with cleaning-up weekly audit reports from Benefit Express • Continue planning for retiree transition to two separate VEBA administrators effective 04/01/15
May 2015	\$15,000	170.75	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Review and document discrepancies between May and June FlexPlan production files • Provide information to City of Detroit benefits manager on ACA hours tracking and reporting vendors; assist with scheduling demos of various systems • Provide coordination assistance between Benefit Express and the City for the implementation of the new Ultipro payroll/HRIS system. • Work Order #51 – Provide Medicare Advantage enrollment calls for BCBSM/BCN on a quarterly basis for auditing purposes • Coordinate with BCBSM dental to provide split billing to accommodate both VEBAs • Provide training to staff to clean-up benefit class effective date issues (Audit #25 report) • Develop import file (Work Order #48) to include married/dependent of another employee indicator with corresponding SSN, retiree special tracking classes indicator, pre-2015 retiree indicator, address corrections, union local number corrections <p>(Note that additional hours in May were billed for other Segal staff members for the analysis and development for a proposed pooling arrangement for the VHWM, which does not apply to the City.)</p>
June 2015	\$11,025	110.25	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up. • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Begin review and update of active enrollment guides for the next open enrollment period • Review and document discrepancies between June and July FlexPlan production files • Provide information to City of Detroit benefits manager on ACA hours tracking and reporting vendors; assist with scheduling demos of various systems. BE has provided Work Order #52, if the City would like to use their ACA tracking and reporting capabilities. • Work Order #53 - Provide coordination assistance between Benefit Express and the City for the implementation of the new Ultipro payroll/HRIS system • Coordinate with BCBSM dental to provide split billing to accommodate both VEBAs • Analyze catastrophic drug claim reports for retirees to determine reimbursement amounts (part of the settlement agreement)
July 2015	\$14,200	142	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue to review and update the active enrollment guides for the next open enrollment period • Review and document discrepancies between July and August FlexPlan production files • Work Order #53 - Provide coordination assistance between Benefit Express and the City for the implementation of the new Ultipro payroll/HRIS system • Maintain separate meeting minutes for the UltiPro project

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Work Order #54 – System upgrade to add same-gender spouses to coverage • Review data requests from police and fire retiree VEBA actuary • Analyze catastrophic drug claim reports for retirees to determine reimbursement amounts (part of the settlement agreement)
August 2015	\$15,000	174.50	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Begin preparation for open enrollment. Review issues from last year to determine next steps. • Continue to review and update the active enrollment guides for the next open enrollment period • Review and document discrepancies between August and September FlexPlan production files • Maintain separate meeting minutes for the UltiPro project • Continue to analyze catastrophic drug claim reports for retirees to determine reimbursement amounts (part of the settlement agreement)
September 2015	\$15,000	183.5	<ul style="list-style-type: none"> • Bi-weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue preparation for open enrollment. Review issues from last year to determine next steps • Continue to review and update the active enrollment guides for the next open enrollment period • Review and document discrepancies between September and October FlexPlan HRA production files

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Maintain separate meeting minutes for the UltiPro project • Work with BE to audit and prepare census and enrollment data files for each retiree VEBA
October 2015	\$15,000	186.25	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order #56 – Open Enrollment System Updates and Customer Service Support • Continue preparation for open enrollment. Review issues from last year to determine next steps. • Review, update and finalize active enrollment guides for the next open enrollment period • Review and document discrepancies between October and November FlexPlan HRA production files • Maintain separate meeting minutes for the UltiPro project • Provide assistance with the review and updates to the Ultipro payroll deduction test files • Work with BE to audit and prepare census and enrollment update data files for each retiree VEBA
November 2015	\$15,000	165	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order #61 – Extend Open Enrollment through 11/29/15. • Assist the city with post-open enrollment auditing and data clean-up • Assist the City with the analysis of ScriptGuideRx proposal

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Review and document discrepancies between November and December FlexPlan HRA production files • Maintain separate meeting minutes for the UltiPro project • Work with BE to audit and prepare refresh census and enrollment update data files for each retiree VEBA • Assist the city with nondiscrimination testing
December 2015	\$11,400 Included Preliminary actuarial work for the MMSA risk pooling project (\$1,200)	114	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports for active and retiree continued data clean –up • Assist with responses to call center questions and escalations • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue to assist the city with post-open enrollment auditing and data clean-up • Assist the City/Benefit Express to finalize ACA reporting set-up as needed • Continue to assist the City with the analysis of ScriptGuideRx proposal • Work Order #62 – Employee data refresh file for ACA reporting (adding new field for distribution of form) • Maintain separate meeting minutes for the UltiPro project • Provide assistance with the review and updates to the Ultipro payroll deduction test files • Work with BE to audit and prepare final census and enrollment data files for each retiree VEBA • Assist the city with nondiscrimination testing
January 2016	\$11,725 Included Preliminary actuarial work for the MMSA risk pooling project (\$3,500)	117.25	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean –up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the city with finalizing post-open enrollment auditing and data clean-up

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Assist the City/Benefit Express to finalize ACA reporting as needed • Continue to assist the City with the analysis of ScriptGuideRx proposal • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction test files • Work with BE to audit and prepare final census and enrollment data files for each retiree VEBA • Assist the city with nondiscrimination testing
February 2016	\$8,800 Included actuarial work for the MMSA risk pooling project (\$3,325)	88	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean-up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the city with finalizing post-open enrollment auditing and data clean-up • Assist the City/Benefit Express to finalize ACA reporting as needed • Continue to assist the City with the analysis of ScriptGuideRx proposal • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction and census files. • Assist with the set-up of the Ultipro ACA reporting file.
March 2016	\$9,275 Included actuarial work for the MMSA risk pooling project (\$1,075)	92.75	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean-up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the City/Benefit Express to finalize ACA reporting as needed • Assist the City with locating a vendor to complete the 1094-C transmission

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Continue to assist the City with the analysis of ScriptGuideRx proposal • Work Order #64 – Set up of new Rx option for LSA members (ScriptGuide). This is not final. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files.
April 2016	\$10,050 - includes \$6,150 - City of Detroit Support \$3,900 - Actuarial Work and New Program Development for the Risk Pool	81.00	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean-up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the City/Benefit Express to finalize ACA reporting as needed • Assist the City/Benefit Express with ongoing system set-up for ACA reporting • Assist the City with implementation of vendor to complete the 1094-C transmission • Finalize analysis of ScriptGuideRx proposal • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Attend City Vendor meetings with BCBSM, HAP, Navia Benefits and CVS to collect FAQ's for open enrollment material.
May 2016	\$4,875 – City of Detroit Support \$4,100 - Actuarial Work and New Program Development for the Risk Pool	48.75 – City of Detroit Support 20.5 – Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean-up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the City/Benefit Express to finalize ACA reporting as needed

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Assist the City/Benefit Express with ongoing system set-up for ACA reporting • Assist the City and the selected vendor to complete the 1094-C transmission • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Finalize analysis of ScriptGuideRx proposal • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Attend City Vendor meetings with BCBSM, HAP, Navia Benefits and CVS to collect FAQ's for open enrollment material. • Begin 2017 renewal process and data request to vendors
June 2016	\$6,475 – City of Detroit Support \$12,300 - Actuarial Work and New Program Development for the Risk Pool	64.75 – City of Detroit Support 61.5 – Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean-up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Assist the City/Benefit Express to finalize ACA reporting as needed • Assist the City/Benefit Express with ongoing system set-up for ACA reporting • Assist the City and the selected vendor to complete the 1094-C transmission and any necessary corrections. • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Begin review of 2017 renewals development of 2017 rates.
July 2016	\$4,100 – City of Detroit Support \$2,300 - Actuarial Work and New Program	41.00 – City of Detroit Support 11.5 – Actuarial	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
	Development for the Risk Pool	Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Run and review audit reports continued data clean –up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Begin planning for open enrollment. • Assist the City/Benefit Express to finalize ACA reporting as needed • Assist the City/Benefit Express with ongoing system set-up for ACA reporting • Assist the City and the selected vendor to complete the 1094-C transmission and any necessary corrections. • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files.
August 2016	\$5,675 – City of Detroit Support \$1,800 - Actuarial Work and New Program Development for the Risk Pool	56.75 – City of Detroit Support 9.00 - Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean –up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue planning for open enrollment (finalizing rates, determine system changes, request work order, etc.). • Assist the City/Benefit Express to finalize ACA reporting as needed • Assist the City/Benefit Express with ongoing system set-up for ACA reporting • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Update Scriptguide Rx claims target with actual data and provide support in negotiations

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
September 2016	\$6,125 – City of Detroit Support \$1,400 - Actuarial Work and New Program Development for the Risk Pool	61.25 – City of Detroit Support 7.00 - Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean –up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Continue planning for open enrollment (finalize rates, finalize work order, review and update benefit book, etc.). • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files.
October 2016	\$8,150 – City of Detroit Support \$750 - Actuarial Work and New Program Development for the Risk Pool	81.50 – City of Detroit Support 3.75 - Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data clean –up • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Finalize planning for open enrollment (complete system testing, review documentation (rates and approval forms), review and update employee communications (forms, open enrollment presentation and open enrollment book)). • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Assist the City with analysis related to separate Police and Fire medical plan.
November 2016	\$15,000 – City of Detroit Support	160.50 – City of Detroit Support	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs

City of Detroit Major Activities by Month

Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
	\$850 - Actuarial Work and New Program Development for the Risk Pool	4.25 - Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data cleanup • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Finalize planning for open enrollment (complete system testing, review documentation (rates and approval forms), review and update employee communications (forms, open enrollment presentation and open enrollment book)) • Conduct open enrollment • Work Order #66 – Annual Open Enrollment • Work Order – ACA Government Required Forms • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files. • Assist the City with analysis related to separate Police and Fire medical plan which includes review of RFP document, request for data, and upload, review and updates to various claims, census and provider data files. • Re-evaluate data and calculate split rates for the Police and Fire and General City segments.
December 2016	\$10,225 – City of Detroit Support \$450 - Actuarial Work and New Program Development for the Risk Pool	102.25 – City of Detroit Support 2.25 – Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data cleanup • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order – ACA Government Required Forms • Assist the City with development of HSA plan and a Minimum Value plan for certain contractors. • Maintain separate meeting minutes for the UltiPro project and assist with status calls as needed. • Provide assistance with the review and updates to the Ultipro payroll deduction, census and ACA files.

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
			<ul style="list-style-type: none"> • Review monthly ACA reporting based on historical data load and provide feedback • Review and provide feedback on ACA set-up document • Assist the City with analysis related to separate Police and Fire medical plan which includes review of RFP responses, compare responses, request clarifications, where necessary. This includes attending meetings for question and answer session, vendor presentations, RFP evaluation/scoring and recommendations. • Re-evaluate data and calculate split rates for the Police and Fire and General City segments. • Assist the City with the 2016 non-discrimination testing
January 2017	\$4,100 – City of Detroit Support \$400 - Actuarial Work and New Program Development for the Risk Pool	41 – City of Detroit Support 2 – Actuarial Work and New Program Development for the Risk Pool	<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data cleanup • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order – ACA Government Required Forms • Review monthly ACA reporting based on historical data load and provide feedback • Review and provide feedback on ACA set-up document • Assist the City with analysis related to separate Police and Fire medical plan which includes review of RFP responses, compare responses, request clarifications, where necessary. This includes attending meetings for question and answer session, vendor presentations, RFP evaluation/scoring and recommendations. • Finalize split rates for the Police and Fire and General City segments. • Assist the City with the 2016 non-discrimination testing

City of Detroit Major Activities by Month Segal Consulting

Month	Segal Fees Invoiced to the MMSA	Total Hours	Major Activities
February 2017			<ul style="list-style-type: none"> • Weekly implementation/status calls with Benefit Express, the City of Detroit and Segal • Maintain open and closed items logs • Weekly status calls with the City of Detroit and Segal • Run and review audit reports continued data cleanup • Assist with responses to call center questions and escalations as needed • Develop monthly invoice, run corresponding census report and assist with work order processing • Work Order – ACA Government Required Forms – forms were sent to employees by 02/28/17 • Review monthly ACA reporting based on historical data load and provide feedback • Hold final meeting on Police and Fire specific RFPs and confirm next steps • Assist the City with 2018 medical RFP process that will encompass all City employees. <ul style="list-style-type: none"> • Create Benefits 101 overview for union leadership and present it • Provide sample benefits survey • Provide a new set of full payroll files for the Ultipro project

Assessing and Equalization Survey

The purpose of this survey is to help the Michigan Municipal Services Authority (MMSA) develop programs and services to meet the assessing and equalization needs of local units. For more information, please email info@michiganmsa.org.

What type of local unit do you work with?

- City County Township Other

What is the local unit's name? _____

(If not a county) In what county is it located? _____

What position do you hold?

- Assessor (director level) Equalization Director
 Deputy Assessor (deputy director level) Deputy Equalization Director
 Assessor (subordinate level) Appraiser (subordinate level)
 Other _____

Do you believe there is a shortage of qualified assessing and equalization staff in Michigan?

- Yes No Don't know

If you believe there is a shortage, which level(s) have the greatest shortage?

- | | |
|--|--|
| 0. Uncertified | 3. Michigan Advanced Assessing Officer |
| 1. Michigan Certified Assessing Technician | 4. Michigan Master Assessing Officer |
| 2. Michigan Certified Assessing Officer | |

If you believe there is a shortage, to what extent do you believe the following factors contribute to the shortage(s)?

Not enough people want to work in assessing and/or equalization

- Very much Somewhat Not at all Don't know

There are not enough people at lower levels to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Employers do not provide employees at lower levels with the time they need to attend the training required to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Employers do not pay for the training required to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Compensation at the level(s) in shortage is not attractive enough to entice people at lower levels to spend the time and/or money required to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Training locations are not convenient for people at lower levels to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Training times are not convenient for people at lower levels to advance to the level(s) in shortage

- Very much Somewhat Not at all Don't know

Working conditions at the level(s) in shortage are unattractive to people at lower levels

- Very much Somewhat Not at all Don't know

Are there any other factors you believe contribute to the shortage(s)? _____

Now thinking about your own organization, do you believe your organization has the capacity to develop the certified Assessing Officers it needs internally or does it rely on hiring from outside the organization?

- Develops staff internally
- Relies on hiring from outside the organization
- Don't know

Does your organization currently have a vacant assessing or equalization position it is unable to fill?

- Yes
- No
- Don't know

If your organization currently has a vacant assessing or equalization position it is unable to fill, to what extent do you believe the following factors contribute to your organization's inability to fill the position?

Cash compensation is not competitive enough to attract qualified candidates

- Very much
- Somewhat
- Not at all

Non-cash compensation (benefits) is not competitive enough to attract qualified candidates

- Very much
- Somewhat
- Not at all

Location (no qualified candidates live within or want to move within reasonable commuting distance)

- Very much
- Somewhat
- Not at all

Organizational culture (no qualified candidates want to work in our organization at any price)

- Very much
- Somewhat
- Not at all

Are there any other factors you believe contribute to your organization's inability to fill the position?
