

Q6. Are any of your jurisdiction's employees members of a labor union?
 Yes No Not Applicable Don't Know

Q7. (If you selected "yes" in Q6) How many separate unions represent your jurisdiction's employees?

Number: _____ Don't Know

Q8. (If you selected "yes" in Q6) Approximately what percentage of your jurisdiction's employees are represented by unions?

Approximate percentage: _____% Don't Know

Q9. (If you selected "yes" in Q6) 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**?

A Significant Asset	Somewhat of an Asset	Neither an Asset nor a Liability	Somewhat of a Liability	A Significant Liability	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q10. (If you selected "yes" in Q6) 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**?

A Significant Asset	Somewhat of an Asset	Neither an Asset nor a Liability	Somewhat of a Liability	A Significant Liability	Don't Know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q11. (If you selected "yes" in Q6) 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q12. 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"/>
Reduced or eliminated training opportunities for local officials and/or local employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q13. 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"/>
Reduced or eliminated training opportunities for local officials and/or local employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14. 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

Q15. (If you selected "yes" in Q14) Please briefly describe which service(s) were eliminated and the alternative source of service provision, if any.

Q16. 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

Q17. (If you selected "yes" in Q16) Please briefly describe which service(s) you expect will be eliminated and the alternative source of service provision, if any.

Some local jurisdictions are moving to formal multi-year budgeting, rather than the traditional single-year budgeting. Others are not.

Q18. Does your jurisdiction adopt single-year budgets or multi-year budgets?

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

Q19. (If you selected "single-year" in Q18) 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

Q20. 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

Q21. 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

Q22. 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

Q23. 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

When property taxes are delinquent, counties sometimes advance funds to the affected local governments to make them "financially whole" at that time. However, if the counties are later unable to collect the taxes or sell the property at auction, they may "charge back" the losses to the original jurisdictions. These "charge-backs" represent a potential hit to a local unit's revenue.

Q24. (Please skip if you are a county official) Do you anticipate that your jurisdiction will have property tax charge-backs from your county government in the current or upcoming fiscal year? (check all that apply)

- Yes, this year Yes, next year No Not Applicable Don't know

Q25. (If you selected "yes" in Q24) In your opinion, are these potential charge-backs to your jurisdiction 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

Q26. Does your community have one or more special taxing authorities, such as a Downtown Development Authority (DDA), a Brownfield Redevelopment Authority, or another similar authority?

- Yes No Don't know

Q27. (If you selected "yes" in Q26) In your opinion, overall, have your DDA and/or other special taxing authorities been an asset, a liability, or neither to your jurisdiction's fiscal health to date?

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

Q28. (If you selected "yes" in Q26) In your opinion, how likely is it that one or more of your special taxing authorities will have serious difficulty repaying their current debt?

- Very Likely Somewhat Likely Neither Likely Nor Unlikely Somewhat Unlikely Very Unlikely Tax Authorit(ies) Have No Current Debt Don't Know

Q29. (Please skip if you selected "no debt" in Q28) In your opinion, are the special taxing authorities' debt 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?

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

Next, we have some questions specifically about the pay and/or benefits your jurisdiction may provide its employees.

Q30. Overall, do you consider your jurisdiction's pay rate(s) for new hires and current employees to be too high, about right, or too low?

	Too High	About Right	Too Low	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<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"/>	<input type="checkbox"/>

Q31. Does your jurisdiction provide any fringe benefits (i.e., health care, dental, vision, life insurance, etc.) to current employees and/or new hires?

	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"/>

Q32. (If you selected "yes" in Q31) Overall, do you consider your jurisdiction's fringe benefits package(s) for new hires and current employees to be too generous, about right, or not generous enough?

	Too Generous	About Right	Not Generous Enough	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<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"/>	<input type="checkbox"/>

Q33. (If you selected "yes" in Q31) Overall, do you consider the contributions (i.e., co-pays, deductibles, or share of premiums) your jurisdiction's new hires and current employees make toward their health care benefits to be too high, about right, or too low?

	Too High	About Right	Too Low	Not Applicable	Don't Know
New hires	<input type="checkbox"/>	<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"/>	<input type="checkbox"/>

Q34. Does your jurisdiction offer any kind of retirement income benefits (defined benefit pensions, defined contribution plans, etc.) to new hires, current employees or retired employees?

	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 retirees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q35. (If you selected "yes" in Q34) Does your jurisdiction offer its employees 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

Q36. (if you selected "defined benefit" only in Q35) 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 employees and/or new hires within the next 12 months?

- Very Likely
- Somewhat Likely
- Somewhat Unlikely
- Very Unlikely
- Don't Know

Q37. (If you selected "yes" in Q34) Thinking specifically about defined benefit plans (i.e., traditional pensions), does your jurisdiction have fiscal obligations as a result of providing retirement pensions?

- Yes
- No
- Not Applicable
- Don't know

Q38. (If you selected "yes" in Q37) 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?

- A 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 retirement health-care liabilities.

Q39. Does your jurisdiction offer any kind of health care or other retirement benefits to new hires, current employees or retired employees?

	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 retirees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q40. (If you selected "yes" in Q39) Does your jurisdiction have fiscal obligations as a result of other post-employment benefits?

- Yes
- No
- Don't know

Q41. (If you selected "yes" in Q40) In your opinion, are your jurisdiction's retiree health care or other post-employment benefit 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?

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

Q42. (If you selected "yes" in Q40) What actions has your jurisdiction taken so far to address GASB 45 accounting provisions? (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 reduce 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
- Financed liability through bonds
- Other _____
- Jurisdiction has taken no actions yet
- Don't Know

Now we'd like to ask you about some current issues in the state of Michigan.

Q43. First of all, 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

Q44. 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

Q45. How would you rate the way Rick Snyder is performing his job as Michigan's governor?

- Excellent Good Fair Poor Don't Know

Q46. How would you rate the way the Michigan Legislature is performing its job?

- Excellent Good Fair Poor Don't Know

Q47. 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

Q48. Governor Snyder has recently signed the "Local Government and School District Fiscal Accountability Act," a new law that governs when and how emergency managers are appointed to oversee local governments and school districts in fiscal distress. How familiar are you with this legislation?

- Very familiar – I know a great deal about it
 Somewhat familiar – I have heard of it, and understand its major points, but don't know many details
 Mostly unfamiliar – I have heard of it, but know very little about it
 Completely unfamiliar- I have never heard of it
 Don't Know

Q49. (Please skip if you selected "completely unfamiliar" in Q48) In your opinion, on a scale of 1 to 10, where 1 is "not at all likely" and 10 is "very likely," how likely is it that your government will have an emergency financial manager appointed by the state within the next 12 months?

- Not At All Likely Very Likely Don't Know
1 2 3 4 5 6 7 8 9 10

Q50. (Please skip if you selected "1" in Q49) Some people think this Act may help tough decisions be made at the local level. Others do not. Even if it is never actually applied in your jurisdiction, overall, how effective or ineffective do you believe the Local Government and School District Fiscal Accountability Act will be at restoring or protecting your jurisdiction's fiscal health?

- Very Effective Somewhat Effective Neither Effective Nor Ineffective Somewhat Ineffective Very Ineffective Don't Know

Q51. (If you selected "effective" or "ineffective" in Q50) Why do you think this Act governing emergency managers will be effective or ineffective at restoring or protecting your jurisdiction's fiscal health?

Q52. (Please skip if you selected "completely unfamiliar" in Q48) Overall, how effective or ineffective do you believe the Local Government and School District Fiscal Accountability Act will be at restoring or protecting the fiscal health of other local governments across the state?

- Very Effective Somewhat Effective Neither Effective Nor Ineffective Somewhat Ineffective Very Ineffective Don't Know

Local government officials use a variety of tools for improving management decision-making and resource allocation. Performance management is used by some to quantify and improve local government performance and to engage citizens and other stakeholders. It often involves systematically collecting and analyzing data (e.g., tons of trash collected, improvement in emergency response times, etc.) to determine the efficiency and effectiveness of service delivery and program objectives.

Q53. Some jurisdictions in Michigan are utilizing performance management systems while others are not. Does your jurisdiction currently engage in formal performance management and measurement activities?

- Yes No Don't Know

Q54. Governor Snyder recently presented a new state government performance measurement and benchmarking system in the form of a Michigan state government "dashboard." How familiar are you with this new state dashboard?

- Very familiar – I know a great deal about it
 Somewhat familiar – I have heard of it, and understand its major points, but don't know many details
 Mostly unfamiliar – I have heard of it, but know very little about it
 Completely unfamiliar- I have never heard of it
 Don't Know

Q55. (Please skip if you selected "completely unfamiliar" in Q54) Governor Snyder is encouraging Michigan local governments to produce their own "dashboards." How likely is it that your jurisdiction will launch its own dashboard within the next 12 months?

Very Likely

Somewhat Likely

Neither Likely Nor Unlikely

Somewhat Unlikely

Very Unlikely

Already Have One

Don't Know

Q56. (Please skip if you selected "completely unfamiliar" in Q54) How effective or ineffective do you think a local government performance dashboard would be in helping to improve...?

	Very Effective	Somewhat Effective	Neither Effective Nor Ineffective	Somewhat Ineffective	Very Ineffective	Don't Know
...your jurisdiction's accountability and transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...your jurisdiction's performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q57. 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

Q58. 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

Q59. 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

Q60. 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

Q61. 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 you 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.

Q62. What is your gender? Male Female

Q63. In what year were you born? _____

Q64. How many years have you served in your current position? _____

Q65. Have you attended any local government training programs or seminars in the past 12 months? Yes No

Q66. Are you of Spanish, Hispanic, or Latino descent? Yes No

Q67. Please check one or more categories below to indicate what race(s) you consider yourself to be. (check all that apply)

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> White | <input type="checkbox"/> Asian |
| <input type="checkbox"/> Black or African American | <input type="checkbox"/> Multiracial |
| <input type="checkbox"/> American Indian or Alaskan Native | <input type="checkbox"/> Other |
| <input type="checkbox"/> Native Hawaiian or other Pacific Islander | <input type="checkbox"/> Don't Know |

Q68. What is the highest degree or level of school you have completed?

- | | |
|--|--|
| <input type="checkbox"/> 12th grade or less/no diploma | <input type="checkbox"/> Bachelor's degree |
| <input type="checkbox"/> High school graduate or GED | <input type="checkbox"/> Master's degree |
| <input type="checkbox"/> Some college, no degree | <input type="checkbox"/> Professional/Doctorate degree |
| <input type="checkbox"/> Associate degree | |

Q69. Generally speaking, do you think of yourself as a...?

- Republican Independent Democrat Something Else

Q70. (if Republican or Democrat) Would you consider yourself a strong or not very strong Republican/Democrat?

- Very Strong Not Very Strong Don't Know

Q71. (if Independent) Would you consider yourself closer to ...?

- the Democratic Party the Republican Party Neither