

The Center for Local, State, and Urban Policy

Gerald R. Ford School of Public Policy >> University of Michigan



Michigan Public
Policy Survey February 2016

Local leaders say police-community relations are good throughout Michigan, but those in large cities are concerned about potential unrest over police use-of-force

By Sarah Mills and Thomas Ivacko

This report presents Michigan local government leaders' assessments of police-community relations, concern over the potential for civil unrest, and the use of a range of law enforcement policies, practices, and equipment in their jurisdiction. The findings are based on statewide surveys of local government leaders in the Fall 2015 wave of the Michigan Public Policy Survey (MPPS).

>> The Michigan Public Policy Survey (MPPS) is a census survey of all 1,856 general purpose local governments in Michigan 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. The MPPS takes place twice each year and investigates local officials' opinions and perspectives on a variety of important public policy issues. Respondents for the Fall 2015 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 1,418 jurisdictions across the state.

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Key Findings

- Across Michigan, a large majority of local officials report excellent (40%) or good (48%) relationships between law enforcement officers and citizens. Only 1% of local officials rate the relationship as poor.
- Statewide, a majority (57%) of local leaders are “not at all concerned” that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future, while 32% are not very concerned. Local leaders in 8% of jurisdictions are somewhat concerned that an incident could occur, and just 2% are very concerned.
- Concern over the possibility of civil unrest increases with community population size, especially in Michigan’s cities.
 - » In cities with more than 30,000 residents, 64% of local leaders are somewhat (54%) or very (10%) concerned about civil unrest and only 10% are “not at all concerned.”
 - » This increase is correlated not just to population density and increased racial diversity, but also to self-reported recent incidents of inappropriate use-of-force by law enforcement (reported in 12% of large cities compared to 4% of all jurisdictions statewide).
- Large cities, though, are also more likely than other jurisdictions to have a number of policies and practices in place to minimize police-community tensions.
 - » More cities have citizen task forces, policies mandating independent investigations into officer-involved shootings, and community policing approaches.
 - » Dashboard and body cameras are also more prevalent in large cities.
- Many (48%) local officials support their local law enforcement agency acquiring military equipment, while just 20% outright oppose this.

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Background

Police-community relations have been on the minds of many government leaders, law enforcement officers, policy analysts, citizens, community activists and others since at least August 2014 when a white police officer in Ferguson, Missouri shot and killed unarmed black teenager Michael Brown and civil unrest ensued. In April 2015, the death of Freddie Gray while in police custody in Baltimore, Maryland, further inflamed tense relations in communities across the nation. Recent news reports have highlighted concerning incidents in many cities across the country, including here in Michigan.¹ Indeed, “Ferguson and Baltimore” now serve as shorthand for growing concerns about what many see as inappropriate police use-of-force, racial targeting, use of military-style equipment and tactics, and other related issues.

At the same time, many law enforcement leaders say that civil unrest tied to these issues has resulted in their officers being reluctant to fully enforce the law.² Violence against police officers as a backlash to “Ferguson and Baltimore” has also become a growing concern, although at least some data show there has not been an actual growth in such violence.³

In response to these problems, President Barack Obama convened “The President’s Task Force on 21st Century Policing” to advise him and others on steps that could be taken to increase trust between law enforcement agencies and officers on the one hand, and the communities they serve on the other. The task force made numerous recommendations, including increasing citizens’ roles advising and/or overseeing law enforcement agencies, expanding community policing strategies that place specific officers in particular areas of a community to help build relationships with citizens, instituting officer training on de-escalation techniques, bias awareness, and more.⁴

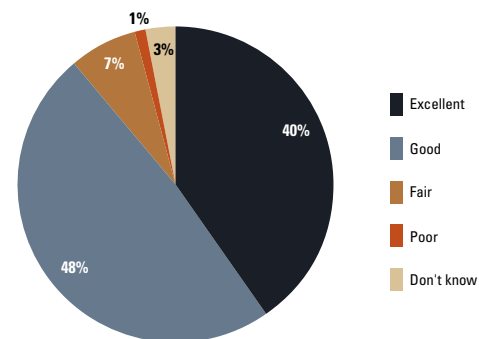
To learn more about the full range of these issues in Michigan, the Fall 2015 MPPS survey asked local leaders a series of questions about law enforcement practices and policies, police-community relations, local leaders’ concerns, and plans for the future.

Good relationships between law enforcement officers and Michigan communities overall

Overall, the MPPS finds that local government leaders overwhelmingly have positive things to say about the interactions between their community members and the law enforcement officers who serve their jurisdiction. A large majority of local leaders report excellent (40%) or good (48%) relationships between law enforcement officers and citizens (see *Figure 1*). By contrast, only 7% describe the relationship between community members and law enforcement officers as fair, and just 1% say the relationship is poor.

In addition to relationships between police officers and citizens, the MPPS also investigated relationships between law enforcement agencies and the governing bodies (e.g., city councils, township boards, etc.) that oversee them. Most local leaders report that their jurisdiction’s governing board or council has a positive

Figure 1
Local officials’ assessment of the relationship between community members and the law enforcement officers who serve their jurisdiction





relationship with the local law enforcement agency—in many cases, even stronger than the good relationships reportedly enjoyed between community members and police officers or sheriff’s deputies. More than half (56%) of local leaders report an excellent relationship between their board/council and law enforcement agency and another 37% report a good relationship, while 4% describe the relationship as fair and just 1% say it is poor (see *Figure 2*).

Digging deeper into aspects of these various relationships, most local leaders also give favorable assessments to specific indicators of healthy police-community relations (see *Figure 3*). For example, 85% of local leaders report that most law enforcement officers in their jurisdiction treat all people professionally, regardless of their race, ethnicity, gender, or other characteristics. An equal number (85%) agree that most people in their jurisdiction trust the law enforcement officers who serve them. At the same time, very few (7%) say that a significant number of people in their jurisdiction are hostile toward law enforcement officers. And only 6% of local leaders say that a significant number of law enforcement officers in their jurisdiction are overly strict in enforcing the law, an approach that could inflame any tensions with citizens.

These high marks for police-community relations are consistent across all regions of the state, and in jurisdictions both large and small. However, one type of community characteristic stands out with differences in these analyses, and that is whether or not the jurisdiction plays an active role in providing, or securing, law enforcement services for their citizens. Across the state, 28% of jurisdictions (excluding counties) report that they provide law enforcement services directly. That is to say, they run their own police departments. Meanwhile, 24% provide these services indirectly, for example, by contracting for police services run by another jurisdiction or by the county sheriff’s agency. The remaining 48% of jurisdictions neither run a law enforcement agency themselves nor contract with another service provider. Instead, they simply rely on ad hoc law enforcement services by the county sheriff’s agency or the Michigan State Police. In these types of jurisdictions, local leaders are significantly more likely to report that they don’t know what the status of relationships is between law enforcement officers and community members (see *Appendix A*). Given the limited presence of law enforcement officers within these jurisdictions, perhaps there are less likely to be any kind of ongoing relationships between the agencies and citizens in the first place. Nonetheless, these local leaders are also less likely to know how law enforcement agencies that provide services to their citizens are run, including whether they have citizen advisory input, whether they undergo training in de-escalation techniques, or whether they make their policies available for public review.

Figure 2
Local officials’ assessment of the relationship between their governing board/council and the law enforcement agency that serves their jurisdiction

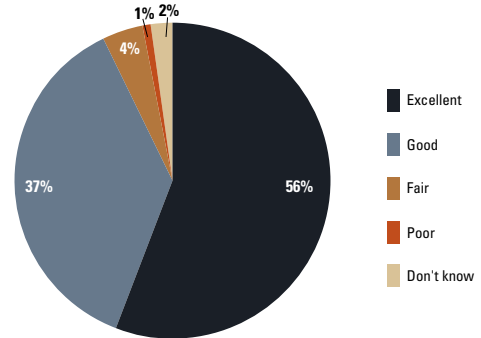
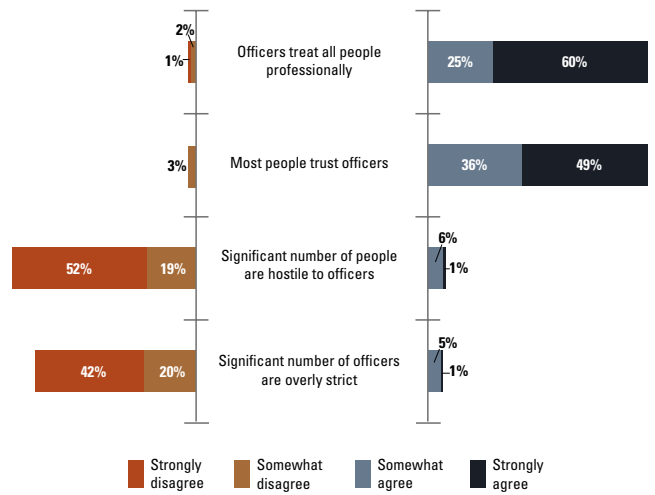


Figure 3
Local officials’ agreement or disagreement with statements about the relationship between community members and the law enforcement officers who serve their jurisdiction



Note: “Neither agree nor disagree” and “Don’t know” responses not shown.

Concern in Michigan's largest cities about potential civil unrest connected to police use-of-force

As noted earlier, concerns have grown around the country about the potential for civil unrest tied to law enforcement practices, based on the experiences in places like Ferguson and Baltimore. To learn about these issues in Michigan, the MPPS asked local leaders how concerned they are about potential civil unrest in their community.

Given the overall good marks on police-community relations, it may not be surprising that a majority (57%) of local leaders from all jurisdictions are not at all concerned that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future (see *Figure 4a*). On the other hand, 10% of local leaders are somewhat (8%) or very (2%) concerned that an incident could occur soon in their community.

The low level of overall concern is not uniform across the state. In particular, concern over civil unrest connected to police use-of-force increases with community population size. For example, in the state's smallest jurisdictions (those with fewer than 1,500 residents), 5% of local leaders are somewhat or very concerned about potential unrest (see *Figure 4b*). This percentage increases along with each population category, rising to 18% in jurisdictions with 10,001-30,000 residents, and to 40% among the state's largest jurisdictions (those with more than 30,000 residents).

While this largest population category includes over half of all Michigan counties, 25 large urban townships, and the state's 37 largest cities, it is really the big cities that are most concerned about the possibility of civil unrest. While 19% of officials in the largest townships and 30% in the largest counties are somewhat or very concerned about civil unrest in their jurisdiction, this increases to 64% among local leaders in the state's largest cities, where 54% are somewhat concerned and 10% are very concerned (see *Figure 4c*).

Figure 4a

Local officials' level of concern that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future

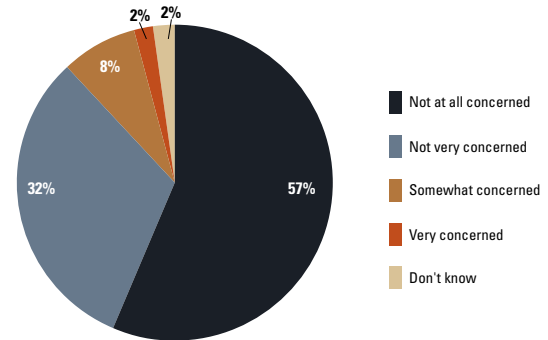


Figure 4b

Local officials' level of concern that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future, by population size

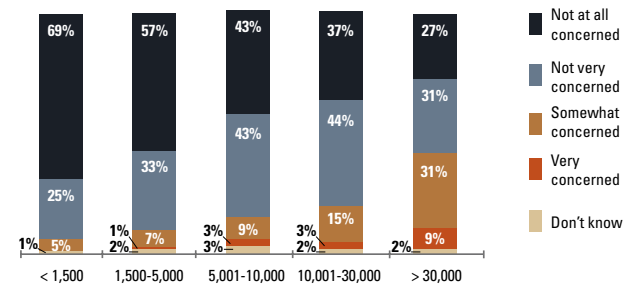
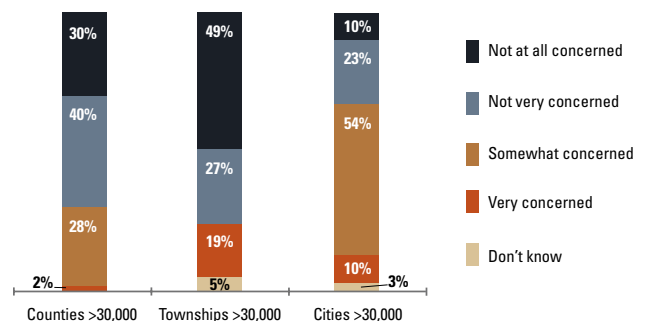


Figure 4c

Local officials' level of concern that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future, among jurisdictions with over 30,000 residents





Relatedly, the incidents in Ferguson and Baltimore appear to have had a bigger impact on both the morale of law enforcement officers and community trust toward the police in large cities compared to other types of jurisdictions in Michigan. In Michigan’s largest cities, 25% of local leaders say that the morale of law enforcement officers has been lowered “a great deal” following high-profile incidents of police-community violence such as those in Ferguson and Baltimore (see *Figure 5*), compared to 7% statewide. Conversely, just 3% of the leaders in Michigan’s largest cities say that Baltimore and Ferguson had no impact on officer morale, compared to 24% of officials across the state.

Similarly, nearly half (49%) of the officials in the largest cities say that these high-profile incidents have at least somewhat lowered community trust in law enforcement officers (see *Figure 6*). By comparison, just 15% of local officials statewide believe that community trust has been somewhat or greatly lowered following Baltimore and Ferguson.

But why are the large cities so different from the rest of the state on these measures? It is not that police-community relations are more strained in these cities. In fact, 48% of officials in these largest cities report an “excellent” relationship between community members and law enforcement officers, compared to 40% of officials statewide who rate the relationship as excellent. Further, 61% of local officials in large cities strongly agree that most people in their city trust local law enforcement officers compared to 49% statewide.

Instead, the MPPS data highlight a range of other factors correlated to increased levels of concern in the largest cities: higher population densities, more racial diversity, and higher levels of violent crime, compared to smaller communities. An even stronger correlate of concern among local officials that a major incident of civil unrest could occur soon is whether the officials report that inappropriate police use-of-force is—or has recently been—an issue in their jurisdiction. In the state’s largest cities, 12% say that inappropriate use-of-force by law enforcement officers is an issue, significantly more than the 4% of local officials statewide who say the same (see *Figure 7*).

Figure 5
Local officials’ assessment of the extent to which high-profile incidents of police-community violence have lowered the morale of law enforcement officers who serve their jurisdiction

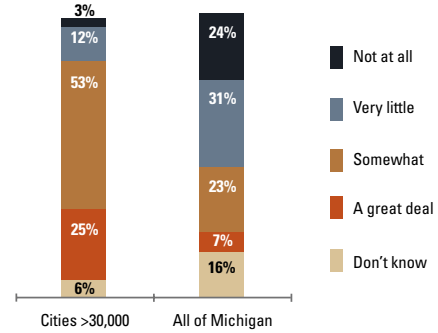


Figure 6
Local officials’ assessment of the extent to which high-profile incidents of police-community violence have lowered the trust of citizens toward law enforcement officers who serve their jurisdiction

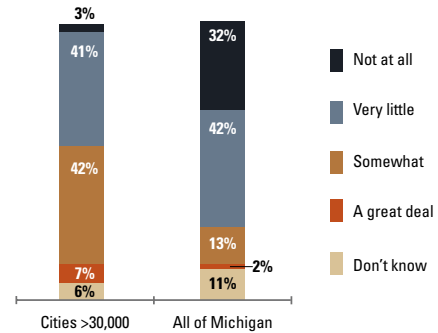
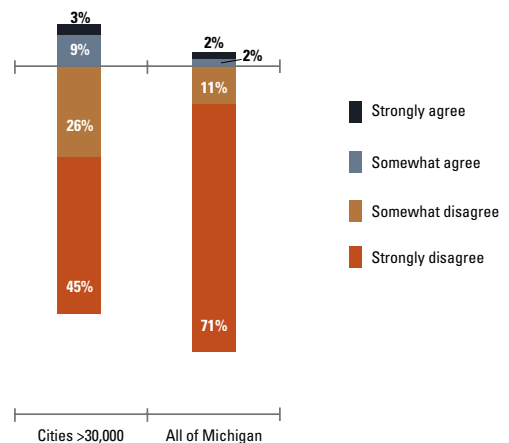


Figure 7
Local officials’ agreement or disagreement with the statement that “inappropriate use-of-force by law enforcement in my jurisdiction is (or has recently been) an issue”



Note: “Neither agree nor disagree” and “Don’t know” responses not shown.

Large cities leading in taking steps to address concerns

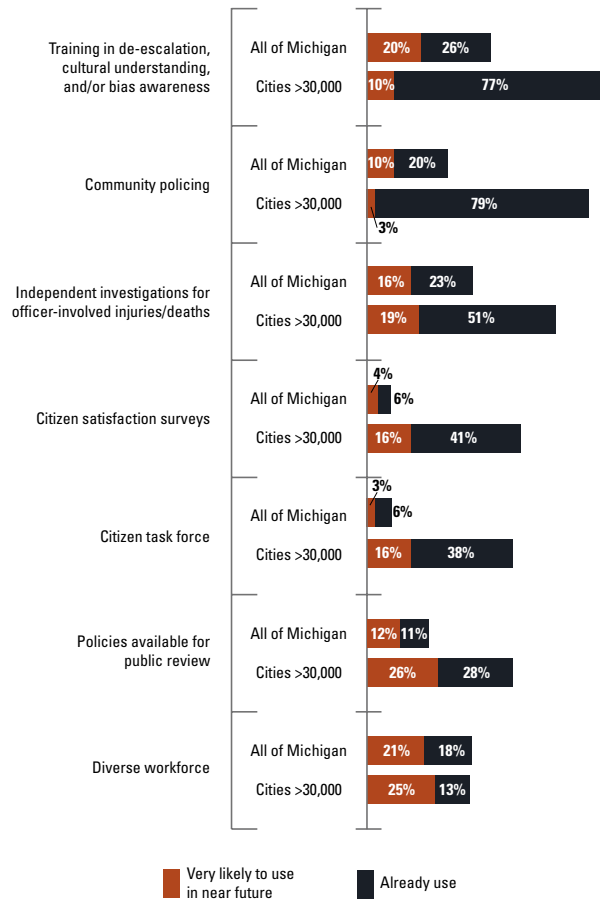
The state’s largest cities are also more likely to have policies and practices in place to address some of the recent triggers of police-community tension experienced in other American communities (see *Figure 8*). For example, 77% of Michigan’s largest cities report training officers in de-escalation techniques, cultural understanding, and/or bias awareness, and another 10% say they are very likely to take these steps in the near future. This is significantly higher than the statewide rates, where 26% of officials (excluding those who “don’t know”) say they currently have such training in place and another 20% say it is very likely they will in the near future.⁵

The state’s largest cities are nearly three times as likely as other local units to report they utilize community policing strategies, by assigning specific officers to particular community areas to help build relationships and partnerships with residents over time. And, while over half (51%) of the largest cities have policies mandating independent investigations into officer-involved injuries or deaths, the same is true of fewer than a quarter (23%) of jurisdictions statewide.

The state’s largest cities are also more likely than other jurisdictions to be served by law enforcement agencies that conduct citizen satisfaction surveys (41% vs. 6%), have a citizen task force that advises the law enforcement agency (38% vs. 6%), and proactively make agency policies available for public review (28% vs. 11%).

One place where the largest cities lag the rest of the state is in having a law enforcement workforce that reflects the racial make-up of their jurisdiction. Statewide, 18% of jurisdictions say this is already in place, while in large cities, only 13% of local leaders report having a police force that reflects the racial make-up of their city. However, the challenge of attracting and retaining officers of color is not unique to Michigan,⁶ and is unsurprisingly most evident in the state’s largest cities, which tend to be significantly more racially diverse than most of the state’s smaller jurisdictions.

Figure 8
Status of law enforcement policies and practices in Michigan’s jurisdictions



Note: The statewide percentages are based upon a denominator that excludes local officials who answered “Don’t know”; “Somewhat likely,” “Neither likely nor unlikely,” “Somewhat unlikely,” and “Very unlikely” responses not shown.



Most jurisdictions, especially large cities, pursuing body and dashboard cameras

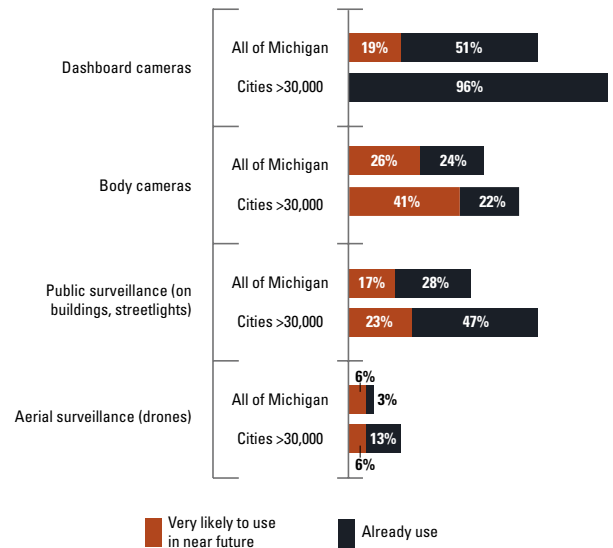
In the wake of high-profile incidents of police use-of-force, there has been a push in many communities to add dashboard cameras for police cars and body cameras for law enforcement officers. Many believe these tools will increase transparency and accountability, and help settle questions when concerns about potentially unnecessary use-of-force has been alleged. MPPS data show that dashboard cameras are already nearly ubiquitous in the state’s largest cities, where 96% of officials report that they are already being used (see *Figure 9*). In fact, across the state, 70% of local leaders from all jurisdiction sizes say that dashboard cameras are already in use, or likely will be soon.

Across Michigan, local leaders from 50% of all jurisdictions say that officer-worn body cameras are already in use (24%) or will be soon (26%). In the state’s largest cities, the total increases to 63%. By comparison, a recent survey of major cities across the United States found that 95% already used body cameras, or were committed to doing so.⁷ It should be noted that cities in the national survey are larger on average than the cities in MPPS’ grouping of Michigan’s largest jurisdictions, and so the national-to-Michigan comparison may somewhat overstate the differences.

While dashboard and body cameras have been most closely tied to discussions of police use-of-force, they are not the only types of cameras used by law enforcement agencies. Public surveillance—that is, cameras mounted on buildings, streetlights, or other infrastructure—is reported to be in use in 47% of the state’s largest cities, and 28% of jurisdictions statewide. Meanwhile, aerial surveillance through the use of drones is much less common. Local officials say that aerial surveillance is currently used by law enforcement agencies in 13% of cities with 30,000 or more people, and in just 3% of all Michigan jurisdictions.

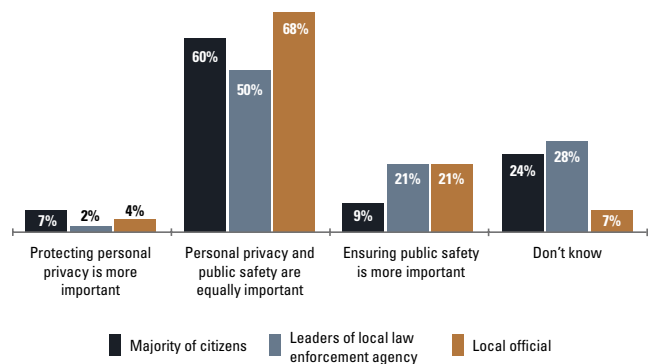
Regardless of the type of surveillance, these kinds of cameras often invoke discussion of a tradeoff between protecting personal privacy and ensuring public safety, and can raise suspicion among citizens regarding government overreach. Some people think that in order to prevent crime, it is important for law enforcement agencies to maximize surveillance, even if this threatens personal privacy. Others think it is more important to ensure personal privacy and limit use of surveillance, even if that might raise the risk of crime. Most local officials (68%) have a balanced view of privacy and public safety, saying that they think both are equally important

Figure 9
Percentage of local officials who report use of cameras and surveillance by the local law enforcement agency



Note: The statewide percentages are based upon a denominator that excludes local officials who answered “Don’t know”; “Somewhat likely,” “Neither likely nor unlikely,” “Somewhat unlikely,” and “Very unlikely” responses not shown.

Figure 10
Local officials’ perceptions of how different groups view the tradeoff between personal privacy and ensuring public safety regarding the use of surveillance by law enforcement



(see *Figure 10*). Local officials also think that the majority of their citizens (60%) and the leaders of the primary law enforcement agency that serves their jurisdiction (50%) also take this balanced approach. Where the local leaders think that personal privacy and public safety are not equally important, more local leaders say they would err toward ensuring safety instead of privacy, and think that most of the remaining citizens and leaders of the local law enforcement agency are likely to feel the same way.

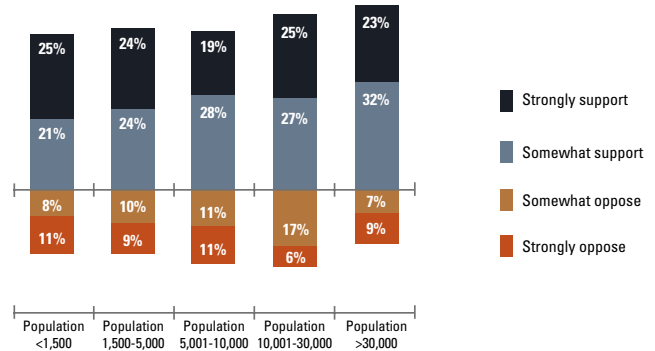
Local officials in jurisdictions large and small support local law enforcement agency acquiring military equipment

Another source of recent tension across the nation between citizens and law enforcement agencies relates to the use of military equipment by local law enforcement agencies, especially in response to civil unrest. The MPPS asked local officials how they feel about local law enforcement agencies acquiring military equipment.

Nearly half (48%) of all officials, regardless of jurisdiction size, say they support their local law enforcement agency having military equipment, while just 20% oppose this. This support increases, though, along with community population size (see *Figure 11*). For example, in the smallest jurisdictions, 46% of local leaders say they support their local law enforcement agency acquiring military equipment. There is an outright majority of support in jurisdictions with more than 10,000 residents. And in the state's largest jurisdictions, 55% of officials say they support having this equipment, while the number is somewhat higher still (64%) among local officials in Michigan's largest cities.

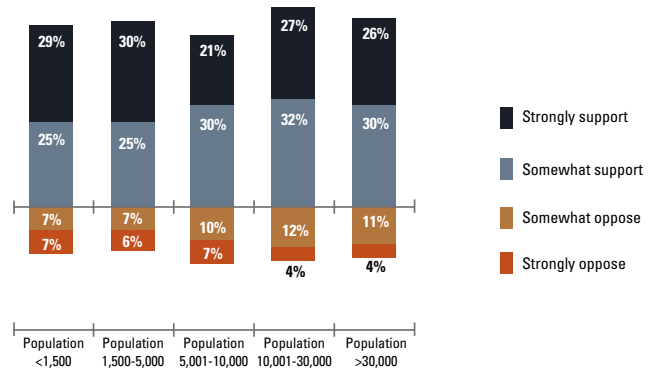
Compared to use of military equipment in their own community, local officials expressed slightly higher support overall (54%) for the transfer of military equipment to local law enforcement agencies in other communities across the state, and there is no significant difference of opinion based on jurisdiction size on this broader question (see *Figure 12*). This indicates that there are a number of officials who may think military equipment is inappropriate for some reason in their own jurisdiction, but is not a problem for local law enforcement agencies in general.

Figure 11
Local officials' support or opposition to the local law enforcement agency in their jurisdiction acquiring military equipment, by population size



Note: "Neither support nor oppose" and "Don't know" responses not shown.

Figure 12
Local officials' support or opposition to the local law enforcement agency in other communities across the state acquiring military equipment, by population size



Note: "Neither support nor oppose" and "Don't know" responses not shown.



Conclusion

Across the state, most local officials report positive relationships between their community and the local law enforcement agency. This is not just between the local government and law enforcement agency heads, but also between citizens and law enforcement officers. The reports of positive police-community relationships are found in both urban and rural jurisdictions of all sizes.

Though local officials in the state's largest cities report even better police-community relationships than other jurisdictions in the state, the events in Ferguson and Baltimore seem to have impacted these cities more than other types of communities in the state. While a majority of local officials statewide are "not at all concerned" that a major incident of civil unrest connected to police use-of-force could happen in their jurisdiction in the near future, 64% of officials in Michigan's largest cities say they are somewhat or very concerned about a major incident happening in their jurisdiction. This increased concern of potential unrest is likely tied to a range of factors found in bigger cities, including their higher population densities, greater racial diversity, higher levels of violent crime, and increased self-reporting of recent incidents of inappropriate use-of-force by law enforcement officers.

Local law enforcement agencies in Michigan's largest cities, though, are also more likely to have policies and practices in place to address some of the recent triggers of police-community tension found across the country. Leaders of the largest cities are more likely to report that their local police force has a citizen task force, policies mandating independent investigations into officer-involved shootings, more community policing efforts, and officer training in de-escalation techniques, cultural understanding, and/or bias awareness. Dashboard and body cameras are also more prevalent in the largest cities, as are public surveillance cameras and aerial surveillance.

Looking beyond cities, Michigan's local leaders have relatively balanced attitudes toward the use of surveillance technology when it comes to the question of protecting personal privacy vs. ensuring public safety. Most local leaders believe there needs to be balance between protecting personal privacy and ensuring public safety, and think that the majority of their citizens as well as leaders of the local law enforcement agency also see this need for balance. Meanwhile, Michigan's local leaders are more likely to support than oppose the presence of military-style equipment within local law enforcement agencies. While the transfer of military equipment to local law enforcement agencies has also been hotly contested across the nation, roughly half of Michigan's local leaders support acquisition of this equipment in their own jurisdiction, and slightly more support this for other jurisdictions across the state, which could potentially trigger increased police-community tensions.

Notes

1. Henderson, S. (2015, March 28). After latest police beating, who are the real bad guys? *Detroit Free Press*. Retrieved from <http://www.freep.com/story/opinion/columnists/stephen-henderson/2015/03/28/police-beating/70573820/>
2. Johnson, K. (2015, December 28). Providence one of many U.S. police forces feeling Ferguson aftershocks. *USA Today*. Retrieved from <http://www.usatoday.com/story/news/nation/2015/12/28/providence-police-force-ferguson-effect-aftershocks/77005198/#>
3. Kaste, M. (2015, September 21). Is there a ‘war on police’? The statistics say no. *National Public Radio*. Retrieved from <http://www.npr.org/2015/09/17/441196546/is-there-a-war-on-police-the-statistics-say-no>
4. President’s Task Force on 21st Century Policing. (2015). *Final Report of the President’s Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.
5. Because of the high level of “Don’t know” responses, especially by local officials in jurisdictions that do not contract with the county sheriff or state police, the statewide percentages exclude those officials who answered “Don’t know”.
6. Breed, A. G., & Cohen, S. (2014, September 4). Achieving diversity in police ranks no easy task. *Associated Press*. Retrieved from <https://www.policeone.com/police-jobs-and-careers/articles/7564180-Achieving-diversity-in-police-ranks-no-easy-task/>
7. Maciag, M. (2016, January 26). Survey: Almost all police departments plan to use body cameras. *Governing*. Retrieved from <http://www.governing.com/topics/public-justice-safety/gov-police-body-camera-survey.html>

Survey Background and Methodology

The MPPS is a biannual survey of each of Michigan’s 1,856 units of general purpose local government, conducted once each spring and fall. While the spring surveys consist of multiple batteries of the same “core” fiscal, budgetary and operational policy questions and are designed to build-up a multi-year time-series of data, the fall surveys focus on various other topics.

In the Fall 2015 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, 278 cities, 255 villages, and 1,240 townships in the state of Michigan.

The Fall 2015 wave was conducted from October 5 - December 8, 2015. A total of 1,418 jurisdictions in the Fall 2015 wave returned valid surveys (66 counties, 226 cities, 193 villages, and 933 townships), resulting in a 76% response rate by unit. The margin of error for the survey for the survey as a whole is +/- 1.26%. 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 three ways—by jurisdiction type (county, city, township, or village); by population size of the respondent’s community, and by the region of the respondent’s jurisdiction—are available online at the MPPS homepage: <http://closup.umich.edu/mpps.php>.

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' agreement or disagreement with statements about the relationship between community members and the law enforcement officers who serve their jurisdiction, by provision of law enforcement services

	Jurisdiction's role in provision of law enforcement	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
Significant number of officers are overly strict	Directly provides	1%	4%	20%	22%	52%	2%
	Indirectly provides/contracts for	2%	7%	22%	17%	47%	5%
	Rely on sheriff/state police	1%	5%	27%	19%	35%	12%
Significant number of people are hostile to officers	Directly provides	1%	7%	13%	18%	61%	2%
	Indirectly provides/contracts for	2%	6%	13%	21%	55%	2%
	Rely on sheriff/state police	1%	6%	17%	18%	47%	10%
Most people trust officers	Directly provides	60%	32%	4%	3%	0%	1%
	Indirectly provides/contracts for	53%	39%	6%	1%	0%	1%
	Rely on sheriff/state police	43%	35%	11%	4%	0%	7%
Officers treat all people professionally	Directly provides	75%	20%	3%	2%	0%	1%
	Indirectly provides/contracts for	67%	24%	6%	1%	1%	2%
	Rely on sheriff/state police	49%	27%	10%	2%	1%	10%

Local officials' response to whether the primary law enforcement agency that serves their jurisdiction already uses, or is likely or unlikely to use various practices, by provision of law enforcement services

	Jurisdiction's role in provision of law enforcement	Already have	Very likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Very unlikely	Don't know
Officers are trained in de-escalation tactics, cultural understanding, and/or bias awareness	Directly provides	36%	21%	16%	9%	4%	5%	10%
	Indirectly provides/contracts for	16%	13%	14%	13%	3%	5%	36%
	Rely on sheriff/state police	6%	10%	10%	15%	4%	10%	45%
Agency policies available for public review	Directly provides	17%	13%	25%	19%	8%	11%	7%
	Indirectly provides/contracts for	9%	8%	13%	20%	10%	9%	31%
	Rely on sheriff/state police	2%	8%	11%	19%	9%	14%	37%
Have a citizen task force that advises the law enforcement agency	Directly provides	6%	3%	9%	25%	19%	32%	6%
	Indirectly provides/contracts for	6%	3%	6%	29%	12%	18%	27%
	Rely on sheriff/state police	2%	2%	7%	21%	11%	21%	35%

Previous MPPS reports

- Report: Responding to budget surplus vs. deficit: the preferences of Michigan's local leaders and citizens (December 2015)
- Michigan's local leaders concerned about retiree health care costs and their governments' ability to meet future obligations (October 2015)
- Fiscal health rated relatively good for most jurisdictions, but improvement slows and decline continues for many (September 2015)
- Confidence in Michigan's direction declines among state's local leaders (August 2015)
- Michigan local government leaders' views on private roads (July 2015)
- Few Michigan jurisdictions have adopted Complete Streets policies, though many see potential benefits (June 2015)
- Michigan local leaders have positive views on relationships with county road agencies, despite some concerns (May 2015)
- Michigan local government leaders say transit services are important, but lack of funding discourages their development (April 2015)
- Michigan local leaders see need for state and local ethics reform (March 2015)
- Local leaders say Michigan road funding needs major increase, but lack consensus on options that would raise the most revenue (February 2015)
- Michigan local government leaders' views on employee pay and benefits (January 2015)
- Despite increasingly formal financial management, relatively few Michigan local governments have adopted recommended policies (December 2014)
- Most Michigan local officials are satisfied with their privatized services, but few seek to expand further (November 2014)
- Michigan local governments finally pass fiscal health tipping point overall, but one in four still report decline (October 2014)
- Beyond the coast, a tenuous relationship between Michigan local governments and the Great Lakes (September 2014)
- Confidence in Michigan's direction holds steady among state's local leaders (August 2014)
- Wind power as a community issue in Michigan (July 2014)
- Fracking as a community issue in Michigan (June 2014)
- The impact of tax-exempt properties on Michigan local governments (March 2014)
- Michigan's local leaders generally support Detroit bankruptcy filing despite some concerns (February 2014)
- Michigan local governments increasingly pursue placemaking for economic development (January 2014)
- Views on right-to-work legislation among Michigan's local government leaders (December 2013)
- Michigan local governments continue seeking, and receiving, union concessions (October 2013)
- Michigan local government fiscal health continues gradual improvement, but smallest jurisdictions lagging (September 2013)
- Local leaders evaluate state policymaker performance and whether Michigan is on the right track (August 2013)
- Trust in government among Michigan's local leaders and citizens (July 2013)
- Citizen engagement in the view of Michigan's local government leaders (May 2013)



Beyond trust in government: government trust in citizens? (March 2013)

Local leaders support reforming Michigan's system of funding local government (January 2013)

Local leaders support eliminating Michigan's Personal Property Tax if funds are replaced, but distrust state follow-through (November 2012)

Michigan's local leaders satisfied with union negotiations (October 2012)

Michigan's local leaders are divided over the state's emergency manager law (September 2012)

Fiscal stress continues for hundreds of Michigan jurisdictions, but conditions trend in positive direction overall (September 2012)

Michigan's local leaders more positive about Governor Snyder's performance, more optimistic about the state's direction (July 2012)

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

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

Local officials react to state policy innovation tying revenue sharing to dashboards and incentive funding (January 2012)

MPPS finds fiscal health continues to decline across the state, though some negative trends eased in 2011 (October 2011)

Public sector unions in Michigan: their presence and impact according to local government leaders (August 2011)

Despite increased approval of state government performance, Michigan's local leaders are concerned about the state's direction (August 2011)

Local government and environmental leadership: views of Michigan's local leaders (July 2011)

Local leaders are mostly positive about intergovernmental cooperation and look to expand efforts (March 2011)

Local government leaders say most employees are not overpaid, though some benefits may be too generous (February 2011)

Local government leaders say economic gardening can help grow their economies (November 2010)

Local governments struggle to cope with fiscal, service, and staffing pressures (August 2010)

Michigan local governments actively promote U.S. Census participation (August 2010)

Fiscal stimulus package mostly ineffective for local economies (May 2010)

Fall 2009 key findings report: educational, economic, and workforce development issues at the local level (April 2010)

Local government officials give low marks to the performance of state officials and report low trust in Lansing (March 2010)

Local government fiscal and economic development issues (October 2009)

All MPPS reports are available online at: <http://closup.umich.edu/mpps.php>

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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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