



Q6. Does your jurisdiction provide any fringe benefits (i.e., health care, dental, vision, life insurance, etc.) to new hires, current employees, or current elected officials? (if your jurisdiction has no employees, please select "Not Applicable" below)

	Yes	No	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7. Does your jurisdiction offer any kind of retirement income benefits (defined pension benefits, defined contribution plans, etc.) to new hires, current or retired employees, or elected officials?

	Yes	No	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retired employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Former elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q8. (If you selected "yes" in Q7) Does your jurisdiction offer its personnel and/or current retirees a defined benefit plan (i.e., a traditional pension), a defined contribution plan (i.e., a 401K-type plan), both, a hybrid plan, or none of these? (check all that apply)

- Defined benefit only
- Defined contribution only
- Both (i.e., defined benefit plans for some employees, defined contribution for others)
- Hybrid plan (i.e., plans that combine features of both defined benefit and defined contribution plans for an individual employee)
- None of these
- Don't Know

Q9. (If you selected "defined benefit only" in Q8) How likely is it that your jurisdiction will introduce either a **defined contribution** plan or a hybrid plan (plans that combine features of both defined benefit and defined contribution plans for an individual employee) for its current personnel and/or new hires within the next 12 months?

- Very Likely
- Somewhat Likely
- Neither Likely Nor Unlikely
- Somewhat Unlikely
- Very Unlikely
- Don't Know

Q10. Does your jurisdiction offer any kind of retirement health care or other post-employment benefit plans (sometimes referred to as "OPEB") to new hires, current or retired employees, or elected officials?

	Yes	No	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retired employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Former elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q11. Are any of your jurisdiction's employees members of a labor union?

- Yes
- No
- Not Applicable (jurisdiction has no employees)
- Don't Know

➔ (Please go to Q20)

Q12. (If you selected "yes" in Q11) In the last 12 months, has your jurisdiction negotiated with any of its labor unions on issues such as pay, benefits, staffing levels, or changes in work rules?

- Yes
- No
- Don't Know

Q13. (If you selected "yes" in Q12) We understand labor negotiations can be complex, can include more than one union, and can include a lot of "give and take." From your jurisdiction's perspective, overall, what were the outcomes from negotiations on the following issues?

	Union(s) made concessions	Jurisdiction made concessions	Neither side made concessions	Did not negotiate on this issue	Don't Know
Changes in union employee pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in union employee benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in union employee staffing levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in union employee work rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14. (If you selected "yes" in Q12) Overall, how satisfied are you with the outcomes of negotiations with your jurisdiction's employee union(s) over the last 12 months?

- Very Satisfied
- Somewhat Satisfied
- Neither Satisfied Nor Dissatisfied
- Somewhat Dissatisfied
- Very Dissatisfied
- Don't Know

Q15. (If you answered Q14) To help us better understand local government labor union negotiations, please describe why you answered as you did regarding the outcomes of your jurisdiction's union negotiations in the past 12 months.

Q16. (If you selected "yes" in Q11) Thinking ahead to the next 12 months, how likely is it that your jurisdiction will seek concessions—such as reduced pay or benefits, reduced staffing levels, or changes in work rules—from one or more of its employee unions?

- Very Likely       Somewhat Likely       Neither Likely Nor Unlikely       Somewhat Unlikely       Very Unlikely       Don't Know

Q17. (If you selected "yes" in Q11) In your opinion, overall, have the union(s) that represent your employees been an asset, a liability, or neither, to your jurisdiction's fiscal health in the last 12 months?

- A Significant Asset       Somewhat of an Asset       Neither an Asset Nor a Liability       Somewhat of a Liability       A Significant Liability       Don't Know

Q18. (If you selected "yes" in Q11) In your opinion, overall, have the union(s) that represent your employees been an asset, a liability, or neither, to your jurisdiction's overall performance in the last 12 months?

- A Significant Asset       Somewhat of an Asset       Neither an Asset Nor a Liability       Somewhat of a Liability       A Significant Liability       Don't Know

Q19. (If you selected "yes" in Q11) Thinking about the last 12 months, how would you describe, overall, the relationship between your jurisdiction's union(s) and your jurisdiction's administration?

- Excellent       Good       Fair       Poor       Don't Know

Q20. Thinking about the current fiscal year, please indicate whether or not your jurisdiction utilized the following policies.

	Yes	No	Not Applicable	Don't Know
Employee furloughs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A four-day work week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Early retirement incentives or buyouts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced pay rates and/or benefits packages for new hires, compared to current employee compensation rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q21. Thinking about the next fiscal year, how likely is it that your jurisdiction will utilize the following policies?

	Very Likely	Somewhat Likely	Neither Likely Nor Unlikely	Somewhat Unlikely	Very Unlikely	Not Applicable	Don't Know
Employee furloughs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A four-day work week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Early retirement incentives or buyouts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced pay rates and/or benefits packages for new hires, compared to current employee compensation rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q22. 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

Q23. (If you selected "yes" in Q22) Please briefly describe which service(s) were eliminated and the alternative source of service provision, if any.

Q24. Looking ahead 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

Q25. (If you selected "yes" in Q24) Please briefly describe which service(s) you expect will be eliminated and the alternative source of service provision, if any.

Now we have a few questions about your jurisdiction's budgeting processes.

Q26. Does your jurisdiction use multi-year financial projections when developing its budget?

- Yes       No       Don't Know

Q27. Some local jurisdictions are moving to formal multi-year budgeting, rather than the traditional single-year budgeting. Others are not. Does your jurisdiction adopt single-year budgets or multi-year budgets?

- Single-year       Two-year       Three-year       Other (please specify) \_\_\_\_\_       Don't Know

Q28. (If you selected "single-year" in Q27) How likely is it that your jurisdiction will adopt formal multi-year budgeting in the next 12 months?

- Very Likely       Somewhat Likely       Neither Likely Nor Unlikely       Somewhat Unlikely       Very Unlikely       Don't Know

Q29. Different local jurisdictions manage their unreserved general fund balances in different ways depending on their specific circumstances. Despite these differences, we're interested in tracking overall changes in these balances over time. 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% or less       1-5%       6-10%       11-15%       16-20%       21-25%       26-30%       over 30%       Don't Know

Q30. Thinking about your jurisdiction's fiscal needs, overall, do you consider your jurisdiction's unreserved general fund balance to be too high, about right, or too low?

- Too High       About Right       Too Low       Don't Know

Q31. In your opinion, is your jurisdiction's cash flow and its ability to pay bills in a timely manner a significant fiscal problem, somewhat of a problem, not much of a problem, or not a problem at all?

- A significant problem       Somewhat of a problem       Not much of a problem       Not a problem at all       Don't Know

Q32. Some jurisdictions have cut services recently, while others have not. We want to get an overall sense of the level of satisfaction with the package of services your jurisdiction offers today. In your view, how satisfied would you say the following people or groups are with your jurisdiction's current package of services provided?

	Very Satisfied	Somewhat Satisfied	Neither Satisfied Nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
The majority of your jurisdiction's citizens are ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The majority of your jurisdiction's council/board are ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The majority of business leaders in your community are ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You personally are ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q33. We are interested in views about the trade-off between services and taxes. Thinking about particular services your jurisdiction may currently offer, if your jurisdiction's citizens were facing significant service cuts, in your opinion, what would they choose? Would the majority of citizens be more likely to choose higher taxes to avoid those service cuts or would they choose cuts to public services to avoid higher taxes? Please respond for each of the following services. (if your jurisdiction does not provide a particular service below, please select "Not Applicable" for that service)

	Citizens would choose higher taxes to avoid service cuts	Citizens would choose service cuts to avoid higher taxes	Not Applicable	Don't Know
Police services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks / recreation / libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transportation / transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilities (water / sewer / lighting, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Now we have some questions about the system of funding local government in Michigan.

Q34. Michigan's local jurisdictions currently have constraints on certain kinds of revenue growth (for example, the Headlee Amendment and Proposal A). Thinking about the revenue caps facing your jurisdiction, if the economy improves over the coming years, do you agree or disagree that the current system of funding local government will provide adequate funding to ...

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know
... maintain the current package of services your jurisdiction provides?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... improve or add more services, if they are necessary or desired?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q35. Some people think the current system for funding local government in Michigan needs significant reform, while others disagree. What about you? Would you say you agree or disagree that the system for funding local governments in Michigan needs significant reform?

- Strongly Agree       Somewhat Agree       Neither Agree Nor Disagree       Somewhat Disagree       Strongly Disagree       Don't Know

**Q36.** (If you selected "somewhat agree" or "strongly agree" in Q35) Next we want to focus on which particular elements of the system for funding local government in Michigan you think need to be reformed in some significant fashion. How important, if at all, do you believe it is to significantly reform each of the following elements?

	Very Important	Somewhat Important	Not Important At All	Don't Know
Constitutional revenue sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Economic Vitality Incentive Program (EVIP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Headlee Amendment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposal A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Property Tax (PPT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gas tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local income tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional taxation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q37.** (If you selected "somewhat agree" or "strongly agree" in Q35) Now we would like your opinion on how the system of funding local government should be reformed. Thinking about the reform(s) you consider most important, please briefly describe the changes that you would recommend.

**Q38.** Now we want to ask about one particular tax, the Personal Property Tax (PPT). Does your jurisdiction currently receive any revenue from the Personal Property Tax (PPT)?

- Yes       No       Don't Know

**Q39.** (If you selected "yes" in Q38) Personal Property Tax (PPT) reform is a policy priority in Lansing, and we want to get your perspectives about the PPT overall. To what extent do you agree or disagree with the following general statements about the PPT?

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know
The PPT is difficult to administer because it is too complex.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The revenue raised in my jurisdiction is not worth the costs to administer the PPT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, taxpayers in my jurisdiction accurately report their taxable value for the PPT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal property in my jurisdiction is audited frequently enough to ensure accuracy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The PPT is a barrier to economic development in my jurisdiction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If the state agrees to replace my jurisdiction's PPT revenues <u>in full</u> , I would support elimination of the PPT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If the state agrees to replace <u>most</u> of my jurisdiction's PPT revenues, I would support elimination of the PPT.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If the state agrees to replace most or all PPT revenues (but it is not guaranteed in the Constitution), I trust the state will follow through in the future on its commitment to provide those funds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The PPT currently is an important source of revenue for my jurisdiction's budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q40.** (If you selected "somewhat agree" or "strongly agree" that PPT is an important source of revenue in Q39) To what extent would you say the following types of Personal Property Tax (PPT) are important sources of revenue for your jurisdiction's budget?

	Very Important	Somewhat Important	Not Important At All	Don't Know
Industrial personal property tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial personal property tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utility personal property tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q41.** If the Personal Property Tax (PPT) is repealed (in full or in part) and replacement revenue is an option, do you believe the revenue should be collected and redistributed by the state, or should local jurisdictions have greater authority to raise and keep the revenue at the local level?

- Revenue should be collected and redistributed by the state  
 Revenue should be collected and retained locally  
 Neither, there should be no replacement revenue  
 Other (please specify) \_\_\_\_\_  
 Don't Know



Q48. Are you familiar with the high school graduation requirements included in the Michigan Merit Curriculum (MMC) that was adopted several years ago?

- Very familiar – I know a great deal about the MMC high school graduation requirements
- Somewhat familiar – I have heard of the MMC, and understand its major points, but don't know many details
- Mostly unfamiliar – I have heard of the MMC, but know very little about it
- Completely unfamiliar – I have never heard of the Michigan Merit Curriculum
  
- Don't Know

Q49. Finally, do you feel things in the state of Michigan are generally going in the right direction, or do you feel things have gotten off on the wrong track?

- Right Direction
- Wrong Track
- Don't Know

Q50. Do you feel things in your jurisdiction are generally going in the right direction, or do you feel things have gotten off on the wrong track?

- Right Direction
- Wrong Track
- Don't Know

Q51. How would you rate the way Rick Snyder is performing his job as Michigan's governor?

- Excellent
- Good
- Fair
- Poor
- Don't Know

Q52. How would you rate the way the Michigan Legislature is performing its job?

- Excellent
- Good
- Fair
- Poor
- Don't Know

Q53. How would you rate the way your jurisdiction's governing board (e.g., county or township board, city or village council) is performing its job?

- Excellent
- Good
- Fair
- Poor
- Don't Know

Q54. 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. As with all of the questions in this survey, these are optional.

Your name \_\_\_\_\_ Your phone number \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Your email address \_\_\_\_\_

We would like to ask you some demographic questions. Responses will be reported in aggregate form only so that your individual responses will remain confidential.

Q55. What is your gender?  Male  Female

Q56. In what year were you born? 19 \_\_\_\_ \_\_\_\_

Q57. How many years have you served in your current position? \_\_\_\_\_

Q58. Have you attended any local government training programs or seminars in the past 12 months?  Yes  No

Q59. Are you of Spanish, Hispanic, or Latino descent?  Yes  No

Q60. 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

Q61. 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
- Associate degree
- Bachelor's degree
- Master's degree
- Professional/Doctorate degree

Q62. Generally speaking, do you think of yourself as a ...?

- Republican
- Independent
- Democrat
- Something Else

Q63. (If Republican or Democrat) Would you consider yourself a strong or not very strong Republican/Democrat?

- Very Strong
- Not Very Strong
- Don't Know

Q64. (If Independent or something else) Would you consider yourself closer to ...?

- The Democratic Party
- The Republican Party
- Neither