Center for Local, State, and Urban Policy
UNIVERSITY OF MICHIGAN
CLOSUP

MICHIGAN PUBLIC POLICY SURVEY (MPPS)
LOCAL GOVERNMENT
DATA-DRIVEN DECISION MAKING
FALL 2011

For more information, please contact: closup-mpps@umich.edu / (734) 647-4091

To start, please confirm ...

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? _____

There is a growing push across the state to encourage local governments to collect and use data about their own operations and services as well as data about other comparable units for "benchmarking" performance or costs. There are many types of such data, including for example, measures such as tons of trash collected, emergency response times, etc. Local governments can then use this data to help make budget, policy, and management decisions, to plan for the future and to improve government transparency and accountability. This data-driven decision making is sometimes referred to as "performance measurement and management." We use these terms interchangeably in this survey.

Q2. Some local governments use internal data that measure their own operations; some use external data about other local governments for comparing their performance or costs against that of other units. Meanwhile, some local governments don't use data in these ways. What about your jurisdiction? Do you use such data? *(check all that apply)*

☐ **Yes, we use internal data regarding our own operations**
☐ **Yes, we use external data about other governments**
☐ **No, we don't use data about our own or other governments' operations** *(Go to Q17)*

☐ **Don't Know**

PLEASE NOTE: RESPONDENTS WHO ANSWERED "NO" IN Q2 ABOVE SHOULD NOW SKIP TO QUESTION 17 OF THE QUESTIONNAIRE

Q3. *(If you selected "use internal," "use external" or "don't know" in Q2)* **Some local jurisdictions use data only occasionally on an ad hoc basis, while others use it in a systematic way as part of a formal program of performance measurement and management. Which of the following two approaches best describes your jurisdiction's use of performance data?**

☐ **We use some data on an ad hoc basis, but not systematically**
☐ **We use data as part of a formal, systematic program of performance measurement and management for some or all of our operations**

☐ **Don't Know**

Q4. Approximately how long has your jurisdiction been using performance measures?

Less Than One Year	Between One and Five Years	Longer Than Five Years	Don't Know
☐	☐	☐	☐

Q5. *(If you selected "use internal data" in Q2)* **Please identify the extent to which, overall, your jurisdiction uses the following types of data regarding your internal operations (or operations you contract out).**

	Extensively	Somewhat	Not At All	Don't Know
Measures of **inputs** (amount of resources used, such as number of fire engines)	☐	☐	☐	☐
Measures of **workload** (such as number of fire runs, tons of trash collected, etc.)	☐	☐	☐	☐
Measures of **efficiency or unit cost** (such as cost per fire run, cost of providing trash collection services per capita, etc.)	☐	☐	☐	☐
Measures of **effectiveness** (quantifiable results of a program, such as decrease in crime, increase in park attendance, etc.)	☐	☐	☐	☐
Measures of **citizen satisfaction** (citizen ratings of programs, such as number of complaints received or survey reports of satisfaction)	☐	☐	☐	☐

Q6. *(If you selected "use internal data" in Q2)* **How were your jurisdiction's performance measures developed?** *(check all that apply)*

☐ **Developed in-house by jurisdiction's own employees/staff/officials**
☐ **Designed by a consultant**
☐ **Patterned after an available model**
☐ **Developed with assistance of organizations such as MAC, MML, MTA, a regional council (e.g. SEMCOG, NEMCOG), etc.**
☐ **Other** *(please specify)* _____

☐ **Don't Know**

Q7. *(If you selected "use external data" in Q2)* **Thinking about data from other jurisdictions that you use to compare against and/or benchmark your operations, please identify from which sources you gather external data.** *(check all that apply)*

☐ **U.S. Census Bureau**
☐ **Michigan Department of Treasury website (F-65 data on other units, etc.)**
☐ **Michigan Association of Counties**
☐ **Michigan Municipal League**
☐ **Michigan Townships Association**

☐ **Regional organizations such as SEMCOG, NEMCOG, etc.**
☐ **Private organizations, consultants, etc.**
☐ **Informal exchanges of information with other jurisdictions**
☐ **Other** *(please specify)* _____
☐ **Don't Know**

Q8. How would you rate the overall effectiveness of your jurisdiction's use of data for the following purposes?

	Very Effective	Somewhat Effective	Neither Effective Nor Ineffective	Somewhat Ineffective	Very Ineffective	Not Applicable	Don't Know
Improving management decisions	☐	☐	☐	☐	☐	☐	☐
Guiding budgeting decisions	☐	☐	☐	☐	☐	☐	☐
Identifying cost savings or program efficiencies	☐	☐	☐	☐	☐	☐	☐
Improving program or service quality	☐	☐	☐	☐	☐	☐	☐
Guiding individual program/department planning	☐	☐	☐	☐	☐	☐	☐
Guiding jurisdiction's overall strategic planning (more than one year into the future)	☐	☐	☐	☐	☐	☐	☐
Guiding compensation decisions for employees	☐	☐	☐	☐	☐	☐	☐
For use in negotiating with unions	☐	☐	☐	☐	☐	☐	☐
Improving communication with your jurisdiction's legislative body	☐	☐	☐	☐	☐	☐	☐
Improving government accountability and transparency	☐	☐	☐	☐	☐	☐	☐
Improving civic participation among the public	☐	☐	☐	☐	☐	☐	☐
For use in public relations/promoting your jurisdiction for tourism, economic development, etc.	☐	☐	☐	☐	☐	☐	☐

Q9. Does your jurisdiction ever publicly share its performance data with sources outside of your local government (for example, with the media, the business community, citizens' groups, etc.)?

☐ Yes   ☐ No   ☐ Don't Know

Q10. *(If you selected "yes" in Q9)* **How does your jurisdiction publicly share its performance data?** *(check all that apply)*

☐ Jurisdiction-wide periodic or annual reports   ☐ Postings on your local government website
☐ Specific agency/program/department periodic or annual reports   ☐ Local government performance dashboard
☐ Press releases   ☐ Other *(please specify)* _____
☐ Government newsletters to citizens, stakeholders, or clients/customers   ☐ Don't Know

Q11. We are interested in sources of support or opposition to data-driven decision making in your community. In your opinion, which of the following groups either support or oppose the use of data-driven decision making by your jurisdiction?

	Strongly Support	Somewhat Support	Neither Support Nor Oppose	Somewhat Oppose	Strongly Oppose	Not Applicable	Don't Know
The majority of your jurisdiction's council/board	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's managers	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's non-managerial employees	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's citizens	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's business community	☐	☐	☐	☐	☐	☐	☐

Q12. To what extent, if any, would you say that the following are problems that your jurisdiction has faced within the last 12 months in its use of data and performance measures?

	A Significant Problem	Somewhat of a Problem	Not Much of a Problem	Not a Problem At All	Not Applicable	Don't Know
Costs required to collect and use performance data	☐	☐	☐	☐	☐	☐
Ability to obtain external data regarding other jurisdictions	☐	☐	☐	☐	☐	☐
Ability to analyze and make sense of performance data	☐	☐	☐	☐	☐	☐
Ability to tie performance data to jurisdiction's goals	☐	☐	☐	☐	☐	☐
Ability to keep performance measures current	☐	☐	☐	☐	☐	☐
Ability to implement change in response to data findings	☐	☐	☐	☐	☐	☐

Q13. Overall, do you agree or disagree that performance measurement and management activities are worthwhile for…?

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know
…your jurisdiction	☐	☐	☐	☐	☐	☐
…local governments in general	☐	☐	☐	☐	☐	☐

Q14. How likely is it that your jurisdiction will either cut back or expand its performance measurement activities within the next 12 months?

Likely to Completely Eliminate	Likely to Reduce Somewhat	No Change Expected	Likely to Expand Somewhat	Likely to Expand Significantly	Don't Know
☐	☐	☐	☐	☐	☐

Q15. *(If you selected "eliminate," "reduce," or "expand" in Q14)* **Why do you think it is likely that your jurisdiction will change the level of its performance measurement and management activities?**

[ ]

Q16. Based on your jurisdiction's experience to date, what suggestions would you give to other jurisdictions who are either looking to introduce new measures or to improve their current use of data in decision making?

[ ]

Q17. *(If you selected "no" in Q2)* **Even though your jurisdiction does not currently use data about your own or other governments' operations, did your jurisdiction engage in data-driven decision making activities at some time in the past?**

☐ Yes
☐ No

☐ Don't Know

Q18. *(If you selected "yes" in Q17)* **Why did your jurisdiction stop its data-driven decision making activities?**

[   ]

Q19. **Looking ahead, is your jurisdiction considering potential new uses of data in decision making?**

☐ Yes, we are considering new uses of data in decision making
☐ No, we are not considering new uses of data in decision making   *(Go to Q25)*

☐ Don't Know

Q20. *(If you selected "yes" in Q19)* **Some local jurisdictions use data only occasionally on an ad hoc basis, while others use it in a systematic way as part of a formal program of performance measurement and management. Which of the following two approaches best describes how your jurisdiction would most likely use performance data?**

☐ We would most likely use some data on an ad hoc basis, but not systematically
☐ We would most likely use data as part of a formal, systematic program of performance measurement and management for some or all of our operations

☐ Don't Know

Q21. *(If you selected "yes" in Q19)* **How likely or unlikely is it that your jurisdiction would use data for the following purposes?**

	Very Likely	Somewhat Likely	Neither Likely Nor Unlikely	Somewhat Unlikely	Very Unlikely	Not Applicable	Don't Know
Improving management decisions	☐	☐	☐	☐	☐	☐	☐
Guiding budgeting decisions	☐	☐	☐	☐	☐	☐	☐
Identifying cost savings or program efficiencies	☐	☐	☐	☐	☐	☐	☐
Improving program or service quality	☐	☐	☐	☐	☐	☐	☐
Guiding individual program/department planning	☐	☐	☐	☐	☐	☐	☐
Guiding jurisdiction's overall strategic planning (more than one year into the future)	☐	☐	☐	☐	☐	☐	☐
Guiding compensation decisions for employees	☐	☐	☐	☐	☐	☐	☐
For use in negotiating with unions	☐	☐	☐	☐	☐	☐	☐
Improving communication with your jurisdiction's legislative body	☐	☐	☐	☐	☐	☐	☐
Improving government accountability and transparency	☐	☐	☐	☐	☐	☐	☐
Improving civic participation among the public	☐	☐	☐	☐	☐	☐	☐
For use in public relations/promoting your jurisdiction for tourism, economic development, etc.	☐	☐	☐	☐	☐	☐	☐

Q22. *(If you selected "yes" in Q19)* **How is your jurisdiction most likely to develop its data and performance measures?** *(check all that apply)*

- ☐ **Developed in-house by jurisdiction's own employees/staff/officials**
- ☐ **Designed by a consultant**
- ☐ **Patterned after an available model**
- ☐ **Developed with assistance of organizations such as MAC, MML, MTA, a regional council (e.g. SEMCOG, NEMCOG), etc.**
- ☐ **Other** *(please specify)* _____

- ☐ **Don't Know**

Q23. *(If you selected "yes" in Q19)* **What types of external assistance or resources would be most valuable to help your jurisdiction institute performance measurement and management activities?** *(check all that apply)*

- ☐ **Access to local or regional performance data from other jurisdictions for benchmarking**
- ☐ **Access to state performance data for benchmarking**
- ☐ **Access to national performance data for benchmarking**
- ☐ **Access to consultants for designing performance measures**
- ☐ **Models or templates for designing performance measures**
- ☐ **Training on the collection, analysis and use of performance measures**
- ☐ **Funding support to help develop and/or implement performance measures**
- ☐ **Other** *(please specify)* _____

- ☐ **Don't Know**

Q24. *(If you selected "yes" in Q19)* **Overall, in your opinion, how likely or unlikely is it that your jurisdiction will adopt new uses of data in your jurisdiction's decision making within the next 12 months?**

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

Q25. We are interested in sources of support or opposition to data-driven decision making in your community. Regardless of whether or not your jurisdiction is currently considering new uses of data in decision making, in your opinion, which of the following groups either support or oppose the use of data-driven decision making by your jurisdiction?

	Strongly Support	Somewhat Support	Neither Support Nor Oppose	Somewhat Oppose	Strongly Oppose	Not Applicable	Don't Know
The majority of your jurisdiction's council/board	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's managers	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's non-managerial employees	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's citizens	☐	☐	☐	☐	☐	☐	☐
The majority of your jurisdiction's business community	☐	☐	☐	☐	☐	☐	☐

Q26. Regardless of whether or not your jurisdiction is currently considering new uses of data in decision making, to what extent, if any, would you expect that the following would be problems for your jurisdiction in the use of data or performance measures?

	A Significant Problem	Somewhat of a Problem	Not Much of a Problem	Not a Problem At All	Not Applicable	Don't Know
Costs required to collect and use performance data	☐	☐	☐	☐	☐	☐
Ability to obtain external data regarding other jurisdictions	☐	☐	☐	☐	☐	☐
Ability to analyze and make sense of performance data	☐	☐	☐	☐	☐	☐
Ability to tie performance data to jurisdiction's goals	☐	☐	☐	☐	☐	☐
Ability to keep performance measures current	☐	☐	☐	☐	☐	☐
Ability to implement change in response to data findings	☐	☐	☐	☐	☐	☐

Q27. Overall, do you agree or disagree that performance measurement and management activities would be worthwhile for…?

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree	Don't Know
…your jurisdiction	☐	☐	☐	☐	☐	☐
…local governments in general	☐	☐	☐	☐	☐	☐

Q28. Governor Rick Snyder recently presented a new state government measurement and benchmarking system in the form of a Michigan state government "performance dashboard," a public summary of important financial and operating measures such as fiscal stability, economic strengths, public safety, quality of life, etc. The Snyder administration is also encouraging each Michigan local government to produce its own "performance dashboard."

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	☐	☐	☐	☐	☐	☐
…your jurisdiction's performance	☐	☐	☐	☐	☐	☐
…your jurisdiction's ability to benchmark or compare itself with other jurisdictions	☐	☐	☐	☐	☐	☐

Q29. *(If you selected "somewhat ineffective" or "very ineffective" for any parts of Q28)* **Why do you think a performance dashboard would be ineffective in helping to improve your jurisdiction's accountability, transparency, performance, or ability to benchmark?**

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Q30. Which of the following statements best describes the status of a performance dashboard in your jurisdiction?

- ☐ **We have already produced a performance dashboard and are generally satisfied with its measurement categories**
- ☐ **We have already produced a performance dashboard but are dissatisfied with its measurement categories**
- ☐ **We have not yet produced a performance dashboard but are planning to do so within the next 12 months**
- ☐ **We have not produced a performance dashboard and do not plan to produce one within the next 12 months**
- ☐ **Don't Know**

Q31. *(If you selected "already produced" in Q30)* **How likely is it that your jurisdiction will significantly revise the measurement categories on its performance dashboard within the next 12 months?**

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

Q32. *(If you selected "do not plan to produce" in Q30)* **If your jurisdiction does not plan to produce a performance dashboard, why not?**

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Q33. Governor Snyder's administration has also developed a "citizen's guide" to state government finances-- a multi-page report featuring the most important financial measures, including unfunded liabilities-- that is designed to be easily understood by the average citizen. The Snyder administration is also encouraging each Michigan local government to produce its own "citizen's guide."

How effective or ineffective do you think a citizen's guide to local government finances 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	☐	☐	☐	☐	☐	☐
…your jurisdiction's performance	☐	☐	☐	☐	☐	☐
…your jurisdiction's ability to benchmark or compare itself with other jurisdictions	☐	☐	☐	☐	☐	☐

Q34. *(If you selected "somewhat ineffective" or "very ineffective" for any parts of Q33)* **Why do you think a citizen's guide to local government finances would be ineffective in helping to improve your jurisdiction's accountability, transparency, performance, or ability to benchmark?**

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Q35. Which of the following statements best describes the status of a citizen's guide in your jurisdiction?

- ☐ **We have already produced a citizen's guide and are generally satisfied with its measurement categories**
- ☐ **We have already produced a citizen's guide but are dissatisfied with its measurement categories**
- ☐ **We have not yet produced a citizen's guide but are planning to do so within the next 12 months**
- ☐ **We have not produced a citizen's guide and do not plan to produce one within the next 12 months**
- ☐ **Don't Know**

Q36. *(If you selected "we have already produced" in Q35)* **How likely is it that your jurisdiction will significantly revise the measurement categories in its citizen's guide within the next 12 months?**

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

Q37. *(If you selected "do not plan to produce" in Q35)* **If your jurisdiction does not plan to produce a citizen's guide, why not?**

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Q38. Most Michigan local governments receive constitutional revenue sharing from the state on a per capita basis. In addition, some have received statutory revenue sharing funds based on a set of formulas.

The state has recently enacted a new program called the Economic Vitality Incentive Program (EVIP). EVIP replaces the former statutory revenue sharing program. How familiar are you with the Economic Vitality Incentive Program?

☐ 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

Q39. Certain local jurisdictions were eligible to receive statutory revenue sharing in Fiscal Year 2010. According to the new EVIP legislation, only some of those jurisdictions which were eligible in FY2010 are now eligible to receive revenue sharing through EVIP. Do you know if your jurisdiction is eligible to receive EVIP revenue sharing funds?

☐ Yes, my jurisdiction is eligible for EVIP-based revenue sharing funds
☐ No, my jurisdiction is not eligible for EVIP-based revenue sharing funds   *(Go to Q45)*

☐ Don't Know

Q40. *(If you selected "yes" in Q39)* The EVIP revenue sharing funds are split into three categories: one based on accountability and transparency, one based on intergovernmental collaboration/consolidation/service sharing, and one based on employee compensation practices. Local governments that are eligible for EVIP revenue sharing funds can seek those funds in all three categories, or in only one or two of them.

In order to receive the EVIP revenue sharing funds related to accountability and transparency, eligible jurisdictions must certify they have produced a performance dashboard and a citizen's guide to local government finances by October 1, 2011. Did your jurisdiction certify that it had produced a performance dashboard and citizen's guide as of October 1, 2011?

☐ Yes   ☐ No   ☐ Don't Know

Q41. *(If you selected "yes" in Q39)* In order to receive the EVIP revenue sharing funds related to collaboration/consolidation/service sharing, eligible jurisdictions must certify they have a plan in place with one or more proposals to either launch new efforts or to increase existing levels of cooperation, collaboration, and consolidation, either within the jurisdiction or with other jurisdictions by January 1, 2012. Do you expect your jurisdiction will certify in this category by January 1, 2012?

☐ Yes   ☐ No   ☐ Don't Know

Q42. *(If you selected "yes" in Q39)* In order to receive the EVIP revenue sharing funds regarding best practices in employee compensation, eligible jurisdictions must certify they have a plan in place to meet certain state-specified requirements in employee health care premiums and post-employment benefits by May 1, 2012. Do you expect your jurisdiction will certify in this category by May 1, 2012?

☐ Yes   ☐ No   ☐ Don't Know

Q43. *(If you selected "yes" in Q40, Q41, or Q42)* You have indicated that your jurisdiction has certified or is likely to certify in one or more of the EVIP categories. Has your jurisdiction already encountered, or do you expect it will encounter, any particular difficulties in the process of certifying for any of the EVIP categories? If so, please describe the difficulties below.

Q44. *(If you selected "no" in Q40, Q41, or Q42)* You have indicated that your jurisdiction has not certified or is not likely to certify in one or more of the EVIP categories. Please describe why not.

Q45. Beyond revenue sharing, the Economic Vitality Incentive Program (EVIP) also has additional funds for assistance grants available to all Michigan city, village, township, and county governments to offset costs associated with mergers, interlocal agreements, and cooperative efforts to combine government operations that occur on or after October 1, 2011. How familiar are you with this section of the EVIP?

- ☐ **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**

Q46. How likely is it that your jurisdiction will apply for one of these EVIP grants?

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

Q47. *(If you selected "somewhat unlikely" or "very unlikely" in Q46)* **Why is your jurisdiction unlikely to apply for an EVIP grant?**

Q48. 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. <u>Your personal information will not be linked with your survey responses nor will it be shared with any outside sources.</u>

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.

Q49. What is your gender?   ☐ Male   ☐ Female

Q50. In what year were you born? 1 9 ____ ____

Q51. How many years have you served in your current position? _____

Q52. Have you attended any local government training programs or seminars in the past 12 months?   ☐ Yes   ☐ No

Q53. Are you of Spanish, Hispanic, or Latino descent?   ☐ Yes   ☐ No

Q54. 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
- ☐ Mulitracial
- ☐ Other
- ☐ Don't Know

Q55. 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

Q56. Generally speaking, do you think of yourself as a…?
☐ Republican   ☐ Independent   ☐ Democrat   ☐ Something Else

Q57. *(If Republican or Democrat)* **Would you consider yourself a strong or not very strong Republican/Democrat?**
☐ Very Strong   ☐ Not Very Strong   ☐ Don't Know

Q58. *(If Independent or something else)* **Would you consider yourself closer to…?**
☐ The Democratic Party   ☐ The Republican Party   ☐ Neither