



Michigan local government leaders report increased problems with workforce recruitment, retention, and other issues

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This report presents the opinions of Michigan's local government leaders on a range of issues regarding their jurisdictions' workforce, including recruitment, retention, and retirement turnover. These findings are based on statewide surveys of local government leaders from the Spring 2022 wave of the Michigan Public Policy Survey (MPPS), with comparisons to the Spring 2017 MPPS wave.

The Michigan Public Policy Survey (MPPS) is an ongoing census survey of all 1,856 general purpose local governments in Michigan conducted since 2009 by the Center for Local, State, and Urban Policy (CLOSUP). Respondents for the Spring 2022 wave of the MPPS include county administrators, board chairs, and clerks; city mayors, managers, and clerks; village presidents, managers, and clerks; and township supervisors, managers, and clerks from 1,327 jurisdictions across the state.



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Key Findings

- Statewide, 92% of Michigan's local governments report having some kind of paid employees (full-time, part-time, seasonal, or temporary), while 8% say they have none at all. These levels are essentially unchanged from 2017.
 - » Nearly all Michigan counties and cities report having full-time employees and the overwhelming majority also have part-time employees. Meanwhile, 75% of villages and just 31% of townships report having full-time employees.
- Recruiting employees with the necessary skills is a common problem, reported by 60% of Michigan's local leaders in 2022, up from 48% in 2017. Only 16% of jurisdictions statewide say recruiting is not a problem at all.
 - » Among jurisdictions with over 30,000 residents, 89% report that recruitment is a problem, including 41% who say it is a significant problem. Among mid-sized jurisdictions with between 5,001-10,000 residents, reports of significant recruitment problems have tripled in the past five years, up to 28% in 2022 from 9% in 2017.
- Retaining current employees is a growing problem as well, reported by 32% of jurisdictions with employees in 2022, up sharply from 17% in 2017.
 - » Two-thirds (64%) of jurisdictions with over 30,000 residents have problems retaining current employees, up from 43% in 2017. Among jurisdictions with 5,001-10,000 residents, retention problems have more than tripled in the past five years to 37%, up from 12%. Meanwhile, even in the state's smallest jurisdictions—those with fewer than 1,500 residents—that have any type of paid employee, retention problems have increased to 26%, up from 17%.
- Local leaders express concern about a variety of other workforce problems, especially in Michigan's largest jurisdictions, among whom 62% report problems with turnover due to retirements, 58% note problems with employee workload, 54% identify low employee morale, and 48% report challenges due to hostile interactions from the public.
 - » Among places where local leaders report their employees have recently experienced harassment or other abuse, 79% say new employee recruitment is a problem (including 40% who say it is a significant problem); by comparison, 52% of jurisdictions that did not report harassment by the public have recruitment problems. Similarly, employee retention problems are more likely to be reported among jurisdictions that have experienced harassment or other abuse against non-elected jurisdiction personnel (45% vs 25%).

Background

The COVID-19 pandemic triggered enormous turmoil in the U.S. labor market, in both the public and private sectors, with repercussions still being felt today. Widespread job losses in the early months of the pandemic¹ gave way to tight labor markets in 2021,² with challenges for recruitment and retention of personnel driven in part by turnover in the labor force that has been dubbed the “Great Resignation.”³ Through the end of 2022, the national labor market remained turbulent. Hiring demand was high despite concerns over inflation and a possible recession, as the wave of employees quitting their positions for new ones or leaving the job market altogether continued.⁴

In Michigan, pressures on employers have persisted, as unemployment and participation in the labor force both declined in 2021 and 2022. According to the U.S. Bureau of Labor Statistics, by September of 2022, Michigan’s labor force participation rate (60.1%) was lower than the Midwest region as a whole and ranked as the 11th lowest among all 50 states.⁵ In the public sector, approximately 14% of Michigan’s workforce is employed by either the state, local, or federal governments.⁶ And although this is below the nationwide average, it is still a significant portion of the state’s workers. Among this group are public works, police, fire, election, administrative, and other local government personnel that are critical to the welfare and quality of life of communities across the state.

To get a sense of how Michigan local government leaders view current workforce challenges in their jurisdictions, the Spring 2022 MPPS revisited questions asked on the 2017 wave of the survey regarding local governments’ personnel issues, including potential problems with hiring, retention, turnover, and other workforce challenges they may be facing.

Most Michigan jurisdictions have at least some paid employees, but only half have full-time employees

In 2022, 92% of Michigan’s local jurisdictions reported having at least some type of paid employees beyond their government’s elected officials (see *Figure 1a*). The most common type are regular part-time employees, reported by 75% of local governments. Meanwhile, 50% of local units report having full-time employees, 38% report seasonal workers, and 22% report having temporary/irregular employees. Despite the disruptions faced by many employers including local governments as a result of the COVID-19 pandemic that began in 2020, these personnel levels are essentially unchanged since the last time the MPPS asked this question in 2017.⁷

Nearly all Michigan counties and cities have full-time employees and the overwhelming majority also have part-time employees (see *Figure 1b*). Meanwhile, around three-quarters of villages report having full-time (75%) and part-time employees (77%). By contrast, just 31% of townships report having full-time employees, 70% have part-time employees, and 11% of townships have no paid employees. Again, these general proportions are equivalent to those reported on the 2017 MPPS.

Figure 1a
Percentage of jurisdictions reporting various types of employees in their workforce

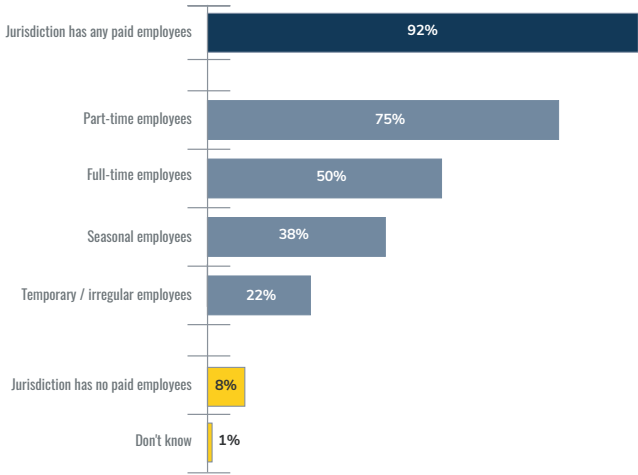
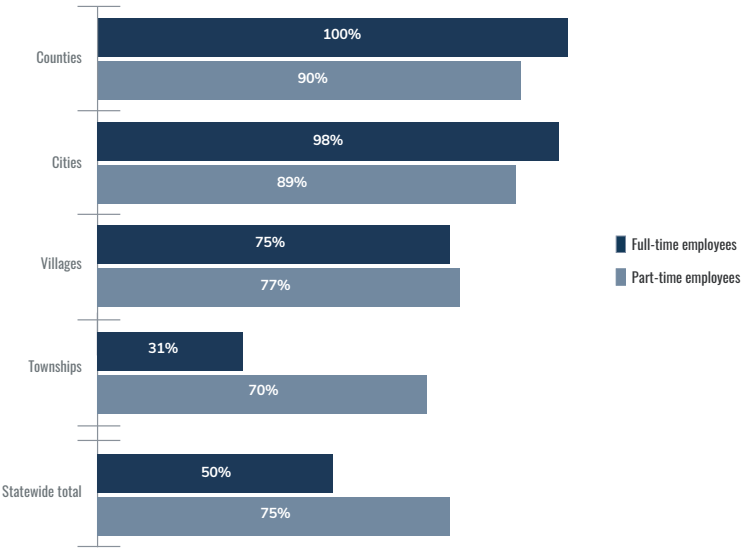


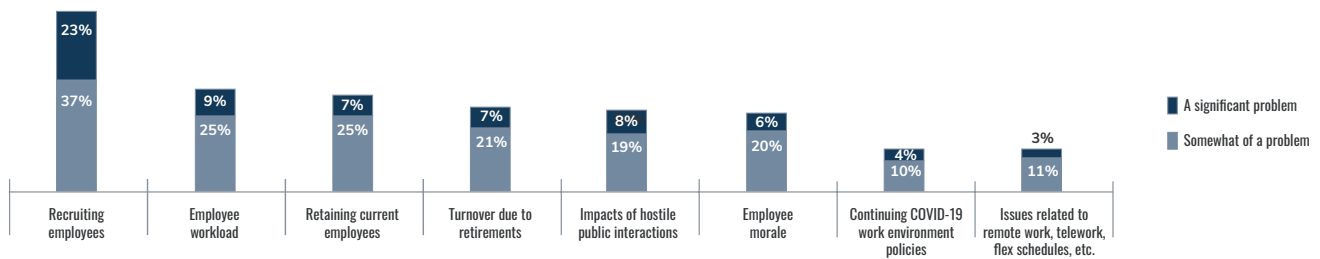
Figure 1b
Percentage of jurisdictions reporting various types of employees in their workforce, by jurisdiction type



A majority of Michigan local governments struggle to recruit employees with the needed skills

Local leaders who indicated their jurisdictions have at least some non-temporary employees were asked about a series of personnel challenges their jurisdiction might be experiencing. Recruiting employees with needed skills is by far the most common concern, with 60% statewide indicating that recruitment is somewhat of a problem (37%) or a significant problem (23%) for their government (see *Figure 2*). Although less widespread, around a third report that employee workload (34%) and employee retention (32%) are problems, while about a quarter say turnover due to retirement (28%), impacts of hostile public interactions (27%), and employee morale (26%) are problems. Fewer local leaders across the state report problems with COVID-19 workplace policies or issues related to remote work (14%).

Figure 2
Local officials' assessments of personnel problems facing their jurisdiction's government (among jurisdictions that have full-time, part-time, and/or seasonal employees)



Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown

Local governments increasingly struggle to recruit qualified employees

Problems with employee recruitment have risen substantially over the past five years. Among jurisdictions with non-temporary employees, 60% say recruiting employees with the necessary skills is a problem, including nearly a quarter (23%) who say it is a *significant* problem, which is up from 13% in 2017 (see *Figure 3a*). Only 16% of local leaders across the state say that employee recruitment is not a problem at all for their local government.

Recruiting challenges have increased in jurisdictions of every type and size. In particular, 42% of city officials reported in 2022 that recruiting employees with needed skills is a significant problem, up from 25% in 2017 (see *Figure 3b*). Meanwhile, over a third (36%) of county officials, and 27% of village officials report significant recruiting problems. By jurisdiction size, a full 89% of the largest jurisdictions—those with over 30,000 residents—report that recruiting employees with needed skills is a problem, including 41% who say it is a significant problem (see *Figure 3c*). And notably, among mid-sized jurisdictions with between 5,001-10,000 residents, significant problems with recruiting have tripled in the past five years, up to 28% in 2022 from 9% in 2017.

Figure 3a
Local officials' assessments of problems in their jurisdictions recruiting employees with needed skills, 2017 vs. 2022

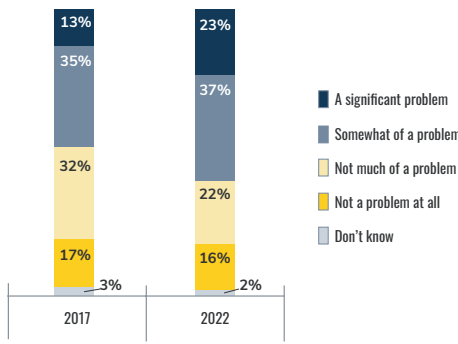
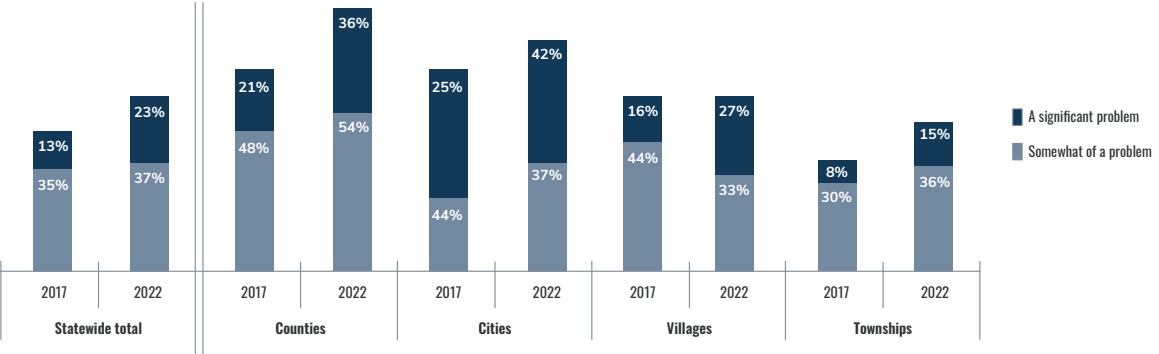
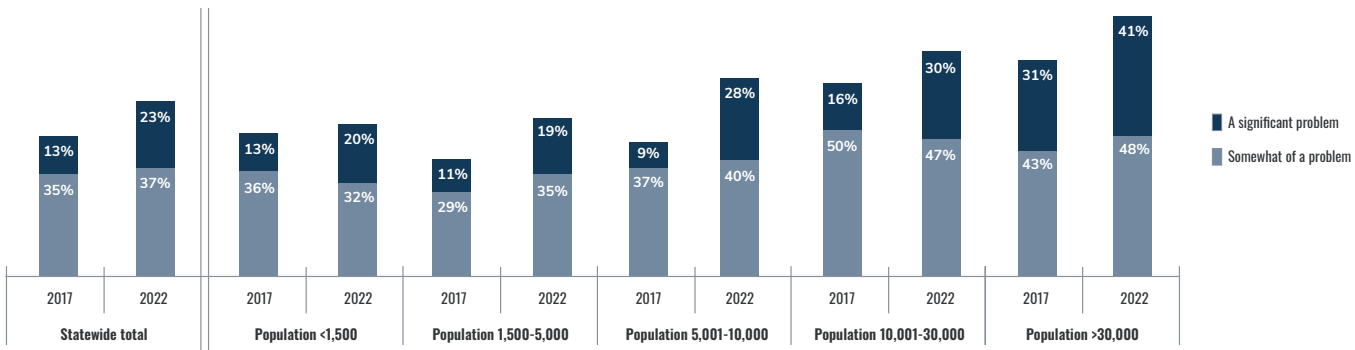


Figure 3b
Local officials' assessments of problems in their jurisdictions recruiting employees with needed skills, 2017 vs. 2022, by jurisdiction type



Note: responses for "not much of a problem," "not a problem at all," and "don't know" not shown

Figure 3c
Local officials' assessments of problems in their jurisdictions recruiting employees with needed skills, 2017 vs. 2022, by population size



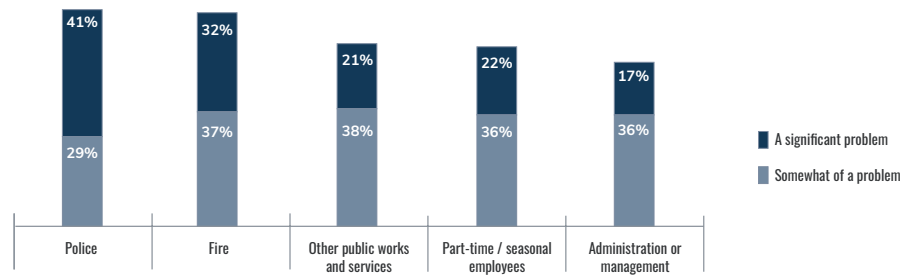
Note: responses for "not much of a problem," "not a problem at all," and "don't know" not shown

Among those with at least some recruitment challenges, the most common areas of concern are for hiring police officers and firefighters. As shown in *Figure 4*, among those with police services, 70% say finding qualified candidates is somewhat of a problem (29%) or a significant problem (41%). This includes 52% of city officials who say it is a significant problem. Among those with local fire services, 32% say finding qualified employees is a significant problem, including 37% of jurisdictions with between 5,001-10,000 residents.

Almost two-thirds (62%) of local leaders selected two or more types of position where they are having recruitment problems, including 43% who selected at least three job types. This highlights that most jurisdictions facing problems with recruitment face them in multiple areas, rather than the problems being concentrated in one specific segment of the workforce.

Figure 4

Percent of jurisdictions reporting problems recruiting qualified candidates for various positions (among those who have trouble recruiting and who have employees in a particular service area)



Retention is a problem particularly for counties and larger jurisdictions

Compared with recruitment, employee retention is a less common problem for local governments across the state, but these challenges have increased, too. As of 2022, nearly a third (32%) statewide said that retaining current employees is a problem for their jurisdiction, up sharply from 17% in 2017 (see *Figure 5a*). Of course, these problems are also widespread in the private sector, as the “Great Resignation” took hold in the COVID era, and employees of all kinds increasingly resigned and quit their jobs at employers of all kinds, across the country.⁸

In 2022, 61% of Michigan’s counties reported that retention of employees was somewhat of a problem (48%) or a significant problem (13%), up sharply from 2017 (see *Figure 5b*). Only 7% of counties say retention is not a problem at all. Similarly, the percentage of city officials who say retention is a problem rose to 45% in 2022, from 26% in 2017.

This pattern is reflected in comparisons by jurisdiction size, where larger jurisdictions struggle the most to retain employees. Two-thirds (64%) of jurisdictions with over 30,000 residents have somewhat of a problem (53%) or a significant problem (11%) retaining current employees, up from 43% in 2017 (see *Figure 5c*). Among jurisdictions with 5,001-10,000 residents, concerns about employee retention have more than tripled in the past five years (from 12% to 37%). Meanwhile, even in the state’s smallest jurisdictions that have employees, more than a quarter (26%) now report retention is a problem, up from 17% five years earlier.

Figure 5a
Local officials’ assessments of problems in their jurisdictions with retaining current employees, 2017 vs. 2022

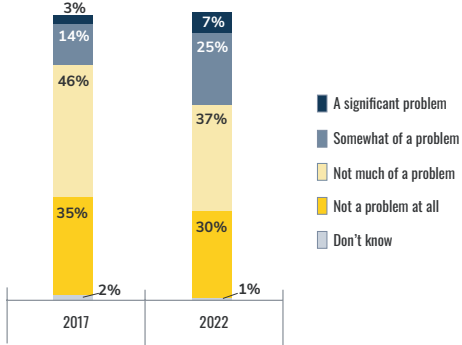
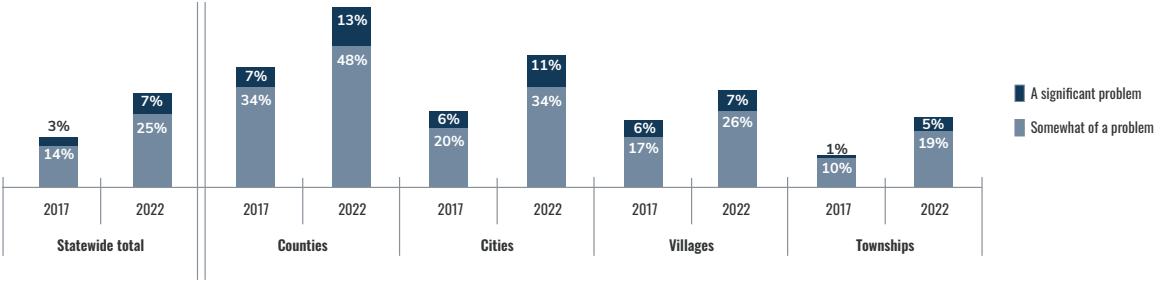
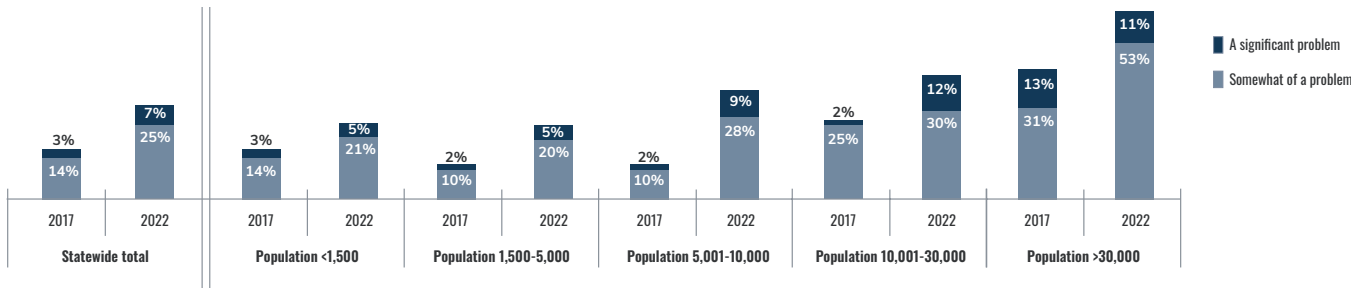


Figure 5b
Local officials’ assessments of problems in their jurisdictions with retaining current employees, 2017 vs. 2022, by jurisdiction type



Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown

Figure 5c
Local officials’ assessments of problems in their jurisdictions with retaining current employees, by population size



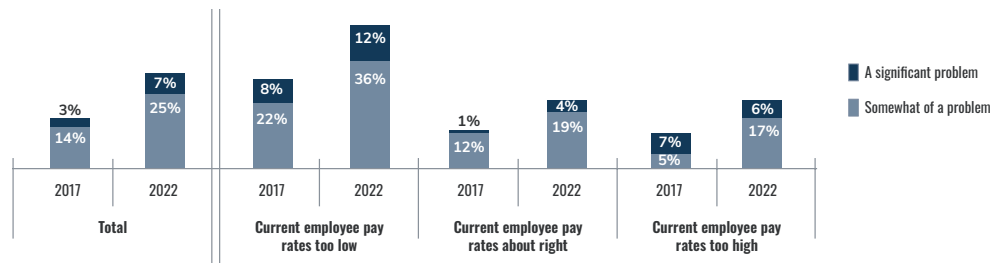
Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown

Low compensation is linked to retention problems

A recent MPPS report summarized Michigan local leaders' views on employee pay rates, noting that despite a decade of gradual increases in employee wages and salaries, many still believe their local government's pay rates are too low.⁹ Concerns over low compensation correlate with reported problems regarding retention of current employees. For jurisdictions where local officials say pay rates for current employees are too low, nearly half (48%) say employee retention is a problem, compared with 23% in jurisdictions who say their current pay rates are just right or too high (see *Figure 6*).

Figure 6

Local officials' assessments of problems in their jurisdictions with retaining current employees, by assessments of jurisdiction pay rates for current employees



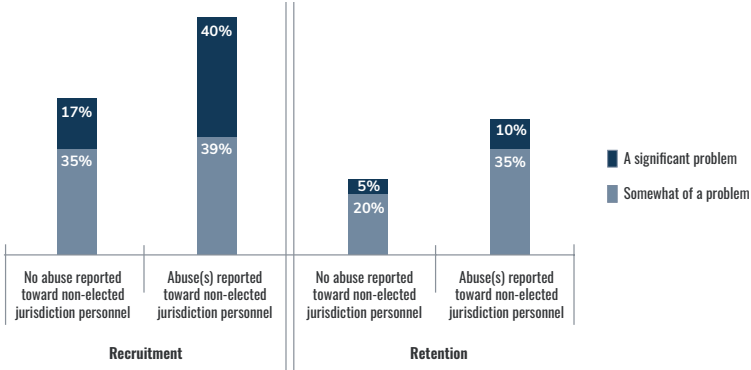
Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown.

Recruitment and retention problems are more common in places experiencing public harassment and abuse of jurisdiction personnel

Harassment or other abuse of local government representatives by the public may also contribute to personnel challenges. In 2022, leaders from 53% of jurisdictions statewide reported harassment, threats, or even violence (including property damage) against members of the local government as part of their role in local government, including against top officials themselves.¹⁰ Furthermore, 44% say the local climate of abuse towards government personnel is impacting willingness of people to serve or work in local government, while 27% say the hostile public interactions make the jobs of their current local workforce harder.

As shown in *Figure 7*, among places where local leaders report that jurisdiction personnel (not including elected officials) have recently experienced harassment or other abuse, 79% say employee recruitment is a problem. This includes 40% who say it is a *significant* problem, compared to 17% in jurisdictions that did not report such harassment. Officials from jurisdictions which report harassment or other abuse against non-elected jurisdiction personnel are also more likely to report problems with retention (45% vs 25%). These differences are statistically significant even when accounting for factors like jurisdiction type, population size, pay rates, and other potential contributing factors.

Figure 7
Local officials' assessments of problems in their jurisdictions with recruitment and retention, by experience with harassment, threats, and violence of jurisdiction personnel



Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown

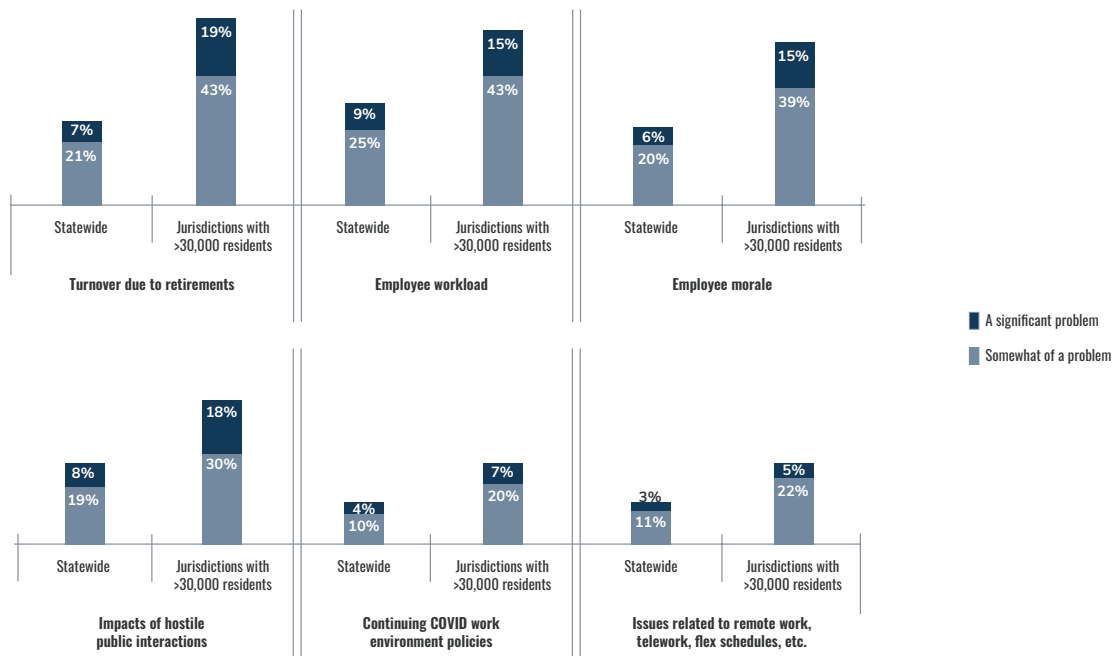
Larger jurisdictions experience additional workforce problems

Local governments across Michigan, but particularly the largest jurisdictions, face additional workforce challenges beyond recruitment and retention. One common problem is turnover from retirements. Statewide, 28% of jurisdictions with employees report this problem, but this more than doubles to 62% among jurisdictions with over 30,000 residents (see *Figure 8*). Similar patterns are found for a variety of additional problems, including employee workload, morale, hostile public interactions, and COVID-related issues.

For a full breakdown of personnel problems by jurisdiction size, type, and region, see *Appendices A-C*.

Figure 8

Local officials' assessments of personnel issues in their jurisdictions, statewide vs. among the state's largest jurisdictions (those with more than 30,000 residents)



Note: responses for “not much of a problem,” “not a problem at all,” and “don’t know” not shown



Conclusion

The COVID-19 pandemic caused disruptions to the local government workforce in Michigan and across the nation, and although the percentage of Michigan local jurisdictions that maintain paid staff has remained stable since 2017, a significantly higher number report problems across a wide range of personnel issues. In particular, jurisdictions of all types and sizes have faced increased difficulty recruiting qualified employees, particularly where officials believe pay for new hires is too low or where there have been reports of harassment of local government staff by the public. Larger jurisdictions have especially struggled and, as of 2022, nearly two-thirds (64%) of jurisdictions with over 30,000 residents report trouble retaining current employees, up from less than half that reported retention problems pre-COVID, in 2017.

Notes

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10. Fitzpatrick, N., Horner, D., & Ivacko, T. (2022, September). Statewide survey finds a majority of Michigan local governments experiencing harassment or other abuse. Center for Local, State, and Urban Policy at the Gerald R. Ford School of Public Policy, University of Michigan. Retrieved from: <https://closup.umich.edu/sites/closup/files/2022-09/mpps-policy-brief-harassment-2022.pdf>



Survey Background and Methodology

The MPPS is an ongoing survey program, interviewing the leaders of Michigan's 1,856 units of general purpose local government, conducted by the Center for Local, State, and Urban Policy (CLOSUP) at the University of Michigan in partnership with the Michigan Municipal League, Michigan Townships Association, and Michigan Association of Counties. Surveys are conducted each spring (and prior to 2018, were also conducted each fall). The program has covered a wide range of policy topics and includes longitudinal tracking data on "core" fiscal, budgetary and operational policy questions and designed to build-up a multi-year time-series.

In the Spring 2022 iteration, surveys were sent by the Center for Local, State, and Urban Policy (CLOSUP) via the internet and hardcopy to top elected and appointed officials (including county administrators and board chairs; city mayors and managers; village presidents, clerks, and managers; and township supervisors, clerks, and managers) from all 83 counties, 280 cities, 253 villages, and 1,240 townships in the state of Michigan.

The Spring 2022 wave was conducted from April 4 – June 6, 2022. A total of 1,327 jurisdictions in the Spring 2022 wave returned valid surveys (62 counties, 202 cities,

167 villages, and 896 townships), resulting in a 71% response rate by unit. The margin of error for the survey as a whole is +/- 1.44%. The key relationships discussed in the above report are statistically significant at the $p < .05$ level or below, unless otherwise specified. Missing responses are not included in the tabulations, unless otherwise specified. Some report figures may not add to 100% due to rounding within response categories. Quantitative data are weighted to account for non-response. "Voices Across Michigan" verbatim responses, when included, may have been edited for clarity and brevity. Contact CLOSUP staff for more information.

Detailed tables of the data analyzed in this report broken down several ways—by jurisdiction type (county, city, township, or village); by population size of the respondent's community, by the region of the respondent's jurisdiction; and by self-identified rural, mostly rural, mostly urban, or urban categories—are available online at the MPPS homepage: closup.umich.edu/michigan-public-policy-survey.

The survey responses presented here are those of local Michigan officials, while further analysis represents the views of the authors. Neither necessarily reflects the views of the University of Michigan, or of other partners in the MPPS.

Appendix A

Local officials' assessments of personnel problems in their jurisdictions (among jurisdictions that have full-time, part-time, and/or seasonal employees), by jurisdiction size

	Jurisdiction Population Size					Total Statewide
	<1,500	1,500-5,000	5,001-10,000	10,001-30,000	>30,000	
Retaining current employees						
Not a Problem at All	38%	34%	19%	18%	5%	30%
Not Much of a Problem	34%	39%	44%	40%	29%	37%
Somewhat of a Problem	21%	20%	28%	30%	53%	25%
A Significant Problem	5%	5%	9%	12%	11%	7%
Don't Know	2%	1%	1%	0%	2%	1%
Turnover due to retirements						
Not a Problem at All	44%	39%	25%	17%	7%	35%
Not Much of a Problem	35%	25%	41%	38%	28%	36%
Somewhat of a Problem	14%	18%	27%	31%	43%	21%
A Significant Problem	3%	6%	5%	14%	19%	7%
Don't Know	4%	1%	1%	0%	2%	2%
Recruiting employees with needed skills						
Not a Problem at All	22%	18%	9%	7%	1%	16%
Not Much of a Problem	23%	26%	22%	16%	9%	22%
Somewhat of a Problem	32%	35%	40%	47%	48%	37%
A Significant Problem	20%	19%	28%	30%	41%	23%
Don't Know	4%	2%	1%	0%	1%	2%
Employee morale						
Not a Problem at All	42%	34%	19%	21%	6%	32%
Not Much of a Problem	36%	42%	47%	45%	40%	40%
Somewhat of a Problem	14%	18%	28%	26%	39%	20%
A Significant Problem	4%	4%	4%	8%	15%	6%
Don't Know	4%	2%	2%	0%	0%	2%
Employee workload						
Not a Problem at All	31%	27%	16%	15%	6%	24%
Not Much of a Problem	36%	42%	48%	35%	35%	39%
Somewhat of a Problem	22%	22%	25%	37%	43%	25%
A Significant Problem	9%	8%	9%	13%	15%	9%
Don't Know	3%	2%	2%	0%	1%	2%

	Jurisdiction Population Size					
	<1,500	1,500-5,000	5,001-10,000	10,001-30,000	>30,000	Total Statewide
Impacts of hostile public interactions						
Not a Problem at All	38%	30%	20%	17%	9%	29%
Not Much of a Problem	40%	42%	45%	41%	40%	41%
Somewhat of a Problem	16%	17%	23%	29%	30%	19%
A Significant Problem	3%	8%	10%	13%	18%	8%
Don't Know	4%	2%	2%	0%	3%	3%
Continuing COVID-19 work environment policies (e.g., employee vaccine mandates, masking rules, etc.)						
Not a Problem at All	51%	44%	28%	29%	25%	42%
Not Much of a Problem	35%	40%	51%	48%	46%	41%
Somewhat of a Problem	6%	10%	13%	19%	20%	10%
A Significant Problem	3%	3%	6%	4%	7%	4%
Don't Know	5%	3%	2%	0%	1%	3%
Issues related to remote work, telework, flexible schedules, etc.						
Not a Problem at All	53%	47%	29%	36%	20%	44%
Not Much of a Problem	30%	39%	48%	42%	51%	38%
Somewhat of a Problem	7%	9%	14%	20%	22%	11%
A Significant Problem	3%	2%	4%	2%	5%	3%
Don't Know	7%	2%	5%	0%	3%	4%

Appendix B

Local officials' assessments of personnel problems in their jurisdictions (among jurisdictions that have full-time, part-time, and/or seasonal employees), by jurisdiction type

	Jurisdiction Type				
	Counties	Cities	Villages	Townships	Total Statewide
Retaining current employees					
Not a Problem at All	7%	21%	27%	36%	30%
Not Much of a Problem	32%	33%	40%	38%	37%
Somewhat of a Problem	48%	34%	26%	19%	25%
A Significant Problem	13%	11%	7%	5%	7%
Don't Know	0%	1%	1%	2%	1%
Turnover due to retirements					
Not a Problem at All	10%	16%	42%	41%	35%
Not Much of a Problem	30%	31%	33%	38%	36%
Somewhat of a Problem	50%	33%	16%	16%	21%
A Significant Problem	10%	19%	5%	3%	7%
Don't Know	0%	1%	3%	2%	2%
Recruiting employees with needed skills					
Not a Problem at All	0%	7%	14%	20%	16%
Not Much of a Problem	11%	12%	24%	26%	22%
Somewhat of a Problem	54%	37%	33%	36%	37%
A Significant Problem	36%	42%	27%	15%	23%
Don't Know	0%	2%	2%	3%	2%
Employee morale					
Not a Problem at All	9%	18%	34%	38%	32%
Not Much of a Problem	37%	42%	38%	41%	40%
Somewhat of a Problem	37%	30%	19%	16%	20%
A Significant Problem	17%	9%	6%	3%	6%
Don't Know	0%	1%	3%	3%	2%
Employee workload					
Not a Problem at All	11%	9%	25%	30%	24%
Not Much of a Problem	35%	34%	37%	42%	39%
Somewhat of a Problem	38%	39%	28%	19%	25%
A Significant Problem	16%	16%	7%	7%	9%
Don't Know	0%	2%	3%	2%	2%



	Jurisdiction Type				
	Counties	Cities	Villages	Townships	Total Statewide
Impacts of hostile public interactions					
Not a Problem at All	15%	22%	32%	32%	29%
Not Much of a Problem	44%	35%	43%	43%	41%
Somewhat of a Problem	34%	24%	19%	17%	19%
A Significant Problem	7%	17%	4%	6%	8%
Don't Know	0%	2%	3%	3%	3%
Continuing COVID-19 work environment policies (e.g., employee vaccine mandates, masking rules, etc.)					
Not a Problem at All	28%	36%	47%	44%	42%
Not Much of a Problem	51%	46%	39%	39%	41%
Somewhat of a Problem	18%	12%	9%	9%	10%
A Significant Problem	3%	4%	2%	4%	4%
Don't Know	0%	3%	4%	4%	3%
Issues related to remote work, telework, flexible schedules, etc.					
Not a Problem at All	21%	38%	54%	46%	44%
Not Much of a Problem	51%	43%	32%	37%	38%
Somewhat of a Problem	27%	11%	7%	10%	11%
A Significant Problem	2%	3%	2%	3%	3%
Don't Know	0%	5%	5%	4%	4%

Appendix C

Local officials' assessments of personnel problems in their jurisdictions (among jurisdictions that have full-time, part-time, and/or seasonal employees), by region

	Region of Michigan						
	Upper Peninsula	Northern Lower Peninsula	West Central	East Central	Southwest	Southeast	Total Statewide
Retaining current employees							
Not a Problem at All	38%	29%	30%	37%	32%	20%	30%
Not Much of a Problem	39%	40%	40%	34%	33%	37%	37%
Somewhat of a Problem	17%	25%	23%	22%	28%	30%	25%
A Significant Problem	5%	6%	5%	5%	7%	11%	7%
Don't Know	2%	1%	3%	2%	0%	1%	1%
Turnover due to retirements							
Not a Problem at All	35%	35%	41%	42%	36%	22%	35%
Not Much of a Problem	34%	38%	37%	36%	35%	33%	36%
Somewhat of a Problem	23%	21%	16%	13%	19%	32%	21%
A Significant Problem	6%	4%	4%	5%	10%	10%	7%
Don't Know	2%	2%	3%	3%	1%	2%	2%
Recruiting employees with needed skills							
Not a Problem at All	15%	18%	20%	18%	16%	9%	16%
Not Much of a Problem	34%	21%	22%	25%	16%	18%	22%
Somewhat of a Problem	30%	38%	35%	35%	42%	39%	37%
A Significant Problem	20%	21%	21%	19%	24%	32%	23%
Don't Know	2%	3%	2%	3%	2%	2%	2%
Employee morale							
Not a Problem at All	41%	34%	35%	33%	33%	21%	32%
Not Much of a Problem	35%	40%	38%	45%	38%	45%	40%
Somewhat of a Problem	19%	19%	19%	13%	22%	26%	20%
A Significant Problem	2%	6%	5%	7%	6%	6%	6%
Don't Know	3%	2%	3%	3%	1%	2%	2%
Employee workload							
Not a Problem at All	28%	26%	26%	24%	28%	16%	24%
Not Much of a Problem	44%	39%	39%	40%	35%	39%	39%
Somewhat of a Problem	19%	23%	26%	23%	26%	31%	25%
A Significant Problem	7%	10%	6%	10%	11%	12%	9%
Don't Know	2%	2%	3%	3%	1%	2%	2%

	Region of Michigan						
	Upper Peninsula	Northern Lower Peninsula	West Central	East Central	Southwest	Southeast	Total Statewide
Impacts of hostile public interactions							
Not a Problem at All	40%	31%	25%	33%	29%	22%	29%
Not Much of a Problem	42%	41%	45%	42%	38%	40%	41%
Somewhat of a Problem	13%	20%	20%	16%	23%	22%	19%
A Significant Problem	3%	6%	7%	6%	7%	14%	8%
Don't Know	2%	2%	3%	3%	3%	2%	3%
Continuing COVID-19 work environment policies (e.g., employee vaccine mandates, masking rules, etc.)							
Not a Problem at All	53%	45%	41%	46%	42%	31%	42%
Not Much of a Problem	31%	43%	42%	39%	39%	47%	41%
Somewhat of a Problem	10%	8%	9%	7%	13%	15%	10%
A Significant Problem	4%	2%	4%	5%	3%	4%	4%
Don't Know	3%	3%	5%	4%	3%	2%	3%
Issues related to remote work, telework, flexible schedules, etc.							
Not a Problem at All	51%	46%	43%	45%	44%	39%	44%
Not Much of a Problem	29%	36%	41%	38%	39%	43%	38%
Somewhat of a Problem	14%	12%	7%	7%	13%	13%	11%
A Significant Problem	2%	4%	3%	5%	2%	2%	3%
Don't Know	5%	2%	7%	5%	2%	3%	4%

Previous MPPS reports

- MPPS Policy Brief: Michigan local government officials' assessments of workforce wages and benefits (January 2023)
- Michigan local leaders report near-term improvements in fiscal health, especially in large jurisdictions, yet long-term concerns increase (December 2022)
- Michigan local leaders' concerns about U.S. democracy at state and federal levels ease somewhat, but remain grim (November 2022)
- MPPS Policy Brief: Local government officials give mixed reviews to Michigan's new approach to redistricting (October 2022)
- Michigan local government leaders say civic relationships and civil discourse remain healthy, despite worsening national politics (October 2022)
- Michigan local government leaders remain confident about their election security and administration, though concerns about disinformation increase (September 2022)
- MPPS Policy Brief: Statewide survey finds a majority of Michigan local governments experiencing harassment or other abuse (September 2022)
- MPPS Policy Brief: A survey of Michigan local government leaders on American Rescue Plan Act funding and uses (July 2022)
- Local leaders' pessimism about Michigan's direction continues, but eases slightly from last year (July 2022)
- Internet presence among Michigan local governments: websites, online services, and experience with virtual meetings (May 2022)
- Michigan local leaders' views on recycling: current challenges and opportunities for improvement (April 2022)
- Recycling Issues, Policies, and Practices among Michigan Local Governments (March 2022)
- Michigan local leaders report little change in the tone of civic discourse in their communities, but are concerned about local impacts of increasingly hostile national partisan politics (January 2022)
- Michigan local government officials report improved fiscal health after a year of COVID-19, but not yet back to pre-pandemic levels (December 2021)
- Michigan local officials' assessments of American democracy at the state and federal levels decline sharply (November 2021)
- The lingering impacts of the COVID-19 pandemic on Michigan communities and local governments (October 2021)
- Michigan local governments report fewer economic challenges one year into the COVID-19 pandemic, and describe efforts to support local businesses (September 2021)
- Local leaders' views on Michigan's initial COVID-19 vaccine rollout in Spring 2021 (August 2021)
- Local leaders' concerns about Michigan's direction spike, while evaluations of state leaders sink over the past year (July 2021)
- Michigan local leaders' views on state's new approach to electoral redistricting (February 2021)
- COVID-19 pandemic sparks Michigan local leaders' concerns for fiscal health (December 2020)
- The functioning of democracy at the local level: a compendium of findings from the Michigan Public Policy Survey of local leaders (December 2020)
- Energy Issues and Policies in Michigan Local Governments (October 2020)
- Michigan local leaders expect increased challenges for the 2020 election, but are confident about administering accurate elections (October 2020)
- Michigan Local Energy Survey (MiLES): Intergovernmental collaboration on sustainability and energy issues among Michigan local governments (September 2020)
- Confidence in the accuracy of Michigan's 2020 Census count among local leaders was not very high, slips further (August 2020)
- Michigan local leaders expect mixed impacts from expanded voter registration and absentee voting reforms (July 2020)
- Local leaders' evaluations of Michigan's direction and Governor's performance during the COVID-19 pandemic's arrival (July 2020)
- The initial impact of the COVID-19 pandemic on Michigan communities and local governments (June 2020)
- Energy policies and environmental leadership among Michigan's local governments (January 2020)
- Mixed signals continue for Michigan local governments' fiscal health, while future outlooks worsen (December 2019)
- Michigan local officials' views on the next recession: timing, concerns, and actions taken (October 2019)
- Michigan local government preparations and concerns regarding the 2020 U.S. Census (September 2019)
- New Governor, new evaluations of the direction Michigan is headed among local leaders (August 2019)
- Positive working relationships reported among Michigan's local elected officials (June 2019)
- Community poverty and the struggle to make ends meet in Michigan, according to local government leaders (March 2019)
- The state of community civic discourse, according to Michigan's local government leaders (December 2018)



Despite sustained economic growth, Michigan local government fiscal health still lags (November 2018)

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Report: Responding to budget surplus vs. deficit: the preferences of Michigan's local leaders and citizens (December 2015)

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Data-driven decision-making in Michigan local government (June 2012)

State funding incentives increase local collaboration, but also raise concerns (March 2012)

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The Center for Local, State, and Urban Policy (CLOSUP), housed at the University of Michigan's Gerald R. Ford School of Public Policy, conducts and supports applied policy research designed to inform state, local, and urban policy issues. Through integrated research, teaching, and outreach involving academic researchers, students, policymakers and practitioners, CLOSUP seeks to foster understanding of today's state and local policy problems, and to find effective solutions to those problems.

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