Q1. What type of jurisdiction do you represent?
- county
- township
- city
- village

What is the jurisdiction’s name? ________________________________

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

What position do you hold? ________________________________

Q2. Thinking about business conditions in your community, do you think that during the next twelve months your community will have good times financially, or bad times financially?
- Good times
- Bad times
- Neither
- Don’t know

Q3. Thinking about the financial needs of your jurisdiction, would you say that your unit of government is less able or better able to meet its financial needs in...
- Significantly Less Able
- Somewhat Less Able
- Neither Less nor Better Able
- Somewhat Better Able
- Significantly Better Able
- Don’t know

... this fiscal year compared to the last fiscal year? _________

... the next fiscal year compared to this fiscal year? _________

Q4. Comparing your jurisdiction’s current fiscal year to its previous fiscal year, please consider the ways the following items have changed. Indicate whether — in your opinion — there has been a decrease, an increase, or no change from the previous fiscal year. (Leave individual items blank if not applicable to your jurisdiction.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Greatly Decreased</th>
<th>Somewhat Decreased</th>
<th>No Change</th>
<th>Somewhat Increased</th>
<th>Greatly Increased</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from property taxes</td>
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<tr>
<td>Revenue from fees for services, licenses, transfers, etc.</td>
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<tr>
<td>Amount of federal aid to your jurisdiction</td>
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<tr>
<td>Amount of state aid to your jurisdiction</td>
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<tr>
<td>Tax delinquencies</td>
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<tr>
<td>Population of your jurisdiction</td>
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<tr>
<td>Home foreclosures in your jurisdiction</td>
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<tr>
<td>Public safety needs</td>
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<tr>
<td>Infrastructure needs</td>
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<tr>
<td>Human service needs</td>
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<tr>
<td>Number of employees</td>
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<tr>
<td>Employee wages and salaries</td>
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<tr>
<td>Cost of employee pensions</td>
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<tr>
<td>Cost of current employee health benefits</td>
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<tr>
<td>Cost of retired employee health benefits</td>
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</tbody>
</table>

Q5. Now, thinking about the next fiscal year, please indicate which actions your jurisdiction has taken or is likely to take. (Leave individual items blank if not applicable to your jurisdiction.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Greatly Decrease</th>
<th>Somewhat Decrease</th>
<th>No Change</th>
<th>Somewhat Increase</th>
<th>Greatly Increase</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property tax rates</td>
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<tr>
<td>Charges for fees, licenses, etc.</td>
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<tr>
<td>Reliance on general fund balance</td>
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<tr>
<td>Reliance on “rainy day” funds</td>
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<tr>
<td>Amount of services provided</td>
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<tr>
<td>Actual public safety spending</td>
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<tr>
<td>Actual infrastructure spending</td>
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<tr>
<td>Actual human services spending</td>
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<tr>
<td>Funding for economic development programs</td>
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<td>Amount of debt</td>
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<tr>
<td>Sale of public assets (i.e., parks, buildings, etc.)</td>
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<tr>
<td>Privatizing or contracting out of services</td>
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<tr>
<td>Number and/or scope of interlocal agreements or other cost-sharing plans with other governments</td>
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<tr>
<td>Your jurisdiction’s workforce hiring</td>
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<tr>
<td>Your jurisdiction’s workforce layoffs</td>
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<tr>
<td>Your jurisdiction not filling vacant positions</td>
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<tr>
<td>Amount of employee compensation</td>
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<tr>
<td>Employees’ share of premiums, deductibles and/or co-pays on health insurance</td>
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<tr>
<td>Employees’ share of contributions to retirement funds</td>
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<tr>
<td>Retirees’ share of premiums, deductibles and/or co-pays on health insurance</td>
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</table>
Q6. Thinking about the current fiscal year, please indicate whether or not your jurisdiction utilized the following policies.

- Employee furloughs
- A four-day work week

Q7. Thinking about the next fiscal year, how likely is it that your jurisdiction will institute the following policies?

- Employee furloughs
- A four-day work week

Q8. In your current fiscal year, did your jurisdiction completely eliminate any particular services? (check all that apply)

- Yes, service(s) completely eliminated and no longer provided at all
- Yes, service(s) completely eliminated, but now provided by another entity
- No
- Don’t Know

Q9. (If you selected “yes” in Q8) Please briefly describe which service(s) were eliminated and the alternative source of service provision, if any.

Q10. Looking forward to the next fiscal year, do you expect your jurisdiction will completely eliminate any particular services? (check all that apply)

- Yes, service(s) will be completely eliminated and no longer provided at all
- Yes, service(s) will be completely eliminated, but will be provided by another entity
- No
- Don’t Know

Q11. (If you selected “yes” in Q10) Please briefly describe which service(s) you expect will be eliminated and the alternative source of service provision, if any.

Q12. Are there any particular approaches toward balancing the budget your jurisdiction has taken in the last few years that just didn’t work or had unintended negative consequences? Please describe.

Q13. Does your jurisdiction do formal single-year budgeting or multi-year budgeting?

- Single-year
- Multi-year
- Don’t Know

Q14. In your current fiscal year, has your jurisdiction had to make any significant mid-year adjustments due to an inaccurate budget forecast? (check all that apply)

- Yes, because expenditures higher than expected
- Yes, because revenues lower than expected
- No
- Don’t Know

Q15. Overall, how informed do you believe your jurisdiction’s citizens are regarding your jurisdiction’s finances?

- Very Well Informed
- Somewhat Informed
- Not Very Well Informed
- Don’t Know

Q16. We’re interested in your perspective about your citizens’ preferences in the trade-off between services and taxes (although we recognize that preferences can shift depending upon the specific services at stake and other factors). In your opinion, if your jurisdiction’s citizens were facing significant local public service cuts, in general, would they be more likely to choose higher taxes to avoid service cuts or would they choose cuts to public services to avoid higher taxes?

- In general, citizens would choose higher taxes to avoid service cuts
- In general, citizens would choose service cuts to avoid higher taxes
- Don’t Know

Q17. Does your jurisdiction have a formal written policy regarding the required minimum level of its general fund balance or cash reserves?

- Yes
- No
- Don’t Know

Q18. (If you selected “yes” in Q17) Approximately what percentage of general fund expenditures is your jurisdiction required to maintain?

- %
- Don’t know

Q19. Approximately what was your jurisdiction’s unreserved general fund balance as a percentage of general fund expenditures at the end of its last fiscal year?

- 0%
- 1-5%
- 6-10%
- 11-15%
- 16-20%
- over 20%
- Don’t know

Q20. Overall, do you consider your jurisdiction’s unreserved general fund balance to be too high, about right, or not high enough?

- Too high
- About right
- Not high enough
- Don’t know
Q21. Overall, do you consider your jurisdiction’s current employee pay rate(s) to be too high, about right, or not high enough?  
- Too high  
- About right  
- Not high enough  
- Don’t Know

Q22. Overall, do you consider your jurisdiction’s current employee fringe benefits package(s) to be too generous, about right, or not generous enough?  
- Too generous  
- About right  
- Not generous enough  
- Fringe benefits not offered  
- Don’t Know

Q23. (skip if you selected “not offered” in Q22) Overall, do you consider the contributions (i.e. co-pays, deductibles, or share of premiums) your jurisdiction’s employees make toward their health care benefits to be too high, about right, or not high enough?  
- Too high  
- About right  
- Not high enough  
- Don’t Know

Q24. (skip if you selected “not offered” in Q22) What kind of health insurance plan(s) does your jurisdiction provide to active employees? (check all that apply)  
- HMO  
- PPO  
- Traditional  
- High-deductible  
- Self-funded  
- Other  
- Don’t Know

Q25. Now, thinking about pension plans, does your jurisdiction offer its employees a defined benefit plan (i.e., a traditional pension), a defined contribution plan (i.e., an IRA-type plan), both, or neither?  
- Defined benefit  
- Defined contribution  
- Both  
- Retirement package not offered  
- Don’t Know

Q26. (if you selected “defined benefit only in Q25) How likely is it that your jurisdiction will introduce a defined contribution plan for its employees and/or new hires within the next 12 months?  
- Very likely  
- Somewhat likely  
- Somewhat unlikely  
- Very unlikely  
- Don’t Know

Q27. (skip if you selected “not offered” in Q25) In your opinion, are your jurisdiction’s pension obligations a significant fiscal problem, somewhat of a problem, not much of a problem, or not a problem at all for your jurisdiction’s fiscal health?  
- Significant problem  
- Somewhat of a problem  
- Not much of a problem  
- Not a problem at all  
- Don’t Know

GASB 45 refers to the set of federal accounting standards that require local governments to measure and report other post-employment benefits (sometimes referred to as “OPEB”), such as health-care liabilities.

Q28. Thinking about other post-employment benefits such as retiree health care, what, if any, actions has your jurisdiction taken to address those liabilities? (check all that apply)  
- In the process of or have completed actuarial study to determine/quantify liability  
- Increased cost-sharing for retirees (e.g., higher premiums, co-payments, and/or deductibles)  
- Negotiated with unions to change benefits  
- Reduced benefits for non-union retirees  
- Increased the age at which retirement benefits are available  
- Increased the years of service required to receive retirement benefits  
- Financial liability through bonds  
- Other  
- Jurisdiction has taken no actions yet  
- Jurisdiction doesn’t offer retiree health care benefits  
- Don’t Know

Q29. (skip if you selected “not offered” in Q28) In your opinion, are your jurisdictions’s retiree health care obligations a significant fiscal problem, somewhat of a problem, not much of a problem, or not a problem at all for your jurisdiction’s fiscal health?  
- Significant problem  
- Somewhat of a problem  
- Not much of a problem  
- Not a problem at all  
- Don’t Know

Economic Gardening has been described as an economic development strategy that focuses on actively providing assistance to existing businesses in a local community to encourage job growth rather than or in addition to the strategy of attracting new businesses.

Q30. Is your jurisdiction currently engaged in any economic development activities that you would consider “economic gardening?”  
- Yes  
- No  
- Don’t Know

Q31. (If you selected “yes” or “don’t know” to Q30) Which, if any, of the following activities is your jurisdiction conducting specifically to support existing businesses in your community? (check all that apply)  
- Workforce development or training programs specifically designed to meet the goal of supporting current local businesses  
- Developing traditional infrastructure specifically to meet the goal of supporting current local businesses  
- Developing IT infrastructure specifically to meet the goal of supporting current local businesses  
- Fostering networking among local businesses and other organizations (i.e., business associations, educational institutions, roundtable groups, etc.)  
- Providing or assisting in helping local businesses develop their social networking online  
- Providing or fostering access to information on markets, customers or competitors  
- Providing or fostering access to capital  
- Granting tax abatements or deferments to existing local companies  
- Developing a local currency and/or other “buy local” initiatives  
- Other  
- Don’t Know

Q32. Regardless of whether you have any economic gardening activities underway, do you agree or disagree that economic gardening can be an effective economic development strategy for your jurisdiction?  
- Strongly Agree  
- Somewhat Agree  
- Neither Agree nor Disagree  
- Somewhat Disagree  
- Strongly Disagree  
- Don’t Know
Q47. Certain changes have been proposed to deal with revenue sharing in Michigan. One proposal to reform the state revenue sharing system recommends:
   A) eliminating the per capita distribution and tying revenue sharing to the provision of certain base-level services, while at the same time;
   B) increasing the authority of local governments to tax their citizens for desired services above and beyond those base-level services.

Q43. In general, do you agree or disagree with the idea of tying state revenue sharing to certain base-level local services while allowing local governments to raise additional taxes for additional services?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
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Q44. Under this proposal, if your jurisdiction had the authority to raise additional taxes, how likely would it be to...

<table>
<thead>
<tr>
<th>... increase its property tax millage rates?</th>
<th>Very Likely</th>
<th>Somewhat Likely</th>
<th>Neither Likely Nor Unlikely</th>
<th>Somewhat Unlikely</th>
<th>Very Unlikely</th>
<th>Don’t Know</th>
</tr>
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<thead>
<tr>
<th>... introduce or expand a local income tax?</th>
<th>Very Likely</th>
<th>Somewhat Likely</th>
<th>Neither Likely Nor Unlikely</th>
<th>Somewhat Unlikely</th>
<th>Very Unlikely</th>
<th>Don’t Know</th>
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<thead>
<tr>
<th>... introduce or expand a local sales tax?</th>
<th>Very Likely</th>
<th>Somewhat Likely</th>
<th>Neither Likely Nor Unlikely</th>
<th>Somewhat Unlikely</th>
<th>Very Unlikely</th>
<th>Don’t Know</th>
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<thead>
<tr>
<th>... participate in a regional tax authority?</th>
<th>Very Likely</th>
<th>Somewhat Likely</th>
<th>Neither Likely Nor Unlikely</th>
<th>Somewhat Unlikely</th>
<th>Very Unlikely</th>
<th>Don’t Know</th>
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Q35. Now, thinking about issues related to the U.S. Census, has your jurisdiction done anything specifically to encourage its citizens to complete their census forms?

- Yes
- No
- Don’t Know

Q36. (If you selected “yes” to Q35) Please briefly describe any actions your jurisdiction has taken to increase participation in the census.

Q37. Currently, after every Census the Michigan Legislature is responsible for redrawing Congressional and Michigan state legislative electoral districts. A change has been proposed to have these districts drawn instead by an independent, non-partisan commission. The commission would be charged with drawing district lines so that elections are as competitive as possible and would not favor one political party over another. Would you say you favor or oppose this proposal?

<table>
<thead>
<tr>
<th>Strongly Favor</th>
<th>Somewhat Favor</th>
<th>Neither Favor nor Oppose</th>
<th>Somewhat Oppose</th>
<th>Strongly Oppose</th>
<th>Don’t Know</th>
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Q38. Thinking now about the Federal Stimulus Package (the American Recovery and Reinvestment Act), overall, how much do you believe the Recovery Act has helped to improve economic conditions in your community to date?

- Very much
- Somewhat
- Not at all
- Don’t Know

Q39. How much do you believe Recovery Act funding will improve economic conditions in your community in the long term?

- Very much
- Somewhat
- Not at all
- Don’t Know

Q40. Overall, how much do you believe the Recovery Act has helped to improve economic conditions in the state of Michigan to date?

- Very much
- Somewhat
- Not at all
- Don’t Know

Q41. How much do you believe Recovery Act funding will improve economic conditions in the state of Michigan in the long term?

- Very much
- Somewhat
- Not at all
- Don’t Know

Q42. CLOSUP will protect your privacy and anonymity to the full extent provided by law. We need to confirm your personal information such as name, email address, and phone number for tracking and administrative purposes only. Your personal information will not be linked with your survey responses nor will it be shared with any outside sources.

Your name ________________________________
Your phone number ___________ - __________ - __________
Your email address ________________________________

Finally, we would like to ask some demographic questions. As with all of the questions in this survey, these are optional. Responses will be reported in aggregate form only so that your individual responses will remain confidential.

Q43. What is your gender?  ☐ Male   ☐ Female

Q44. In what year were you born? __________

Q45. How many years have you served in your current position? ______

Q46. Are you of Spanish, Hispanic, or Latino descent?  ☐ Yes   ☐ No

Q47. Please check one or more categories below to indicate what race(s) you consider yourself to be. (check all that apply)

- White
- Black or African American
- American Indian or Alaskan Native
- Native Hawaiian or other Pacific Islander
- Asian
- Multiracial
- Other
- Don’t Know

Q48. What is the highest degree or level of school you have completed?

- 12th grade or less/no diploma
- High school graduate or GED
- Some college, no degree
- Professional/Doctorate degree
- Associate degree

Q49. Generally speaking, do you think of yourself as a...?

- Republican
- Independent
- Democrat
- Something Else

Q50. (If Republican or Democrat) Would you consider yourself a strong or not very strong Republican/Democrat?

- Very strong
- Not very strong
- Don’t Know

Q51. (If Independent) Would you consider yourself closer to...

- the Democratic Party
- the Republican Party
- Neither