

Intergovernmental Issues in Indiana: 2020 IACIR Survey



STATE OF INDIANA
ADVISORY COMMISSION ON
INTERGOVERNMENTAL RELATIONS



The Indiana Advisory Commission on Intergovernmental Relations (IACIR) was established by the Indiana General Assembly in 1995 to provide a forum to plan for and address the problems that will arise as greater demands are made on state and local governments. The 24-member commission currently is chaired by Representative Tom Saunders. It includes members from the General Assembly; the state administration; county, city and town, and township governments, and township governments; regional government; and citizens. The IACIR's mission is to create effective communication, cooperation, and partnerships between the federal, state, and local units of government to improve the delivery of services to the citizens of Indiana. The Indiana University Public Policy Institute (PPI) serves as staff to the commission.



The IU Public Policy Institute (PPI) produces unbiased, high-quality research, analyses, and policy guidance to effect positive change and improve the quality of life in communities across Indiana and the nation. As a multidisciplinary institute within the IU O'Neill School of Public and Environmental Affairs, PPI supports the Center for Health and Justice Research, the Center for Research on Inclusion & Social Policy, the Manufacturing Policy Initiative, and the Indiana Advisory Commission on Intergovernmental Relations.



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The Indiana Nonprofits Project is a joint effort of the O'Neill School of Public and Environmental Affairs at Indiana University Bloomington and the Lilly Family School of Philanthropy at Indiana University. This collaborative project is designed to provide information about the nonprofit sector in Indiana: its composition and structure, its contributions to Indiana, the challenges it faces, and how these features vary across Indiana communities. The goal of this research is to help community leaders develop effective and collaborative solutions to community needs and to inform public policy decisions.

The Indiana Nonprofits Project has provided survey questions for the IACIR survey of local elected officials since 2010 and has produced a series of issue briefs focusing such topics as 211 services, payment in lieu of taxes (PILOT) and services in lieu of taxes (SILOT) policies, collaboration between local government and nonprofits, local official trust in nonprofits, and local government officials' involvement with nonprofits. These briefings are available at the project website: <https://nonprofit.indiana.edu/research-results/local-government-officials-survey.html>

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TABLE OF CONTENTS

- Executive summary 1
- Introduction 3
 - A note about the survey and COVID-19 3
- Respondents and response rates 3
- Optimism about the future 7
- Local conditions 8
 - Current status of conditions 8
 - Health and social services 8
 - Public safety 8
 - Economics 12
 - Local services and infrastructure 12
 - Land use 12
 - Community quality of life 12
 - Change in conditions 12
 - Priorities for action 12
- Relationships with governments, businesses, and nonprofits 19
 - Service arrangements for local services 19
 - Current working relationships and trust 22
 - Relationships with nonprofits 24
- Use of volunteers 26
- Officials' nonprofit participation 28
- Qualification-based selection (QBS) 30
- Disaster response and recovery 38
- Cybersecurity 40
- Training, technical assistance, and information sources 42
- Other issues 44
- Appendix A: Survey methodology 45
- Appendix B: Questionnaire 47
- Appendix C: Respondents' local governments 63
- Appendix D: Service arrangements for local services 68
- Appendix E: Relationships with governments, businesses, and nonprofits 85
- Appendix F: Technical assistance needs 95
- Appendix G: Other responses 105
- Appendix H: Open-ended responses 108

TABLES & FIGURES

- Table 1. Response rates 4
- Figure 1. Response rates 4
- Table 2. Method of completion 4
- Table 3. Officials by county 5
- Figure 2. Tenure in current elected office 6
- Table 4. Tenure in previous elected office within current local government 6
- Figure 3. Feeling about direction the community is heading 7
- Table 5. Feeling about the direction the community is heading 7
- Figure 4. Optimism reported by survey year 7
- Table 6. Current status of community conditions 9
- Figure 5. Conditions chosen by most officials as major or moderate problems 11
- Table 7. Change in local conditions during the last year 13
- Figure 6. Top 10 issues identified most often as improved and as worsened during the past year 15
- Table 8. Conditions reported as among the top three to work on during the next two years 16
- Figure 7. Top 10 conditions selected as important to work on during the next two years 18
- Table 9. Service arrangements used to provide local services 20
- Table 10. Summary of services provided using multiple service arrangements 21
- Table 11. Working relationships among local governments and other governments, local businesses, and local charities and nonprofits ... 22
- Figure 8. Working relationships among local governments and other governments, local businesses, and local charities and nonprofits ... 22
- Table 12. Trust of other governments, local businesses, and local nonprofits 23
- Figure 9. Organizations trusted to do the right thing almost always or most of the time 23
- Table 13. Importance of local charities and nonprofits to local governments 24
- Table 14. Importance of local governments and local charities and nonprofits 24
- Table 15. Important considerations for local governments for grants and contracts to nonprofits 25
- Figure 10. Important considerations for local government for grants and contracts to nonprofits 25
- Figure 11. Use of unpaid volunteers 26
- Table 16. Use of unpaid volunteers 27
- Table 17. Involvement with nonprofit or charitable organizations 28
- Table 18. Current or past participation by type of nonprofit or charitable organization 28
- Figure 12. Current or past participation by type of nonprofit or charitable organization 29
- Table 19. Importance of nonprofit involvement to work as an elected official 29
- Table 20. Consistent daily access to professional engineering services 31
- Table 21. Procurement of engineering or architectural services during the past two years 31
- Table 22. Participation in selection process 31
- Table 23. Important factors in engineering and architectural services procurement 32
- Figure 13. Important factors in engineering and architectural procurement 32
- Table 24. Familiarity with QBS 33
- Table 25. Utilization of QBS on local projects during the past two years 33

Table 26.	Reasons for not using QBS consistently	34
Table 27.	Summary of perceptions about benefits of QBS	34
Table 28.	Perceptions about whether the QBS process is more competitive, transparent, and fair than cost-based procurement	35
Table 29.	Perceptions about whether QBS projects meet the original agreed upon schedule more often than cost-based procurement	35
Table 30.	Perceptions about whether QBS projects are on budget more often than cost-based procurement	35
Table 31.	Perceptions about whether QBS projects have fewer change orders during construction than cost-based procurement	36
Table 32.	Perceptions about whether QBS projects have lower liability to the owner than cost-based procurement	36
Table 33.	Perceptions about whether QBS projects display improved quality and innovation than cost-based procurement	36
Table 34.	Advocacy of QBS within local government	37
Table 35.	Preferred types of QBS training	37
Figure 14.	Preferred types of QBS training	37
Figure 15.	Community experienced a major natural disaster during the past three years	38
Table 36.	Disaster preparedness by stakeholder group	38
Figure 16.	Disaster preparedness by stakeholder group	39
Table 37.	Reliance on charities and nonprofits for emergency response activities	39
Figure 17.	Reliance on charities and nonprofits for emergency response activities	39
Table 38.	Local governments that have experienced a cybersecurity or information incident during the past three years	40
Table 39.	Local governments with a written cybersecurity/information security incident response plan	40
Table 40.	Spending for information technology including security	40
Table 41.	Resources that local governments consult for advice about cybersecurity	41
Table 42.	Local government participation in U.S. Department of Homeland Security cybersecurity resources	41
Figure 18.	Adequacy of training for past 12 months.	42
Figure 19.	Summary of top three technical assistance needs	43
Table 43.	Information sources consulted for the implementation of management practices and programs	44
Table C1.	Respondent local governments by county	63
Table D1.	Service arrangements to provide child and family services	68
Table D2.	Service arrangements to provide public health services—health departments and schools	68
Table D3.	Service arrangements to provide public health services—other	69
Table D4.	Service arrangements to provide substance abuse prevention and treatment	69
Table D5.	Service arrangements to provide mental health services	69
Table D6.	Service arrangements to provide free/low-cost health care	70
Table D7.	Service arrangements to provide relief services (food and shelter)	70
Table D8.	Service arrangements to provide information and referral services	70
Table D9.	Service arrangements to provide police services	71
Table D10.	Service arrangements to provide crime and violence prevention	71
Table D11.	Service arrangements to provide fire services	71
Table D12.	Service arrangements to provide emergency medical services	72
Table D13.	Service arrangements to provide emergency dispatch	72
Table D14.	Service arrangements to provide disaster response and recovery	72
Table D15.	Service arrangements for jails	73

Table D16. Service arrangements to provide juvenile detention	73
Table D17. Service arrangements to provide corrections—mental health	73
Table D18. Service arrangements to provide corrections—addiction treatment	74
Table D19. Service arrangements for drinking water utilities	74
Table D20. Service arrangements for sewer utilities	74
Table D21. Service arrangements to provide solid waste services	75
Table D22. Service arrangements to provide roads and streets	75
Table D23. Service arrangements to provide high-speed internet/broadband	75
Table D24. Service arrangements to provide economic development	76
Table D25. Service arrangements to provide planning/plan commission	76
Table D26. Service arrangements to provide vocational education	76
Table D27. Service arrangements to provide special education	76
Table D28. Service arrangements to provide after-school programs	77
Table D29. Service arrangements to provide parks and recreation	77
Table D30. Service arrangements to provide property assessment	77
Table D31. Multiple service arrangements	78
Table E1. Working relationships between local governments and the federal government	85
Table E2. Working relationships between local governments and the state government	85
Table E3. Working relationships between local governments and county governments	85
Table E4. Working relationships between local governments and city governments	86
Table E5. Working relationships between local governments and town governments	86
Table E6. Working relationships between local governments and township governments	86
Table E7. Working relationships between local governments and school districts	86
Table E8. Working relationships between local governments and library districts	87
Table E9. Working relationships between local governments and local businesses	87
Table E10. Working relationships between local governments and local charities and nonprofits	87
Table E11. Trust of the federal government	87
Table E12. Trust of the state government	88
Table E13. Trust of county governments	88
Table E14. Trust of city governments	88
Table E15. Trust of town governments	88
Table E16. Trust of township governments	89
Table E17. Trust of school districts	89
Table E18. Trust of library districts	89
Table E19. Trust of local businesses	89
Table E20. Trust of local charities and nonprofits	90
Table E21. Importance of local charities and nonprofits to local governments—financial support.	90
Table E22. Importance of local charities and nonprofits to local governments—service capacity	90
Table E23. Importance of local charities and nonprofits to local governments—expertise, knowledge, and technical assistance.	90

Table E24. Importance of local charities and nonprofits to local governments—reputation and legitimacy	91
Table E25. Importance of local charities and nonprofits to local governments—policy support and influence.....	91
Table E26. Importance of local governments to local charities and nonprofits—financial support	91
Table E27. Importance of local governments to local charities and nonprofits—expertise, knowledge, and technical assistance	91
Table E28. Importance of local governments to local charities and nonprofits—reputation and legitimacy	92
Table E29. Importance of local governments to local charities and nonprofits—policy support and influence	92
Table E30. Important considerations for local governments for grants and contracts to nonprofits—nonprofit service capacity.....	92
Table E31. Important considerations for local governments for grants and contracts to nonprofits—quality of nonprofit services	92
Table E32. Important considerations for local governments for grants and contracts to nonprofits—effectiveness of nonprofit services.....	93
Table E33. Important considerations for local governments for grants and contracts to nonprofits—client access to nonprofit services	93
Table E34. Important considerations for local governments for grants and contracts to nonprofits—cost efficiency of nonprofit services	93
Table E35. Important considerations for local governments for grants and contracts to nonprofits—cost of creating/managing effective contract systems	93
Table E36. Important considerations for local governments for grants and contracts to nonprofits—challenges in monitoring nonprofit service performance	94
Table E37. Important considerations for local governments for grants and contracts to nonprofits—difficulties in communicating with nonprofit contractors	94
Table F1. Technical assistance needs	95
Table G1. Other services for which local governments use volunteers	105
Table G2. Other important factors in choosing engineering and architectural services	105
Table G3. Other factors for not using QBS consistently	106
Table G4. Other sources local governments use for advice about cybersecurity	107
Table G5. Other information sources consulted for the implementation of management practices and programs	107
Table H1. Additional open-ended and write-in comments by question	108

EXECUTIVE SUMMARY

Intergovernmental Issues in Indiana: 2020 IACIR Survey of Local Elected Officials is the 14th in a series of periodic surveys of elected officials conducted by the Indiana University Public Policy Institute (PPI) and designed to help the Indiana Advisory Commission on Intergovernmental Relations (IACIR) and the Indiana General Assembly understand the issues that are important to local governments. The survey included 40 questions and addressed several issues that were included in one or more previous surveys, including a consistent set of questions about community conditions and services. The questionnaire also addressed several hot topics affecting local communities, including local government cybersecurity and disaster response and recovery. The survey was sent to 2,040 county, city, town, township, and school officials. The effective response rate was 31 percent. Special thanks to our 2020 survey partners: ACEC Indiana, the Indiana Nonprofits Project, and PPI.

Findings

Officials remained optimistic during the beginning of the pandemic

A strong majority of officials again expressed optimism about the direction in which their communities are heading, the highest level of optimism since 1999. The percentage of officials that were very optimistic was the same as in 2017, but higher than all surveys since 1999. The pandemic does not seem to have affected the optimism of officials during the period of survey administration—February to August 2020.

Economic challenges remain

Officials reported having economic challenges in their communities. Overall economic conditions, job quality including wages and benefits, job availability/employment, business attraction and retention, and poverty¹ were chosen by a majority of officials as major or moderate problems in 2020. Economic inequality—a new condition added to the survey in 2020—was chosen by two-thirds of officials as a problem.

Overall economic conditions were selected by almost one-third of officials as having worsened during the past year. Job availability/employment, job quality, and poverty also were identified by about one-quarter of officials as worsened. Business attraction and retention and job availability/employment were chosen among the top 10 conditions officials reported as important to work on during the next two years.

Affordable housing is the top issue for communities

Many officials reported challenges with affordable housing. Almost three-quarters of officials identified the availability of quality, affordable housing as a problem in their communities. Almost one-third identified it as a major problem. More officials (up 11 percentage points) identified housing as a problem in 2020 than in 2017, and officials chose affordable housing most often as the issue that is most important to work on during the next two years.²

Local roads and streets continue to improve but remain a critical issue

Local roads and streets remained a focus of local officials in 2020. It has been identified consistently as a problem since 1999. One-third of officials reported them as having improved during the past year, and about 20 percent reported them as having worsened. This condition also was chosen most often as important to work on during the next two years.² These results suggest that the local road inventory is improving slowly, in part, because of the availability of additional fuel tax funding provided by the Indiana General Assembly.

Vitality of downtowns again identified among top issues

Downtown vitality was chosen by the same percentage of officials—61 percent—as a problem in 2020 and 2017. Thirty percent of officials identified downtowns as having improved during the past year. Downtowns also were identified most often among the conditions important to work on during the next two years in both surveys.

Internet/broadband availability is a critical need

The survey includes two conditions that cover internet/broadband issues—high-speed internet/broadband service and reliable, affordable internet service. Both were chosen as problems by two-thirds or more of officials in 2020. Reliable, affordable internet service was among the top 10 issues chosen most often as having worsened during the past year, and high-speed internet/broadband services was one of the issues chosen most often by officials as important to work on during the next two years. A variety of broadband/internet issues also were chosen by officials among their top three technical assistance needs.

¹Poverty was listed in the survey under the Community Quality of Life category.

²Local roads and streets and quality, affordable housing were selected by 13 percent of officials as most important to work on during the next two years.

Drug abuse and related issues show slight improvement

Drug and alcohol abuse have been reported as serious community problems since 2001. Drug abuse was one of two conditions chosen by most officials as a major problem in 2020. Most officials also chose related issues as problems—alcohol abuse, the availability and cost of drug treatment, and drug crime. One-third of officials reported drug abuse as having worsened during the past year. Drug abuse also was chosen among the top 10 issues officials identified as important to work on in the coming years.

Local governments use a variety of service arrangements to provide local services

Most officials reported that their local government provides services directly for 21 of the 29 services. Officials generally reported using agreements with other local governments to provide services in greater percentages than agreements with private firms or agreements with or grants to nonprofits. Officials most often chose using agreements with other local governments to provide juvenile detention, corrections—addiction treatment, corrections—mental health, emergency dispatch, and disaster response and recovery. They reported most often using contracts with private firms to provide internet/broadband, solid waste, corrections—mental health, and corrections—substance abuse. Officials indicated using grants to or agreements with nonprofits most often to provide mental health, substance abuse prevention and treatment, free/low-cost health care, and relief services.

Officials report positive relationships with public, private, and nonprofit sectors

In 2020, most officials indicated having a very positive or somewhat positive working relationship with all types of other governments, businesses, and nonprofits. In 2017, the majority of officials indicated having an ambivalent or negative relationship with the federal government rather than a positive one. In 2020, a majority of officials also reported trusting all types of organizations to do the right thing at least most of the time, except the federal government.

Local governments utilize unpaid volunteer for many local services

Officials indicated using volunteers for 20 services. Most officials reported using volunteers for education and general beautification (cleanup, planting, etc.). More than 40 percent of officials also indicated using volunteers for fire, parks and recreation, and police/sheriff services.

More education needed to maximize the use of QBS

A strong majority of each group of officeholders indicated using engineering or architectural services during the past two years, except for township trustees. Officials chose qualifications and experience most often as the most important factor in procuring these services. Cost of services and past experience with current providers were chosen next most often, but much less than qualifications and experience.

Qualification-based selection (QBS) is required for projects using federal funds. More than 40 percent of all officeholder groups—except county council members and township trustees—indicated that their local governments use QBS at least sometimes for local engineering and architectural projects. When asked to identify the reasons for not using QBS consistently, city council and school board members chose cost most often as the reason. County commissioners, mayors, and town council members indicated most often that the process was too cumbersome. Most officials indicated that they were open to training about QBS including on-site, local government conference, and web-based opportunities.

Officials perceive that disaster preparedness varies across local stakeholders

About 40 percent of officials indicated that their communities have experienced a major disaster event during the past three years. Officials identified local governments, schools, and hospitals and health care facilities most often as being prepared for disaster response. Officials generally perceived residents, businesses, charities, and churches as being less prepared.

Officials identify cybersecurity as a technical assistance need

More than one-sixth of local officials reported that their local governments had experienced a cybersecurity or information incident during the past three years. Only one-third of officials reported that their local governments have a written response plan. Five percent of officials identified cybersecurity specifically as one of their top three technical assistance needs. When accessing advice about cybersecurity, about half of officials reported consulting local government IT staff and about one-quarter reported utilizing a cybersecurity consultant.

INTRODUCTION

Intergovernmental Issues in Indiana: 2020 IACIR Survey of Local Elected Officials is the 14th in a series of periodic surveys of elected officials conducted by the Indiana University Public Policy Institute (PPI). This report is designed to help the Indiana Advisory Commission on Intergovernmental Relations (IACIR) and the Indiana General Assembly understand the issues that are important to local governments. The IACIR has conducted 13 similar surveys since 1996.

The 2020 questionnaire included 40 questions and addressed several issues that were included in one or more previous surveys, including a consistent set of questions about community conditions and services. The survey also addressed several hot topics affecting local communities, including local government cybersecurity and disaster response and recovery. Project partners—ACEC Indiana, the Indiana Nonprofits Project, and PPI—provided substantial input on survey questions. Issues also were identified by Accelerating Indiana Municipalities (AIM), the Association of Indiana Counties (AIC), and the Indiana Association of County Commissioners (IACC).

This report presents the results of the 2020 survey.³ The results presented in the report generally are nominal; limited statistical testing was completed. In cases when questions are repeated from previous surveys, those results are provided when useful. To account for nonresponses to specific questions and questions addressed to specific officeholders, the number of responses is provided with each table and for selected figures. Several questions allowed officials to fill in a response that was not pre-selected. These responses are summarized in the report text, and complete lists are provided in Appendix G. Question 40 allowed respondents an open-ended opportunity to provide comments. Appendix H contains these responses as well as comments that were written in the margins throughout the printed questionnaire. Write-in responses and comments have been edited only for clarity. Names and identifiers have been removed when necessary to ensure that no individual is associated with a particular response.

A note about the survey and COVID-19

Readers should consider the onset and progression of the COVID-19 pandemic when interpreting survey results. Surveys were sent initially to local officials between February 25, 2020, and March 2, 2020. Officials received reminders through July 2020 and surveys received by August 13, 2020, are included in the results reported here. Governor Eric Holcomb issued an executive order declaring COVID-19 a public health emergency in Indiana on March 6, 2020. Forty-five surveys (7 percent of responses) were returned on or before this date. In other words, most surveys were received after this date.

It is difficult to know exactly when officials completed or returned the survey—particularly for printed questionnaires. Without substantial additional analysis, it also is difficult to know how much the pandemic affected individual responses. The timing of mail delivered by the U.S. Postal Service was uneven at times and public health prohibitions affected the timeliness with which researchers could access the surveys. In addition, the progression of the pandemic was uneven across the state during this time and may have affected communities in varying intensities and at different times.

RESPONDENTS AND RESPONSE RATES

A complete description of survey methodology appears in Appendix A. The questionnaire (Appendix B) was sent to 2,040 local elected officials. More specifically, the survey was administered between February and August 2020 to all county commissioners, county council members, and mayors. The survey also was sent to a sample of city and town council members, township trustees, and school board members. The effective aggregated response rate for the survey was 31 percent or 613 out of 2,002 (Table 1 and Figure 1). The 2020 response rate is similar to 2017, higher than 2014, and lower than the 1999–2012 surveys. Thirty-eight surveys were refused by recipients or undeliverable. These surveys were excluded when calculating effective response rates.

³The dataset for the survey contains information that may be useful to answer additional research or policy questions. Officials and researchers are encouraged to contact the author to explore these possibilities.

Question 1 asked officials to identify their elected office. Seven respondents selected other positions, including six clerk-treasurers and one town manager. These officials were grouped with other city and town officials for analysis. Among groups of officeholders, township trustees and mayors had the highest response rates (52 and 43 percent, respectively). The remaining groups of officeholders had response rates between 16 and 37 percent.

In previous surveys, the principal method of distribution was sending paper questionnaires by mail. However, for the current survey, county officials were oversampled and got the survey principally through email with the option to request a paper survey.⁴ The remaining officials received paper surveys sent by mail with the option to complete it online. As in the past, all officials had the option to complete the survey online or using a paper questionnaire and returning by mail.

In the past, officials generally preferred completing a paper questionnaire and returning it by mail. In 2017, 76 percent of officials completed the paper survey. For the 2020 survey, a majority (56 percent) completed the survey online. The percentage completed online was influenced strongly by the oversampling of county officials and the use of email for distribution to those officials. Almost all county officials (96 percent) completed the survey online, while only 35 percent of other officials did so (Table 2). Online completion was up for all types of officeholders from 2014 and 2017. The pandemic also may have been a factor in this increased utilization.

Questions 2 and 3 asked officials to identify their local government and the county in which it is located. These questions have been included in the questionnaire since 2008. In 2020, respondents represented 472 local governments. At least one local official from each county responded to the survey (Table 3). A complete list of the local governments represented by officials appears in Appendix C.

Table 1. Response rates (Question 1)

Officeholder	Effective responses	Mailed	Excluded	Effective return rate
County council member	145	640	19	23%
County commissioner	65	274	8	24%
Mayor	53	122	0	43%
City council member	22	144	3	16%
Town council member	82	295	1	28%
Township trustee	141	276	4	52%
School board member	105	289	3	37%
Total	613	2,040	38	31%

Figure 1. Response rates (Question 1)

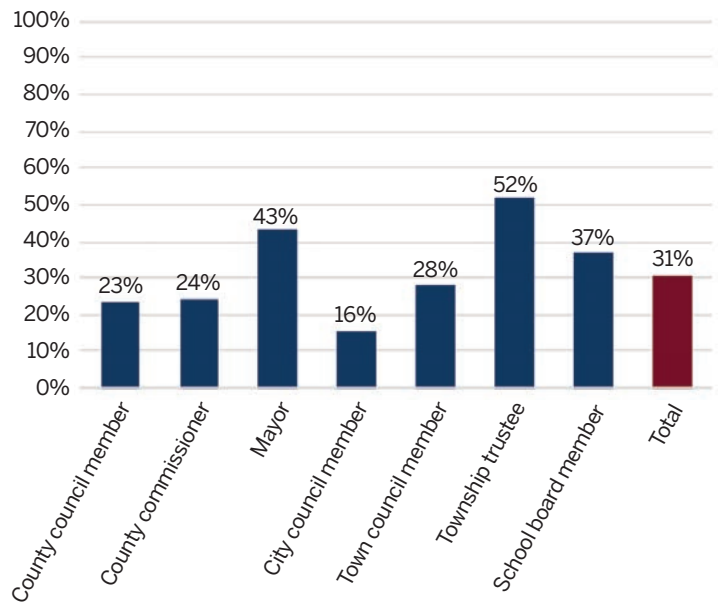


Table 2. Method of completion

Officeholder	Online	Paper
County council member (n=145)	97%	3%
County commissioner (n=65)	94%	6%
Mayor (n=53)	38%	62%
City council member (n=22)	55%	45%
Town council member (n=82)	39%	61%
Township trustee (n=141)	25%	75%
School board member (n=105)	39%	61%
Total (n=613)	56%	44%
Total county officials (n=205)	96%	4%
Total other officials (n=403)	35%	65%

⁴Qualtrics requires that surveys be sent to unique emails. A handful of county officials shared common emails, so these officials received paper questionnaires by mail.

Table 3. Officials by county (Question 3)

County	Officials	County	Officials	County	Officials
Adams ^b	9	Hendricks ^b	7	Pike ^b	6
Allen	7	Henry ^a	4	Porter ^b	15
Bartholomew ^b	5	Howard ^b	12	Posey ^b	8
Benton	2	Huntington ^b	10	Pulaski	5
Blackford ^b	7	Jackson ^b	7	Putnam	4
Boone	3	Jasper ^b	5	Randolph ^b	12
Brown ^b	4	Jay ^b	9	Ripley	2
Carroll ^b	5	Jefferson ^b	6	Rush	3
Cass ^b	8	Jennings ^b	5	St. Joseph ^b	9
Clark	6	Johnson	8	Scott ^b	6
Clay ^b	6	Knox ^b	7	Shelby ^{ab}	6
Clinton ^b	6	Kosciusko ^{ab}	16	Spencer	3
Crawford ^b	6	LaGrange ^{ab}	3	Starke	1
Daviess ^b	9	Lake ^b	22	Steuben	6
Dearborn ^b	12	La Porte	6	Sullivan	3
Decatur ^{ab}	9	Lawrence	4	Switzerland	2
DeKalb	6	Madison	6	Tippecanoe	6
Delaware ^b	5	Marion ^b	11	Tipton ^b	6
Dubois ^b	11	Marshall ^b	10	Union	5
Elkhart ^{ab}	12	Martin	2	Vanderburgh ^b	7
Fayette ^b	6	Miami ^b	6	Vermillion	6
Floyd	1	Monroe	6	Vigo ^b	7
Fountain	6	Montgomery ^b	9	Wabash ^b	8
Franklin	4	Morgan ^b	8	Warren ^b	5
Fulton	2	Newton	2	Warrick ^b	10
Gibson ^b	6	Noble ^{ab}	8	Washington	4
Grant ^b	5	Ohio ^b	8	Wayne ^{ab}	6
Greene ^b	9	Orange ^b	7	Wells ^{ab}	6
Hamilton	6	Owen	4	White ^b	13
Hancock ^a	11	Parke ^b	7	Whitley ^b	5
Harrison ^a	5	Perry ^b	8		

Notes:

1. ^a Eight officials represent local governments that cross county boundaries.

2. ^b All county commissioners and council members in each county—as well as the mayor and one city council member from each city—received questionnaires. In 58 counties, more than one official returned surveys from the same government(s).

Questions 4 and 5 asked officials to indicate tenure in their current and previous elected local government positions. In each group of officeholders and in the aggregate, most officials have served in their current elected positions for the equivalent of one to three terms. Township trustees reported most often that they had served for seven or more terms (Figure 2). Less than one-third of all officials indicated having served in another local elected office within the same local government. Mayors and county commissioners reported holding other elected positions most often. School board members and city council members reported having held another local office least often (Table 4).

Figure 2. Tenure in current elected office (Question 4)

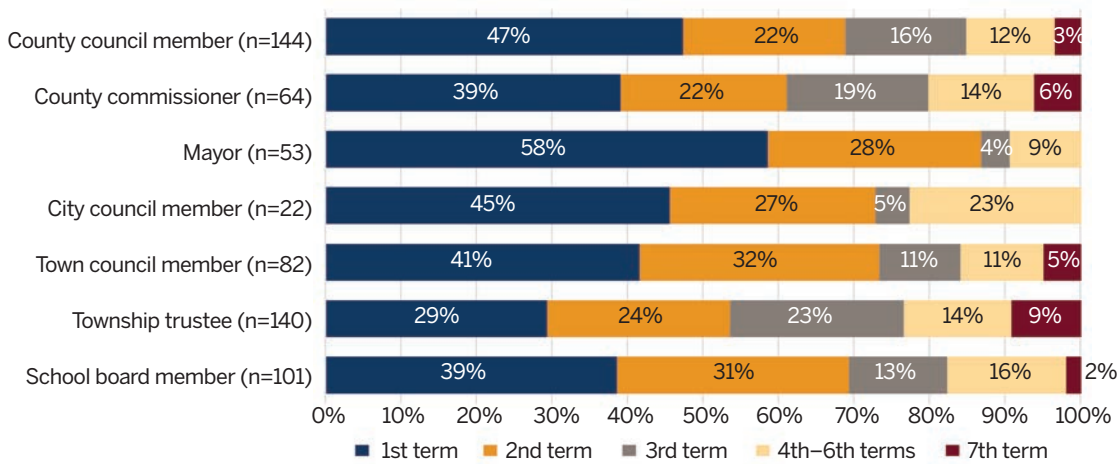


Table 4. Tenure in previous elected office within current local government (Questions 4 and 5)

Officeholder	No previous elected office	1-4 years	5-8 years	9-20 years	21+ years
County council member (n=145)	70%	6%	7%	14%	3%
County commissioner (n=64)	44%	11%	30%	11%	5%
Mayor (n=53)	45%	21%	4%	28%	2%
City council member (n=22)	91%	5%	5%	0%	0%
Town council member (n=82)	72%	20%	2%	6%	0%
Township trustee (n=140)	74%	9%	8%	7%	2%
School board member (n=103)	84%	5%	3%	7%	1%
Total (n=609)	69%	10%	8%	11%	2%

OPTIMISM ABOUT THE FUTURE

Question 6 asked officials about their feelings regarding the future of their communities. As shown in Figure 3 and Table 5, officials are generally optimistic about the direction in which their communities are heading (85 percent). This represents the highest level of optimism since 1999 (Figure 4). The intensity of optimism—those officials who indicated being very optimistic—is similar to 2017 but higher than all other surveys since 1999. Among groups of officeholders, mayors (98 percent), county council members (89 percent), and county commissioners (89 percent) indicated being optimistic most often.

Figure 3. Feeling about direction the community is heading (Question 6)

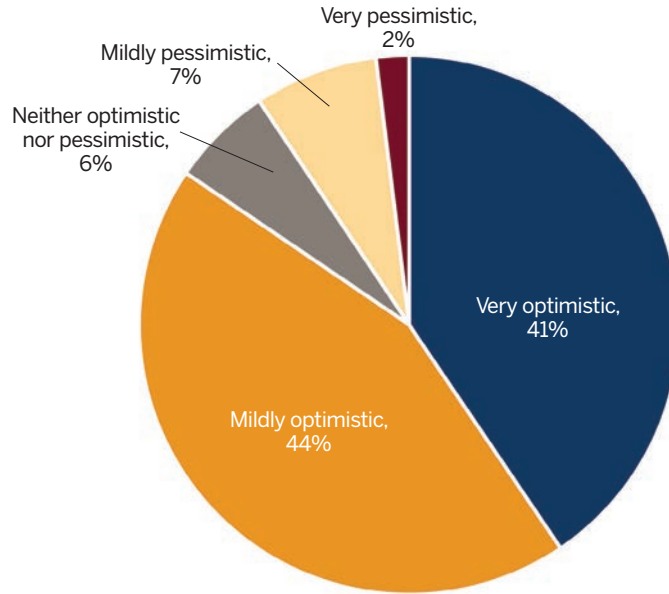
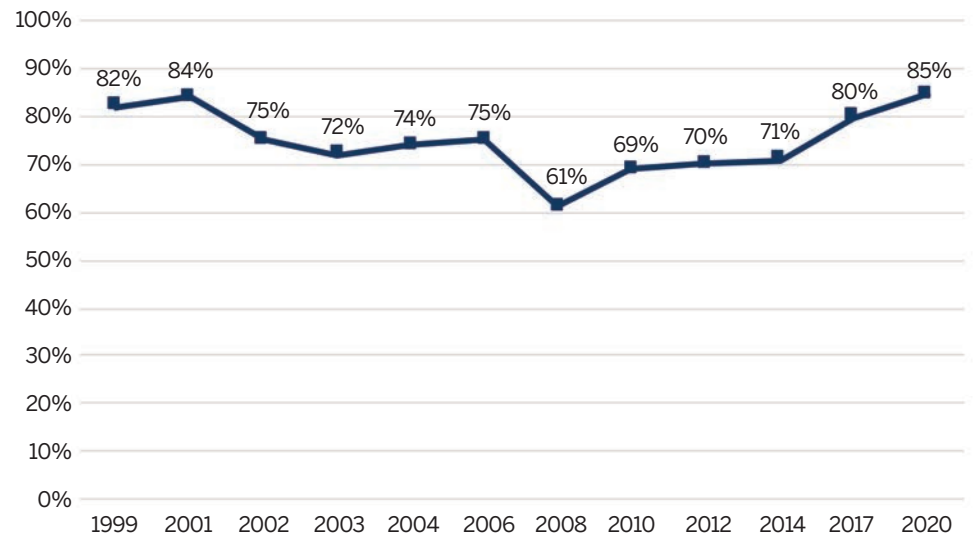


Table 5. Feeling about the direction the community is heading (Question 6)

Officeholder	Very optimistic	Mildly optimistic	Neither optimistic nor pessimistic	Mildly pessimistic	Very pessimistic
County council member (n=143)	42%	47%	3%	7%	1%
County commissioner (n=64)	47%	42%	2%	5%	5%
Mayor (n=52)	67%	31%	2%	0%	0%
City council member (n=22)	45%	41%	5%	5%	5%
Town council member (n=82)	40%	43%	9%	6%	2%
Township trustee (n=139)	34%	39%	11%	14%	2%
School board member (n=105)	30%	56%	7%	6%	2%
Total (n=607)	41%	44%	6%	7%	2%

Figure 4. Optimism reported by survey year



LOCAL CONDITIONS

Question 7 addressed 78 local conditions and services in six general categories: health, public safety, economics, local services and infrastructure, land use, and community quality of life. Officials were asked about whether the current status of each condition was a major problem, a moderate problem, or a minor/not a problem (Question 7a) in their communities. Officials also were asked whether each condition had improved, worsened, or stayed the same during the past year (Question 7b). Question 8 asked officials to identify the three conditions that were most important to work on during the next two years. In 2020, respondents were able to identify conditions not listed in Question 7. In 2017, the question was limited to list of conditions in the previous questions.

Ten conditions were added or adjusted, and one was omitted from the list used in 2017. Access to community-based opportunities for physical activity was added to the health and social services category. Four conditions were added to the public safety category: frequency of severe weather, distracted driving, bicycle and pedestrian safety, and electric scooter safety. Income inequality was added to the economics category. Americans with Disabilities Act (ADA) accommodations were added to the local services and infrastructure category, and workforce housing was added to the land use category. Two conditions were added to community quality of life category: race/ethnic inequality and opportunities to age in place. Shovel-ready properties in the economics category was eliminated from the 2017 list.

Revisions also were made to a few of the conditions. Disaster response was changed to disaster response and recovery, and computer crime was changed to computer crime/cybercrime. The local roads, streets, and highways category was changed to local roads and streets, and sidewalks and trails was shortened to sidewalks.

Current status of conditions

When asked about the current status of each of the community conditions (Question 7a), more than half of the conditions (40 of 78) were reported by most officials as a major or moderate problem. Thirty-seven were reported by most officials as a minor problem or not a problem. In previous years, most of the conditions were reported by a majority of officials as a minor or not a problem (Table 6 and Figure 5).

Health and social services

Two health issues—drug abuse (57 percent) and cost of health insurance (53 percent)—were the only issues chosen by most officials as major problems across all conditions and categories. All health issues except the availability of health services and access to community-based opportunities for physical activity were chosen by a majority of the officials as a major or moderate problem. As shown in Figure 5, 9 of the 10 conditions chosen most often as a major or moderate problem were health issues—drug abuse (94 percent), cost of insurance (89 percent), obesity (89 percent), chronic disease (82 percent), cost of health services (82 percent), availability and cost of drug treatment services (82 percent), alcohol abuse (79 percent), availability and cost of mental health services (77 percent), and smoking (77 percent).

Access to community-based opportunities for physical activity (e.g., parks, trails, sidewalks) was added as a new condition in 2020. Two-fifths of officials identified it as a major or moderate problem. Only two conditions changed by 5 percentage points or more between 2017 and 2020—alcohol abuse (down 7 percentage points) and smoking (down 5 percentage points). These were the only conditions in this category for which the difference was statistically significant.

Public safety

A majority of officials chose four public safety conditions as a major or moderate problem—drug crime (79 percent), family/domestic violence (65 percent), distracted driving (65 percent), and youth detention facilities (55 percent). Increased frequency of severe weather events, distracted driving, bicyclist and pedestrian safety, and electric scooter safety—were added in 2020. As shown above, distracted driving was chosen by most officials as a problem. About a third of officials identified the increased frequency of severe weather events (32 percent) and bicycle and pedestrian safety (32 percent) as major or moderate problems. More than one-fifth of officials chose electric scooter safety (21 percent) as a problem.

In this category, the differences between percentages for 2017 and 2020 surveys were statistically significant for disaster response and recovery (up 11 percentage points), police/sheriff services for police/sheriff services (down 8 percentage points), computer crime/cybercrime (down 8 percentage points), and family/domestic violence (down 5 percentage points).

Table 6. Current status of community conditions (Question 7a)

Category	Condition (n for 2020)	2020			2017	Difference 2017–20
		Major problem	Moderate problem	Minor or no problem	Major or moderate problem	Major or moderate problem
Health and social services	Availability of health services (n=571)	9%	36%	54%	41%	4%
	Cost of health services (n=571)	36%	46%	18%	83%	-1%
	Availability of health insurance (n=570)	17%	44%	39%	65%	-4%
	Cost of health insurance (n=560)	53%	36%	11%	88%	1%
	Availability and cost of dental health services (n=571)	20%	45%	35%	68%	-3%
	Availability and cost of mental health services (n=566)	36%	41%	23%	74%	3%
	Availability and cost of services for people with disabilities (n=565)	19%	51%	30%	72%	-2%
	Availability and cost of drug treatment services (n=569)	43%	39%	17%	84%	-2%
	Drug abuse (n=575)	57%	37%	7%	96%	-2%
	Alcohol abuse (n=572)	25%	54%	21%	86%	-7%**
	Smoking (n=572)	23%	54%	23%	82%	-5%**
	Obesity (n=569)	38%	51%	11%	90%	-1%
	Chronic disease (heart disease, diabetes, etc.) (n=570)	26%	56%	18%	83%	-1%
	Access to healthy foods (n=562)	13%	40%	47%	50%	3%
Access to community-based opportunities for physical activity (e.g., parks, trails, sidewalks) (n=562)*	9%	31%	60%	N/A	N/A	
Public safety	Police/sheriff services (n=565)	2%	19%	79%	29%	-8%**
	Police-community relations (n=560)	2%	19%	79%	24%	-3%
	Fire services (n=562)	3%	16%	81%	18%	1%
	Emergency medical services (n=564)	5%	25%	70%	26%	4%
	Emergency dispatch (n=562)	5%	20%	75%	30%	-5%
	Violent crime (n=562)	4%	31%	64%	38%	-3%
	Drug crime (n=567)	28%	51%	21%	83%	-4%
	Computer crime/cybercrime (n=562)*	5%	33%	62%	46%	-8%**
	Online bullying/harassment (n=556)	8%	39%	53%	52%	-4%
	Family/domestic violence (n=561)	9%	56%	36%	70%	-5%**
	Homeland security (n=546)	1%	20%	78%	23%	-2%
	Jail facilities (n=552)	20%	29%	51%	45%	4%
	Youth detention facilities (n=540)	19%	36%	45%	50%	5%
	Disaster response and recovery (n=554)*	5%	27%	68%	21%	11%**
	Increased frequency of severe weather events (n=550)*	6%	26%	68%	N/A	N/A
	Emergency warning sirens (n=551)	7%	21%	72%	23%	5%
	Distracted driving (n=564)*	15%	45%	40%	N/A	N/A
	Bicyclist and pedestrian safety (n=556)*	6%	26%	67%	N/A	N/A
Electric scooter safety (n=551)*	3%	18%	79%	N/A	N/A	
Economics	Overall economic conditions (n=561)	22%	44%	35%	62%	4%
	Job availability/employment (n=556)	20%	35%	45%	50%	5%
	Job quality, including wages and benefits (n=561)	27%	44%	29%	71%	0%
	Workforce readiness (n=559)	25%	49%	26%	76%	-2%
	Workforce training and retraining (n=555)	21%	50%	29%	73%	-2%
	Business attraction and retention (n=560)	30%	44%	26%	70%	4%
	Income inequality (n=559)*	30%	43%	34%	N/A	N/A

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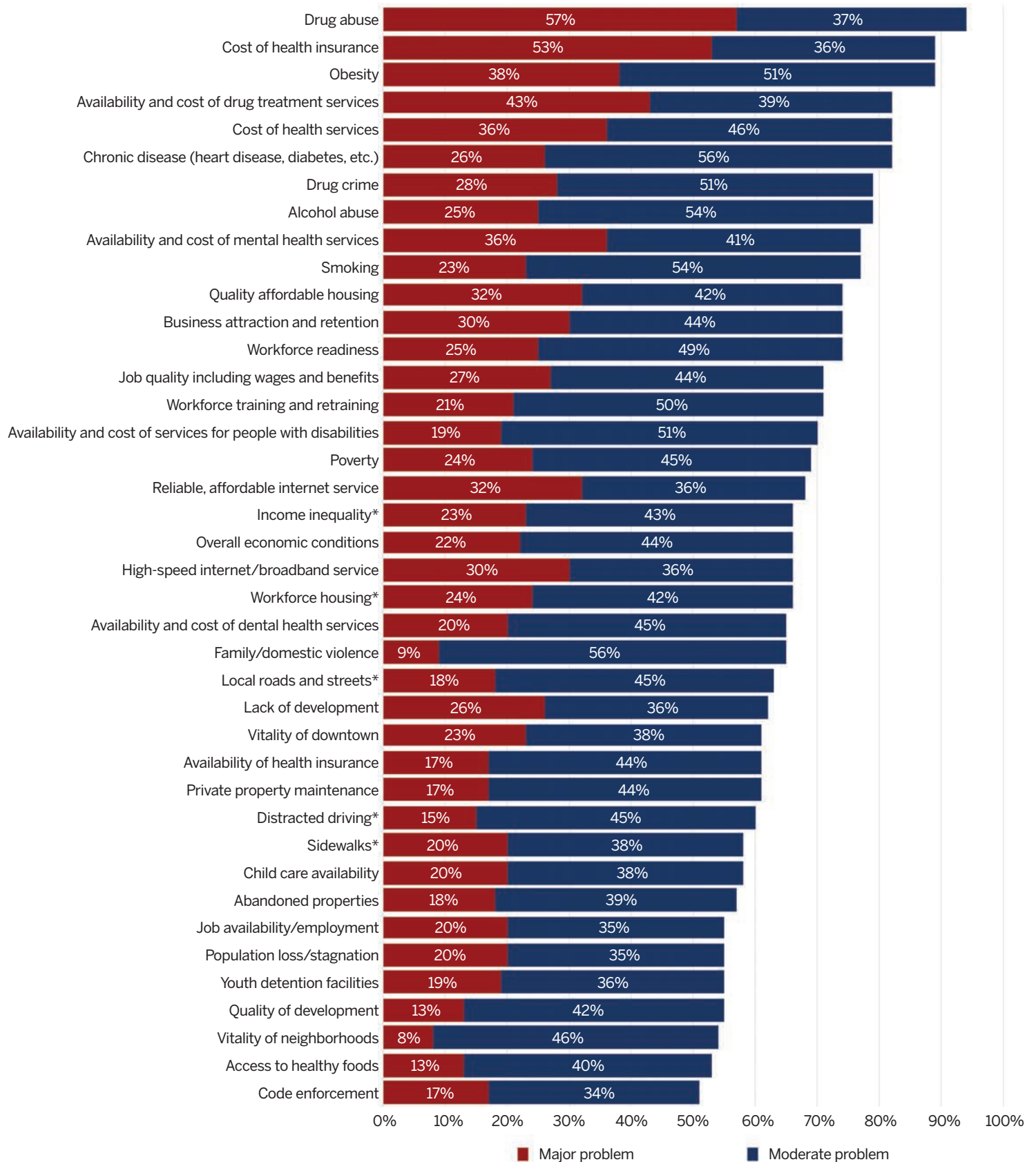
Table 6. Current status of community conditions (Question 7a) (Continued from previous page)

Category	Condition (n for 2020)	2020			2017	Difference 2017–20
		Major problem	Moderate problem	Minor or no problem	Major or moderate problem	Major or moderate problem
Local services and infrastructure	K–12 education (n=548)	5%	25%	69%	26%	4%
	Drinking water (n=544)	4%	13%	84%	15%	2%
	Sanitary sewers (n=542)	10%	23%	67%	28%	5%**
	Storm sewers (n=543)	10%	33%	57%	40%	3%
	Combined sewer overflows (CSOs) (n=538)	10%	28%	63%	33%	5%
	Local roads and streets (n=549)*	18%	45%	37%	66%	-3%
	Sidewalks (n=546)**	20%	38%	42%	54%	4%
	Bridges (n=536)	8%	40%	52%	48%	0%
	Public transit (n=533)	19%	31%	50%	44%	6%**
	Parks and recreation (n=546)	5%	24%	71%	27%	2%
	ADA accommodations (n=533)*	5%	31%	64%	N/A	N/A
	Cellular telephone (n=544)	11%	28%	60%	34%	5%**
	High-speed internet/broadband service (n=552)	30%	36%	34%	52%	14%**
	Reliable, affordable internet service (n=549)	32%	36%	33%	58%	10%**
Land use	Quality of development (n=542)	13%	42%	45%	45%	10%**
	Lack of development (n=545)	26%	36%	38%	52%	10%**
	Quality affordable housing (n=550)	32%	42%	27%	63%	11%**
	Workforce housing (n=537)*	24%	42%	34%	N/A	N/A
	Code enforcement (n=545)	17%	34%	50%	46%	5%
	Private property maintenance (n=550)	17%	44%	39%	57%	4%
	Foreclosures (n=546)	5%	36%	59%	49%	-8%**
	Abandoned properties (n=550)	18%	39%	42%	58%	-1%
	Open space/green space (n=546)	5%	25%	69%	24%	6%**
	Conflicts between agriculture and other land uses (n=543)	7%	26%	67%	27%	6%**
Community quality of life	Air quality (n=543)	3%	21%	76%	20%	4%
	Water quality (n=534)	3%	20%	77%	16%	7%**
	Population loss/stagnation (n=542)	20%	35%	44%	47%	8%**
	Poverty (n=541)	24%	45%	30%	65%	4%
	Homelessness (n=542)	10%	32%	58%	42%	0%
	Vitality of neighborhoods (n=542)	8%	46%	46%	47%	7%**
	Vitality of downtown (n=540)	23%	38%	40%	61%	0%
	Arts and cultural resources (n=531)	14%	32%	54%	44%	2%
	Civic engagement/community involvement (n=537)	12%	35%	53%	45%	2%
	Race/ethnic relations (n=537)	4%	21%	75%	23%	2%
	Race/ethnic inequality (n=532)*	6%	22%	72%	N/A	N/A
	Child care availability (n=538)	20%	38%	41%	49%	9%**
Opportunities to age in place (n=532)*	10%	34%	55%	N/A	N/A	

Notes

- *Conditions added or adjusted in 2020.
- **The difference between responses in 2020 and in 2017 is statistically significant at a 95 percent confidence interval.
- Percentages may add to more or less than 100 percent due to rounding.

Figure 5. Conditions chosen by most officials as major or moderate problems (Question 7a)



Note: *Conditions added or adjusted in 2020.

Economics

All economic conditions—including the newly added income inequality—were identified by at least half of officials as major or moderate problems. More than 70 percent of officials identified four conditions as a major or moderate problem—workforce readiness (74 percent), business attraction and retention (74 percent), workforce training and retraining (71 percent), and job quality including wages and benefits (71 percent). Income inequality was added in 2020, and 66 percent identified it as a major or moderate problem. The difference between the percentages in 2017 and 2020 was not statistically significant for any of these conditions. In other words, the percentage of officials identifying them as a problem were similar in both years.

Local services and infrastructure

Among local services and infrastructure conditions, a majority of officials selected four conditions as major or moderate problems: reliable, affordable internet service (68 percent), high-speed internet/broadband service (66 percent), local roads and streets (63 percent), and sidewalks (58 percent). Public transit also was chosen by half of officials as a major or moderate problem. ADA accommodations was added as a new condition in 2020. More than one-third of officials identified it as a major or moderate problem.

In this category, the differences between percentages for the 2017 and 2020 surveys were statistically significant for five conditions. The increase for high-speed internet/broadband service and reliable, affordable internet service stands out—chosen by 14 percentage points and 10 percentage points more in 2020 than in 2017, respectively. Public transit was selected as a problem by 6 percentage points more in 2020, and cellular telephone and sewers each were selected by 5 percentage points more.

Land use

Seven land use conditions were chosen by a majority as major or moderate problems—quality affordable housing (74 percent), workforce housing (66 percent), lack of development (62 percent), private property maintenance (61 percent), abandoned properties (57 percent), quality of development (55 percent), and code enforcement (51 percent). Several land use conditions were chosen as problems more often in 2020 than in 2017. Four conditions stand out with the biggest change: quality affordable housing (up 11 percentage points), quality of development (up 10 percentage points), and lack of development (up 10 percentage points).

Community quality of life

Five of the quality-of-life conditions were chosen by a majority of officials as major or moderate problems: poverty (69 percent), vitality of downtown (61 percent), child care availability (58 percent), population loss/stagnation (55 percent), and vitality of neighborhoods (54 percent). Race/ethnic inequality and opportunities to age in place were added as new conditions in 2020. Race/ethnic inequality was identified by 28 percent of officials as a major or moderate problem, and opportunities to age in place was chosen by 44 percent of officials as a problem.

Several conditions were chosen as problems more often in 2020 than in 2017, including child care availability (up 9 percentage points), population loss/stagnation (up 8 percentage points), vitality of neighborhood (up 7 percentage points), and water quality (up 7 percentage points).

Change in conditions

When asked about the change in each condition during the past year, most officials reported no change for all conditions except local roads and streets (49 percent) and overall economic conditions (46 percent) (Table 7). Figure 6 shows the 10 conditions that were chosen most often as having improved or worsened. Three conditions were identified by more than 30 percent of officials as improved: access to community-based opportunities for physical activity (e.g., parks, trails, sidewalks) (43 percent), local roads and streets (32 percent), and parks and recreation (32 percent). Only two conditions were identified by more than 30 percent of officials as deteriorated: drug abuse (33 percent) and overall economic conditions (31 percent).

Table 7. Change in local conditions during the past year (Question 7b)

Category	Condition	Improved	Worsened	No change
Health and social services	Availability of health services (n=547)	22%	6%	72%
	Cost of health services (n=532)	4%	19%	77%
	Availability of health insurance (n=534)	5%	11%	83%
	Cost of health insurance (n=512)	4%	30%	67%
	Availability and cost of dental health services (n=525)	4%	8%	88%
	Availability and cost of mental health services (n=525)	9%	16%	75%
	Availability and cost of services for people with disabilities (n=523)	8%	9%	84%
	Availability and cost of drug treatment services(n=529)	12%	20%	68%
	Drug abuse (n=523)	9%	33%	59%
	Alcohol abuse (n=520)	3%	12%	85%
	Smoking (n=525)	11%	10%	79%
	Obesity (n=515)	4%	21%	75%
	Chronic disease (heart disease, diabetes, etc.) (n=520)	4%	11%	85%
	Access to healthy foods (n=525)	13%	9%	79%
	Access to community-based opportunities for physical activity (e.g., parks, trails, and sidewalks) (n=538)*	43%	4%	53%
Public safety	Police/sheriff services (n=544)	30%	5%	66%
	Police-community relations (n=539)	30%	4%	66%
	Fire services (n=537)	21%	5%	74%
	Emergency medical services (n=540)	21%	8%	71%
	Emergency dispatch (n=539)	19%	5%	75%
	Violent crime (n=529)	6%	11%	82%
	Drug crime (n=523)	10%	28%	63%
	Computer crime/cybercrime (n=520)*	3%	15%	82%
	Online bullying/harassment (n=524)	4%	14%	82%
	Family/domestic violence (n=518)	4%	13%	82%
	Homeland security (n=525)	9%	5%	86%
	Jail facilities (n=527)	24%	16%	60%
	Youth detention facilities (n=519)	7%	10%	83%
	Disaster response and recovery (n=529)*	19%	5%	77%
	Increased frequency of severe weather events (n=529)	6%	12%	82%
	Emergency warning sirens (n=530)	14%	5%	81%
	Distracted driving (n=534)*	5%	27%	67%
	Bicyclist and pedestrian safety (n=525)*	9%	9%	82%
Electric scooter safety (n=520)*	3%	7%	91%	
Economics	Overall economic conditions (n=533)	23%	31%	46%
	Job availability/employment (n=529)	25%	25%	50%
	Job quality including wages and benefits (n=525)	18%	23%	59%
	Workforce readiness (n=522)	15%	19%	65%
	Workforce training and retraining (n=522)	19%	14%	67%
	Business attraction and retention (n=525)	18%	19%	63%
	Income inequality (n=524)*	7%	18%	75%

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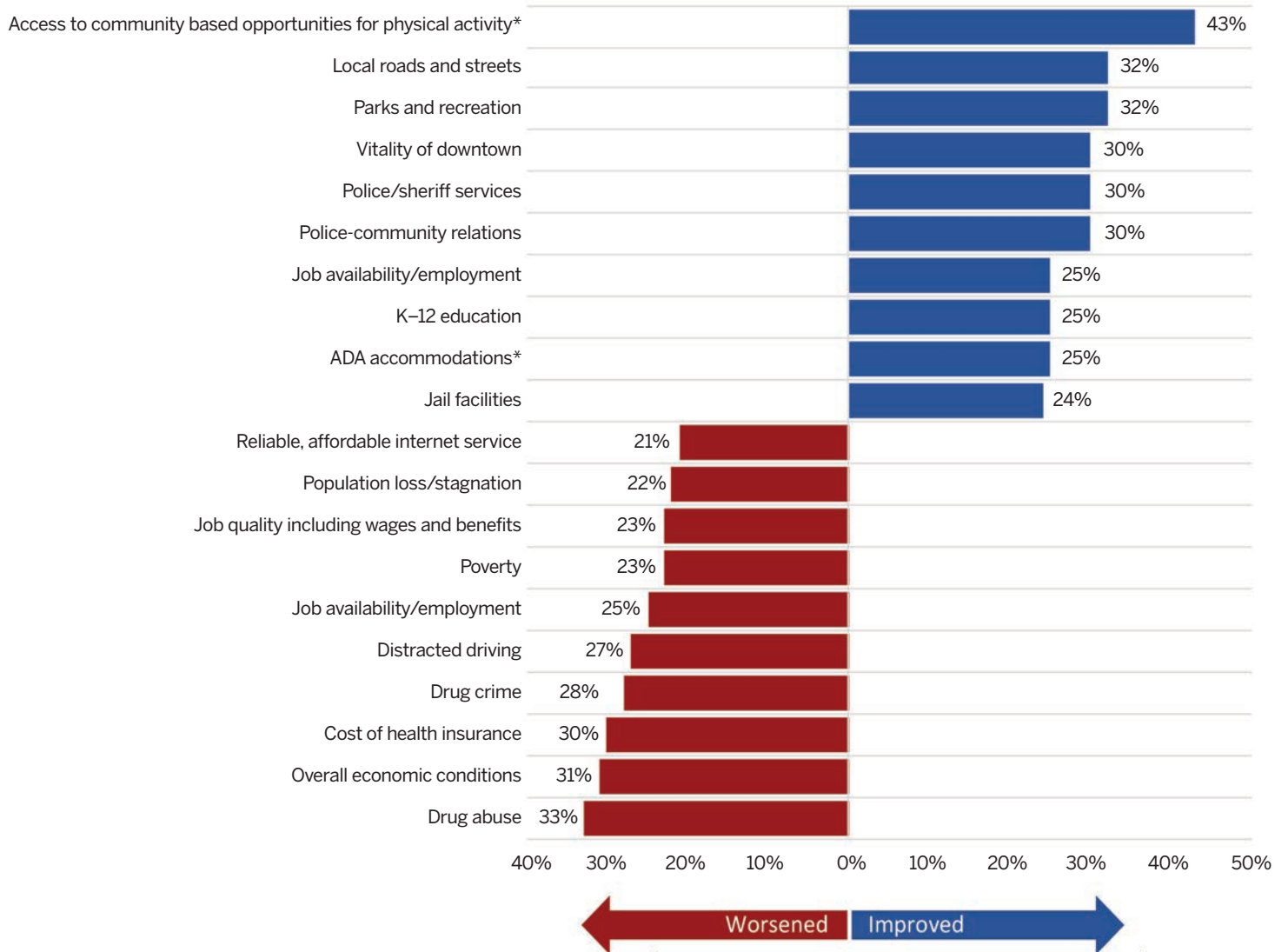
Table 7. Change in local conditions during the past year (Question 7b) (Continued from previous page)

Category	Condition	Improved	Worsened	No change
Local services and infrastructure	K-12 education (n=526)	25%	10%	65%
	Drinking water (n=521)	10%	4%	86%
	Sanitary sewers (n=529)	18%	8%	74%
	Storm sewers (n=515)	20%	10%	70%
	Combined sewer overflows (CSOs) (n=506)	20%	8%	71%
	Local roads and streets (n=528)*	32%	19%	49%
	Sidewalks (n=523)	23%	15%	62%
	Bridges (n=519)	19%	11%	70%
	Public transit (n=512)	9%	10%	81%
	Parks and recreation (n=526)	32%	5%	63%
	ADA accommodations (n=516)*	25%	3%	72%
	Cellular telephone (n=527)	14%	9%	77%
	High-speed internet/broadband service (n=530)	21%	16%	63%
	Reliable, affordable internet service (n=522)	15%	21%	64%
Land use	Quality of development (n=521)	14%	10%	76%
	Lack of development (n=521)	13%	13%	74%
	Quality affordable housing (n=521)	14%	20%	67%
	Workforce housing (n=509)*	9%	15%	75%
	Code enforcement (n=522)	16%	12%	72%
	Private property maintenance (n=513)	10%	18%	72%
	Foreclosures (n=509)	8%	11%	82%
	Abandoned properties (n=511)	15%	17%	68%
	Open space/green space (n=520)	15%	5%	80%
Conflicts between agriculture and other land uses (n=515)	6%	9%	85%	
Community quality of life	Air quality (n=514)	6%	4%	90%
	Water quality (n=515)	9%	4%	86%
	Population loss/stagnation (n=518)	9%	22%	69%
	Poverty (n=512)	5%	23%	73%
	Homelessness (n=518)	4%	16%	80%
	Vitality of neighborhoods (n=517)	9%	13%	78%
	Vitality of downtown (n=518)	30%	19%	52%
	Arts and cultural resources (n=511)	20%	8%	73%
	Civic engagement /community involvement (n=517)	23%	10%	67%
	Race/ethnic relations (n=513)	10%	5%	85%
	Race/ethnic inequality (n=508)*	9%	5%	86%
	Child care availability (n=509)	10%	17%	73%
Opportunities to age in place (n=509)*	10%	8%	82%	

Notes

- *Conditions added or adjusted in 2020.
- Percentages may add to more or less than 100 percent due to rounding.

Figure 6. Top 10 issues identified most often as improved and as worsened during the past year (Question 7b)



Note: *Conditions added or adjusted in 2020.

Table 8. Conditions reported as among the top three to work on during the next two years (Question 8; n=502)

Category	Condition	Among the three most important issues to address during the next two years
Health	Health**	1%
	Availability of health services	1%
	Cost of health services	3%
	Availability of health insurance	1%
	Cost of health insurance	3%
	Availability and cost of dental health services	0%
	Availability and cost of mental health services	2%
	Availability and cost of services for people with disabilities	0%
	Availability and cost of drug treatment services	3%
	Drug abuse	8%
	Alcohol abuse	1%
	Smoking	0%
	Obesity	0%
	Chronic disease (heart disease, diabetes, etc.)	0%
	Access to healthy foods	0%
	Access to community-based opportunities for physical activity (e.g., parks, trails, sidewalks)*	0%
	Other—health care	1%
	Other—availability and cost of health services	1%
	Other—mental health and drug treatment services	2%
	Other—drugs	2%
Other—drug abuse and drug crime	1%	
Public safety	Public safety**	1%
	Police/sheriff services	2%
	Police-community relations	0%
	Fire services	3%
	Emergency medical services	2%
	Emergency dispatch	0%
	Violent crime	1%
	Drug crime	3%
	Computer crime/cybercrime	0%
	Online bullying/harassment	0%
	Family/domestic violence	0%
	Homeland security	0%
	Jail facilities	6%
	Youth detention facilities	1%
	Disaster response and recovery*	0%
	Increased frequency of severe weather events*	0%
	Emergency warning sirens	0%
	Distracted driving*	0%
	Bicyclist and pedestrian safety*	0%
	Electric scooter safety*	0%
Other—fire and emergency medical services	1%	
Economics	Economics**	1%
	Overall economic conditions	5%
	Job availability/employment	6%
	Job quality including wages and benefits	5%
	Workforce readiness	3%
	Workforce training and retraining	4%
	Business attraction and retention	7%
	Income inequality*	2%
	Other—economic growth	1%
	Other—economic development	4%
	Other—business development	1%
	Other—shovel ready sites	1%
	Other—workforce development	3%
Other—jobs	2%	

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Table 8. Conditions reported as among the top three to work on during the next two years (Question 8; n=502)

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Category	Condition	Among the three most important issues to address during the next two years
Local services and infrastructure	Local services and infrastructure**	0%
	K-12 education	8%
	Drinking water	3%
	Sanitary sewers	4%
	Storm sewers	3%
	Combined sewer overflows (CSOs)	1%
	Local roads and streets**	13%
	Sidewalks**	2%
	Bridges	1%
	Public transit	1%
	Parks and recreation	4%
	ADA accommodations*	0%
	Cellular telephone	1%
	High-speed internet/broadband service	9%
	Reliable, affordable internet service	2%
	Other—infrastructure (general)	5%
	Other—drinking water and sewers	1%
	Other—roads and sidewalks	1%
	Other—roads and bridges	2%
Other—high-speed, reliable, and affordable internet/broadband service	2%	
Land use	Land use**	0%
	Quality of development	1%
	Lack of development	2%
	Quality affordable housing	13%
	Workforce housing*	3%
	Code enforcement	4%
	Private property maintenance	1%
	Foreclosures	1%
	Abandoned properties	5%
	Open space/green space	0%
	Conflicts between agriculture and other land uses	0%
	Other—housing	5%
	Other—housing development	4%
	Other—quality affordable/workforce housing	1%
Other—blight	1%	
Community quality of life	Community quality of life**	1%
	Air quality	0%
	Water quality	0%
	Population loss/stagnation	8%
	Poverty	7%
	Homelessness	3%
	Vitality of neighborhoods	2%
	Vitality of downtown	10%
	Arts and cultural resources	1%
	Civic engagement/community involvement	3%
	Race/ethnic relations	1%
	Race/ethnic inequality*	1%
	Child care availability	4%
	Opportunities to age in place*	2%
	Other—air and water quality	1%
Other	Other—financial health/stability for local government	2%
	Other—recovery from pandemic	1%

Notes:

1. *Conditions that were added or adjusted for the 2020 survey.

2. **Officials sometimes wrote in a general category rather than a specific condition.

3. Conditions that were not listed in Question 7 are denoted as other and grouped in existing categories when appropriate.

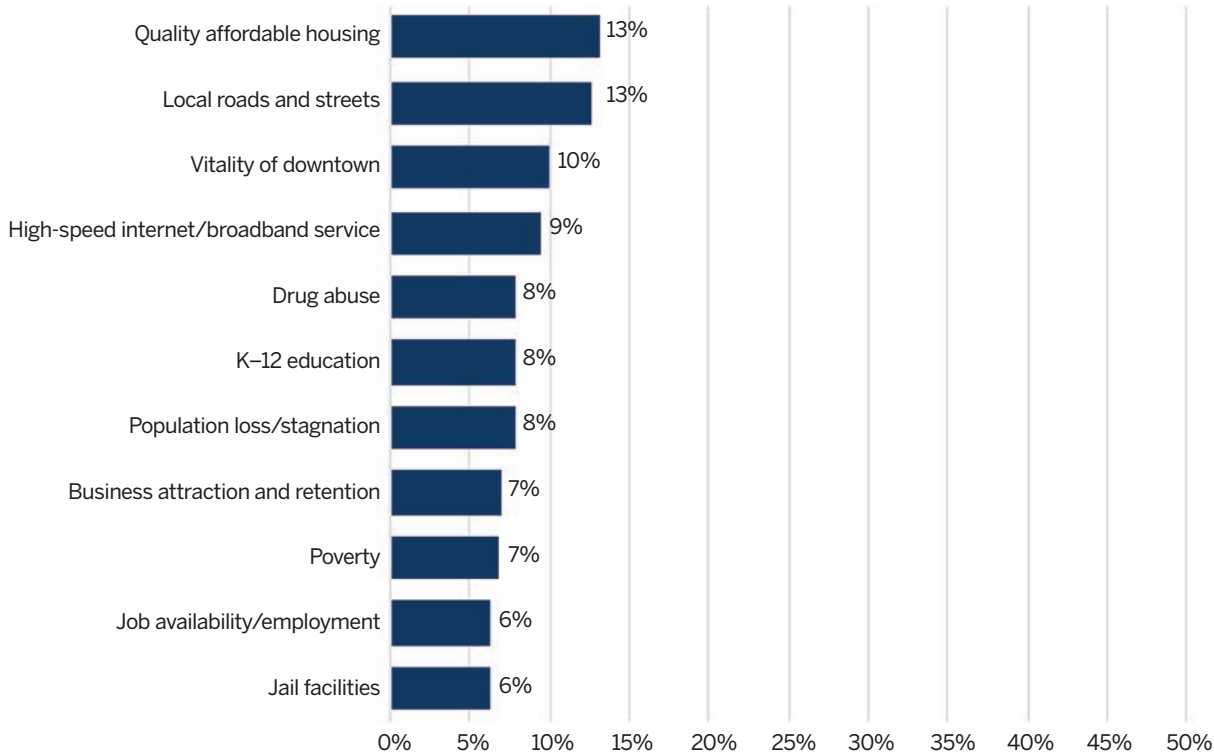
4. The difference in scale of responses in Questions 7 and 8 are in part a function of the question structure. In Question 7, officials generally answered for all 78 conditions. In Question 8, officials chose only three conditions.

Priorities for action

When asked to select the three most important conditions to work on during the next two years, officials chose quality affordable housing (13 percent), local roads and streets (13 percent), and vitality of downtown (10 percent) most often. High-speed internet/broadband service (9 percent), drug abuse (8 percent), and K-12 education (8 percent) were chosen next most often. Drug abuse did not come up as strongly among communities as a priority for action in 2020 as in 2017 (Table 8 and Figure 7).

Several issues were reported in both 2020 and 2017 among the top 10 most important for action. High-speed internet/broadband service, population loss/stagnation, poverty, and jail facilities were among the top 10 issues in 2020 but not in 2017.

Figure 7. Top 10 conditions selected as important to work on during the next two years



RELATIONSHIPS WITH GOVERNMENTS, BUSINESSES, AND NONPROFITS

Formal and informal collaborations with other governments, local businesses, and local nonprofits are among the tools local governments can use to improve services to residents and to reduce costs. Question 9 asked officials about the service arrangements used by their local governments to provide particular services. Several new services were added to this question in 2020. Officials could select one or more of the following options: provided directly by my local government, provided through an agreement or contract with another local government, provided through a contract with a private firm, provided through a grant or contract with a nonprofit, or not provided directly or through another arrangement. The question as printed was not limited by type of local government or officeholder, but only responses provided by officials from local governments that typically provide these services are summarized here. Appendix D provides additional detail regarding service arrangements by service and type of officeholder, as well as detail about services for which respondents reported multiple service arrangements.

Question 11 asked officials about the character of relationships between officials' local governments, other governments, businesses, and charities and nonprofits. Question 12 also asked how often officials trust these organizations. Appendix E provides summaries of responses for these questions by type of officeholder.

Questions 34–36 drilled down further about the relationship between local governments and nonprofits. Questions 34 and 35 explored the importance of local charities and nonprofits to local governments, as well as the importance of local governments to local charities and nonprofits on several dimensions. Officials evaluated the importance of one to the other for: financial support; service capacity (only for Question 34); expertise, knowledge, and technical assistance; reputation and legitimacy; and policy support and influence. Question 36 addressed the importance of various considerations when local governments award grants and contracts to nonprofits. Officials rated eight factors for their importance in awarding grants or contracts to nonprofits. Appendix E provides summaries of responses for these questions.

Service arrangements for local services

Most of the officials reported that their local government provides 21 of the 29 services directly. Most officials selected using contracts with other local governments to provide juvenile detention and using contracts with private firms to provide high-speed internet/broadband. For the remaining services for which a majority did not indicate providing the service directly, a single arrangement was not chosen by most officials, but rather a mix among arrangements (Table 9). These services included substance abuse prevention and treatment, mental health, free/low-cost health care, corrections—mental health, and corrections—addiction treatment.

Officials generally reported using agreements with other local governments to provide services in greater percentages than agreements with private firms or agreements with or grants to nonprofits. In addition to juvenile detention, officials indicated most often using agreements with other local governments to provide the following services: corrections—addiction treatment (39 percent), corrections—mental health (36 percent), emergency dispatch (36 percent), and disaster response and recovery (35 percent). In addition to high-speed internet/broadband, officials indicated most often using contracts with private firms to provide solid waste (27 percent), corrections—mental health (27 percent), and corrections—substance abuse (23 percent). Officials indicated using grants to or agreements with nonprofits most often to provide mental health (40 percent), substance abuse prevention and treatment (39 percent), free/low-cost health care (33 percent), and relief services (33 percent).

Table 10 shows the combinations of service arrangements identified for each service by officials. Except for drinking water utilities, some officials selected at least two service arrangements for each public service.

Table 9. Service arrangements used to provide local services (Question 9)

Service	Types of local governments that provide service	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Health and social services					
Child and family welfare services (n=237)*	Counties, cities, towns, townships, and schools	47%	32%	11%	24%
Public health (health departments and schools) (n=185)*	Counties, selected cities, and schools	68%	21%	12%	10%
Public health (other)(n=75)**	Remaining cities, towns, and townships	45%	39%	8%	19%
Substance abuse prevention and treatment (n=215)*	Counties, cities, towns, townships, and schools	27%	27%	23%	39%
Mental health (n=228)*	Counties, cities, towns, townships, and schools	18%	23%	32%	40%
Free/low-cost health care (n=122)*	Counties, cities, towns, townships, and schools	32%	26%	17%	33%
Relief services (food/shelter) (n=255)*	Counties, cities, towns, townships, and schools	55%	16%	9%	33%
Information and referral services (211 services) (n=203)*	Counties, cities, towns, townships, and schools	69%	26%	5%	19%
Public safety					
Police services (n=361)	Counties, cities, towns, and schools	93%	11%	1%	1%
Crime and violence prevention (n=325)*	Counties, cities, towns, townships, and schools	83%	17%	1%	5%
Fire services (n=248)	Cities, towns, and township	69%	23%	4%	8%
Emergency medical services (n=335)	Counties, cities, towns, townships	61%	24%	13%	9%
Emergency dispatch (n=276)	Counties, cities, and towns	69%	36%	0%	1%
Disaster response and recovery (n=358)	Counties, cities, towns, townships, and schools	68%	35%	2%	4%
Jail (n=250)	Counties, cities, and towns	69%	34%	0%	1%
Juvenile detention (n=223)	Counties, cities, and towns	31%	57%	10%	6%
Corrections—mental health (n=203)	Counties, cities, and towns	28%	36%	27%	24%
Corrections—addiction treatment (n=193)	Counties, cities, and towns	35%	39%	17%	27%
Other services					
Drinking water utility (n=126)	Cities and towns	84%	6%	8%	2%
Sewer utility (n=141)	Cities and towns	93%	7%	1%	0%
Solid waste services (n=124)	Cities and towns	57%	19%	27%	2%
Roads and streets (n=286)	Counties, cities, and towns	94%	7%	4%	2%
High-speed internet/broadband (n=159)	Counties, cities, towns, townships, and schools	33%	18%	53%	4%
Economic development (n=266)	Counties, cities, and towns	61%	26%	6%	21%
Planning/plan commission (n=271)	Counties, cities, and towns	80%	22%	1%	4%
Vocational education (n=72)	Schools	60%	32%	10%	17%
Special education (n=77)	Schools	75%	25%	3%	9%
After-school programs (n=216)	Counties, cities, towns, townships, and schools	54%	29%	9%	20%
Parks and recreation (n=365)	Counties, cities, towns, townships, and schools	86%	14%	1%	4%
Property assessment (n=150)	Counties and townships (selected)	83%	7%	18%	1%

Notes:

- *New services added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically will add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.
- **Public health is a service provided by counties, selected cities, and schools using specific statutory authority. Other local governments may choose to conduct limited public health activities under home rule. Because of this combination, the data is reported separately.

Table 10. Summary of services provided using multiple service arrangements (Question 9)

Service	Provide directly + another local government + private firm + nonprofit	Provide directly + another local government + nonprofit	Provide directly + another local government + private firm	Provide directly + private firm + nonprofit	Provide directly + another local government	Provide directly + private firm	Provide directly + nonprofit	Another local government + private firm	Another local government + nonprofit	Private firm + nonprofit
Health and social services										
Child and family welfare services	X	X	X	X	X	X	X		X	X
Public health (health departments and schools)	X			X	X	X	X	X		
Public health (other)			X	X	X	X	X	X	X	X
Substance abuse prevention and treatment	X		X	X	X	X	X		X	X
Mental health	X			X	X	X	X	X	X	X
Free/low-cost health care	X			X	X	X	X	X	X	X
Relief services (food/shelter)			X	X	X	X	X		X	X
Information and referral services (211 services)	X		X	X	X		X	X	X	X
Public safety										
Police services			X	X	X	X	X		X	
Crime and violence prevention		X		X	X	X	X			
Fire services					X		X			
Emergency medical services		X	X	X	X	X	X		X	X
Emergency dispatch		X	X	X	X					
Disaster response and recovery		X		X	X	X	X	X		X
Jail					X		X			
Juvenile detention					X	X	X	X	X	X
Corrections—mental health	X		X	X	X	X	X	X	X	X
Corrections—addiction treatment	X		X	X	X	X	X	X	X	X
Other services										
Drinking water utility										
Sewer utility					X			X		
Solid waste services			X		X	X		X		
Roads and streets	X		X	X	X	X	X	X	X	X
High-speed internet/broadband				X	X	X	X	X		X
Economic development	X	X	X	X	X	X	X	X		X
Planning/plan commission	X	X			X	X	X			
Vocational education	X	X			X					
Special education	X	X	X		X					
After-school programs	X	X			X	X	X		X	X
Parks and recreation					X	X	X		X	
Property assessment					X	X	X			

Current working relationships and trust

Officials generally reported having positive relationships with other governments, local businesses, and local nonprofits. Except for the federal government, at least two-thirds of all officials indicated having a very positive or somewhat positive relationship with other types of governments, businesses, and nonprofits. More than half of officials reported a positive relationship with the federal government in 2020. In 2017, most officials indicated having an ambivalent or negative relationship with the federal government rather than a positive one. A majority of each group of officeholders also reported having positive relationships with each type of local government, businesses, and nonprofits, except that a majority of school board members reported feeling ambivalent or negative about the federal and state governments (Table 11 and Figure 8).

Most local elected officials reported trusting other local governments, local businesses, and local nonprofits to do the right thing almost always or most of the time. The federal government is the only entity that most local elected officials did not trust to do the right thing at least most of the time. Similar to the results regarding working relationship, school board members reported least often trusting the federal and state governments. Less than one-third reported trusting these governments at least most of the time (Table 12 and Figure 9).

Table 11. Working relationships among local governments and other governments, local businesses, and local charities and nonprofits (Question 11)

Type of organization	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
Federal government (n=465)	21%	35%	37%	6%	1%
State government (n=507)	31%	38%	19%	9%	2%
County governments (n=511)	42%	39%	14%	4%	1%
City governments (n=461)	43%	35%	17%	5%	1%
Town governments (n=459)	41%	40%	18%	1%	0%
Township governments (n=488)	39%	40%	18%	2%	1%
School districts (n=488)	45%	35%	15%	3%	1%
Library districts (n=476)	46%	32%	20%	2%	1%
Local businesses (n=498)	41%	43%	15%	1%	0%
Local charities and other nonprofits (n=502)	47%	37%	15%	1%	0%

Figure 8. Working relationships among local governments and other governments, local businesses, and local charities and nonprofits (Question 11)

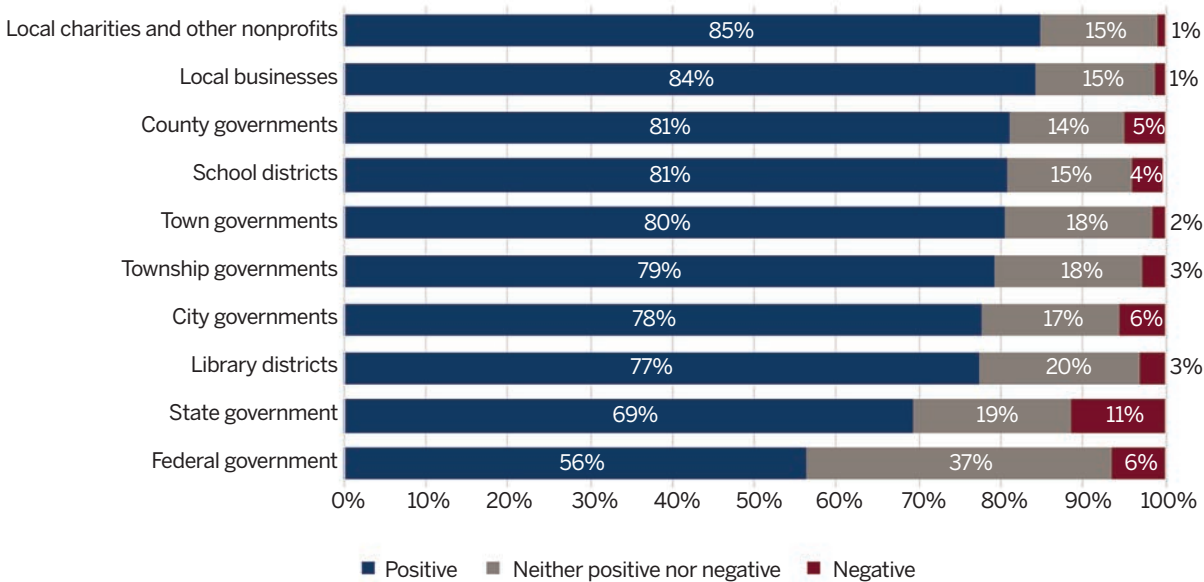
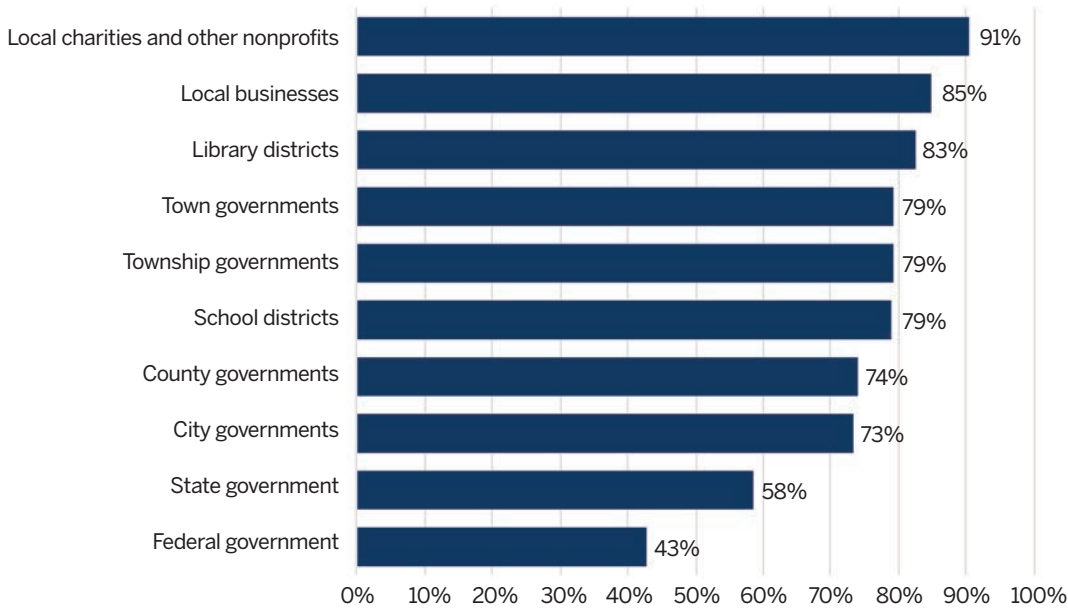


Table 12. Trust of other governments, local businesses, and local charities and nonprofits (Question 12)

Type of organization	Almost always	Most of the time	Some of the time	Almost never
Federal government (n=523)	8%	35%	45%	12%
State government (n=532)	11%	48%	35%	7%
County governments (n=528)	21%	53%	23%	2%
City governments (n=496)	22%	51%	23%	4%
Town governments (n=486)	22%	57%	18%	2%
Township governments (n=508)	26%	53%	18%	3%
School districts (n=522)	26%	53%	17%	4%
Library districts (n=503)	33%	50%	14%	3%
Local businesses (n=513)	20%	65%	15%	0%
Local charities and other nonprofits (n=517)	34%	56%	9%	1%

Figure 9. Organizations trusted to do the right thing almost always or most of the time (Question 12)



Relationships with nonprofits

Almost all officials indicated that local charities are at least somewhat important to local governments on each of the five factors. Most officials identified nonprofit service capacity, reputation and legitimacy, and policy support and influence as extremely or very important to local government (Table 13). Most of the officials in each group of officeholders also chose these three elements as extremely or very important. There were two exceptions. County commissioners chose only service capacity and policy support and influence, while town council members chose only reputation and legitimacy. Most city council members indicated that financial support from nonprofits to local government is extremely or very important. At least half of mayors, city council members, township trustees, and school board members identified nonprofit expertise, knowledge, and technical assistance to local governments as extremely or very important.

Similarly, a strong majority of officials indicated that local governments are at least somewhat important to local charities on each of the four factors. Service capacity was not included as a factor for this question. Most officials identified local government reputation and legitimacy and policy support and influence as extremely or very important to local nonprofits (Table 14). Most county council members indicated that local government financial support is extremely or very important to local nonprofits. At least half of city council members and school board members selected local government expertise, knowledge, and technical assistance as extremely or very important to nonprofits. A majority of officials in all groups except county commissioners selected local government reputation and legitimacy—along with policy support and influence—as extremely or very important to nonprofits.

Table 13. Importance of local charities and nonprofits to local governments (Question 34)

	Extremely important	Very important	Somewhat important	Not very important	Not at all important
Financial support (n=468)	16%	20%	28%	12%	23%
Service capacity (n=464)	22%	32%	33%	5%	8%
Expertise, knowledge, and technical assistance (n=466)	17%	30%	32%	11%	9%
Reputation and legitimacy (n=466)	25%	37%	25%	5%	8%
Policy support and influence (n=468)	18%	34%	31%	7%	10%

Table 14. Importance of local governments to local charities and nonprofits (Question 35)

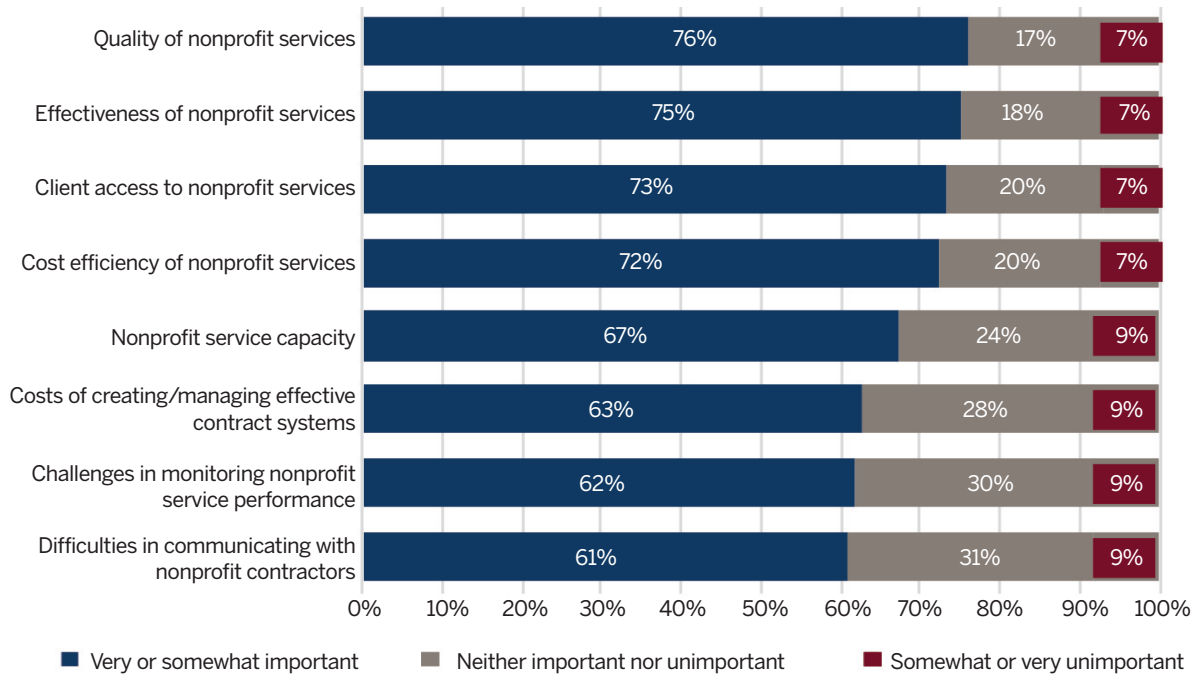
	Extremely important	Very important	Somewhat important	Not very important	Not at all important
Financial support (n=469)	17%	21%	35%	13%	15%
Expertise, knowledge, and technical assistance (n=468)	13%	27%	38%	12%	9%
Reputation and legitimacy (n=467)	21%	37%	28%	6%	7%
Policy support and influence (n=468)	21%	36%	28%	7%	9%

Most officials reported each of the eight factors listed in Table 15 as at least somewhat important for making decisions about nonprofit grants and contracts. Most officials chose the quality and effectiveness of nonprofit services as very important (Table 15 and Figure 10). Among groups of officeholders, at least half of county and city officials selected client access to nonprofit services as very important. Most county officials and city council members also said cost efficiency of nonprofit services was very important. A majority of officials in each group of officeholders identified each of the factors as at least somewhat important for decision making, except town council members for selected factors. When compared to other groups of officeholders, a smaller percentage of town council members selected the following factors as somewhat important: service capacity, cost of managing contracts, challenges monitoring service performance, and difficulties in communicating with nonprofit contractors.

Table 15. Important considerations for local governments for grants and contracts to nonprofits (Question 36)

	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
Nonprofit service capacity (n=400)	35%	33%	24%	3%	6%
Quality of nonprofit services (n=401)	52%	24%	17%	1%	5%
Effectiveness of nonprofit services (n=404)	52%	23%	18%	2%	5%
Client access to nonprofit services (n=398)	43%	30%	20%	2%	5%
Cost efficiency of nonprofit services (n=402)	42%	30%	20%	2%	5%
Costs of creating/managing effective contract systems (n=399)	33%	30%	28%	3%	7%
Challenges in monitoring nonprofit service performance (n=398)	28%	34%	30%	3%	6%
Difficulties in communicating with nonprofit contractors (n=396)	28%	33%	31%	3%	6%

Figure 10. Important considerations for local government for grants and contracts to nonprofits (Question 36)



USE OF VOLUNTEERS

Volunteers provide local governments with a way to maintain or improve local services and to reduce costs. Question 10 asked if officials' local governments used unpaid volunteer assistance for a variety of services. As printed, this question was open to all types of elected officials. However, only responses for local governments that provide each service are summarized here.

Local governments use volunteers to assist in the provision of a variety of services. Most officials reported using volunteers for education and general beautification (e.g., cleanup, planting, etc.). More than 40 percent of officials also indicated using volunteers for fire, parks and recreation, and police/sheriff services. (Table 16 and Figure 11).

Figure 11. Use of unpaid volunteers (Question 10)

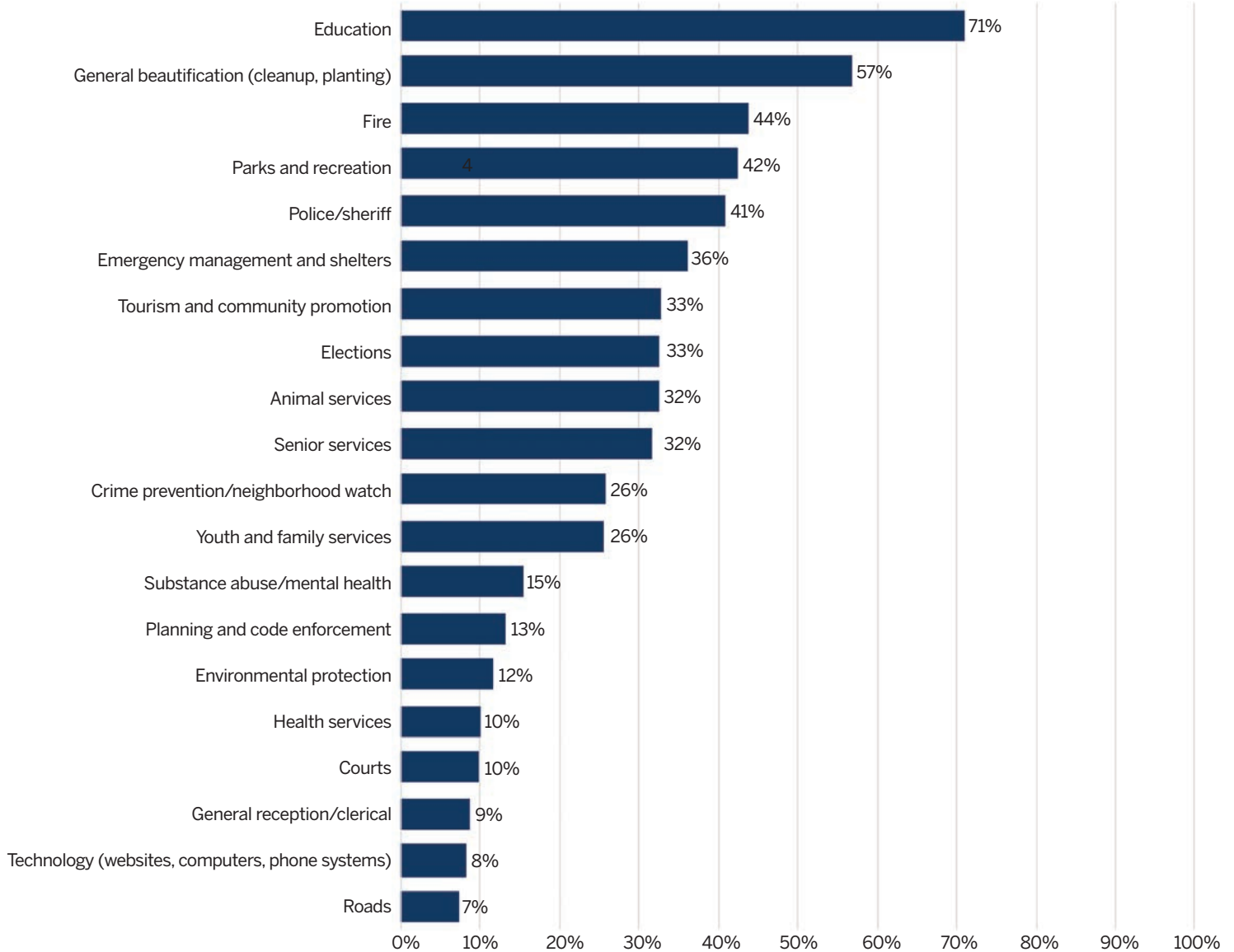


Table 16. Use of unpaid volunteers (Question 10)*

Service	Types of governments that provide/use service	Officerholder								Total
		County council member (n=110)	County commissioner (n=50)	Mayor (n=50)	City council member (n=19)	Town council member (n=79)	Township trustee (n=129)	School board member (n=86)		
General reception/clerical	All	10%	4%	12%	21%	11%	4%	9%	n=523	9%
Technology (websites, computers, phone systems)	All	10%	8%	6%	5%	14%	6%	6%	n=523	8%
Police/sheriff	Counties, cities, towns, and schools	50%	46%	40%	42%	43%	N/A	24%	n=394	41%
Crime prevention/neighborhood watch	All	34%	36%	26%	37%	29%	9%	30%	n=523	26%
Courts	Counties, cities, and towns	16%	12%	2%	5%	5%	N/A	N/A	n=308	10%
Fire	Cities, towns, and townships	N/A	N/A	32%	32%	58%	41%	N/A	n=277	44%
Parks and recreation	All	44%	48%	64%	58%	56%	23%	38%	n=523	42%
Roads	Counties, cities, and towns	6%	2%	6%	0%	15%	N/A	N/A	n=308	7%
Health services	All	15%	18%	6%	5%	1%	7%	15%	n=523	10%
Substance abuse/mental health	All	26%	30%	12%	26%	3%	5%	20%	n=523	15%
Youth and family services	All	38%	34%	18%	21%	16%	12%	40%	n=523	26%
Senior services	All	47%	42%	32%	47%	22%	16%	35%	n=523	32%
Environmental protection	All	21%	6%	12%	26%	8%	3%	16%	n=523	12%
Planning and code enforcement	Counties, cities, and towns	14%	6%	10%	21%	18%	N/A	N/A	n=308	13%
Tourism and community promotion	All	47%	58%	40%	42%	24%	9%	36%	n=523	33%
General beautification (cleanup, planting)	All	66%	64%	74%	74%	70%	27%	59%	n=523	57%
Animal services	Counties, cities, and towns	49%	42%	26%	32%	8%	N/A	N/A	n=308	32%
Emergency management and shelters	Counties	39%	30%	N/A	N/A	N/A	N/A	N/A	n=160	36%
Elections	Counties	34%	30%	N/A	N/A	N/A	N/A	N/A	n=160	33%
Education	Schools	N/A	N/A	N/A	N/A	N/A	N/A	71%	n=86	71%

Note: *Officials were able to write in other services for which they use volunteers. These responses are listed in Appendix G.

OFFICIALS' NONPROFIT PARTICIPATION

Questions 13–15 explored the relationship between local government officials and nonprofits. Question 13 asked officials to indicate whether they are, or have been, actively involved with volunteer organizations as a member, a volunteer, or in a leadership position. Question 14 asked about the types of nonprofits which officials currently are or have been involved with in the past. Question 15 asked how important officials' nonprofit involvement is to their work as a local government official.

Local officials reported strong participation in local nonprofits. Most reported currently being members and volunteers for nonprofit organizations. Fifty percent or more of all groups of officeholders also reported they were currently serving in a nonprofit leadership positions, except for town council members (49 percent) and township trustees (35 percent) (Table 17).

A majority of all groups of officeholders reported participating in sports, recreation, and social activities organizations, and religious institutions. Most county officials and mayors reported participation in nonprofits focused on economic and community development, housing, and employment and training. A majority of mayors also reported participating in business and professional associations and unions. Most school board members reported participating in educational and research organizations (Table 18 and Figure 12).

A majority of mayors reported their nonprofit involvement as being very important to their work as a local official. At least 75 percent of each group of officeholders reported that nonprofit involvement was at least somewhat important to their work as elected officials (Table 19).

Table 17. Involvement with nonprofit or charitable organizations (Question 13)

Officeholder	Leadership position		Member of an association		Volunteer	
	Currently active	Active in the past	Currently active	Active in the past	Currently active	Active in the past
County council member (n=104)	61%	41%	68%	32%	65%	36%
County commissioner (n=41)	54%	39%	63%	24%	68%	27%
Mayor (n=48)	50%	46%	67%	38%	56%	44%
City council member (n=16)	63%	63%	75%	38%	75%	38%
Town council member (n=75)	49%	37%	53%	33%	59%	37%
Township trustee (n=119)	35%	45%	50%	34%	53%	47%
School board member (n=90)	54%	41%	58%	28%	70%	33%
Total (n=493)	50%	42%	59%	32%	62%	38%

Table 18. Current or past participation in nonprofit or charitable organizations (Question 14)

Type of nonprofit	Officeholder							
	County council member (n=104)	County commissioner (n=43)	Mayor (n=48)	City council member (n=17)	Town council member (n=72)	Township trustee (n=112)	School board member (n=92)	Total (n=488)
Arts and culture	33%	30%	48%	29%	18%	17%	30%	28%
Sports, recreation, and social activities	63%	72%	75%	59%	56%	54%	68%	63%
Education and research	42%	51%	42%	41%	32%	24%	74%	43%
Health	24%	35%	31%	24%	17%	25%	32%	26%
Social services (including emergency relief)	40%	40%	44%	47%	33%	48%	34%	40%
Environment and animal protection	26%	37%	13%	29%	13%	13%	23%	20%
Economic and community development, housing, employment, and training	57%	56%	67%	24%	43%	26%	34%	43%
Law, advocacy, and politics	50%	49%	44%	29%	21%	27%	22%	34%
Philanthropic institutions and promotion of voluntarism	44%	40%	40%	35%	35%	14%	36%	33%
Business and professional associations, unions	45%	47%	56%	47%	38%	30%	38%	41%
Religious institutions	62%	65%	67%	76%	53%	52%	53%	58%
Other types of nonprofits or charities	55%	53%	35%	59%	50%	51%	38%	48%

Figure 12. Current or past participation by type of nonprofit or charitable organization (Question 14)

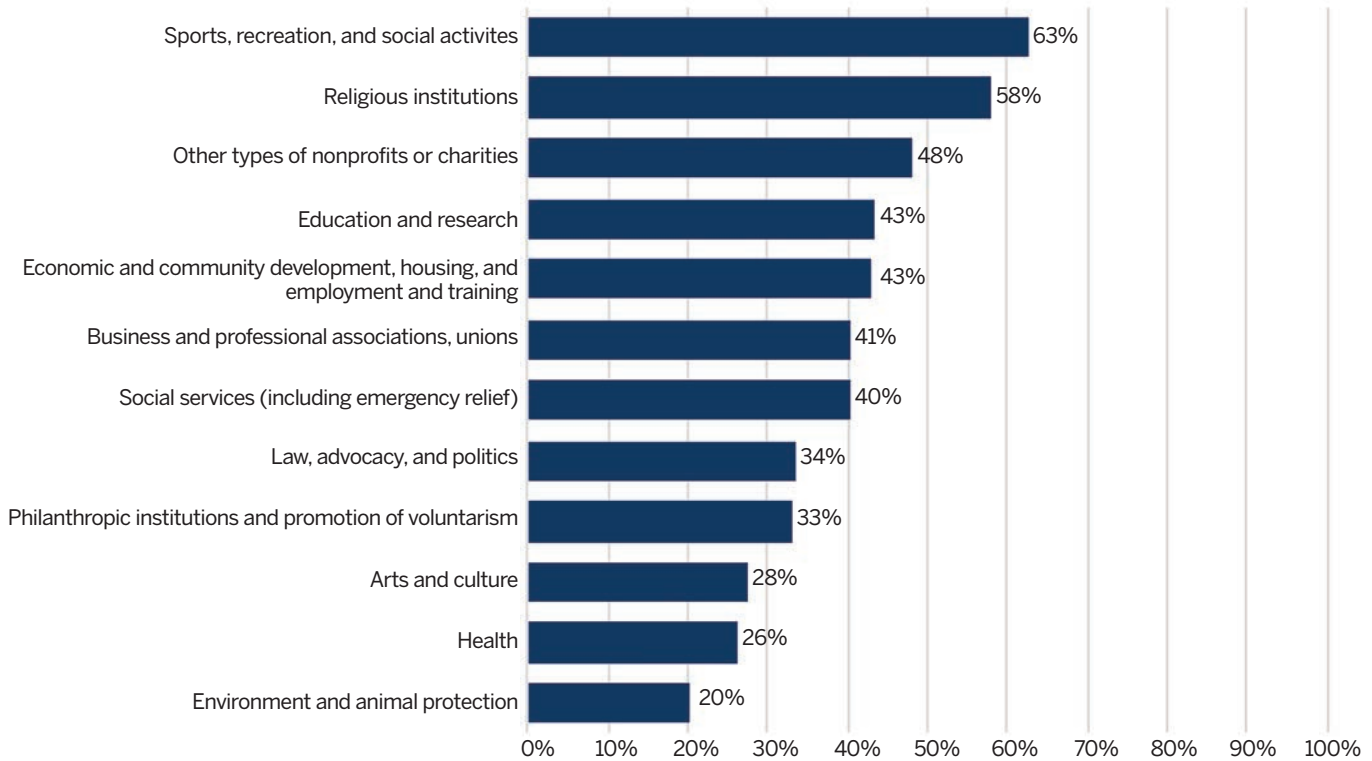


Table 19. Importance of nonprofit involvement to work as an elected official (Question 15)

Officeholder	Very important	Somewhat important	Not important or unimportant	Somewhat unimportant	Very unimportant
County council member (n=104)	46%	42%	12%	0%	0%
County commissioner (n=44)	45%	36%	11%	7%	0%
Mayor (n=48)	52%	35%	13%	0%	0%
City council member (n=19)	37%	47%	5%	0%	11%
Town council member (n=77)	49%	32%	9%	3%	6%
Township trustee (n=127)	43%	32%	18%	3%	3%
School board member (n=92)	43%	40%	12%	0%	4%
Total (n=511)	46%	37%	13%	2%	3%

QUALIFICATION-BASED SELECTION (QBS)

Questions 16–25 addressed the use of qualification-based selection (QBS) by local governments. QBS is a procurement process for the selection of professional engineering and architecture services based on experience and competence in relation to the work to be performed, rather than cost. The Brooks Act requires projects utilizing federal funding to use QBS. To comply, local governments request upfront proposals/qualifications addressing firms' related project experience and project approach prior to selecting a firm and negotiating a fee. Projects employing local funding may use QBS but are not required to do so.

Questions 17, 18, 20, and 21 provide background information about the availability of daily professional engineering services, the procurement of engineering and architectural services, elected officials' participation in procurement, and the most important factors in selecting services. Local governments reported having daily access to professional engineering services through contract engineers more often than staff engineers. A majority of county commissioners, mayors, city council members, and town council members reported using contract engineers for daily needs. However, only a majority of county commissioners reported using staff engineers for daily needs. Just less than two-fifths of county council members and mayors reported utilizing this option. A small percentage of officials reported using both staff and contract engineers for daily needs (Table 20).

A quick analysis of counties and cities for which multiple officials provided responses to this question suggests that knowledge about the use of engineering services among elected officials is sometimes uneven. In several, one official indicated using both contract and staff resources while another official from the same local government chose only one or the other. Also, among counties and cities with at least one official who said their local government did not have daily access to either contract or staff services, all but two counties and all cities had another respondent who indicated that the local government had access to at least one of the resources. In other words, all but two respondent counties and all respondent cities seem to have access to some type of daily engineering services.⁵

A strong majority of each group of officeholders indicated using engineering or architectural services during the past two years. The only exception was township trustees who indicated that most townships have not procured these services (Table 21). A strong majority of county commissioners, mayors, town council members, and school board members reported playing an active role in the procurement of engineering or architectural services during the past two years. More than one-third of each of these groups reported participating in the selection of an engineer/architect and approving a staff-selected engineer/architect. More than one-third of commissioners and mayors also reported participating in the development of a request for proposals (RFP)/request for qualifications (RFQ) and interviews with candidate firms (Table 22).

When ranking the most important factors in selecting engineering and architectural services, officials in the aggregate chose qualifications and experience most often as the first choice—66 percent—and as the most important factor overall. Cost of services and past experience with current providers was the first choice for 18 percent and 11 percent of officials, respectively. Only 5 percent of officials selected a provider being local as their first choice. Average ratings in the aggregate and first choices and average ratings followed this pattern as well (Table 23 and Figure 13).

The question allowed officials to identify other factors that are important in selecting services. Four respondents wrote in availability as important while two each wrote in recommendations and reputation. Diversity also was selected by two officials, although one respondent identified ownership and the other specified staff. The complete list of other responses is provided in Appendix G.

⁵Two counties' officials indicated solely that they did not know whether their counties had regular access to daily engineering services.

Table 20. Consistent daily access to professional engineering services (Question 17)

Officeholder	Yes, in-house engineer	Yes, contract engineer	Yes, a combination of in-house and contract engineers	No	Don't know
County council member (n=110)	23%	30%	15%	18%	14%
County commissioner (n=46)	30%	35%	22%	13%	0%
Mayor (n=49)	16%	43%	22%	12%	6%
City council member (n=19)	21%	47%	11%	11%	11%
Town council member (n=79)	4%	49%	5%	34%	8%
Township trustee (n=131)	1%	7%	1%	68%	24%
School board member (n=98)	10%	24%	12%	23%	30%
Total (n=532)	12%	28%	11%	33%	16%

Table 21. Procurement of engineering or architectural services during the past two years (Question 18)

Officeholder	Yes	No	Don't know
County council member (n=110)	80%	5%	15%
County commissioner (n=46)	100%	0%	0%
Mayor (n=49)	92%	6%	2%
City council member (n=19)	84%	11%	5%
Town council member (n=79)	84%	9%	8%
Township trustee (n=132)	15%	66%	19%
School board member (n=98)	89%	1%	10%
Total (n=533)	69%	20%	11%

Table 22. Participation in selection process (Question 20)

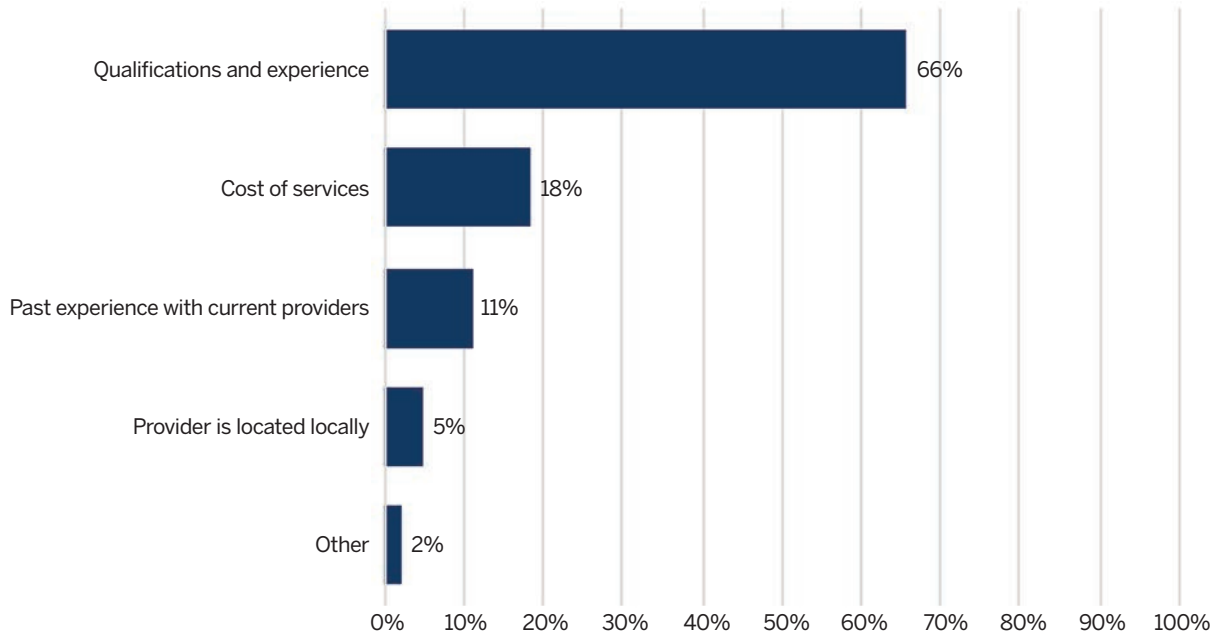
Officeholder	Developing RFP/RFQ	Conducting interviews	Selecting engineer/architect	Approving staff-selected engineer/architect	Have not participated actively in the process
County council member (n=107)	8%	7%	10%	7%	76%
County commissioner (n=44)	43%	41%	55%	41%	16%
Mayor (n=50)	42%	34%	46%	36%	22%
City council member (n=20)	5%	0%	5%	15%	75%
Town council member (n=73)	18%	23%	51%	37%	29%
Township trustee (n=110)	5%	6%	12%	4%	85%
School board member (n=96)	17%	14%	36%	42%	40%
Total (n=500)	17%	16%	29%	24%	53%

Table 23. Important factors in engineering and architectural services procurement (Question 21)

Officeholder	Qualifications and experience		Cost of architectural and engineering services		Past experience with current providers		Provider is located locally		Other	
	First choice	Average rating	First choice	Average rating	First choice	Average rating	First choice	Average rating	First choice	Average rating
County council member (n=81)	72%	1.4	17%	2.2	9%	3.0	7%	3.3	1%	3.8
County commissioner (n=43)	77%	1.4	16%	2.6	9%	2.6	0%	3.4	0%	4.5
Mayor (n=45)	60%	1.5	22%	2.4	13%	2.8	4%	3.3	0%	5.0
City council member (n=17)	65%	1.6	12%	2.6	6%	3.1	12%	3.2	6%	2.8
Town council member (n=66)	61%	1.5	17%	2.5	12%	2.7	6%	3.1	3%	3.0
Township trustee (n=62)	60%	1.5	24%	2.5	15%	2.7	3%	3.2	3%	2.8
School board member (n=82)	66%	1.5	17%	2.3	12%	2.7	4%	3.5	2%	3.6
Total (n=396)	66%	1.5	18%	2.4	11%	2.8	5%	3.3	2%	3.4

Note: Factors were ranked 1–5. An average score of 1.4 for the importance of qualifications and experience, for example, means that officials generally rated that factor on average as between a first and second choice.

Figure 13. Important factors in engineering and architectural procurement (Question 21)



Questions 16, 19, and 22–24 address familiarity, use, and advocacy of QBS. A majority of officials in each group of officeholders indicated being either very or somewhat familiar with QBS, except township trustees. County commissioners indicated most often—40 percent—being very familiar (Table 24).

When asked about the use of QBS to select engineering or architectural services for local projects, most county commissioners, mayors, and town council members indicated using it at least sometimes. More than 40 percent of city council members and school board members also reported using QBS at least sometimes. A majority of county council members, city council members, and school board members indicated that they did not know whether their local government had used QBS for projects (Table 25).

Table 24. Familiarity with QBS (Question 16)

Officeholder	Very familiar	Somewhat familiar	Not familiar
County council member (n=110)	14%	36%	50%
County commissioner (n=47)	40%	36%	23%
Mayor (n=49)	20%	63%	16%
City council member (n=19)	16%	47%	37%
Town council member (n=78)	15%	44%	41%
Township trustee (n=131)	5%	25%	70%
School board member (n=98)	15%	43%	42%
Total (n=532)	15%	39%	46%

Table 25. Utilization of QBS on local projects during the past two years (Question 19)

Officeholder	Always	Sometimes	Never	Don't know
County council member (n=109)	12%	23%	7%	58%
County commissioner (n=45)	31%	31%	18%	20%
Mayor (n=49)	20%	43%	8%	29%
City council member (n=19)	21%	26%	0%	53%
Town council member (n=75)	28%	25%	16%	31%
Township trustee (n=130)	3%	4%	58%	35%
School board member (n=98)	17%	28%	3%	52%
Total (n=525)	16%	22%	21%	41%

When asked to identify the reasons for not using QBS consistently, city council and school board members chose cost most often. County commissioners, mayors, and town council members indicated most often that the process was too cumbersome. Township trustees most often reported there was no benefit (Table 26). Officials also identified several other reasons, including the following selected by more than one respondent:

- No need (20)
- Lack of familiarity (16)
- N/A (8)
- Not my role (5)
- Our community is not big enough (3)
- Funding limitations (2)

A complete list of other responses is available in Appendix G.

When queried about whether QBS is better than cost-based procurement on several factors a majority of officials reported they didn't know for all questions and all groups of officials. Among the officials who indicating agreeing or disagreeing that QBS is better for each factor, more officials indicated agreement than disagreement. For schedule and lowering liability, officials offered a bit more variation (Tables 27–33).

Table 26. Reasons for not using QBS consistently (Question 23)

Officeholder	My local government uses QBS consistently	Reasons for not using consistently			
		Cost	Cumbersome process	No benefit	Other
County council member (n=52)	29%	15%	10%	12%	37%
County commissioner (n=35)	31%	3%	31%	20%	23%
Mayor (n=35)	31%	0%	31%	9%	23%
City council member (n=8)	50%	50%	25%	0%	38%
Town council member (n=49)	29%	27%	33%	2%	27%
Township trustee (n=70)	6%	6%	6%	41%	51%
School board member (n=48)	38%	25%	15%	13%	23%
Total (n=297)	26%	14%	19%	18%	33%

Table 27. Summary of perceptions about benefits of QBS (Question 22)

Officeholder	More competitive, transparent, and fair	Better meets original schedule	On budget more often	Fewer change orders
County council member (n=103–105)	+	+	+	+
County commissioner (n=43)	+	-	-	-
Mayor (n=46–47)	+	E	+	+
City council member (n=17)	+	-	-	+
Town council member (n=68–69)	+	+	+	+
Township trustee (n=85–86)	+	+	+	+
School board member (n=85–87)	+	+	+	+
Total (n=449–453)	+	+	+	+

Note: Plus (+) means that more officials chose “agree” than “disagree.” E means that the same percentage chose both responses. Minus (-) means that more officials chose “disagree.”

Table 28. Perceptions about whether the QBS process is more competitive, transparent, and fair than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=105)	18%	5%	77%	+
County commissioner (n=43)	33%	14%	53%	+
Mayor (n=47)	34%	6%	60%	+
City council member (n=17)	24%	18%	59%	+
Town council member (n=69)	32%	12%	57%	+
Township trustee (n=86)	6%	3%	91%	+
School board member (n=86)	27%	12%	62%	+
Total (n=453)	23%	8%	69%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

Table 29. Perceptions about whether QBS projects meet the original agreed upon schedule more often than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=104)	16%	4%	80%	+
County commissioner (n=43)	19%	21%	60%	-
Mayor (n=46)	15%	15%	70%	E
City council member (n=17)	18%	24%	59%	-
Town council member (n=69)	26%	7%	67%	+
Township trustee (n=86)	8%	3%	88%	+
School board member (n=87)	25%	9%	66%	+
Total (n=452)	18%	9%	73%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

Table 30. Perceptions about whether QBS projects are on budget more often than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=104)	14%	7%	79%	+
County commissioner (n=43)	16%	23%	60%	-
Mayor (n=47)	17%	9%	74%	+
City council member (n=17)	12%	24%	65%	-
Town council member (n=68)	22%	12%	66%	+
Township trustee (n=85)	5%	2%	93%	+
School board member (n=85)	22%	13%	65%	+
Total (n=449)	16%	10%	74%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

Table 31. Perceptions about whether QBS projects have fewer change orders during construction than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=103)	14%	8%	79%	+
County commissioner (n=43)	16%	23%	60%	-
Mayor (n=47)	19%	13%	68%	+
City council member (n=17)	24%	12%	65%	+
Town council member (n=69)	23%	9%	68%	+
Township trustee (n=85)	7%	2%	91%	+
School board member (n=87)	18%	10%	71%	+
Total (n=451)	16%	10%	75%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

Table 32. Perceptions about whether QBS projects have lower liability to the owner than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=102)	13%	5%	82%	+
County commissioner (n=43)	23%	23%	53%	E
Mayor (n=47)	17%	11%	72%	+
City council member (n=17)	18%	12%	71%	+
Town council member (n=69)	23%	10%	67%	+
Township trustee (n=85)	4%	2%	94%	+
School board member (n=86)	21%	10%	69%	+
Total (n=449)	16%	9%	75%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

Table 33. Perceptions about whether QBS projects display improved quality and innovation than cost-based procurement (Question 22)

Officeholder	Agree	Disagree	Don't know	Difference
County council member (n=102)	13%	5%	82%	+
County commissioner (n=43)	23%	23%	53%	E
Mayor (n=47)	17%	11%	72%	+
City council member (n=17)	18%	12%	71%	+
Town council member (n=69)	23%	10%	67%	+
Township trustee (n=85)	4%	2%	94%	+
School board member (n=86)	21%	10%	69%	+
Total (n=449)	16%	9%	75%	+

Note: Difference reflects the balance of responses between "agree" and "disagree." Plus (+) means that more officials chose "agree" than "disagree." E means that the same percentage chose both responses. Minus (-) means that more officials chose "disagree."

A majority of officials in all groups of officeholders indicated advocating for QBS at least sometimes, except townships trustees (Table 34). It should be noted that the number of responses dropped off substantially compared to the previous questions about QBS.

Responses to several questions above suggest that many local officials have limited or no knowledge about QBS or its potential benefits. Question 25 asked officials for the education or training delivery method they would value to access training about QBS. Respondents could select multiple options including selecting that no training was needed. All groups of officeholders chose web-based education most often, except county commissioners and township trustees. County commissioners selected a presentation at a local government conference most often. Township trustees selected no training needed most often (Table 35 and Figure 14).

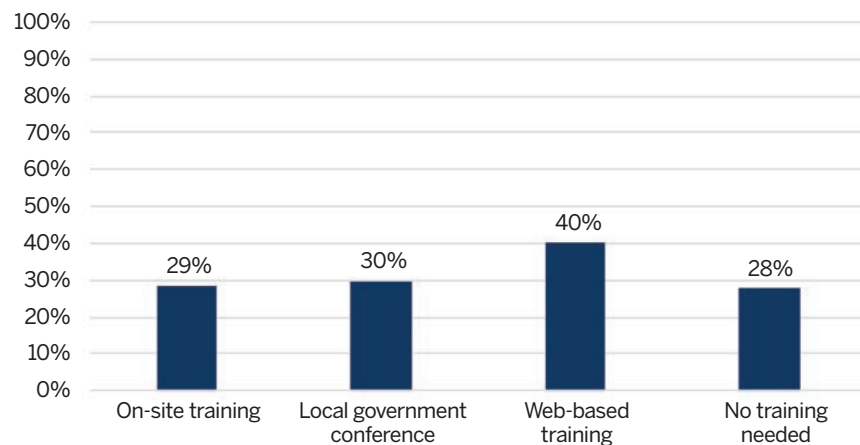
Table 34. Advocacy of QBS within local government (Question 24)

Officeholder	Always	Sometimes	Never
County council member (n=67)	13%	39%	48%
County commissioner (n=39)	15%	54%	31%
Mayor (n=42)	14%	55%	31%
City council member (n=11)	9%	55%	36%
Town council member (n=71)	23%	56%	21%
Township trustee (n=88)	10%	13%	77%
School board member (n=69)	12%	54%	35%
Total (n=387)	14%	42%	43%

Table 35. Preferred types of QBS training (Question 25)

Officeholder	On-site training	Local government conference	Web-based training	No training needed
County council member (n=71)	39%	35%	46%	20%
County commissioner (n=38)	26%	37%	21%	34%
Mayor (n=45)	20%	38%	47%	16%
City council member (n=13)	38%	38%	54%	15%
Town council member (n=68)	29%	25%	38%	29%
Township trustee (n=84)	19%	26%	35%	46%
School board member (n=69)	33%	23%	46%	20%
Total (n=388)	29%	30%	40%	28%

Figure 14. Preferred types of QBS training (Question 25)



DISASTER RESPONSE AND RECOVERY

Questions 26–28 addressed local disaster response and recovery services. Question 26 addressed whether communities had experienced a major natural disaster over the last three years. Question 28 asked officials to assess the disaster preparedness for a majority of residents, local governments, and other types of community organizations. Question 27 asked about local governments reliance on nonprofits during disaster response and recovery.

About 40 percent of officials indicated that their communities had experienced a major disaster event during the past three years (Figure 15). Officials identified local governments, schools, and hospitals and health care facilities most often as prepared for disaster response. A majority of officials reported each of these groups as very or well prepared. Officials generally perceived residents, businesses, charities, and churches as being less prepared. For each of these groups about half of officials identified them as only somewhat prepared and about one-quarter as little or not prepared (Table 36 and Figure 16).

Responses regarding the reliance on nonprofits for disaster recovery and response activities were fairly evenly split across the five categories. Most officials reported relying on nonprofits at least moderately for all activities. Thirty percent reported using nonprofits at the higher levels. A higher percentage reported only slight or no reliance on nonprofits for raising philanthropic support to meet community needs after disasters (44 percent), coordinating volunteers (38 percent), participating in community emergency response teams (36 percent) and meeting long-term needs during recover (35 percent) (Table 37 and Figure 17).

Figure 15. Community experienced a major natural disaster during the past three years (Question 26)

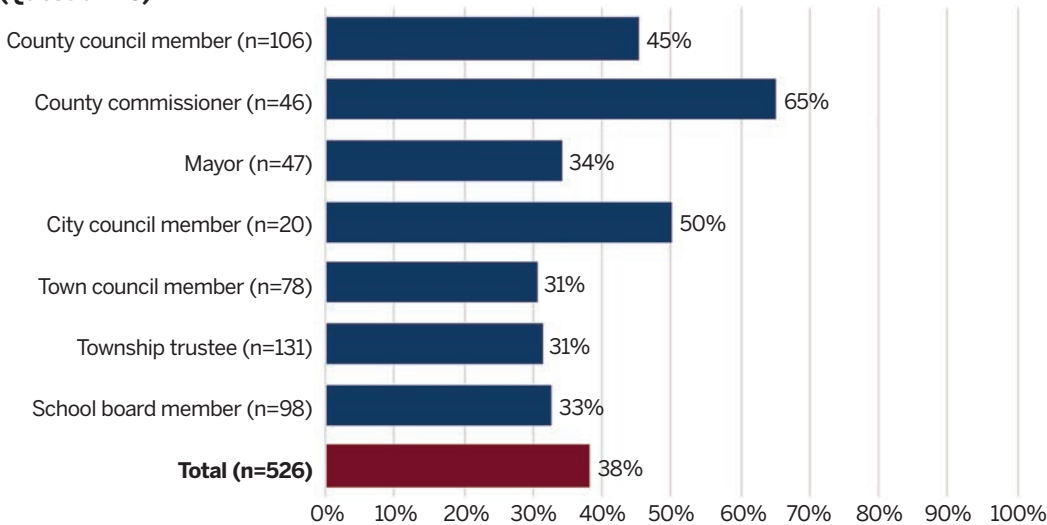


Table 36. Disaster preparedness—residents and community institutions (Question 28)

	Very well prepared	Well prepared	Somewhat prepared	Little prepared	Not at all prepared
Majority of residents (n=486)	4%	15%	50%	27%	4%
Most government departments, agencies, and offices (n=493)	9%	45%	39%	6%	1%
Most hospital and health care facilities (n=477)	16%	49%	28%	6%	2%
Most police and sheriff departments (n=495)	23%	52%	22%	3%	0%
Most fire departments (n=498)	25%	51%	20%	3%	0%
Most schools (n=485)	15%	46%	33%	5%	1%
Most private businesses (n=467)	4%	19%	53%	21%	3%
Most charities and voluntary organizations (n=465)	5%	25%	47%	19%	5%
Most churches and religious organizations (n=470)	6%	22%	47%	20%	5%

Figure 16. Disaster preparedness—residents and community institutions (Question 28)

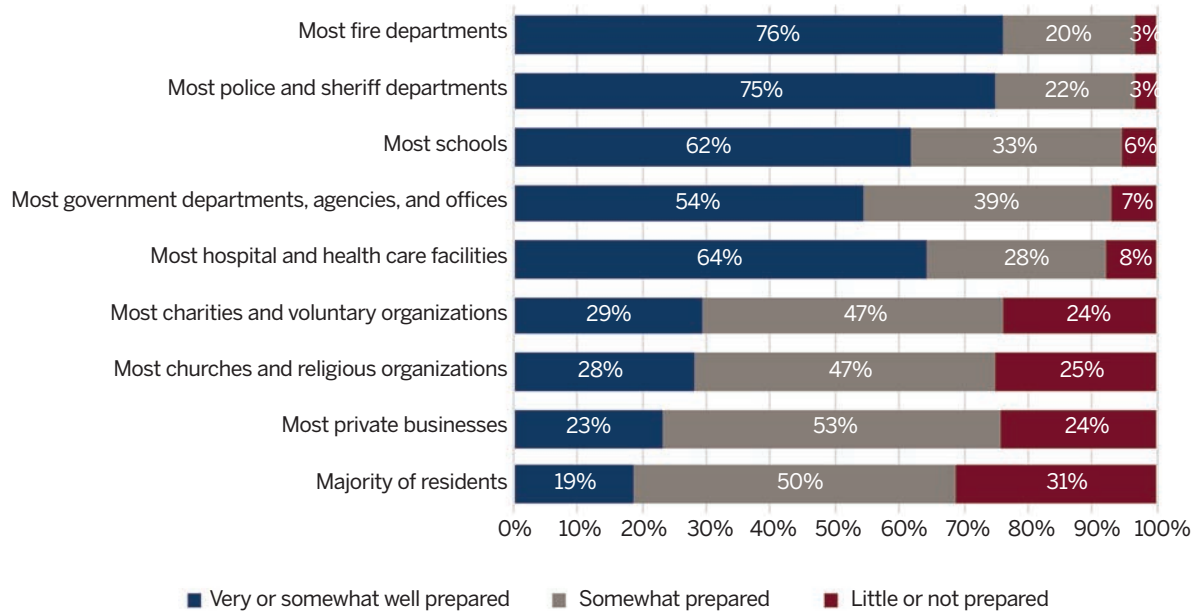
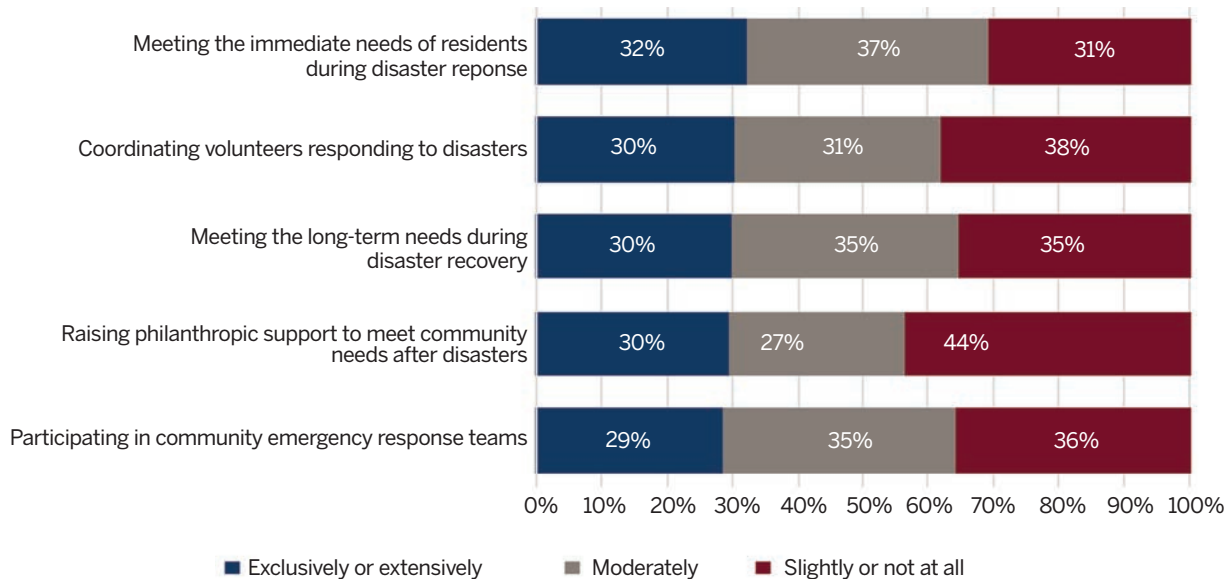


Table 37. Reliance on charities and nonprofits for emergency response activities (Question 27)

	Almost exclusively	Extensively	Moderately	Slightly	Not at all
Participating in community emergency response teams (n=175)	8%	21%	35%	20%	16%
Meeting the immediate needs of residents during disaster response (n=179)	8%	24%	37%	19%	12%
Meeting the long-term needs during disaster recovery (n=173)	8%	23%	35%	17%	18%
Raising philanthropic support to meet community needs after disasters (n=169)	8%	21%	27%	19%	25%
Coordinating volunteers responding to disasters (n=175)	7%	23%	31%	18%	20%

Figure 17. Reliance on charities and nonprofits for emergency response activities (Question 27)



CYBERSECURITY

As a follow-up to the series of cybersecurity questions that appeared in the 2017 survey, stakeholders recommended several additional questions. Question 29 addressed whether local governments had experienced a cybersecurity incident. Questions 30–33 addressed whether local governments had developed a written response plan for such incidents, who they consult for advice about cybersecurity, whether they utilized a set of technical assistance resources available from the U.S. Department of Homeland Security, and how much they spent on information technology including cybersecurity.

In the aggregate, 14 percent of local officials reported that their local governments experienced a cybersecurity or information incident during the past three years. A higher percentage of county (24 and 30 percent) and school officials (18 percent) reported incidents. About 40 percent of city council members and school board members also reported that they did not know whether an incident had occurred (Table 38).

About one-third of all officials reported having a local written cybersecurity response plan. A higher percentage of county officials (41 percent of county council members and 66 percent of county commissioners), mayors (42 percent), and school board members (39 percent) reported having local plans. Town council members (27 percent) and township trustees (19 percent) reported having local plans least often. Many officials across offices reported not knowing whether a plan existed (Table 39).

Officials reported a wide range of budgets for information technology including security (Table 40).

Table 38. Local governments that have experienced a cybersecurity or information incident during the past three years (Question 29)

Officeholder	Yes	No	Don't know
County council member (n=98)	24%	49%	27%
County commissioner (n=40)	30%	60%	10%
Mayor (n=50)	14%	72%	14%
City council member (n=20)	5%	55%	40%
Town council member (n=75)	8%	73%	19%
Township trustee (n=133)	5%	73%	22%
School board member (n=97)	18%	43%	39%
Total (n=513)	14%	61%	25%

Table 39. Local governments with a written cybersecurity/information security incident response plan (Question 30)

Officeholder	Yes	No	Don't know
County council member (n=97)	41%	10%	48%
County commissioner (n=38)	66%	13%	21%
Mayor (n=50)	42%	34%	24%
City council member (n=20)	30%	5%	65%
Town council member (n=74)	27%	45%	28%
Township trustee (n=131)	19%	56%	25%
School board member (n=97)	39%	6%	55%
Total (n=507)	35%	29%	37%

Table 40. Spending for information technology including security (Question 32)

Officeholder	\$0	\$1–\$9,999	\$10,000–\$49,000	\$50,000–\$99,999	\$100,000–\$249,999	\$250,000–\$999,999	\$1,000,000+	Other*	Don't know/not applicable
County council member (n=42)	0%	7%	7%	19%	24%	19%	2%	2%	19%
County commissioner (n=29)	0%	0%	10%	14%	28%	28%	10%	0%	10%
Mayor (n=36)	8%	17%	36%	11%	14%	3%	8%	0%	3%
City council member (n=14)	0%	0%	0%	7%	0%	14%	7%	7%	64%
Town council member (n=53)	15%	36%	15%	2%	2%	0%	2%	0%	28%
Township trustee (n=97)	55%	32%	5%	0%	0%	1%	0%	1%	6%
School board member (n=52)	2%	0%	6%	4%	4%	4%	6%	6%	69%
Total (n=323)	20%	18%	11%	6%	8%	7%	4%	2%	24%

Note: *A few officials provide percentages or another format that did not allow them to be assigned to a monetary category.

Table 41. Resources that local governments consult for advice about cybersecurity (Question 33)

Officeholder	Local government IT staff	Cybersecurity consultant	State trade organizations	IDHS	Other local governments	Other
County council member (n=86)	67%	34%	14%	14%	14%	6%
County commissioner (n=39)	79%	36%	15%	15%	15%	5%
Mayor (n=47)	60%	47%	15%	15%	13%	6%
City council member (n=18)	61%	28%	6%	6%	6%	17%
Town council member (n=68)	43%	26%	21%	21%	28%	19%
Township trustee (n=110)	40%	13%	11%	11%	25%	27%
School board member (n=75)	64%	23%	17%	17%	13%	5%
Total (n=443)	56%	27%	15%	15%	19%	14%

When asked about technical assistance needs in Question 37, 5 percent of officials (29 of 538) identified cybersecurity specifically as one of their top three needs. A majority of officials in each group of officeholders reported consulting local government IT staff most often for advice about cybersecurity. Town council members and township trustees reported consulting other local governments and other resources second most often, respectively. The remaining groups of officeholders chose cybersecurity consultants next most often as sources of advice (Table 41). Multiple officials identified other resources, including:

- IT company (16)
- Have not needed (10)
- Insurance company (8)
- Don't know (4)
- Local expert (3)
- Web (2)
- State government (2)
- State Board of Accounts (2)

A complete list of other responses is available in Appendix G.

A majority in each group of officeholders indicated not being familiar with the cybersecurity resources available from the U.S. Department of Homeland Security except county commissioners. Commissioners reported most often (30 percent) either having used these programs or understanding the assistance that is available (Table 42).

Table 42. Local government participation in U.S. Department of Homeland Security cybersecurity resources (Question 31)

Officeholder	I have participated in local cybersecurity planning and programming that utilizes one or more of these programs	I am familiar with these programs and understand the assistance available	I have some familiarity with these programs but don't know many details	I am not familiar with these programs
County council member (n=98)	5%	12%	20%	62%
County commissioner (n=40)	18%	8%	45%	30%
Mayor (n=49)	12%	6%	29%	53%
City council member (n=20)	0%	5%	40%	55%
Town council member (n=74)	0%	8%	23%	69%
Township trustee (n=133)	2%	6%	20%	73%
School board member (n=94)	2%	9%	20%	69%
Total (n=508)	4%	8%	24%	64%

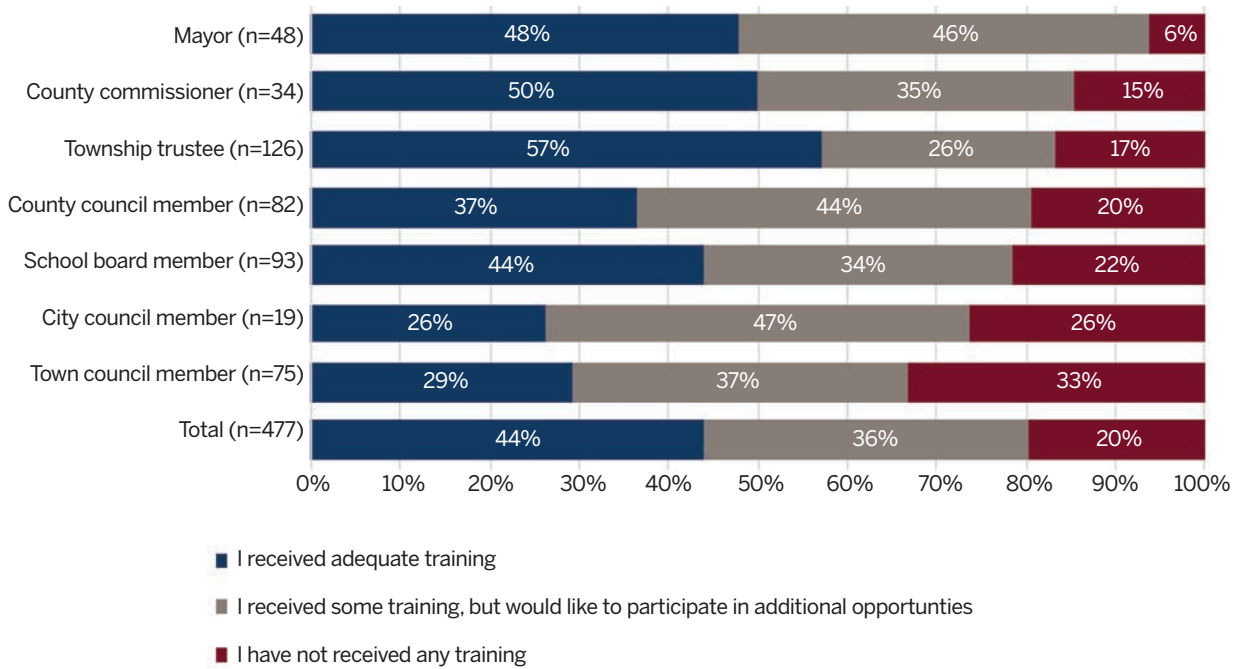
TRAINING, TECHNICAL ASSISTANCE, AND INFORMATION SOURCES

Local governments address a wide range of policy issues. Many officials need training and technical assistance when first elected and over time. Question 38 asked officials whether they received adequate training during the past 12 months. Question 37 asked them to list their top three technical assistance needs as an elected official. Appendix F provides a complete list of needs identified. Question 39 asked them to identify information sources they use for advice on the implementation of management practices or programs.

Training

A majority of township trustees and half of county commissioners reported receiving adequate training during the past 12 months. A strong majority of officials in the aggregate and in each group reported receiving at least some training during the past 12 months. More than one-quarter of city and town council members reported receiving no training in the past 12 months (Figure 18). In 2017, officials generally reported having adequate training at higher percentages. This may be, in part, a function of when each survey was completed in 2020. While surveys were sent out originally before the governor declared the pandemic a health emergency, most officials returned their surveys after this date. In the early days of the pandemic, a lot of educational events were canceled or postponed.

Figure 18. Adequacy of training for past 12 months (Question 38)



Technical assistance needs

When identifying the top three technical assistance needs, officials identified wanting help with data, best practices, training, and technical assistance generally. They also identified specific needs for information technology, finance, communications and collaboration, and a variety of specific local services. A summary of this input is provided in Figure 19 and a complete list of responses is in Appendix F.

Figure 19. Summary of top three technical assistance needs (Question 37)

General needs

- Data/information—timely, reliable, accessible (36)
- Best practices—general (25)
- Training
 - Training—general (4)
 - Training—staff (5)
 - Training—elected officials (4)
 - Training—virtual (2)
- Legal interpretation and advice (9)
- Technical assistance—available, quality, and cost-effective (9)
- Expertise and experience (8)
- Laws and regulations (8)
- Planning and priority setting (6)
- Human resources—general (6)
- Policy and program improvement (5)

Information technology

- Cybersecurity (29)
- Updated hardware and software (23)
- IT—general (17)
- IT staffing and expertise (7)
- Backup/storage (5)
- Assistance with cost/low-cost options (6)
- Public access to computers (4)
- Devices for public school students (4)
- Computer repair (3)
- Computer training (2)
- Email systems (2)

Finance

- Grantwriting (14)
- Budgeting—general (12)

- Grants (10)
- Additional funding (8)
- Finance—general (5)
- Financial data (5)
- State Board of Accounts (4)
- Financial management (4)
- Indiana Gateway for Government Units (2)
- Department of Local Government Finance (2)

Services

- Assistance for low-income residents – various basic needs (26)
- Broadband/internet
 - Quality service/speed (6)
 - Rural coverage (4)
 - Access—general (3)
 - Affordable service (3)
 - Access for students (2)
- Workforce development—training and retraining (10)
- Housing development, including affordable options (5)
- Economic development (5)
- Engineering (4)
- Reliable cell phone services (3)
- Cemetery care (2)
- Fire (2)
- Road maintenance (2)

Communication and collaboration

- Communications with the public—email, social media, and website (8)
- Peer networking (6)
- Communication—general (3)

Information sources

Local officials consult a variety of information sources when considering implementation of management practices or programs. Among all officials, most reported utilizing local government peers (88 percent), state agencies (81 percent), private consultants (61 percent) and state trade associations (60 percent). Results were similar across groups of officeholders with a few exceptions. Most school board members reported using universities for information. Less than half of city council members and township trustees reported using state trade associations, and less than half of township trustees reported using private consultants (Table 43). Respondents were given the opportunity to identify additional sources of information. Six officials indicated using their local government attorney. A complete list of write-in responses is available in Appendix G.

Table 43. Information sources consulted for the implementation of management practices and programs (Question 39)

Officeholder	State agencies	University departments and centers	National trade associations	State trade associations	Regional institutions	Private consultants	Local government peers	Other
County council member (n=81)	81%	46%	33%	73%	33%	70%	98%	5%
County commissioner (n=34)	68%	41%	44%	71%	47%	79%	94%	6%
Mayor (n=49)	76%	33%	22%	69%	41%	78%	92%	2%
City council member (n=19)	63%	37%	16%	47%	42%	74%	89%	0%
Town council member (n=75)	80%	31%	24%	53%	27%	73%	91%	3%
Township trustee (n=26)	87%	7%	6%	46%	9%	25%	89%	7%
School board member (n=87)	83%	55%	30%	67%	25%	74%	72%	3%
Total (n=471)	81%	33%	23%	60%	26%	61%	88%	0%

OTHER ISSUES

Question 40 provided officials an open-ended opportunity to comment about issues facing local government in Indiana. Many officials who completed printed questionnaires also wrote in responses for a number of questions through the survey. The complete set of comments is provided in Appendix H.

While the issues that officials addressed in this forum vary, a number of issues were mentioned multiple times, including:

- COVID-19 effects on local economies and local public funding
- Lack of local control/home rule
- Unfunded state and federal mandates
- Inadequate local funding as the result of state policies and funding levels
- Need for additional school funding
- Need for more road funding
- Challenges with the requirement that 50 percent of Motor Vehicle Highway (MVH) funds be spent on construction and preservation activities
- Shrinking populations in small communities
- Need to address racism and racial inequities
- Length of the survey and the limited applicability for small communities or particular types of local governments

APPENDIX A: SURVEY METHODOLOGY

The survey process involved four steps: developing the questionnaire, selecting the sample population, administering the survey, and coding and analyzing the results. Research staff developed these elements using Dillman, Smyth, and Christian⁶ as a guide.

Questionnaire development

The 2020 questionnaire was modeled after previous questionnaires. As in years past, commission staff consulted IACIR members, researchers, and other interested organizations to identify potential questions. Project partners—ACEC Indiana, the Indiana Nonprofits Project, and the Indiana University Public Policy Institute provided substantial input on survey questions. Accelerating Indiana Municipalities (formerly the Indiana Association of Cities and Towns), the Association of Indiana Counties, the Indiana Association of County Commissioners, the Cybersecurity Program in the Indiana Office of Technology, and Health by Design also helped to identify questions or provided advice on wording.

The final questionnaire included 40 questions (Appendix B). The 2020 questionnaire reprised several questions that have appeared one or more times in the past. Some questions have been repeated consistently across surveys to track changes over time. Questions also were selected to address current hot topics affecting local communities, including cybersecurity, qualification-based selection, and disaster response and recovery.

Selection of sample population

The survey was distributed to 2,040 local elected officials. The 2020 survey was sent to all mayors. It also was sent to one randomly selected member of each school board, and city and town (towns with population 500 or greater) councils.⁷ The survey was sent to two township trustees from each county. If the county contained one or more urban townships with a population greater than 10,000 as well as one or more rural townships with a population of less than 10,000, one trustee was selected randomly from both groups. In cases when counties had only urban or only rural townships, two trustees were randomly selected from among all townships in the county. The survey also was sent to the 92 trustees in townships with the most population that were not selected in the previous procedure. In all, the survey was sent to 276 township trustees.

The 2020 survey was sent to all county commissioners and county council members⁸ by email, rather than one randomly selected member of each body. This experiment was designed to test how administration by email would affect the number of responses and response rates.

Names and addresses of officials were obtained using printed or digital directories/lists provided by the Indiana Association of Municipalities, the Association of Indiana Counties, the Indiana Association of County Commissioners, the Indiana Township Association, and the Indiana School Board Association.

Administration of survey

For all officials except county commissioners and council members, cover letters explaining the purpose of the survey, the questionnaires, and business reply envelopes were sent on March 2, 2020, and were followed by reminder postcards sent on March 17, 2020. Officials who did not respond were sent another letter and replacement questionnaire on April 29, 2020. An additional reminder postcard with the survey deadline was sent out on June 1, 2020. The survey was left open longer than in previous years due to challenges associated with the pandemic.

County commissioners and council members were sent a cover email with an individual online survey link on February 25, 2020. Nonrespondents were sent an email reminder on March 10 and a reminder postcard by mail on March 17, 2020. These officials were sent additional email reminders on March 28, June 8, and June 12.

As in past years, respondents were given the option to complete the survey on paper or online. While each county official was given an individual online link, they also were able to request a printed questionnaire. The remaining officials received a printed survey and had access to an anonymous link available on the IACIR website. Survey numbers were printed on the paper questionnaires. All respondents also were given survey numbers for use online.

⁶Dillman, D., Smyth, J. & Christian, L. (2014). *Internet, phone, mail, and mixed-mode surveys: The tailored design method*. Wiley.

⁷The mayor of the town of Zionsville also received a survey.

⁸Qualtrics requires that surveys sent by the program have unique emails. A handful of county officials were identified as having common emails. These officials received the questionnaire by mail.

Coding and analysis

Completed printed questionnaires were sent to the IU Public Policy Institute and entered by staff into Qualtrics.com. Surveys completed or received by August 13, 2020, were included in the analysis. Data was imported into SPSS (Statistical Package for Social Sciences), cleaned, and analyzed. The results presented in the report generally are nominal; limited statistical testing was completed.

To account for nonresponses to specific questions and questions addressed to specific officeholders, the number of responses is provided with each table and for selected figures. In a few cases, names and other identifiers are removed from written comments to ensure that no individual respondent is associated with a particular response. Several questions gave respondents the option of writing in a specific response other than the pre-selected categories or responses. In cases when these responses closely matched an option in the list provided, the response was grouped with that option. A complete list of these responses is provided in Appendix G. Appendix H includes a complete list of responses to the open-ended Question 40 as well as comments written in throughout the printed questionnaires.

APPENDIX B: QUESTIONNAIRE

Intergovernmental Issues in Indiana 2020



A Survey Administered by
the Indiana Advisory Commission on
Intergovernmental Relations



This survey is administered by the Indiana Advisory Commission on Intergovernmental Relations (IACIR) periodically to gather information on current issues affecting the relationships between governments in the state. This year's survey is in partnership with the IU Public Policy Institute, American Council of Engineering Companies (ACEC) Indiana, and the Indiana Nonprofits Project. The IACIR seeks your opinions on the issues presented in the survey. The survey must be completed by a person holding elective office with the exception of appointed school board members. Please feel free, however, to consult others within your local government if you are unsure about the correct response to particular questions.

Completion of the questionnaire is voluntary. Respondents have the option to complete the survey online at www.iacir.spea.iupui.edu or to return the printed questionnaire in the enclosed postage paid envelope. Officials who wish to complete the survey online will need the identification number printed on the cover letter or on the back of the questionnaire in the lower right-hand corner.

1 What elected office do you hold? *If you have been appointed to fulfill the remainder of an elected position or you are a school board member appointed by a municipal official, please respond to this and the remaining questions in the survey as an elected official.*

- | | |
|--|--|
| <input type="checkbox"/> County council member | <input type="checkbox"/> Town council member |
| <input type="checkbox"/> County commissioner | <input type="checkbox"/> Township trustee |
| <input type="checkbox"/> Mayor | <input type="checkbox"/> School board member (elected or appointed position) |
| <input type="checkbox"/> City council member | <input type="checkbox"/> Other (<i>specify</i>) _____ |

2 What local government do you represent?

3 In which county(ies) is your local government located?

4 How long have you held your current elected position?
Years _____

5 How many years have you held any elected positions with this local government (current and past)?
Years _____

CONTINUE ►

COMMUNITY SERVICES AND CONDITIONS

6 How do you feel about the general direction in which your community is heading?

- Very optimistic
- Mildly optimistic
- Neither optimistic nor pessimistic
- Mildly pessimistic
- Very pessimistic

7 For the following conditions, please indicate (A) the extent to which each is currently a problem in your COMMUNITY, if at all; and (B) how each of the following conditions has changed in your COMMUNITY during the last 12 months. Please give us your opinion on all relevant community conditions, even if your local government doesn't provide those services or have the power to address them. *Circle the appropriate number.*

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	No change	Worsened
HEALTH & SOCIAL SERVICES						
A1. Availability of health services	3	2	1	3	2	1
A2. Cost of health services	3	2	1	3	2	1
A3. Availability of health insurance	3	2	1	3	2	1
A4. Cost of health insurance	3	2	1	3	2	1
A5. Availability and cost of dental health services	3	2	1	3	2	1
A6. Availability and cost of mental health services	3	2	1	3	2	1
A7. Availability and cost of services for people with disabilities	3	2	1	3	2	1
A8. Availability and cost of drug treatment services	3	2	1	3	2	1
A9. Drug abuse	3	2	1	3	2	1
A10. Alcohol abuse	3	2	1	3	2	1
A11. Smoking	3	2	1	3	2	1
A12. Obesity	3	2	1	3	2	1
A13. Chronic disease (heart disease, diabetes, etc.)	3	2	1	3	2	1
A14. Access to healthy foods	3	2	1	3	2	1
A15. Access to community based opportunities for physical activity (e.g., parks, trails, sidewalks)	3	2	1	3	2	1
PUBLIC SAFETY						
B1. Police/sheriff services	3	2	1	3	2	1
B2. Police-community relations	3	2	1	3	2	1
B3. Fire services	3	2	1	3	2	1
B4. Emergency medical services	3	2	1	3	2	1
B5. Emergency dispatch	3	2	1	3	2	1
B6. Violent crime	3	2	1	3	2	1
B7. Drug crime	3	2	1	3	2	1
B8. Computer or cyber-crime	3	2	1	3	2	1
B9. Online bullying/harassment	3	2	1	3	2	1

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	No change	Worsened
PUBLIC SAFETY <i>(continued)</i>						
B10. Family/domestic violence	3	2	1	3	2	1
B11. Homeland security	3	2	1	3	2	1
B12. Jail facilities	3	2	1	3	2	1
B13. Youth detention facilities	3	2	1	3	2	1
B14. Disaster response and recovery	3	2	1	3	2	1
B15. Increased frequency of severe weather events	3	2	1	3	2	1
B16. Emergency warning sirens	3	2	1	3	2	1
B17. Traffic safety—distracted driving	3	2	1	3	2	1
B18. Bicyclist and pedestrian safety	3	2	1	3	2	1
B19. Electric scooter safety	3	2	1	3	2	1
ECONOMICS						
C1. Overall economic conditions	3	2	1	3	2	1
C2. Job availability/employment	3	2	1	3	2	1
C3. Job quality including wages and benefits	3	2	1	3	2	1
C4. Workforce readiness	3	2	1	3	2	1
C5. Workforce training and retraining	3	2	1	3	2	1
C6. Business attraction and retention	3	2	1	3	2	1
C7. Income inequality	3	2	1	3	2	1
LOCAL SERVICES AND INFRASTRUCTURE						
D1. K-12 education	3	2	1	3	2	1
D2. Drinking water	3	2	1	3	2	1
D3. Sanitary sewers	3	2	1	3	2	1
D4. Storm sewers	3	2	1	3	2	1
D5. Combined sewer overflows (CSOs)	3	2	1	3	2	1
D6. Local roads and streets	3	2	1	3	2	1
D7. Sidewalks	3	2	1	3	2	1
D8. Bridges	3	2	1	3	2	1
D9. Public transit	3	2	1	3	2	1
D10. Parks and recreation	3	2	1	3	2	1
D11. ADA accommodations	3	2	1	3	2	1
D12. Cellular telephone	3	2	1	3	2	1
D13. High-speed internet/broadband service	3	2	1	3	2	1
D14. Reliable, affordable internet service	3	2	1	3	2	1
LAND USE						
E1. Quality of development	3	2	1	3	2	1
E2. Lack of development	3	2	1	3	2	1
E3. Quality affordable housing	3	2	1	3	2	1
E4. Workforce housing	3	2	1	3	2	1
E5. Code enforcement	3	2	1	3	2	1
E5. Private property maintenance	3	2	1	3	2	1
E7. Foreclosures	3	2	1	3	2	1

PLEASE CONTINUE 

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	No change	Worsened
LAND USE <i>(continued)</i>						
E8. Abandoned properties	3	2	1	3	2	1
E9. Open space/green space	3	2	1	3	2	1
E10. Conflicts between agriculture and other land uses	3	2	1	3	2	1
COMMUNITY QUALITY OF LIFE						
F1. Air quality	3	2	1	3	2	1
F2. Water quality	3	2	1	3	2	1
F3. Population loss/stagnation	3	2	1	3	2	1
F4. Poverty	3	2	1	3	2	1
F5. Homelessness	3	2	1	3	2	1
F6. Vitality of neighborhoods	3	2	1	3	2	1
F7. Vitality of downtown	3	2	1	3	2	1
F8. Arts and cultural resources	3	2	1	3	2	1
F9. Civic engagement/community involvement	3	2	1	3	2	1
F10. Race-ethnic relations	3	2	1	3	2	1
F11. Race-ethnic inequality	3	2	1	3	2	1
F12. Childcare availability	3	2	1	3	2	1
F13. Opportunities to age in place	3	2	1	3	2	1

8 Please identify the three most important conditions or services to be addressed in your **COMMUNITY** during the **NEXT TWO YEARS**. You may select an issue(s) from Question 7 and fill the corresponding letter/number (Example: A1, D5, F8) OR identify additional issue(s).

- a. _____
- b. _____
- c. _____

9

Please indicate the arrangement(s) used to provide each type of service. Answer *ONLY* for the local government you represent as an elected official. Check *ALL* arrangements that are utilized by your local government. For example, if trash service for City A is provided with a combination of municipal employees and private contractors, select both arrangements.

	My local government provides this service directly	My local government provides this service through an agreement or contract with another local government	My local government provides this service through a contract with a private for-profit firm	My local government provides this service through a grant or contract with a nonprofit organization	My local government does NOT provide this service directly or through another arrangement
Child and family welfare services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substance abuse prevention and treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free/low-cost health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relief services (food/shelter)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information and referral (211 services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crime and violence prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency dispatch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disaster response and recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Juvenile detention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrections—mental health services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrections—addiction services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drinking water utility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewer utility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solid waste services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roads and streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High speed internet/broadband	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE CONTINUE 

	My local government provides this service directly	My local government provides this service through an agreement or contract with another local government	My local government provides this service through a contract with a private for-profit firm	My local government provides this service through a grant or contract with a nonprofit organization	My local government does NOT provide this service directly or through another arrangement
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning/plan commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational education and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After-school programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10

Has your local government used unpaid volunteers in any of the following service areas?

	Yes	No
General reception/clerical	<input type="checkbox"/>	<input type="checkbox"/>
Technology (websites, computers, phone systems)	<input type="checkbox"/>	<input type="checkbox"/>
Police/sheriff	<input type="checkbox"/>	<input type="checkbox"/>
Crime prevention/neighborhood watch	<input type="checkbox"/>	<input type="checkbox"/>
Courts	<input type="checkbox"/>	<input type="checkbox"/>
Fire	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation	<input type="checkbox"/>	<input type="checkbox"/>
Roads	<input type="checkbox"/>	<input type="checkbox"/>
Health services	<input type="checkbox"/>	<input type="checkbox"/>
Substance abuse/mental health	<input type="checkbox"/>	<input type="checkbox"/>
Youth and family services	<input type="checkbox"/>	<input type="checkbox"/>
Senior services	<input type="checkbox"/>	<input type="checkbox"/>
Environmental protection	<input type="checkbox"/>	<input type="checkbox"/>
Planning and code enforcement	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and community promotion	<input type="checkbox"/>	<input type="checkbox"/>
General beautification (cleanup, planting, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Animal services	<input type="checkbox"/>	<input type="checkbox"/>
Emergency management and shelters	<input type="checkbox"/>	<input type="checkbox"/>
Elections	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

11

How would you characterize the current working relationship between your local government and other governments and service provider organizations?

	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative	No relationship	Not applicable
Federal government	7	6	5	4	3	2	1
State government	7	6	5	4	3	2	1
County governments	7	6	5	4	3	2	1
City governments	7	6	5	4	3	2	1
Town governments	7	6	5	4	3	2	1
Township governments	7	6	5	4	3	2	1
School districts	7	6	5	4	3	2	1
Library districts	7	6	5	4	3	2	1
Local businesses	7	6	5	4	3	2	1
Local charities and other nonprofits	7	6	5	4	3	2	1

12

How often do you trust the following types of organizations to do the right thing?

	Almost always	Most of the time	Some of the time	Almost never	Don't know
Federal government	5	4	3	2	1
State government	5	4	3	2	1
County governments	5	4	3	2	1
City governments	5	4	3	2	1
Town governments	5	4	3	2	1
Township governments	5	4	3	2	1
School districts	5	4	3	2	1
Library districts	5	4	3	2	1
Local businesses	5	4	3	2	1
Local charities and other nonprofits	5	4	3	2	1

PLEASE CONTINUE 

NONPROFIT PARTICIPATION

13

Please indicate whether you are, or have been, actively involved with nonprofits—in a leadership position (as board member or executive director), as a member of an association, or as a volunteer—currently or in the past. *Select all that apply.*

Type of nonprofit involvement	Currently active	Active in the past
Leadership position	<input type="checkbox"/>	<input type="checkbox"/>
Member of an association	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer	<input type="checkbox"/>	<input type="checkbox"/>

14

Please indicate whether your nonprofit involvement (currently or in the past) includes any of the following types of nonprofit or charity organizations. *Select all that apply.*

Type of nonprofit or charity	Any current or past involvement
Arts & culture	<input type="checkbox"/>
Sports, recreation & social activities	<input type="checkbox"/>
Education & research	<input type="checkbox"/>
Health	<input type="checkbox"/>
Social services (including emergency relief)	<input type="checkbox"/>
Environment & animal protection	<input type="checkbox"/>
Economic & community development, housing, employment & training	<input type="checkbox"/>
Law, advocacy & politics	<input type="checkbox"/>
Philanthropic institutions & promotion of voluntarism	<input type="checkbox"/>
Business & professionals associations, unions	<input type="checkbox"/>
Religious institutions	<input type="checkbox"/>
Other types of nonprofits or charities	<input type="checkbox"/>

15

How important is your nonprofit involvement for your work as a local government official?

- Very important
- Somewhat important
- Not important or unimportant
- Somewhat unimportant
- Very unimportant

QUALIFICATION BASED SELECTION

Qualifications Based Selection (QBS) is a procurement process for the selection of professional engineering and architecture services based on experience and competence in relation to the work to be performed, rather than cost. Projects using federal funding require the use of QBS per the Brooks Act. To comply, local governments request upfront proposals/qualifications addressing firms' related project experience and project approach prior to selecting a firm and negotiating a fee. Projects using local funding may, but are not required, to use QBS. Please indicate your experiences with the procurement of professional engineering and architectural services on locally funded projects below.

16 How familiar are you with Qualifications Based Selection (QBS) where local governments ask design professionals to respond to a Request for Proposals (RFP)/ Request for Qualifications (RFQ) and only negotiate price after selecting the professional?

- Very familiar
- Somewhat familiar
- Not familiar

17 Does your local government have consistent daily access to professional services for engineering?

- Yes, in-house engineer
- Yes, contract engineer
- Yes, a combination of in-house and contract engineers
- No
- I don't know

18 Did your local government procure engineering or architectural services over the last two years?

- Yes
- No
- I don't know

19 In the last two years, how frequently did your local government utilize the QBS process for locally funded projects?

- Always
- Sometimes
- Never
- I don't know

PLEASE CONTINUE 

20

When your local government selected engineering and architectural services in the last two years, in which of the following activities were you an active participant? *Check all that apply.*

- Developing the Request for Proposals (RFP)/Request for Qualifications (RFQ)
- Conducting interviews
- Selecting engineer or architect
- Approving staff-selected engineer or architect
- I have not participated actively in the selection process

21

Please rank the following factors in order of importance when procuring professional engineering or architectural services. *1 is the most important and 5 is least important.*

- _____ Cost of architecture and engineering services
- _____ Qualifications and experience
- _____ Provider is located locally
- _____ Past experience with current providers
- _____ Other, please specify _____

22

What has been your experience generally regarding the use of QBS as compared to cost-based procurement?

	Agree	Disagree	I don't know
QBS process is more competitive, transparent and fair than <u>cost-based procurement</u>	3	2	1
QBS projects meet the original agreed upon schedule more often than <u>cost-based procurement</u>	3	2	1
QBS projects are on budget more often than <u>cost-based procurement</u>	3	2	1
QBS projects have fewer change orders during construction than <u>cost-based procurement</u>	3	2	1
QBS projects have lower liability to the owner than <u>cost-based procurement</u>	3	2	1
QBS projects display improved quality and innovation than <u>cost-based procurement</u>	3	2	1

23

If your local government does not utilize QBS consistently, why not? *Check all that apply.*

- Cost
- Cumbersome process
- No benefit
- Other, please specify _____
- My local government uses QBS consistently

24 Do you advocate for the use of QBS within your local government?

- Always
- Sometimes
- Never

25 What education or training on QBS would be of value to you? *Check all that apply.*

- On-site training/presentation
- Training/presentation at local government association's conference
- Web-based training/presentation
- No additional education or training needed

DISASTER RESPONSE AND RECOVERY

26 In the past three years, have there been any major storms, tornados, severe flooding or other major natural disasters in your community?

- Yes → Go to Question 27
- No → Go to Question 28

27 If you answered yes to Question 26, how much did your local government rely on charities and nonprofits for any of the following emergency response activities?

	Our local government relied on charities and nonprofits					
	Almost exclusively for	Extensively for	Moderately for	Slightly for	Not at all for	Don't know
Participating in community emergency response teams	6	5	4	3	2	1
Meeting the immediate needs of local residents during disaster response	6	5	4	3	2	1
Meeting the long-term needs of local residents during recovery from disaster	6	5	4	3	2	1
Raising philanthropic support to meet community needs after disasters	6	5	4	3	2	1
Coordinating volunteers responding to disasters	6	5	4	3	2	1

PLEASE CONTINUE ►

28

To what extent do you think the following stakeholder groups are prepared to deal with the impact of serious disasters in your county?

	Very well prepared	Well prepared	Somewhat prepared	Little prepared	Not at all prepared	Don't know
The majority of residents in your county	6	5	4	3	2	1
Most government departments, agencies, and offices in your county	6	5	4	3	2	1
Most hospitals and health care facilities in your county	6	5	4	3	2	1
Most police departments and sheriff offices in your county	6	5	4	3	2	1
Most fire departments in your county	6	5	4	3	2	1
Most schools in your county	6	5	4	3	2	1
Most private businesses in your county	6	5	4	3	2	1
Most charities and voluntary organizations in your county	6	5	4	3	2	1
Most churches and religious organizations in your county	6	5	4	3	2	1

CYBERSECURITY

29

Has your local government experienced a cybersecurity/information security incident over the last three years?

- Yes
- No
- I don't know

30

Does your local government have a written response plan for cybersecurity/information security incidents (e.g., data held for ransom, modification of data, viruses, etc.)?

- Yes
- No
- I don't know

31

The U.S. Department of Homeland Security has developed a number of cybersecurity resources that local governments can utilize, including (A) the Cyber Security Advisors Program, (B) the National Cybersecurity and Communications Integration Center, (C) the Cyber Security Evaluations Program, and (D) the Cyber Awareness Program.

Please indicate your familiarity with these programs.

- I have participated in local cybersecurity planning and programming that utilizes one or more of these programs.
- I am familiar with these programs and understand the assistance available
- I have some familiarity with these programs but don't know many details
- I am not familiar with these programs.

32

How much does your local government budget annually for information technology (IT), including IT security? *Fill in number.*

\$ _____

33

When you need advice on cybersecurity, who do you consult? *Check all that apply.*

- Local government IT staff
- Cybersecurity consultant
- State trade associations (AIC, IACC, AIM, ITA, ISBA, etc.)
- Indiana Department of Homeland Security
- Other local governments
- Other (please specify) _____

RELATIONSHIPS WITH NONPROFITS

34

How important are local charities and nonprofits to your local government on each of these five dimensions? *Circle the appropriate number.*

	Local charities and nonprofits are				
	Extremely important to my local government for	Very important to my local government for	Somewhat important to my local government for	Not very important to my local government for	Not at all important to my local government for
Their financial support	5	4	3	2	1
Their service capacity	5	4	3	2	1
Their expertise, knowledge, and technical assistance	5	4	3	2	1
Their reputation and legitimacy	5	4	3	2	1
Their policy support and influence	5	4	3	2	1

PLEASE CONTINUE ►

35

How important is your local government to local charities/nonprofit organizations on each of these four dimensions? *Circle the appropriate number.*

	My local government is				
	Extremely important to local charities and nonprofits for	Very important to local charities and nonprofits for	Somewhat important to local charities and nonprofits for	Not very important to local charities and nonprofits for	Not at all important to local charities and nonprofits for
Our financial support	5	4	3	2	1
Our expertise, knowledge, and technical assistance	5	4	3	2	1
Our reputation and legitimacy	5	4	3	2	1
Our policy support and influence	5	4	3	2	1

36

When your local government awards grants and contracts to nonprofits, how important are each of the following considerations in your decision?

	Very important	Somewhat important	Neither important or unimportant	Somewhat unimportant	Very unimportant
	Nonprofit service capacity (volume)	6	5	4	3
Quality of nonprofit services	6	5	4	3	2
Effectiveness of nonprofit services	6	5	4	3	2
Client access to nonprofit services (location, fees)	6	5	4	3	2
Cost efficiency of nonprofit services	6	5	4	3	2
Costs of creating/managing effective contract systems	6	5	4	3	2
Challenges in monitoring nonprofit service performance	6	5	4	3	2
Difficulties in communicating with nonprofit contractors	6	5	4	3	2

TRAINING AND TECHNICAL ASSISTANCE

37

What are your top three technical assistance needs (best practices, data, etc.) in your role as an elected official? *Please provide the type of assistance and topic if applicable.*

- a. _____
- b. _____
- c. _____

38

As a local elected official, have you received adequate training on issues facing your local government in the last 12 months?

- I received adequate training
- I received some training, but would like to participate in additional opportunities
- I have not received any training

39

Which of the following information sources do you consult typically when considering the implementation of management practices or programs?

	Yes	No
State agencies	<input type="checkbox"/>	<input type="checkbox"/>
University departments and centers	<input type="checkbox"/>	<input type="checkbox"/>
National trade associations (NACO, NLC, ICMA, NAT&T, NASBE, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
State trade associations (AIC, IACT, ITA, ISBA, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Regional institutions (MPO, COG, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Private consultants	<input type="checkbox"/>	<input type="checkbox"/>
Local government peers	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE CONTINUE 

40

Please use this space or attach additional pages to make any other comments about the issues affecting your local government and intergovernmental relations in Indiana.

Thank you!

Your participation in this survey is very important greatly appreciated.

If you have any questions or comments, please contact:

Jamie Palmer, Director
Indiana Advisory Commission on Intergovernmental Relations
101 W. Ohio St., Suite 400
Indianapolis, IN 46204
317/278-1345
317/278-5067 (fax)
jlpalmer@iupui.edu

*Please complete the questionnaire online at www.iacir.spea.iupui.edu
or return the completed questionnaire in the enclosed postage paid envelope.*

APPENDIX C: RESPONDENTS' LOCAL GOVERNMENTS

Table C1 lists officials' local governments by county. Multiple officials from counties and cities received questionnaires. In cases when multiple officials responded for a particular local government, it is followed by a number in parentheses. Indiana also has several local governments that cross county lines. These are denoted with an asterisk.

Table C1. Respondent local governments by county (Questions 2 and 3)

County	Government	County	Government	
Adams	Adams County (3)	Clinton	Clinton County (2)	
	City of Berne (2)		City of Frankfort	
	Town of Geneva		Town of Rossville	
	Wabash Township		Clinton Prairie School Corporation	
	Washington Township		Community Schools of Frankfort	
	Adams Central Community Schools			
Allen	Allen County	Crawford	Crawford County	
	City of New Haven		Town of English	
	City of Woodburn		Town of Milltown*	
	Town of Grabill		Liberty Township	
	Town of Monroeville		Whiskey Run Township	
	Cedar Creek Township	Crawford County Community School Corporation		
	Northwest Allen County Schools			
Bartholomew	Bartholomew County (3)	Daviess	Daviess County (5)	
	City of Columbus		Steele Township	
	Bartholomew Consolidated School Corporation		Barr-Reeve Community Schools, Inc.	
	North Daviess Community Schools			
Benton	Bolivar Township		Washington Community Schools	
	Grant Township			
Blackford	Blackford County (3)	Dearborn	Dearborn County (3)	
	City of Montpelier		City of Aurora (2)	
	Harrison Township		City of Greendale	
	Jackson Township		Town of Moores Hill	
	Blackford County Schools		Town of St. Leon	
	Logan Township			
	Miller Township			
	Lawrenceburg Community Schools			
Boone	Boone County		South Dearborn Community School Corporation	
	Center Township			
	Jackson Township			
Brown	Brown County (3)	Decatur	Decatur County (4)	
	Brown County Schools		Town of St. Paul*	
Carroll	Carroll County (2)			Clinton Township
	Town of Burlington			Washington Township
	Town of Flora			Decatur County Community Schools
	Carroll Consolidated School Corporation		Greensburg Community Schools	
Cass	Cass County (4)	DeKalb	DeKalb County	
	City of Logansport (2)		City of Auburn	
	Harrison Township		City of Garrett	
	Pioneer Regional School Corporation		Fairfield Township	
	Union Township			
Clark	Clark County		Garrett-Keyser-Butler Community School District	
	City of Charlestown	Delaware	Delaware County (2)	
	City of Jeffersonville		Daleville Community Schools	
	Town of Sellersburg		Delaware Community Schools	
	Charlestown Township		Salem Township	
	Greater Clark County Schools			
Clay	Clay County (2)	Dubois	Dubois County (4)	
	Town of Clay City		City of Huntingburg	
	Brazil Township		City of Jasper	
	Dick Johnson Township		Town of Ferdinand	
	Clay Community Schools		Town of Holland	
	Jefferson Township			
	Northeast Dubois County School Corporation			
	South Dubois County School Corporation			

(Continued on next page)

Table C1. Respondent local governments by county (Questions 2 and 3) (Continued from previous page)

County	Government	County	Government	
Elkhart	Elkhart County	Harrison	Town of Milltown*	
	City of Elkhart (2)		Harrison Township	
	City of Nappanee (2)*		Lanesville Community School Corporation	
	Baugo Township		North Harrison Community School Corporation	
	Cleveland Township		South Harrison Community School Corporation	
	Fayette	Jefferson Township	Hendricks	Hendricks County (2)
		Osolo Township		Town of Avon
		Baugo Community Schools		Town of Clayton
		Concord Community Schools		Town of Coatesville
		Fairfield Community Schools		Town of Plainfield
Fayette	Fayette County (4)	Henry	Guilford Township	
	City of Connersville		Henry County	
	Harrison Township		Town of Shirley*	
Floyd	New Albany-Floyd County Consolidated School Corporation	Henry	Henry Township	
Fountain	Fountain County (2)		Howard	Nettle Creek School Corporation*
	Town of Hillsboro			Howard County (6)
	Millcreek Township	City of Kokomo		
	Covington Community School Corporation	Town of Russiaville		
	Southeast Fountain School Corporation	Center Township		
Franklin	Franklin County	Huntington	Harrison Township	
	Town of Brookville		Kokomo School Corporation	
	Fairfield Township		Taylor Community School Corporation	
	Salt Creek Township		Huntington County (5)	
Fulton	Aubbeenaubbee Township		Huntington	City of Huntington
	Rochester Township	Town of Andrews		
Gibson	Gibson County (2)	Jackson		Town of Markle*
	City of Oakland City			Town of Roanoke
	Montgomery Township			Wayne Township
	East Gibson School Corporation		Jackson County (4)	
	North Gibson School Corporation		City of Seymour	
Grant	Grant County (2)	Jasper	Town of Crothersville	
	Town of Van Buren		Jasper	Crothersville Community Schools
	Mill Township			Jasper County (2)
	Mississinewa Community School Corporation	City of Rensselaer		
Greene	Greene County (3)	Jay	Kankakee Township	
	City of Jasonville		Jay	Kankakee Valley School Corporation
	City of Linton (2)			Jay County (5)
	Beech Creek Township			City of Portland
	Bloomfield School District	Town of Redkey		
Hamilton	Linton-Stockton School Board	Jefferson	Greene Township	
	Adams Township		Jennings	Jay School Corporation
	Fall Creek Township			Jefferson County (4)
	Noblesville Township			Town of Hanover
	Carmel Clay Schools			Saluda Township
	Hamilton Heights School Corporation	Jennings County (3)		
Hamilton Southeastern Schools	City of North Vernon			
Hancock	Hancock County	Knox	Center Township	
	Town of Fortville		Knox	Knox County (3)
	Town of New Palestine			City of Bicknell
	Town of Shirley*			Town of Monroe City
	Brandywine Township	Knox		Vincennes Township
	Buck Creek Township		Knox	South Knox School Corporation
	Center Township			
	Sugar Creek Township			
	Vernon Township			
	Greenfield-Central Community School Corporation			
Mt. Vernon Community School Corporation				

(Continued on next page)

Table C1. Respondent local governments by county (Questions 2 and 3) (Continued from previous page)

County	Government	County	Government	
Kosciusko	Kosciusko County (7)	Marshall	Marshall County (3)	
	City of Nappanee (2)*		City of Plymouth	
	City of Warsaw		Town of LaPaz	
	Town of Syracuse		German Township	
	Town of Winona Lake		Walnut Township	
	Wayne Township		Bremen Public Schools	
	Warsaw Community Schools		Plymouth Community School Corporation	
	Wawasee Community School Corporation		Triton School Corporation	
	Town of Silver Lake			
LaGrange	LaGrange County (2)	Martin	Martin County	
	Town of Wolcottville*		Town of Shoals	
Lake	Lake County (2)	Miami	Miami County (2)	
	City of East Chicago		City of Peru	
	City of Hobart		Peru Township	
	City of Lake Station		Maconaquah School Corporation	
	City of Whiting		Peru Community School Corporation	
	Town of Dyer	Monroe	Monroe County	
	Town of Lowell		City of Bloomington	
	Town of New Chicago		Bloomington Township	
	Calumet Township		Clear Creek Township	
	Cedar Creek Township		Richland Township	
	Center Township	Van Buren Township	Montgomery	Montgomery County (2)
	Hanover Township	City of Crawfordsville		
	Ross Township	Town of Ladoga		
	Westfield Township	Town of New Market		
	Griffith Community School Corporation	Town of Waynetown		
	Hanover Community School Corporation	Walnut Township		
	Lake Central School Corporation	Crawfordsville Community School Corporation		
	Lake Station Community Schools	South Montgomery Community School Corporation		
	Merrillville Community School Department	Morgan	Morgan County (3)	
	River Forest Community School Corporation		Town of Mooresville	
School City of Hobart	Brown Township			
	Metropolitan School District of Martinsville			
	Monroe-Gregg School District			
	Mooresville Consolidated School Corporation			
La Porte	La Porte County	Newton	Town of Brook	
	Town of Trail Creek		Lake Township	
	Center Township	Noble	Noble County (4)	
	Coolspring Township		Town of Avilla	
	Lincoln Township		Town of Wolcottville*	
New Durham Township	Wayne Township	Ohio	Ohio County (8)	
			Orange County (2)	
Lawrence	Lawrence County	Orange	Town of Orleans	
	City of Bedford		Town of West Baden	
	City of Mitchell		Greenfield Township	
Shawswek Township	Stampers Creek Township			
	Orleans Community Schools		Owen	Owen County
Madison	City of Anderson	Town of Spencer		
	City of Elwood	Marion Township		
	Town of Frankton	Spencer-Owen Community Schools		
	Anderson Township			
Fall Creek Township				
Monroe Township				
Marion	City of Beech Grove			
	City of Indianapolis (2)			
	City of Southport			
	Town of Clermont			
	Town of Rocky Ripple			
	Decatur Township			
	Perry Township			
	Warren Township			
Wayne Township				
Metropolitan School District of Decatur Township				

(Continued on next page)

Table C1. Respondent local governments by county (Questions 2 and 3) (Continued from previous page)

County	Government	County	Government	
Parke	Parke County (4)	Shelby	Shelby County (2)	
	Town of Rosedale		City of Shelbyville	
	Penn Township		Town of Fairland	
	North Central Parke Community School Corporation		Town of St. Paul*	
	Shelby Eastern School Corporation			
Perry	Perry County (5)	Spencer	Spencer County	
	Tobin Township		Jackson Township	
	Troy Township		Ohio Township	
	Tell City-Troy Township School Corporation			
Pike	Pike County (4)	St. Joseph	St. Joseph County (2)	
	City of Petersburg		Town of New Carlisle	
	Patoka Township		Town of North Liberty	
Porter	Porter County (3)		Town of Walkerton	
	Town of Ogden Dunes		Clay Township	
	Town of Pines		Penn Township	
	Town of Porter		Portage Township	
	Center Township		Union Township	
	Liberty Township		Starke	Starke County
	Portage Township	Steuben	Steuben County	
	Porter Township		City of Angola	
	Union Township		Town of Fremont	
	East Porter County Schools		Fremont Township	
	Metropolitan School Districts of Boone Township		Fremont School Corporation	
	Porter Township School Corporation		Metropolitan School District of Steuben County	
	Valparaiso Community Schools		Sullivan	Fairbanks Township
Posey County (2)	Haddon Township			
City of Mount Vernon	Southwest Sullivan School Corporation			
Posey	Town of New Harmony	Switzerland	Switzerland County	
	Black Township		York Township	
	Robinson Township	Tippecanoe	Tippecanoe County	
	Metropolitan School District of Mt. Vernon		City of West Lafayette	
	Metropolitan School District of North Posey County		Perry Township	
	Pulaski County		Tippecanoe Township	
Town Medaryville	Washington Township			
Town of Winamac	Lafayette School Corporation			
Pulaski	Rich Grove Township	Tipton	Tipton County (4)	
	Eastern Pulaski Community School Corporation		Tipton Community Schools	
			Tri-Central Community Schools	
			Union County (3)	
Putnam	Town of Cloverdale	Union	Liberty Township	
	Town of Roachdale		Union County-College Corner Joint School District	
	Madison Township		Vanderburgh	Vanderburgh County
	North Putnam School Corporation	City of Evansville (2)		
Randolph County (4)	Town of Darmstadt			
City of Union City	Center Township			
City of Winchester	Knight Township			
Randolph	Town of Lynn	Evansville-Vanderburgh School Corporation		
	Town of Parker City	Vermillion	Vermillion County	
	Monroe Township		City of Clinton	
	Wayne Township		Town of Dana	
	Randolph Central School Corporation		Town of Fairview Park	
	Randolph Eastern School Corporation		Helt Township	
	Ripley	North Vermillion Community School Corporation		
Rush	Washington Township			
	Jac-Cen-Del School			
	Rush County			
Rush	Rushville Township			
	Rush County Schools			
	Scott County (3)			
Scott	City of Austin			
	Vienna Township			
	Scott School District #1			

(Continued on next page)

Table C1. Respondent local governments by county (Questions 2 and 3) (Continued from previous page)

County	Government	County	Government
Vigo	Vigo County (2)	Wayne	Wayne County (3)
	City of Terre Haute		City of Richmond
	Harrison Township		Perry Township
	Honey Creek Township		Nettle Creek School Corporation*
	Lost Creek Township	Wells	Wells County (2)
	Vigo County School Corporation		City of Bluffton
Wabash	Wabash County (3)		Town of Markle*
	City of Wabash	Harrison Township	
	Town of Lafontaine	Northern Wells Community Schools	
	Town of North Manchester	White	White County (5)
	Paw Paw Township		City of Monticello
Wabash City Schools	Town of Monon		
Warren	Warren County (4)		Town of Reynolds
	Warren Township		Town of Wolcott
Warrick	Warrick County (6)	Prairie Township	
	City of Boonville	Union Township	
	Boon Township	North White School Corporation	
	Greer Township	Twin Lakes School Corporation	
	Ohio Township	Whitley	Whitley County (2)
Washington	Washington County		City of Columbia City
	Franklin Township		Town of Churubusco
	Washington Township		Whitley County Consolidated School Corporation
	Salem Community School Corporation		

APPENDIX D: SERVICE ARRANGEMENTS FOR LOCAL SERVICES

Tables D1–D30 provide responses for each service and by type of officeholder (Question 9). Table D31 shows instances in which officials reported using multiple service arrangements to provide particular services.

Table D1. Service arrangements to provide child and family services (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=79)	44%	32%	11%	28%
County commissioner (n=34)	50%	35%	12%	15%
Mayor (n=12)	58%	33%	8%	8%
City council member (n=7)	14%	57%	0%	29%
Town council member (n=12)	17%	75%	0%	8%
Township trustee (n=37)	65%	22%	8%	24%
School board member (n=56)	45%	25%	16%	32%
Total (n=237)	47%	32%	11%	24%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D2. Service arrangements to provide public health services—health departments and schools (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=95)	75%	17%	8%	11%
County commissioner (n=41)	80%	12%	7%	7%
Mayor (n=1)	0%	100%	0%	0%
City council member (n=1)	0%	0%	100%	0%
School board member (n=47)	47%	34%	21%	11%
Total (n=186)	68%	21%	12%	10%

Notes:

- *Public health was added as a new service in 2020. It is a service provide by counties, selected cities, and schools using specific statutory authority. Other local governments may choose to conduct limited public health activities under home rule. Because of this combination, both groups are reported separately here.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D3. Service arrangements to provide public health services—other (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Mayor (n=19)	42%	47%	5%	16%
City council member (n=10)	30%	50%	0%	20%
Town council member (n=13)	23%	77%	0%	0%
Township trustee (n=33)	61%	15%	15%	27%
Total (n=75)	45%	39%	8%	19%

Notes:

- *Public health was added as a new service in 2020. It is a service provide by counties, selected cities, and schools using specific statutory authority. Other local governments may choose to conduct limited public health activities under home rule. Because of this combination, both groups are reported separately here.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D4. Service arrangements to provide substance abuse prevention and treatment (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=76)	38%	22%	22%	45%
County commissioner (n=34)	21%	15%	32%	50%
Mayor (n=16)	13%	38%	19%	44%
City council member (n=10)	20%	40%	20%	30%
Town council member (n=14)	7%	79%	14%	0%
Township trustee (n=24)	17%	29%	17%	42%
School board member (n=41)	29%	22%	27%	32%
Total (n=215)	27%	27%	23%	39%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D5. Service arrangements to provide mental health services (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=86)	19%	21%	28%	48%
County commissioner (n=41)	12%	15%	41%	49%
Mayor (n=12)	25%	25%	25%	25%
City council member (n=9)	33%	33%	33%	11%
Town council member (n=13)	0%	54%	38%	8%
Township trustee (n=23)	17%	26%	22%	39%
School board member (n=44)	25%	20%	39%	39%
Total (n=228)	18%	23%	32%	40%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D6. Service arrangements to provide free/low-cost health care (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=38)	32%	26%	16%	45%
County commissioner (n=11)	45%	0%	18%	36%
Mayor (n=9)	22%	44%	22%	11%
City council member (n=5)	40%	40%	0%	40%
Town council member (n=7)	29%	57%	0%	14%
Township trustee (n=26)	38%	27%	8%	31%
School board member (n=26)	23%	19%	35%	27%
Total (n=122)	32%	26%	17%	33%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D7. Service arrangements to provide relief services (food and shelter) (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=43)	33%	14%	16%	53%
County commissioner (n=16)	38%	19%	13%	56%
Mayor (n=17)	12%	24%	6%	65%
City council member (n=6)	33%	33%	0%	50%
Town council member (n=18)	11%	39%	0%	50%
Township trustee (n=112)	84%	6%	6%	14%
School board member (n=43)	47%	28%	16%	33%
Total (n=255)	55%	16%	9%	33%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D8. Service arrangements to provide information and referral services (211 services) (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=39)\	36%	23%	10%	49%
County commissioner (n=16)	38%	44%	6%	6%
Mayor (n=14)	14%	43%	0%	36%
City council member (n=9)	22%	44%	0%	22%
Town council member (n=19)	11%	42%	5%	26%
Township trustee (n=78)	121%	15%	3%	3%
School board member (n=28)	71%	21%	11%	18%
Total (n=203)	69%	26%	5%	19%

Notes:

- *New service added in 2020.
- The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D9. Service arrangements to provide police services (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=109)	99%	9%	0%	0%
County commissioner (n=47)	100%	2%	2%	0%
Mayor (n=49)	100%	6%	0%	0%
City council member (n=20)	100%	5%	0%	0%
Town council member (n=74)	92%	11%	0%	0%
School board member (n=62)	73%	24%	3%	5%
Total (n=361)	93%	11%	1%	1%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D10. Service arrangements to provide crime and violence prevention (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=89)	92%	11%	0%	9%
County commissioner (n=36)	83%	11%	0%	11%
Mayor (n=44)	91%	9%	0%	2%
City council member (n=18)	100%	6%	0%	0%
Town council member (n=56)	84%	18%	0%	0%
Township trustee (n=30)	53%	47%	3%	3%
School board member (n=52)	69%	25%	4%	6%
Total (n=325)	83%	17%	1%	5%

Notes:

1. *New service added in 2020.

2. The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D11. Service arrangements to provide fire services (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Mayor (n=49)	92%	8%	2%	0%
City council member (n=19)	95%	5%	0%	5%
Town council member (n=70)	66%	27%	4%	7%
Township trustee (n=110)	55%	31%	5%	14%
Total (n=248)	69%	23%	4%	8%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D12. Service arrangements to provide emergency medical services (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=101)	61%	16%	21%	14%
County commissioner (n=42)	62%	12%	21%	7%
Mayor (n=41)	78%	20%	7%	2%
City council member (n=19)	63%	21%	11%	11%
Town council member (n=63)	41%	49%	3%	6%
Township trustee (n=69)	68%	26%	9%	7%
Total (n=335)	61%	24%	13%	9%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D13. Service arrangements to provide emergency dispatch (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=108)	89%	21%	1%	1%
County commissioner (n=43)	93%	9%	0%	0%
Mayor (n=45)	58%	44%	0%	0%
City council member (n=19)	63%	42%	0%	5%
Town council member (n=61)	26%	74%	0%	2%
Total (n=276)	69%	36%	0%	1%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D14. Service arrangements to provide disaster response and recovery (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=104)	92%	13%	1%	4%
County commissioner (n=42)	93%	12%	0%	7%
Mayor (n=43)	56%	53%	0%	0%
City council member (n=17)	59%	59%	0%	6%
Town council member (n=54)	31%	70%	0%	2%
Township trustee (n=51)	53%	45%	6%	6%
School board member (n=47)	66%	30%	4%	4%
Total (n=358)	68%	35%	2%	4%

Notes:

1. *New service added in 2020.

2. The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D15. Service arrangements for jails (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=110)	96%	8%	0%	2%
County commissioner (n=42)	100%	0%	0%	0%
Mayor (n=34)	32%	71%	0%	0%
City council member (n=17)	35%	65%	0%	0%
Town council member (n=47)	17%	85%	0%	0%
Total (n=250)	69%	34%	0%	1%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D16. Service arrangements to provide juvenile detention (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=97)	45%	39%	11%	11%
County commissioner (n=39)	41%	33%	23%	5%
Mayor (n=31)	13%	84%	3%	0%
City council member (n=13)	23%	69%	8%	8%
Town council member (n=43)	7%	93%	0%	0%
Total (n=223)	31%	57%	10%	6%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D17. Service arrangements to provide corrections—mental health (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=94)	36%	17%	36%	32%
County commissioner (n=38)	37%	16%	39%	32%
Mayor (n=22)	9%	68%	14%	9%
City council member (n=12)	25%	58%	17%	17%
Town council member (n=37)	11%	81%	3%	5%
Total (n=203)	28%	36%	27%	24%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D18. Service arrangements to provide corrections—addiction treatment (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=86)	48%	20%	21%	34%
County commissioner (n=38)	50%	16%	24%	39%
Mayor (n=21)	10%	71%	14%	14%
City council member (n=13)	15%	62%	15%	23%
Town council member (n=35)	9%	86%	0%	6%
Total (n=193)	35%	39%	17%	27%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D19. Service arrangements for drinking water utilities (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Mayor (n=41)	90%	2%	7%	0%
City council member (n=18)	72%	6%	22%	0%
Town council member (n=67)	84%	9%	4%	3%
Total (n=126)	84%	6%	8%	2%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D20. Service arrangements for sewer utilities (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Mayor (n=48)	98%	4%	0%	0%
City council member (n=20)	90%	5%	5%	0%
Town council member (n=73)	90%	10%	1%	0%
Total (n=141)	93%	7%	1%	0%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D21. Service arrangements to provide solid waste services (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Mayor (n=41)	61%	20%	30%	2%
City council member (n=18)	67%	11%	22%	0%
Town council member (n=62)	52%	21%	26%	2%
Total (n=124)	57%	19%	27%	2%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D22. Service arrangements to provide roads and streets (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=103)	95%	10%	3%	2%
County commissioner (n=43)	91%	9%	2%	0%
Mayor (n=47)	94%	6%	6%	0%
City council member (n=19)	100%	5%	5%	0%
Town council member (n=74)	92%	1%	4%	5%
Total (n=286)	94%	7%	4%	2%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D23. Service arrangements to provide high-speed internet/broadband (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=36)	28%	17%	61%	11%
County commissioner (n=14)	57%	7%	36%	0%
Mayor (n=21)	29%	10%	62%	5%
City council member (n=6)	50%	17%	33%	0%
Town council member (n=27)	11%	22%	70%	0%
Township trustee (n=19)	32%	37%	37%	5%
School board member (n=36)	44%	14%	44%	3%
Total (n=159)	33%	18%	53%	4%

Notes:

1. *New service added in 2020.

2. The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D24. Service arrangements to provide economic development (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=104)	63%	22%	8%	27%
County commissioner (n=47)	60%	21%	4%	26%
Mayor (n=47)	60%	30%	9%	23%
City council member (n=17)	76%	29%	0%	12%
Town council member (n=51)	55%	35%	6%	8%
Total (n=266)	61%	26%	6%	21%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D25. Service arrangements to provide planning/plan commission (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=106)	91%	14%	3%	4%
County commissioner (n=44)	89%	7%	0%	7%
Mayor (n=43)	79%	26%	0%	2%
City council member (n=19)	79%	26%	0%	5%
Town council member (n=59)	54%	44%	0%	3%
Total (n=271)	80%	22%	1%	4%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D26. Service arrangements to provide vocational education (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
School board member (n=72)	60%	32%	10%	17%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D27. Service arrangements to provide special education (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
School board member (n=77)	75%	25%	3%	9%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D28. Service arrangements to provide after-school programs (Question 9)*

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=51)	41%	25%	14%	31%
County commissioner (n=16)	69%	25%	6%	13%
Mayor (n=17)	47%	35%	12%	29%
City council member (n=7)	43%	43%	14%	0%
Town council member (n=15)	33%	53%	0%	13%
Township trustee (n=38)	47%	37%	11%	16%
School board member (n=72)	71%	21%	7%	17%
Total (n=216)	54%	29%	9%	20%

Notes:

1. *New service added in 2020.

2. The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D29. Service arrangements to provide parks and recreation (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=88)	80%	20%	1%	6%
County commissioner (n=28)	96%	4%	0%	7%
Mayor (n=49)	94%	10%	0%	2%
City council member (n=19)	100%	0%	0%	0%
Town council member (n=68)	94%	4%	0%	1%
Township trustee (n=63)	71%	29%	2%	5%
School board member (n=504)	84%	12%	0%	6%
Total (n=365)	86%	14%	1%	4%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D30. Service arrangements to provide property assessment (Question 9)

Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
County council member (n=88)	87%	7%	17%	2%
County commissioner (n=28)	77%	2%	21%	0%
Township trustee (n=63)	0%	100%	0%	0%
Total (n=150)	83%	7%	18%	1%

Note: The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service. Percentages typically add up to more than 100 percent because some officials indicated providing the service using multiple service arrangements.

Table D31. Multiple service arrangements (Question 9)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Health and social services					
Child and family welfare services*	County council member	X	X		X
	County council member (2)	X	X		
	County council member	X		X	
	County council member	X			X
	County council member (2)		X	X	X
	County council member		X		X
	County council member			X	X
	County commissioner	X		X	X
	County commissioner	X	X		
	County commissioner			X	X
	Mayor	X			X
	Township trustee	X	X	X	X
	Township trustee	X	X	X	
	Township trustee	X	X		
	Township trustee	X			X
	School board member (2)	X	X	X	X
	School board member	X	X		
	School board member	X			X
School board member (2)			X	X	
Public health (governments with health departments and schools)**	County council member	X	X	X	X
	County council member	X		X	X
	County council member	X	X		
	County council member	X		X	
	County council member	X			X
	County council member		X	X	X
	County commissioner	X		X	
	County commissioner	X			X
	County commissioner		X	X	
Public health (other)**	Mayor	X			X
	Mayor			X	X
	Township trustee	X	X	X	
	Township trustee	X		X	X
	Township trustee	X	X		
	Township trustee	X			X
	School board member (3)	X	X		
	School board member	X			X
	School board member		X	X	
School board member			X	X	
Substance abuse prevention and treatment*	County council member (2)	X	X	X	X
	County council member	X	X	X	
	County council member	X	X		
	County council member (2)	X		X	

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Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Substance abuse prevention and treatment* (continued from previous page)	County council member (6)	X			X
	County council member		X	X	X
	County council member (2)			X	X
	County commissioner	X		X	X
	County commissioner	X	X		
	County commissioner (3)			X	X
	Mayor		X		X
	Mayor			X	X
	City council member		X		X
	Township trustee			X	X
	School board member	X	X		
	School board member	X			X
	School board member (2)			X	X
Mental health*	County council member	X	X	X	X
	County council member (2)	X	X		
	County council member	X		X	
	County council member	X			X
	County council member		X	X	X
	County council member		X	X	
	County council member (2)		X		X
	County council member			X	X
	County commissioner	X		X	X
	County commissioner	X	X		
	County commissioner	X			X
	County commissioner (3)			X	X
	City council member	X	X		
	Township trustee			X	X
	School board member	X	X	X	X
	School board member	X		X	X
	School board member	X	X		
	School board member	X			X
School board member		X	X		
School board member (2)			X	X	
Free/low-cost health care*	County council member	X	X	X	X
	County council member	X			X
	County council member		X	X	X
	County council member		X		X
	City council member	X	X		
	Township trustee			X	X
	School board member			X	X
Relief services (food and shelter)*	County council member (2)	X	X		
	County council member	X		X	

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Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Relief services (food and shelter)* (continued from previous page)	County council member	X			X
	County council member (3)			X	X
	County commissioner	X	X	X	
	County commissioner	X			X
	County commissioner	X			X
	Mayor		X		X
	City council member	X	X		
	Township trustee (2)	X		X	X
	Township trustee (3)	X	X		
	Township trustee	X		X	
	Township trustee (3)	X			X
	Township trustee			X	X
	School board member	X	X	X	
	School board member (3)	X	X		
	School board member	X		X	
	School board member		X	X	X
School board member (2)			X	X	
Information and referral*	County council member	X	X	X	X
	County council member (2)	X	X		
	County council member	X			X
	County council member		X		X
	County council member			X	X
	County commissioner		X	X	
	Mayor	X			X
	City council member	X	X		
	Township trustee	X	X	X	
	Township trustee (5)	X	X		
	School board member		X	X	
Public safety					
Police services	County council member (9)	X	X		
	County commissioner	X	X	X	
	Mayor (3)	X	X		
	City council member	X	X		
	Town council member (2)	X	X		
	School board member (2)	X	X		
	School board member		X		X
Crime and violence prevention*	County council member	X	X		X
	County council member (6)	X	X		
	County council member (3)	X			X
	County commissioner	X	X		
	County commissioner	X			X
	Mayor	X	X		
City council member	X	X			

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Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Crime and violence prevention* (continued from previous page)	Town council member	X	X		
	Township trustee (2)	X	X		
	School board member	X		X	X
Fire services	Mayor	X	X		
	City council member	X	X		
	Town council member (3)	X	X		
	Township trustee (4)	X	X		
	Township trustee	X			X
Emergency medical services	County council member	X	X		X
	County council member	X		X	X
	County council member (6)	X	X		
	County council member (2)			X	X
	County commissioner	X		X	
	Mayor	X	X	X	
	Mayor	X	X		
	City council member	X	X		
	Township trustee (5)	X	X		
	Township trustee	X		X	
Township trustee		X		X	
Emergency dispatch	County council member (9)	X	X	X	
	County commissioner	X	X		
	Mayor	X	X		
	City council member (2)	X	X		
	Town council member	X	X		
Disaster response and recovery*	County council member (7)	X	X		X
	County council member	X			X
	County council member			X	X
	County commissioner	X	X		X
	County commissioner (2)	X	X		
	County commissioner	X			X
	Mayor (4)	X	X		
	City council member (4)	X	X		
	Town council member (2)	X	X		
	Township trustee (3)	X	X		
	Township trustee		X	X	
Township trustee			X	X	
School board member	X		X	X	
Jail	County council member (5)	X	X		
	County council member (2)	X			X
	Mayor	X	X		
Juvenile detention	County council member (4)	X	X		
	County council member	X		X	
	County council member		X		X

(Continued on next page)

Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Juvenile detention (continued from previous page)	County council member			X	X
	County commissioner		X	X	
	City council member		X		X
Corrections—mental health services	County council member	X	X	X	
	County council member	X		X	X
	County council member	X	X		
	County council member (2)	X		X	
	County council member (6)	X			X
	County council member (2)		X	X	X
	County council member		X	X	
	County council member (2)			X	X
	County commissioner	X	X	X	X
	County commissioner	X		X	X
	County commissioner	X	X		
	County commissioner	X		X	
	County commissioner		X	X	
	County commissioner		X		X
	City council member	X		X	X
Corrections—addiction services	County council member (4)	X	X	X	X
	County council member	X	X	X	
	County council member	X		X	X
	County council member (2)	X	X		
	County council member (5)	X			X
	County council member (2)			X	X
	County commissioner (2)	X		X	X
	County commissioner (3)	X	X		
	County commissioner	X		X	
	County commissioner (2)	X			X
	County commissioner		X		X
	Mayor		X	X	X
	City council member		X		X
City council member			X	X	
Other services					
Drinking water utility	N/A				
Sewer utility	Mayor	X	X		
	Town council member		X	X	
Solid waste service	Mayor	X	X	X	
	Mayor (2)	X	X		
	Mayor	X		X	
	Mayor		X	X	
Roads and streets	County council member	X	X	X	X
	County council member	X	X	X	

(Continued on next page)

Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Roads and streets (continued from previous page)	County council member (4)	X	X		
	County council member	X			X
	County commissioner	X	X		
	Mayor	X	X	X	
	Mayor	X	X		
	City council member	X	X		
	City council member	X		X	
	Town council member	X	X		
	Town council member	X			X
High-speed internet/broadband*	County council member	X	X		
	County council member (2)	X		X	
	County council member		X	X	
	County council member		X		X
	County council member			X	X
	Mayor	X		X	
	Town council member		X	X	
	School board member	X		X	
School board member		X	X		
Economic development	County council member	X	X	X	X
	County council member (2)	X	X		X
	County council member (8)	X	X		
	County council member (3)	X			X
	County council member		X	X	
	County council member			X	X
	County commissioner (3)	X	X		
	County commissioner (2)	X			X
	Mayor (2)	X	X	X	
	Mayor (3)	X	X		
	Mayor (2)	X			X
	Mayor		X	X	
	City council member (2)	X	X		
	City council member	X			X
	Town council member (2)	X	X		
Planning/plan commission	County council member (7)	X	X	X	X
	County council member	X		X	
	County council member	X			X
	County commissioner	X			X
	Mayor (3)	X	X		
	City council member (2)	X	X		
	Town council member	X	X		
Vocational education and training	School board member (2)	X	X		X
	School board member	X		X	X
	School board member (5)	X	X		
	School board member		X	X	X

(Continued on next page)

Table D31. Multiple service arrangements (Question 9) (Continued from previous page)

Service	Officeholder	Provided directly	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a grant or contract with a nonprofit organization
Special education	School board member	X	X	X	
	School board member	X	X		X
	School board member	X	X		
	School board member (2)	X	X		
	School board member		X	X	X
After-school programs*	County council member	X	X		X
	County council member	X			X
	County council member		X	X	X
	County council member			X	X
	County commissioner	X		X	
	County commissioner	X			X
	Mayor	X	X		
	Mayor	X			X
	Mayor		X		X
	Mayor			X	X
	Township trustee	X	X		
	Township trustee		X		X
	Township trustee			X	X
	Township trustee			X	X
	School board member	X	X	X	X
	School board member (4)	X	X		
	School board member	X			X
	School board member		X	X	X
School board member			X	X	
Parks and recreation	County council member (4)	X	X		
	County council member	X			X
	County council member		X		X
	County commissioner	X	X		
	County commissioner	X			X
	Mayor (3)	X	X		
	Township trustee (3)	X	X		
	Township trustee	X			X
	School board member	X			X
Property assessment	County council member (2)	X	X		
	County council member (10)	X		X	

Notes:

- *New services added in 2020.
- This question allowed officials to indicate that their local government does not provide a particular service. The data reported here includes only officials who responded affirmatively to providing this service and who represent a type of government that typically would provide the service.
- ** Public health is a service that was added in 2020. This service is provided by counties, selected cities, and schools using specific statutory authority. Other local governments may choose to conduct limited public health activities under home rule. Because of this combination, both groups are reported separately here.

APPENDIX E: RELATIONSHIPS WITH GOVERNMENTS, BUSINESSES, AND NONPROFITS

Tables E1–E10 summarize local government working relationships with governments, businesses, and nonprofits. Tables E11–E20 summarize local officials’ trust of these entities. Tables E21–E25 summarize the importance of nonprofits to local governments based on five factors. Tables E26–E29 summarize the importance of local governments to nonprofits on four factors. Tables E30–E37 summarize the importance of eight factors in providing grants and contracts to nonprofits. All tables are broken down by the type of officeholder.

Table E1. Working relationships between local governments and the federal government (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=105)	32%	32%	32%	2%	1%
County commissioner (n=48)	23%	44%	29%	4%	0%
Mayor (n=48)	10%	42%	44%	4%	0%
City council member (n=15)	33%	47%	20%	0%	0%
Town council member (n=71)	18%	34%	39%	6%	3%
Township trustee (n=92)	25%	32%	42%	0%	1%
School board member (n=86)	9%	33%	40%	19%	0%
Total (n=465)	21%	35%	37%	6%	1%

Table E2. Working relationships between local governments and the state government (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=108)	39%	43%	8%	9%	1%
County commissioner (n=47)	32%	34%	28%	4%	2%
Mayor (n=49)	33%	43%	14%	10%	0%
City council member (n=19)	47%	32%	16%	5%	0%
Town council member (n=78)	26%	44%	24%	4%	3%
Township trustee (n=117)	37%	33%	25%	4%	1%
School board member (n=89)	12%	37%	20%	24%	7%
Total (n=507)	31%	38%	19%	9%	2%

Table E3. Working relationships between local governments and county governments (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=101)	58%	33%	6%	3%	0%
County commissioner (n=46)	54%	37%	4%	2%	2%
Mayor (n=50)	30%	46%	16%	6%	2%
City council member (n=20)	45%	40%	10%	5%	0%
Town council member (n=78)	31%	49%	13%	8%	0%
Township trustee (n=129)	50%	29%	17%	2%	2%
School board member (n=87)	23%	47%	24%	6%	0%
Total (n=511)	42%	39%	14%	4%	1%

Table E4. Working relationships between local governments and city governments (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=100)	40%	44%	8%	7%	1%
County commissioner (n=47)	38%	51%	6%	4%	0%
Mayor (n=45)	71%	18%	11%	0%	0%
City council member (n=17)	53%	24%	24%	0%	0%
Town council member (n=68)	40%	28%	28%	4%	0%
Township trustee (n=107)	45%	31%	18%	5%	2%
School board member (n=77)	31%	36%	25%	5%	3%
Total (n=461)	43%	35%	17%	5%	1%

Table E5. Working relationships between local governments and town governments (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=104)	43%	39%	15%	2%	0%
County commissioner (n=46)	30%	59%	11%	0%	0%
Mayor (n=44)	41%	48%	11%	0%	0%
City council member (n=15)	47%	27%	27%	0%	0%
Town council member (n=73)	51%	30%	18%	1%	0%
Township trustee (n=99)	42%	37%	20%	0%	0%
School board member (n=78)	31%	38%	26%	4%	1%
Total (n=459)	41%	40%	18%	1%	0%

Table E6. Working relationships between local governments and township governments (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=107)	42%	36%	21%	2%	0%
County commissioner (n=47)	32%	57%	9%	2%	0%
Mayor (n=49)	33%	43%	22%	2%	0%
City council member (n=17)	35%	29%	35%	0%	0%
Town council member (n=77)	31%	45%	19%	3%	1%
Township trustee (n=115)	63%	26%	10%	1%	1%
School board member (n=76)	18%	50%	26%	3%	3%
Total (n=488)	39%	40%	18%	2%	1%

Table E7. Working relationships between local governments and school districts (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=107)	40%	43%	13%	3%	1%
County commissioner (n=47)	30%	47%	17%	4%	0%
Mayor (n=50)	54%	40%	4%	2%	0%
City council member (n=19)	47%	32%	16%	5%	0%
Town council member (n=76)	49%	26%	21%	3%	1%
Township trustee (n=102)	42%	30%	25%	1%	1%
School board member (n=76)	56%	31%	7%	3%	2%
Total (n=488)	45%	35%	15%	3%	1%

Table E8. Working relationships between local governments and library districts (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=107)	50%	33%	14%	2%	1%
County commissioner (n=47)	32%	47%	15%	4%	2%
Mayor (n=47)	53%	36%	11%	0%	0%
City council member (n=19)	53%	21%	26%	0%	0%
Town council member (n=77)	48%	23%	25%	3%	1%
Township trustee (n=94)	40%	27%	30%	1%	2%
School board member (n=85)	46%	34%	16%	2%	1%
Total (n=476)	46%	32%	20%	2%	1%

Table E9. Working relationships between local governments and local businesses (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=108)	43%	43%	15%	0%	0%
County commissioner (n=47)	32%	64%	4%	0%	0%
Mayor (n=50)	50%	46%	4%	0%	0%
City council member (n=20)	40%	45%	15%	0%	0%
Town council member (n=78)	37%	41%	18%	4%	0%
Township trustee (n=106)	43%	35%	22%	0%	0%
School board member (n=89)	40%	42%	15%	3%	0%
Total (n=498)	41%	43%	15%	1%	0%

Table E10. Working relationships between local governments and local charities and nonprofits (Question 11)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County council member (n=106)	41%	43%	16%	0%	0%
County commissioner (n=46)	39%	59%	2%	0%	0%
Mayor (n=50)	64%	32%	4%	0%	0%
City council member (n=20)	45%	25%	30%	0%	0%
Town council member (n=76)	46%	29%	22%	1%	1%
Township trustee (n=116)	51%	34%	15%	0%	0%
School board member (n=88)	47%	36%	15%	2%	0%
Total (n=502)	47%	37%	15%	1%	0%

Table E11. Trust of the federal government (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=109)	6%	35%	49%	11%
County commissioner (n=48)	8%	40%	40%	13%
Mayor (n=50)	6%	38%	46%	10%
City council member (n=18)	0%	56%	39%	6%
Town council member (n=77)	12%	31%	40%	17%
Township trustee (n=126)	13%	40%	37%	10%
School board member (n=95)	2%	24%	57%	17%
Total (n=523)	8%	35%	45%	12%

Table E12. Trust of the state government (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=111)	7%	57%	32%	5%
County commissioner (n=47)	15%	47%	26%	13%
Mayor (n=50)	8%	60%	30%	2%
City council member (n=19)	5%	53%	37%	5%
Town council member (n=78)	12%	49%	35%	5%
Township trustee (n=130)	18%	50%	28%	4%
School board member (n=97)	3%	28%	56%	13%
Total (n=532)	11%	48%	35%	7%

Table E13. Trust of county governments (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=107)	32%	54%	12%	2%
County commissioner (n=48)	40%	50%	10%	0%
Mayor (n=50)	10%	54%	34%	2%
City council member (n=19)	11%	63%	26%	0%
Town council member (n=77)	14%	51%	31%	4%
Township trustee (n=129)	24%	53%	21%	2%
School board member (n=98)	7%	55%	34%	4%
Total (n=528)	21%	53%	23%	2%

Table E14. Trust of city governments (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=104)	26%	51%	19%	4%
County commissioner (n=47)	17%	60%	21%	2%
Mayor (n=47)	34%	62%	4%	0%
City council member (n=20)	20%	65%	10%	5%
Town council member (n=67)	24%	49%	25%	1%
Township trustee (n=120)	22%	47%	28%	3%
School board member (n=91)	12%	47%	33%	8%
Total (n=496)	22%	51%	23%	4%

Table E15. Trust of town governments (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=107)	27%	56%	15%	2%
County commissioner (n=47)	15%	60%	23%	2%
Mayor (n=48)	17%	75%	6%	2%
City council member (n=16)	19%	69%	13%	0%
Town council member (n=76)	29%	55%	16%	0%
Township trustee (n=109)	27%	47%	25%	2%
School board member (n=83)	11%	60%	22%	7%
Total (n=486)	22%	57%	18%	2%

Table E16. Trust of township governments (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=108)	30%	49%	16%	6%
County commissioner (n=48)	17%	48%	33%	2%
Mayor (n=50)	16%	66%	16%	2%
City council member (n=17)	12%	71%	18%	0%
Town council member (n=77)	23%	56%	19%	1%
Township trustee (n=125)	45%	46%	8%	1%
School board member (n=83)	11%	57%	28%	5%
Total (n=508)	26%	53%	18%	3%

Table E17. Trust of school districts (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=111)	20%	56%	19%	5%
County commissioner (n=47)	15%	53%	21%	11%
Mayor (n=50)	26%	66%	6%	2%
City council member (n=18)	11%	67%	11%	11%
Town council member (n=78)	28%	50%	21%	1%
Township trustee (n=123)	20%	49%	26%	5%
School board member (n=95)	47%	47%	4%	1%
Total (n=522)	26%	53%	17%	4%

Table E18. Trust of library districts (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=109)	36%	50%	9%	6%
County commissioner (n=48)	17%	52%	25%	6%
Mayor (n=46)	33%	65%	2%	0%
City council member (n=18)	22%	72%	0%	6%
Town council member (n=75)	36%	45%	16%	3%
Township trustee (n=114)	26%	46%	24%	4%
School board member (n=93)	45%	45%	10%	0%
Total (n=503)	33%	50%	14%	3%

Table E19. Trust of local businesses (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=108)	22%	68%	10%	0%
County commissioner (n=47)	15%	68%	17%	0%
Mayor (n=49)	20%	67%	12%	0%
City council member (n=19)	21%	63%	16%	0%
Town council member (n=78)	22%	62%	17%	0%
Township trustee (n=117)	23%	58%	19%	0%
School board member (n=95)	15%	69%	16%	0%
Total (n=513)	20%	65%	15%	0%

Table E20. Trust of local charities and nonprofits (Question 12)

Officeholder	Almost always	Most of the time	Some of the time	Almost never
County council member (n=109)	35%	59%	6%	0%
County commissioner (n=46)	17%	70%	13%	0%
Mayor (n=49)	35%	61%	4%	0%
City council member (n=19)	32%	58%	11%	0%
Town council member (n=73)	41%	48%	10%	1%
Township trustee (n=125)	34%	52%	13%	1%
School board member (n=96)	38%	55%	5%	2%
Total (n=517)	34%	56%	9%	1%

Table E21. Importance of local charities and nonprofits to local governments—financial support (Question 34)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=87)	7%	18%	30%	20%	25%
County commissioner (n=36)	8%	19%	31%	19%	22%
Mayor (n=48)	15%	19%	33%	23%	10%
City council member (n=19)	26%	32%	32%	5%	5%
Town council member (n=68)	13%	13%	29%	7%	37%
Township trustee (n=126)	24%	23%	19%	6%	29%
School board member (n=84)	20%	20%	36%	10%	14%
Total (n=468)	16%	20%	28%	12%	23%

Table E22. Importance of local charities and nonprofits to local governments—service capacity (Question 34)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=87)	20%	31%	38%	8%	3%
County commissioner (n=34)	15%	32%	41%	9%	3%
Mayor (n=47)	21%	40%	34%	2%	2%
City council member (n=19)	21%	47%	16%	5%	11%
Town council member (n=69)	12%	25%	43%	3%	17%
Township trustee (n=124)	29%	33%	23%	3%	12%
School board member (n=84)	25%	31%	32%	7%	5%
Total (n=464)	22%	32%	33%	5%	8%

Table E23. Importance of local charities and nonprofits to local governments—expertise, knowledge, and technical assistance (Question 34)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=86)	14%	31%	38%	12%	5%
County commissioner (n=35)	14%	29%	37%	17%	3%
Mayor (n=48)	19%	31%	38%	10%	2%
City council member (n=19)	16%	53%	21%	5%	5%
Town council member (n=70)	14%	17%	40%	11%	17%
Township trustee (n=124)	21%	31%	27%	7%	15%
School board member (n=84)	19%	33%	26%	14%	7%
Total (n=466)	17%	30%	32%	11%	9%

Table E24. Importance of local charities and nonprofits to local governments—reputation and legitimacy (Question 34)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=87)	22%	44%	25%	6%	3%
County commissioner (n=35)	23%	34%	31%	11%	0%
Mayor (n=48)	31%	31%	31%	4%	2%
City council member (n=19)	21%	53%	21%	0%	5%
Town council member (n=69)	19%	30%	29%	6%	16%
Township trustee (n=125)	26%	39%	18%	3%	14%
School board member (n=83)	30%	34%	27%	5%	5%
Total (n=466)	25%	37%	25%	5%	8%

Table E25. Importance of local charities and nonprofits to local governments—policy support and influence (Question 34)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=87)	11%	40%	39%	5%	5%
County commissioner (n=35)	14%	31%	34%	14%	6%
Mayor (n=48)	19%	38%	33%	6%	4%
City council member (n=19)	21%	37%	32%	5%	5%
Town council member (n=69)	16%	25%	32%	9%	19%
Township trustee (n=126)	19%	38%	22%	4%	17%
School board member (n=84)	23%	30%	33%	10%	5%
Total (n=468)	18%	34%	31%	7%	10%

Table E26. Importance of local governments to local charities and nonprofits—financial support (Question 35)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=89)	17%	35%	31%	10%	7%
County commissioner (n=34)	12%	12%	50%	21%	6%
Mayor (n=49)	18%	14%	37%	20%	10%
City council member (n=20)	20%	25%	35%	15%	5%
Town council member (n=71)	10%	13%	46%	11%	20%
Township trustee (n=121)	21%	22%	26%	9%	21%
School board member (n=85)	16%	18%	33%	15%	18%
Total (n=469)	17%	21%	35%	13%	15%

Table E27. Importance of local governments to local charities and nonprofits—expertise, knowledge, and technical assistance (Question 35)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=88)	8%	28%	44%	15%	5%
County commissioner (n=34)	9%	21%	44%	21%	6%
Mayor (n=49)	8%	29%	57%	4%	2%
City council member (n=20)	20%	30%	30%	10%	10%
Town council member (n=71)	11%	21%	37%	17%	14%
Township trustee (n=121)	16%	23%	34%	11%	17%
School board member (n=85)	19%	36%	28%	11%	6%
Total (n=468)	13%	27%	38%	12%	9%

Table E28. Importance of local governments to local charities and nonprofits—reputation and legitimacy (Question 35)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=88)	15%	42%	33%	8%	2%
County commissioner (n=34)	12%	35%	35%	12%	6%
Mayor (n=49)	16%	49%	33%	0%	2%
City council member (n=19)	26%	37%	32%	0%	5%
Town council member (n=71)	20%	30%	28%	10%	13%
Township trustee (n=121)	27%	33%	26%	2%	12%
School board member (n=85)	27%	40%	21%	7%	5%
Total (n=467)	21%	37%	28%	6%	7%

Table E29. Importance of local governments to local charities and nonprofits—policy support and influence (Question 35)

Officeholder	Extremely important	Very important	Somewhat important	Not very important	Not at all important
County council member (n=88)	15%	41%	33%	9%	2%
County commissioner (n=34)	18%	29%	32%	15%	6%
Mayor (n=49)	18%	45%	33%	2%	2%
City council member (n=20)	30%	40%	20%	0%	10%
Town council member (n=71)	18%	34%	21%	11%	15%
Township trustee (n=121)	25%	31%	26%	3%	16%
School board member (n=85)	25%	35%	28%	7%	5%
Total (n=468)	21%	36%	28%	7%	9%

Table E30. Important considerations for local governments for grants and contracts to nonprofits—nonprofit service capacity (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=83)	42%	35%	17%	2%	4%
County commissioner (n=32)	44%	22%	28%	0%	6%
Mayor (n=42)	36%	45%	12%	5%	2%
City council member (n=17)	41%	35%	12%	0%	12%
Town council member (n=61)	30%	20%	34%	5%	11%
Township trustee (n=95)	28%	31%	32%	3%	6%
School board member (n=70)	31%	41%	20%	3%	4%
Total (n=400)	35%	33%	24%	3%	6%

Table E31. Important considerations for local governments for grants and contracts to nonprofits—quality of nonprofit services (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=84)	62%	25%	11%	1%	1%
County commissioner (n=31)	61%	16%	16%	0%	6%
Mayor (n=42)	52%	33%	7%	5%	2%
City council member (n=18)	61%	28%	0%	0%	11%
Town council member (n=59)	37%	20%	29%	2%	12%
Township trustee (n=97)	45%	22%	26%	1%	6%
School board member (n=70)	56%	24%	16%	1%	3%
Total (n=401)	52%	24%	17%	1%	5%

Table E32. Important considerations for local governments for grants and contracts to nonprofits—effectiveness of nonprofit services (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=85)	66%	22%	9%	1%	1%
County commissioner (n=32)	63%	16%	16%	0%	6%
Mayor (n=42)	60%	26%	7%	5%	2%
City council member (n=18)	61%	28%	0%	6%	6%
Town council member (n=60)	33%	23%	32%	0%	12%
Township trustee (n=97)	41%	24%	27%	2%	6%
School board member (n=70)	54%	23%	19%	1%	3%
Total (n=404)	52%	23%	18%	2%	5%

Table E33. Important considerations for local governments for grants and contracts to nonprofits—client access to nonprofit services (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=82)	52%	30%	16%	0%	1%
County commissioner (n=32)	59%	22%	13%	0%	6%
Mayor (n=42)	50%	33%	10%	5%	2%
City council member (n=18)	50%	39%	0%	0%	11%
Town council member (n=58)	22%	31%	34%	0%	12%
Township trustee (n=96)	39%	27%	26%	2%	6%
School board member (n=70)	41%	33%	20%	3%	3%
Total (n=398)	43%	30%	20%	2%	5%

Table E34. Important considerations for local governments for grants and contracts to nonprofits—cost efficiency of nonprofit services (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=84)	58%	29%	12%	0%	1%
County commissioner (n=32)	63%	19%	13%	0%	6%
Mayor (n=42)	33%	43%	14%	7%	2%
City council member (n=18)	50%	33%	6%	6%	6%
Town council member (n=59)	27%	25%	32%	3%	12%
Township trustee (n=97)	35%	25%	31%	2%	7%
School board member (n=70)	40%	39%	17%	1%	3%
Total (n=402)	42%	30%	20%	2%	5%

Table E35. Important considerations for local governments for grants and contracts to nonprofits—cost of creating/managing effective contract systems (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=82)	44%	24%	28%	1%	2%
County commissioner (n=31)	42%	39%	13%	0%	6%
Mayor (n=42)	24%	40%	26%	5%	5%
City council member (n=18)	39%	44%	0%	6%	11%
Town council member (n=59)	27%	17%	39%	3%	14%
Township trustee (n=97)	26%	27%	36%	3%	8%
School board member (n=70)	33%	39%	23%	3%	3%
Total (n=399)	33%	30%	28%	3%	7%

Table E36. Important considerations for local governments for grants and contracts to nonprofits—challenges in monitoring nonprofit service performance (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=82)	37%	35%	26%	1%	1%
County commissioner (n=32)	47%	31%	16%	0%	6%
Mayor (n=42)	17%	48%	29%	5%	2%
City council member (n=17)	18%	65%	0%	6%	12%
Town council member (n=58)	16%	22%	43%	3%	16%
Township trustee (n=97)	25%	27%	38%	2%	8%
School board member (n=70)	31%	37%	26%	3%	3%
Total (n=398)	28%	34%	30%	3%	6%

Table E37. Important considerations for local governments for grants and contracts to nonprofits—difficulties in communicating with nonprofit contractors (Question 36)

Officeholder	Very important	Somewhat important	Neither important nor unimportant	Somewhat unimportant	Very unimportant
County council member (n=83)	35%	33%	28%	4%	1%
County commissioner (n=30)	37%	37%	20%	0%	7%
Mayor (n=42)	24%	43%	24%	5%	5%
City council member (n=17)	29%	47%	12%	0%	12%
Town council member (n=58)	17%	19%	47%	3%	14%
Township trustee (n=97)	26%	31%	34%	2%	7%
School board member (n=69)	29%	38%	29%	1%	3%
Total (n=396)	28%	33%	31%	3%	6%

APPENDIX F: TECHNICAL ASSISTANCE NEEDS

Table F1 provides a complete list of technical assistance needs identified by officials (Question 37).

Table F1. Technical assistance needs

Category	Officeholder	Response
Best practices	County council member (7)	Best practices
	County commissioner	Best practices
	Mayor (2)	Best practices
	Town council member (4)	Best practices
	Township trustees (3)	Best practices
	School board member (9)	Best practices
Collaboration, networking, and information sharing	County council member	Networking
	County commissioner	Interlocal networking with peer governments
	Town council member	Information sharing with peers, area meetings
	School board member	Cooperation with county officials
	School board member (2)	Networking
Communication	City council member	Communication with elected officials and staff
	Town council member	Communication
	Town council member	Email
	Township trustees	Good communication
	School board member (2)	Communication
Communication with public	Mayor	Communication with public
	Mayor	Social media
	Mayor	Website
	City council member	Access to public records
	City council member	Communication with public using email, social media
	Town council member	Communication with public using technology
	Town council member	Social media
	Town council member	Virtual access to public meetings
	Town council member	Website
	Township trustees	Social media
	Township trustees	Website development
	City council member	Access to budgets, agendas, etc.
COVID	Mayor	COVID-19 responses
	Township trustees	Managing the future as a result of COVID
Data/information	County council member (5)	Data
	County council member	Data—criminal justice
	County council member	Fact gathering
	County council member	Information—timely
	County council member	Information—timely, cost-effective, electronic preferred
	County council member	Timely answers
	County commissioner	Data
	County commissioner	Data accessibility
	Mayor (2)	Data
	Mayor	Data—project cost comparisons
	City council member	Data

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Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Data/information (continued from previous page)	City council member	Data—administration and departments
	City council member (2)	Data availability
	City council member	Research
	Town council member	Data
	Town council member	Data availability
	Township trustees (4)	Data
	Township trustees	Easily accessible information
	School board member (9)	Data
	School board member	Data availability
	School board member	Current, relevant data
	School board member	Reliable data
	School board member	Data—reliable, useable for management
Elected officials	County council member	Better auditor
	City council member	Advice about elected officials' responsibilities and duties
	City council member	Remove bias from decision making
	City council member	Time and compensation for elected officials
	Town council member	Be a responsive elected official
	Town council member	Rules of order
	Township trustees	Time and compensation for elected officials
	School board member	Regaining control of local government by elected officials versus local government associations
School board member	School board involvement—best practices	
Expertise, experience, and advice	County council member	Accurate advice
	County council member	Expertise
	County council member	Information source—county auditor
	County council member	Knowledge and resources
	County council member	Subject matter expertise
	City council member	Resources—Accelerating Indiana Municipalities and peer elected officials
	City council member	Resources—availability of
	City council member	Resources—city manager
	City council member	Resources—clerk-treasurer's office
	City council member	Resources—third-party vendors
	Town council member	Local project expertise
	Town council member	Resources
	Township trustees	Indiana Township Association (ITA)
	Township trustees	Resource—peer trustees
	Township trustees	United Trustee Association (UTA)
School board member	Experience	
Finance	County council member (3)	Budgeting
	County council member (3)	Finance
	County council member	Finance—managing costs
	County council member	Financial—data
	County council member	Financial consultants
	County commissioner	Budgeting—training
	County commissioner	Finance
	County commissioner	Finance—managing costs
	Mayor	Budgeting
	Mayor	Financial management
	City council member	Budgeting and accounting software
City council member	Data—fiscal losses for central county	

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Table F1. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Finance (continued from previous page)	City council member	Financial—data
	City council member	Financial management—budgets, income, expenses, equipment life
	Town council member	Budget flexibility
	Town council member	Budgeting
	Town council member	Budgeting and taxes
	Town council member	Software to track costs and budget
	Township trustees (2)	Budgeting
	Township trustees	Finance
	Township trustees	Financial management—accounting software
	Township trustees (2)	Gateway
	School board member (2)	Budgeting
	School board member	Financial—data
Funding	County council member	Funding capital projects
	County council member	Grants
	County council member	Grants—application for road funding
	County council member	Grantwriting
	County commissioner	Funding
	County commissioner	Funding and efficiency
	County commissioner (3)	Grants
	Mayor	Grants
	Town council member	Financial support
	Town council member	Funding
	Town council member	Funding—town marshal vehicle
	Town council member	Grants and grantwriting
	Town council member	Grantwriting—training
	Township trustees	Funding
	Township trustees	Funding—fire and EMS
	Township trustees	Funding—options for fire protection
	Township trustees	Grants
	Township trustees	Grants and grantwriting
School board member	Financial support	
School board member	Financial support for new programs	
School board member (3)	Funding	
School board member	Grants	
Human resources	County council member	Harassment
	County council member	Personnel
	County commissioner	Human resources
	Town council member (2)	Employee relations
	Town council member	Treating employees fairly
	Township trustees	Death benefits
	School board member	Human resources
IT	County council member	Backing up system and records
	County council member	Cost of service and software
	County council member	Cybersecurity
	County council member	Cybersecurity and avoiding ransomware
	County council member (2)	IT
	County council member	IT—technical assistance
	County council member	IT and cyber risk policy for employee handbook

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Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
IT (continued from previous page)	County council member	IT expertise
	County council member	Software updates
	County council member	Updated
	County commissioner	Computers
	County commissioner (6)	Cybersecurity
	County commissioner	Cybersecurity—avoiding sending and receiving compromised text and emails
	County commissioner	Cybersecurity—training
	County commissioner (2)	IT
	County commissioner	Keeping current
	County commissioner	Speed
	County commissioner	Storage
	County commissioner	Support and education
	Mayor	Additional equipment
	Mayor (3)	Cybersecurity
	Mayor	Cybersecurity—technical assistance
	Mayor	Data services
	Mayor (2)	Full-time staff
	Mayor (2)	IT
	Mayor	Low-cost software
	Mayor	Management and cybersecurity
	Mayor	Networking and software
	Mayor	New technologies
	Mayor	Standardization across state
	Mayor	Talent
	Mayor	Updated
	City council member	IT and cybersecurity
	City council member	Platforms for hearing impairment
	City council member	Video capabilities, livestreaming
	Town council member	Administrative services
	Town council member	Computer access for residents
	Town council member	Computer hardware
	Town council member (2)	Cybersecurity
	Town council member	Email systems
	Town council member	Hardware purchase
	Town council member	Implementation of hardware and software
	Town council member (4)	IT
	Town council member	Low-cost option for required software
	Town council member	Software purchase
	Town council member (2)	Updated
	Township trustees	Computer access for public
	Township trustees	Computer access for residents
	Township trustees	Computer repair
	Township trustees	Computer skills
	Township trustees	Computer training for elderly residents
	Township trustees	Computers
	Township trustees	Cost of service and software
	Township trustees	Cost to upgrade hardware to meet guidelines
Township trustees (3)	Cybersecurity	
Township trustees	Data entry	
Township trustees	Data security	

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Table F1. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
IT (continued from previous page)	Township trustees	Financial support to upgrade and security
	Township trustees	Hardware
	Township trustees	Information support
	Township trustees	IT
	Township trustees	Make application accessible for clients
	Township trustees (3)	Software
	Township trustees	Staff expertise
	Township trustees	Support and cybersecurity
	Township trustees	Technology for the fire department
	Township trustees	Technology planning
	Township trustees	Updated software
	Township trustees	Webinars—how to host one
	School board member	Chromebooks
	School board member	Cloud computing
	School board member	Computers—training
	School board member (2)	Cybersecurity
	School board member	Cybersecurity for school and student devices
	School board member	Data security in the event of a local breach
	School board member	Devices for all students
	School board member	Devices for students, affordable
	School board member	Email
	School board member	Fixing devices quickly to get them back in the hands for our students
	School board member	For students and staff
	School board member	Google Docs
	School board member	Google Drive
	School board member	Internet filters for students
	School board member (3)	IT
	School board member	Keeping software and equipment updated, addressing internet security
	School board member	Off-site data backup
	School board member	One-to-one reliable computers and other electronic devices for students
	School board member	Repair of computers
	School board member	Using virtual meeting, such as Zoom
Legislation, regulatory, and legal advice and interpretation	County council member	Laws—local finance
	County council member	Laws and regulations—training
	County council member	Legal interpretations
	County council member	New legislation, rules, policies, and procedures
	County council member	Taxes—policy
	County commissioner	Legal requirements
	County commissioner	Legislation
	Mayor	Legal
	City council member	Legal
Town council member	Laws	

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Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Legislation, regulatory, and legal advice and interpretation (continued from previous page)	Town council member	Legal
	Town council member	Legal advice
	Township trustees	Laws
	Township trustees (2)	Laws
	Township trustees (2)	Legal aid
	Township trustees	State regulations
	School board member	General and state allowable expenses
	School board member	Legal
	School board member	Legal—QBS
	School board member	Legal—training
Local government organization	Town council member	Local government structure
	Township trustees	Township merger
Operations	County council member	Access to specialized services for residents
	County council member	Online services—migrating more in-person services to online
	County council member	Records security
	County commissioner	Corrective action plans for current issues
	County commissioner	Facilities maintenance strategies
	County commissioner	Operational support
	Mayor	Bidding/procurement
	Mayor	Consultant services
	Mayor	Hourly training assistance due to COVID-19 for local government expertise
	Mayor (2)	Security
	City council member	Consistent practices
	Town council member	Asset management using GIS mapping
	Town council member	Economical services
	Town council member	Internal controls
	Town council member	License requirements
	Town council member	Security
	Town council member	Security—EMS
	Town council member	Security—residents
	Town council member	Teamwork
	Township trustees	Internal controls
	Township trustees	Property management
	Township trustees	Quick service
	Township trustees	Recordkeeping
	Township trustees	Universal proof of eligibility for client benefits
	School board member	Consumer friendly programs
	School board member	Enforcement—QBS
	School board member	Security
Planning and priority setting	County council member	Planning
	Town council member	Allow residents to identify needs and address them

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Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Planning and priority setting (continued from previous page)	Township trustees	Community needs assessments
	School board member	Analyzing wants vs. needs with all partners considered
	School board member	Strategic planning
Policy and program improvement	County council member	Program assessment, review, and evaluation
	Town council member	Effective policy making
	Township trustees	Policies
	Township trustees	Policy improvement
	School board member	Policies—data driven
Services—assistance for low-income residents	Town council member	Basic needs
	Township trustees	Assistance for low-income residents
	Township trustees	Community financial aid
	Township trustees (3)	Electric bills
	Township trustees	Food
	Township trustees	Fuel
	Township trustees	Gas
	Township trustees	Household budgeting
	Township trustees	Housing, utilities, and food
	Township trustees	Poor relief for food pantry
	Township trustees	Poor relief for housing and utilities
	Township trustees (2)	Rent
	Township trustees	Shelter
	Township trustees (2)	Township assistance
	Township trustees	Transportation needs
	Township trustees (2)	Utility assistance programs
	Township trustees	Water bills
	School board member	Addressing poverty, hunger, and homelessness
	School board member	Support to Money Follows Person program
	Services—broadband/internet	County council member
County council member		Availability in rural areas, in particular for K–12 students
County commissioner		Access
County commissioner		High speed
County commissioner		Security and reliability; reliable media access
County commissioner		Service
Mayor		Access to lower income citizens
Mayor		Broadband/internet
Mayor		Infrastructure
Mayor		Rural expansion
City council member		Affordable
Town council member		Broadband/internet
Town council member		Broadband/internet
Town council member		Broadband/internet—access for town hall
Town council member		Fill in gaps in the county
Township trustees		Access for low-income households
Township trustees		Affordable, high-speed internet access
Township trustees		Cost-effective service
Township trustees		Quality, high speed
School board member		Access
School board member	Access at home for students	
School board member	Access for all	

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Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Services—broadband/internet (continued from previous page)	School board member	Better quality, affordable
	School board member (2)	Broadband/internet
	School board member	Fast service
	School board member	Reliable services
	School board member	Wireless access points for students
Services—cell phone service	County commissioner	Uninterrupted cell tower coverage
	City council member	Reliable cell towers
	Town council member	Cell phone service
Services—economic development	County council member	Economic development in ring counties
	County commissioner	Economic development
	Mayor	Attracting new retail
	Mayor	Business assistance—COVID
	Mayor	Business development
Services—engineering	County council member	Engineering/architectural
	Mayor	Consulting
	Mayor	Engineering
	Mayor	Full-time engineer
Services—housing	County council member	Affordable housing
	County council member	Affordable workforce housing with broadband/internet service
	Mayor	Housing development
	Town council member	Development of more single-family housing
	Township trustees	Housing
Services—K–12 education	School board member	Better pay
	School board member	Feeding students at school
	School board member	Improve
	School board member	Protecting students at school
	School board member	Teacher recertification
Services—parks	Town council member	Parks and recreation five-year planning
	Township trustees	Parks and community center
Services—roads	Mayor	Paving—technical assistance
	Town council member	Road maintenance
Services—utilities	Mayor	Utility regulations
	Town council member	Sewage services
	Town council member	Utilities assessments/public works data
	Township trustees	Utility
Services—workforce development	County council member	Workforce readiness and retraining to fill jobs
	County commissioner	Technical skills
	Town council member	Workforce quality
	Township trustees	Low- or no-cost vocational training
	School board member	Adult training
	School board member	Identifying future jobs and creating the matching education for students
	School board member	Technical certifications and life skills
	School board member	Training for medical, IT, data analysis
	School board member	Training quality workers
	School board member	Vocational training
Services—other	County council member	Assistance with quality child care and college attainment
	County council member	Criminal justice best practices
	County commissioner	Mental health
	Mayor	Climate change—responses
	Mayor	Neighborhood stabilization

(Continued on next page)

Table F1. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Services—other (continued from previous page)	Mayor	Quality of life—improving for residents
	Mayor	Substance abuse—wraparound services
	City council member	Trash removal costs
	Town council member	Downtown redevelopment
	Town council member	Infrastructure
	Town council member	Police cameras
	Town council member	Solid waste testing costs
	Township trustees	Ambulance
	Township trustees (2)	Cemetery care
	Township trustees (2)	Fire
	School board member	Adult education—improve services through program development
	School board member	Emergency preparedness—schools
	School board member	Services
State government	County council member	Communication with state officials; current and new legislation
	County council member	Legislators
	County council member	State agencies—better communication and training from
	County council member	State websites
	County council member	Stop diverting resources from local governments to the state
	Town council member	Consolidated reporting
	Town council member	Federal and state reporting
	Town council member	State agencies—staff to assist with problem
	Township trustees	Department of Local Government Finance
	Township trustees	Information source—state agencies
	Township trustees (3)	State Board of Accounts (SBOA)
	Township trustees	State Board of Accounts (SBOA) and Department of Local Government Finance—roles and responsibilities
	School board member	Indiana Department of Education (IDOE)
School board member	Indiana School Board Association (ISBA)	
Technical assistance	County council member	Available when needed
	County council member	Cost of assistance
	County council member	Effective technical assistance
	County council member	Quality technical assistance
	Mayor	Good
	Mayor	Technical assistance and training—development
	School board member	Availability
	School board member	Hands on
	School board member	Quality of technical assistance
	School board member	Support
	Training	County council member
County council member		Training for staff
County council member		Training methodologies
County commissioner		Training for new staff and elected officials
County commissioner		Training for provide during off hours for part-time officials with other jobs
Mayor		Funding to support training
Mayor (2)		Training for staff
City council member		Virtual training
Town council member (2)		Training
Town council member		Training for elected officials

(Continued on next page)

Table FL. Technical assistance needs (Continued from previous page)

Category	Officeholder	Response
Training (continued from previous page)	Town council member	Training for staff
	Township trustees	Training
	Township trustees	Training for staff and elected officials
	Township trustees	Virtual training
	School board member	Training for elected officials
Other	County council member	Consistent solutions across county lines
	Township trustees	Government

APPENDIX G: OTHER RESPONSES

Questions 1, 10, 21, 23, 33, and 39 allowed officials to fill-in responses that were not in the pre-selected list. These responses are provided here. Answers given multiple times are denoted with a number in parentheses.

Other responses to elected office (Question 1)

- Town clerk treasurer (6)
- Town manager

Table G1. Other services for which local governments use volunteers (Question 10)

Officeholder	Services
Mayor	Veteran advocacy
Mayor	Youth participatory budgeting
City council member	Environmental education
City council member	Library and transit
Town council member	Town maintenance and repairs
Township trustee	City garage, moving, etc.
Township trustee	Food bank
Township trustee	Provide election polling site
Township trustee	Free household budgeting to help those in need

Table G2. Other important factors in choosing engineering and architectural services (Question 21)

Officeholder	Factor	Rank
County council member	Attitude	Fifth choice
County council member	Political payback for donations	First choice
County council member	Recommendations	Third choice
County council member	Type of project requiring engineering	Fifth choice
County commissioner	Availability/timeline of completion	Fourth choice
County commissioner	References	Fifth choice
Mayor	Combination of all factors	Fifth choice
City council member	Availability	Third choice
City council member	Communication/quick response	Fifth choice
City council member	MBE and XBE	Third choice
Town council member	End result	Fifth choice
Town council member	Reputation	Fifth choice
Township trustee	Availability	Second choice
Township trustee	Reputation	Fifth choice
Township trustee	Staff expertise	Fifth choice
School board member	Availability	Fifth choice
School board member	Interaction with community	Fifth choice
School board member	Recommendations	Third choice
School board member	Reliability	Fifth choice
School board member	Staff diversity	First choice
School board member	Subcontractors	Fifth choice
School board member	Union	First choice

Table G3. Other factors for not using QBS consistently (Question 23)

Officeholder	Reason
County council member	No need
County council member (2)	Lack of familiarity
County council member	N/A
County council member (3)	Not my role
County council member	It is a secret
County council member	Subjective decisions
County council member	Commissioners cut out all council input
County council member	We live in the 19th century
County council member	Was this all a sales pitch?
County commissioner (2)	Lack of familiarity
County commissioner	Have never used federal funding
County commissioner	In-house engineer
County commissioner	New to my position
Mayor (2)	Lack of familiarity
Mayor	In four years mostly done through [a particular firm]
Mayor	Concerned about not understanding the true value until after a selection has been tentatively made
City council member	Not my role
City council member	Funding limitations
City council member	Small or short-term project
Town council member (2)	No need
Town council member (3)	Lack of familiarity
Town council member	N/A
Town council member	Not big enough
Town council member	State requirements for grants—must use lowest cost provider
Town council member	I have engineering experience from the past
Town council member	Never offered
Town council member	Professional service
Township trustee	No need
Township trustee (3)	Lack of familiarity
Township trustee (4)	N/A
Township trustee (2)	Not big enough
Township trustee	Funding limitations
Township trustee	Not required
Township trustee	Only when needed
Township trustee	Seldom use engineers
Township trustee	No reason at this time
Township trustee	We will consider when building the second fire station. The first fire station was let prior to my taking office.
School board member (3)	Lack of familiarity
School board member (2)	N/A
School board member	Not my role
School board member	Not satisfied when used previously
School board member	To sometimes give a local startup an opportunity
School board member	Stubborn

Table G4. Other sources local governments use for advice about cybersecurity (Question 33)

Officeholder	Sources of advice
County council member (3)	IT company
County council member	State government
County council member	Insurance company
County council member	Not my role
Mayor	U.S. Conference of Mayors
Mayor	IT company
Mayor	Insurance company
City council member	IT company
City council member	Insurance company
City council member	Have not needed
Town council member (5)	IT company
Town council member (2)	Insurance company
Town council member (2)	Have not needed
Town council member	Web provider
Town council member	State government
Town council member	State Board of Accounts (SBOA)
Town council member	Independent IT contractor
Township trustee (6)	Have not needed
Township trustee (5)	IT company
Township trustee (3)	Insurance company
Township trustee (2)	Local expert
Township trustee	Web
Township trustee	State Board of Accounts (SBOA)
Township trustee	Rarely need
Township trustee	Process is happening is now. New system
Township trustee	IT technician
Township trustee	Husband
Township trustee	Google
School board member	Local expert
School board member	IT company
School board member	Have not needed

Table G5. Other information sources consulted for the implementation of management practices and programs (Question 39)

Officeholder	Information sources
County commissioner (2)	County attorney
County council member	Insurance carrier provides loss control website and consultant
County council member	Other council member
County council member	Something new—common sense
County commissioner	Contacts in management
Mayor	Central Indiana Council of Elected Officials (CICEO)
City council member	Department heads
City council member	Economic institutions
Town council member	Subject matter experts
Township trustee (4)	Attorney
Township trustee	Past government office
Township trustee	Retired official
School board member	City council, county leadership, chamber
School board member	Superintendent

APPENDIX H: OPEN-ENDED RESPONSES

Question 40 provided an opportunity for officials to make any additional comments. These comments—along with comments written in the margins throughout the printed questionnaires—are described below (Table H1). Comments are ordered by question number. Responses have been edited only for clarity and in cases in which a particular elected official or community could be identified. These changes are denoted with [].

Table H1. Additional open-ended and write-in comments by question (Question 40 and other questions)

Question	Officeholder	Comment
7	Mayor	COVID-19 (written in next to economics)
7	Mayor	COVID-19 has skewed our economy since March 16, 2020
7	Mayor	Pandemic/COVID-19 (written at the top of economics and quality of life)
7	School board member	I am white. In public safety, we do not do enough for minority awareness and development. Racism is a problem, but I am not on the losing side.
7	School board member	None (written next to transit)
7	School board member	Gentrification (written next to age in place)
7	School board member	Economics are a major problem only because of COVID-19
7	Town council member	COVID-19 (written next to economics)
7	Town council member	K-6 is growing (written next to K-12)
7	Township trustee	Economic problems as a result of COVID-19
7	Township trustee	COVID-19 (written next to economics and infrastructure and services)
7	Township trustee	All of these are available on the county level (written across the health and public safety conditions).
7	Township trustee	Some here and, as far as I know, are done in a very satisfactory manner (across public safety, economics, local services and infrastructure, and land use conditions)
8	County council member	Jail facilities (written in as a fourth priority)
8	Mayor	Jail facilities—[County jail] is in poor shape and overcrowded (added as a fourth priority)
8	School board member	Improving K-12 education—state government needs to compensate the school districts equally. [Our district], for instance, gets far fewer dollars than our neighboring similarly sized school districts.
8	School board member	Job creation and business attraction—make changes as soon as possible.
8	Town council member	Unsafe buildings (written in as a fourth option priority)
8	Township trustee	COVID-19 will change everything regarding economics
8	Township trustee	Basic/township assistance—we are back in a recession; funding will be a problem.
8	Township trustee	There are a substantial number of abandoned properties and a lack of private property maintenance in our small community. Nothing seems to ever get done even when complaints are turned in.
9	Township trustee	All of the starred items are covered by county facilities.
9	Township trustee	All provided from county government
9	Township trustee	Refer clients to 211 services.
9	Township trustee	Pantries (written next to relief services)
10	Mayor	Police reserves, community service (parks), senior center, and community cleanup (added next to particular services)
10	School board member	Youth Mentoring Initiative (YMI) (written next to youth and family services)
10	Township trustee	Courts—CASA; health services—hospice volunteers; beautification—United Way; emergency management and shelters/homeless—churches (responses written next to particular services)
10	Township trustee	No need, this is a small farming community.
12	Township trustee	I trust townships to do the right thing most of the time [to the best of their ability].
13	Township trustee	Currently active in church
14	Town council member	Volunteer fire department (VFD) (written next to other types of nonprofits or charities)
14	Town council member	Historic preservation (written next to other types of nonprofits or charities)
14	Township trustee	Supervise 4-H community service
15	Township trustee	Look at the salaries of small township trustees and you'll see that we aren't in it for the money.
17	Township trustee	If needed, I know where to go.
19	Township trustee	Haven't had to
21	Township trustee	All factors important
22	City council member	What's QBS?
27	School board member	Wonder what happened
27	Township trustee	Local residents are used to make sandbags and place them along the river.
28	School board member	COVID-19 has changed all scenarios.
28	Township trustee	We are facing coronavirus, and all are handling it rather well.

(Continued on next page)

Table H1. Additional open-ended and write-in comments by question (Question 40 and other questions) (Continued from previous page)

Question	Officeholder	Comment
29	Township trustee	Don't know about other trustees
31	Township trustee	Not familiar, so far have not had a problem
34	Town council member	Fire department (written after response for service capacity)
34	Township trustee	[The community foundation], Love, Inc., Meals on Wheels, Salvation Army, and the [educational foundation] have all been incredible over the past three months.
36	Mayor	Do not award grants
36	School board member	Do not award grants
36	Town council member	Fire department is the only nonprofit
36	Town council member	Do not award grants
36	Township trustee	So far, we haven't had to apply for any grants.
36	Township trustee	Do not award grants
36	Township trustee	Not applicable. Budget items not normally for this. We do provide some limited monies for the food pantry.
36	Township trustee	Do not award grants/contracts to nonprofits
35 & 36	Township trustee	Evaluating this right now. We count on nonprofits more than they count on us. We should contract with several. All of the elements in Question 36 will be considered.
38	School board member	In my job (written in next to I received adequate training)
Multiple	Township trustee	N/A (written in next to many questions)
40	City council member	A key concern is to avoid duplication of services. A second concern is coordinated messaging to the public about local policies, initiatives, and priorities. We have had great interaction with state and national elected officials and appreciate that. It has enabled us to accomplish things like the repeal of the medical device tax that are very important to our economy. Our local chamber of commerce, economic development corporation and community foundations have been key in promoting dialogue, platforms to communicate, and coordination of services as well as identifying needs and accelerating response plans.
40	City council member	I believe that the issue facing local government, at this point in time, is budgeting. The tax caps have slowed the ability to provide essential services in a proper manner.
40	City council member	I have only been in my position for four months. Now with COVID-19, meetings have gone electronic. Too new to answer most of these questions with any kind of intelligence.
40	City council member	Lack of resources for grocery and choices are a major issue at this time.
40	City council member	Quite frankly, local government in Indiana is NOT what I had hoped it would be. State government seems to take great pleasure in creating unfunded mandates and offers little or no assistance with regard to city government administration. Our city is slowly shrinking due to the age of the population as well as the exodus of our youth after graduation from high school or college. Indiana is NOT worker friendly and offers little incentive to attempt to keep the younger generation from leaving. Our city government (due to the shrinking population) is severely limited as far as being able to provide much more than basic services.
40	City council member	We, as a council, are kept in the dark on most issues. We have a mayor that doesn't share anything with us unless he needs something. It is not the best relationship unfortunately!
40	City council member	We could probably be doing more here. There always is room for improvement.
40	City council member	We need state help for small businesses.
40	City council member	We need to be more equitable and accessible to people of all backgrounds and walks of life.
40	County commissioner	Educating the citizens
40	County commissioner	Getting government employees to provide the services required of them
40	County commissioner	[County's] relationship with INDOT in particular is very positive while the relationships with some of the other state agencies are a little more challenging.
40	County commissioner	Honestly, grants for road monies is a horrible process. It needs to revert back to knowing what we get rather than having to guess. Our road superintendent spends way too much applying for funds rather than managing.
40	County commissioner	MVH funding 50/50 split of funds between restricted and nonrestricted it is unobtainable with our current split.
40	County commissioner	State government intrudes into local government responsibilities.
40	County commissioner	Unfunded mandates are problematic.
40	County commissioner	We are [a very small county]. The state gives no thought to us when making any decisions. I believe that most of the state government is only concerned with what goes on inside the I-465 loop and what goes on in some of the other bigger cities in Indiana. The small communities are dying, largely because of legislation passed at the state level. The property tax cap is killing smaller communities. Recently, the General Assembly cut farm ground assessed value. My county is 85 percent farm ground! That changed my county's assessed value by \$5.25 million. How can we budget for a change like that? The state has to start paying more attention to the small communities and small school corporations or they will cease to exist.
40	County commissioner	Working with the past and the new mayor for the betterment of the community.

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Table H1. Additional open-ended and write-in comments by question (Question 40 and other questions) (Continued from previous page)

Question	Officeholder	Comment
40	County council member	Answers were completed prior to the pandemic episode. Budgeting for roads were a large issue in [the] county's 2019 and 2020 budget process. The division of restricted and nonrestricted funds for MVH funding leaves us with money in the restricted fund and no money in the unrestricted fund because we have done paving internally instead of contracting it out. Because of the number of miles maintained in [the] county, this is a huge issue. Many other counties in Indiana also are experiencing the same issue. I realize this will be only a part of many budgeting issues going forward trying to make pandemic recovery.
40	County council member	As a county council member, this questionnaire is outside my area of expertise. I skipped some areas due to no involvement with those issues.
40	County council member	City-county relationships have been difficult for several years here, due primarily to the differences in economic base and sometimes drastically different views of mission. Since our loss of industry in 2007, city-based views have changed from the metropolitan, union mindset to more rural views. We are beset by low wages in service industries (fast food, etc.), rather than by living wages earned by family breadwinners. A large Hispanic and other foreign population now is present; hardly any existed previously. We have yet to intermingle in society. Opiate addiction is rampant. Like many other Indiana communities, we are struggling to control our streets while building new facilities to contain those arrested. All largely due to the change at state level in thrusting the problem on local government.
40	County council member	I would like state government to communicate better with local officials about planned projects within our county.
40	County council member	It is a constant struggle to stay within our budget when state government continues to take money from our main source of revenue.
40	County council member	Lack of property tax revenue due to state and federal government owning a lot of acreage in our county
40	County council member	Like most rural areas, declining population and school enrollments are a major problem.
40	County council member	Our county needs to be able to attract more businesses in our area to provide quality jobs to help our communities grow and prosper. We are a large rural county with many miles of roads, many of which are gravel. We need to be able to finance maintenance of the infrastructure.
40	County council member	Recent changes to cities' ability to annex have put counties in the position of adding police staff to suburban areas next to cities. Urbanized areas are not paying for the additional costs which should be part of the city.
40	County council member	Regularly concerned about state government imposing unnecessary or arbitrary regulations on local units of government.
40	County council member	State government tends to mandate policy without listening to local government especially in financial concerns. The state usually comes out the big winner when those formulas are created. The 7 percent sales tax and the gas tax are good examples.
40	County council member	State road monies are dwindling at the same time when our roads need more funding.
40	County council member	Survey is too long. You will start to get inaccurate data halfway through. Ten questions are the maximum.
40	County council member	State legislators pass laws at times that seem to favor state government without regard to local governments. Unfunded mandates!
40	County council member	There is a lack of oversight of township trustees. Not all boards are doing their due diligence. State government stopped having county councils do a nonbinding review of their budgets. Broadband and lack of affordable internet: I have seen the federal government provide millions of dollars in grants to bring the internet to our rural area for \$80 a month. Our citizens cannot afford that. One township trustee put up a tower to help her residents get internet in their township. No other trustee has worked outside of the box to help their citizens. I would like an annual and central meeting of all trustees with local governments to address broadband and fire department issues. I also would like the State Board of Accounts to make the reports available online to reflect general accounting practices and provide a profit and loss statement for citizens to review as well as a balance statement of obligations and debts. It takes six steps when it should only take one. I would like laws enacted to protect citizens from government officials that move out of counties but keep their position and vote on important matters to the citizens of that county. Per the State Board of Accounts, it is wrong but not criminal.
40	County council member	Unfunded state and federal mandates.
40	County council member	Unfunded mandates by state and federal government imposes great costs and concerns for county government. Making and passing laws to make local governments raise taxes are unfair. In this time of crisis, relaxing standards for health care is wrong and almost criminal.
40	Mayor	A continuing concern is that the [city] is left to stand alone and doesn't receive financial support from the county to assist with road maintenance. We spend "x" amount of money per mile to reach one citizen's home in rural county. When the same "x" amount of money per mile could provide need road repairs and replacement for the city. Also, a participative role would be welcomed.
40	Mayor	I have very good working relationships with local, regional, state, and national officials. The networking opportunities that I seek on all levels of government are for the betterment of my local community.

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Table H1. Additional open-ended and write-in comments by question (Question 40 and other questions) (Continued from previous page)

Question	Officeholder	Comment
40	Mayor	I think local elected officials would like the legislature to stop infringing on home rule. Every session is an assault on local control and typically in the name of special interests. See HB 1165, HB 1061, HB 1060 SB 385, SB 55, and HB 1085.
40	Town council member	Small town—it seems we don't have access or have some of the criteria that the survey covers, so answers would be guesses or estimated idea.
40	Town council member	County government needs to do more communication with local government about local concerns.
40	Town council member	Funding: The 20-percent match on most grants is cost prohibitive for the town to take on needed projects.
40	Town council member	I believe the most pressing issue is continuing erosion of home rule by the legislature.
40	Town council member	I use Accelerating Indiana Municipalities (AIM) for legislative assistance or the Northwestern Indiana Regional Planning Commission (NIRPC).
40	Town council member	Most questions do not pertain to very small towns.
40	Town council member	Need to allow cities to have city managers.
40	Town council member	Our town is facing an environmental challenge that requires the governor to issue a state of emergency declaration. For whatever reason he has not acted. This inaction is ridiculous and will have long-term consequences for our town, the region, and the state.
40	Town council member	Our town is not eligible for many grants due to our inclusion in Unigov. We do not generate the revenue of the other included towns in the Unigov system.
40	Town council member	Several years ago, [a neighboring, large municipal utility] took us out of the large industrial sewer rating. They created a municipal rate which is 30 percent higher than the industrial rate. We have struggled to break even and to properly balance service and cost for our residents. Any assistance would be appreciated. The large municipal utility] has refused to discuss their decision as we only give them gray water.
40	Town council member	The small communities suffer from some of the stupid rules that help big cities and towns. No one cares about the small towns and cities!
40	Town council member	We need some legislation to stop blighted properties from being sold over and over in tax sales because they set there and get worse with no improvements ever get made. A time frame should be set, and a fund to remove them should be created. This is a statewide problem. All towns and cities have this problem.
40	Town council member	We seemed to have budgetary issues lately. We are trying to get a third-party auditor to come in an assess previous budgets, so we may rectify any issues that arise, make all this available to the town, and see where and what would be the best direction to go to be successful in obtaining a better town with respect to budgeting and economic issues.
40	Township trustee	I feel like most of these questions do not apply to us. We are unincorporated.
40	Township trustee	(1) Emergency dispatch funding voting needs to be restructured. (2) Less populated townships need to be combined with adjoining larger townships by statute rather than voluntarily. (3) Townships should form fire districts by statute.
40	Township trustee	Constituents knowledge of our services is limited
40	Township trustee	[County] just became a Steller Community. We are happy and hopeful for improvement.
40	Township trustee	Our biggest issue this year is the cut in our state funding to operate our office effectively. This year we had a budget of \$139,000 for our General Fund and we will only receive approximately \$88,000 toward this budget. We did have a little bit of surplus from last year—approximately \$15,000. However, this will not be enough to cover our budget. We have had to change some areas in our budget to make cuts in order to hopefully make ends meet for this year. I have seen property taxes go up in almost every area of our community, but yet our funding has gone down, I would like for someone to explain to me how this can happen. More money taken in, but less money given to the township that provides essential services for those in need.
40	Township trustee	With the emergence of COVID-19, it has been very helpful to receive information/updates from the Indiana Township Association (ITA) and state government about health, etc.
40	Township trustee	We are a small farming township with people that believe in the Bible and hard work for the most part. We do provide when necessary. The people must be satisfied as they keep voting me back in office.
40	Township trustee	The number of low-income families moving into [the city] has drained all resources from churches. The lack of sufficient low-income housing has created many slum landlords and low taxes that aren't enough to service all requests. Only low-income jobs in town. Many low-income households do not have vehicles to work in adjoining towns. Young town residents are leaving town after graduation, leaving an older, poorer resident population who require help.

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Table H1. Additional open-ended and write-in comments by question (Question 40 and other questions) (Continued from previous page)

Question	Officeholder	Comment
40	Township trustee	This survey generally is not relevant to my township. We have a population of around 650 persons. Most of the questions were for issues/situations that do not occur in our township due to our small population, scope of what the township does, and our limited financial resources. I stopped answering questions in the first part of the survey when it became apparent that these questions simply didn't apply to our township. The latter part of the survey had more relevant questions for our township. In surveys of this type, I think a 'not relevant' and/or a 'no opinion' option would be useful. An option at the beginning of each section to indicate 'not relevant' would have been appropriate. Also, there isn't any way I found to unselect a radial button after realizing that the better response would be leave the question unanswered.
40	Township trustee	Too much needed by state agencies (DLGF and SBOA). I am the trustee of a small township so most does not apply.
40	Township trustee	With the model of township government in Indiana, it makes it almost impossible to do any type of economic development. Also, we are looking at doing a merger of another township and there is no one at the state level to help me figure out the correct procedure to do it.
40	School board member	It is my experience that control of local public schools has been systematically removed and focused on senior administration staff who are actively influenced by state-level professional agencies and associations. Further transparency is dramatically withheld from local school boards by the current policies promoted by the Indiana School Board Association and the Indiana Association of Public School Superintendents. The Department of Local Government Finance is absolutely useless and attempts to force administrations to release and follow state statutes and regulations. The public access office has done as much as they can but are so pitifully funded as to be nearly useless. In short, the 1940s regulations of public education were designed to totally remove local control. Many of those initiatives are still in force and a hindrance to true local control of the education.
40	School board member	Amid this current quarantine and pandemic reaction disrupting so much of our routine these days, it has become impossible to meet in the method we have become accustomed to. If all meetings of the various governmental agencies would be live-streamed and archived for anyone to watch at a time of their own convenience, we would keep each other in the loop, be able to compare notes, and see what's coming down the pike. It would help to get all of us back to some sort of normalcy.
40	School board member	I started this before March 13 and set it aside and lost track of the information until I received my second copy. So much has changed over the past few months. I think finances, physical space, and general operations have become so much of a concern for everyone!
40	School board member	I'm afraid I'm not the person to ask on this. I am on the school board and we are an entity to ourselves. I'm sorry I didn't know the information you wanted.
40	School board member	Local government must address the expanding level of poverty in the area. With nearly 75 percent of the students in the school system on free or reduced lunches. The poverty issue and corresponding hunger situation has continued to grow and must be addressed.
40	School board member	Local property tax caps
40	School board member	More monies need to be made available for public education.
40	School board member	As a school board member, I am very concerned about the continued reduction in funding for small rural schools. It needs to be fixed ASAP.
40	School board member	[Our local medical center] is very overpriced. Robbing our local community!
40	School board member	There were questions addressing areas that I have no involvement in.
40	School board member	The [city] does not use regional collaboration or resources to improve our city. Grants, training, and many other resources are missed.
40	School board member	The instability with finances coming from state and federal sources. We can't become stable when funding changing.
40	School board member	State government continues to fail in its support and funding of local government. Local control is better for funding and policy decisions.
40	School board member	This survey is too long!
40	School board member	This was a little difficult to complete because of the pandemic. This pandemic has delayed or derailed some improvement plans and plans about future funding.
40	School board member	Too complicated survey for a college graduate.
40	School board member	We have a great relationship with local and county government entities and work together with them to mutually benefit our community and the citizens we serve.
40	School board member	We need to support our teachers, and they need to be compensated for all they do for our students. They are definitely underpaid. They need to have a salary increase ASAP!

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