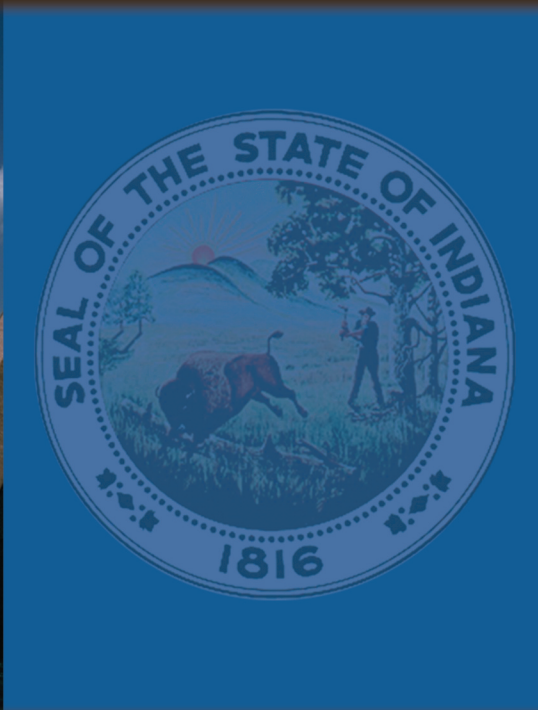




ACIR

INDIANA ADVISORY COMMISSION
ON INTERGOVERNMENTAL RELATIONS



INTERGOVERNMENTAL ISSUES IN INDIANA: 2017 IACIR SURVEY

INDIANA ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS

REPRESENTING THE INDIANA GENERAL ASSEMBLY

Chair
Representative Wes Culver (R)
Goshen
Senator Jon Ford (R)
Terre Haute
Senator Lonnie Randolph (D)
East Chicago
Senator Mark Stoops (D)
Bloomington

Vice-Chair
Senator C. Susan Glick (R)
LaGrange
Representative Tom Saunders (R)
Lewisville
Representative Sheila J. Klinker (D)
Lafayette
Representative Sue E. Errington (D)
Muncie

REPRESENTING MUNICIPAL, COUNTY, TOWNSHIP, AND REGIONAL GOVERNMENT

Robin Brandgard
Council Member, Town of Plainfield
Shannon Kohl
Mayor, City of Martinsville
Ken Paust
Commissioner, Wayne County
Larry Hesson
Council Member, Hendricks County
Andy Harris
Trustee, Wayne Township (Marion Co.)

Terry Seitz
Mayor, City of Jasper
James Lienhoop
Mayor, City of Columbus
Geoff McKim
Council Member, Monroe County
Therese Brown
Commissioner, Allen County
John Henry
Trustee, Pleasant Township (Allen Co.)

Susan A. Craig

Director, Southeast Regional Planning Commission

REPRESENTING CITIZENS/INTERGOVERNMENTAL EXPERTISE

Darren Vogt
Fort Wayne

G. Michael Schopmeyer
Evansville

STATE OFFICIALS

Governor Eric Holcomb
State of Indiana

Jason Dudich
Director, Indiana State Budget Agency

Lieut. Governor Suzanne Crouch
State of Indiana

ALTERNATES

Justin McAdam
Alternate for Governor

Lisa Acobert
Alternate for State Budget Agency

John Roeder
Alternate for Lt. Governor

STAFF

Jamie L. Palmer
Director

IACIR is staffed by Indiana University Center for Urban Policy and the Environment, a part of the Indiana University Public Policy Institute

Indiana Advisory Commission on Intergovernmental Relations
334 North Senate Avenue, Ste. 300 • Indianapolis, Indiana 46204-1708
317/278-1345 • jlpalmer@iupui.edu • www.iacir.spea.iupui.edu/

INTERGOVERNMENTAL ISSUES IN INDIANA: 2017 IACIR SURVEY

Authors:

Jamie L. Palmer, AICP

C. Michael Hendrix

Rachell Laucevicius

Stuart Wilson

with

Glory Kubicek

TABLE OF CONTENTS

Executive Summary	1
Introduction	3
Respondents and Response Rates	3
Optimism about the Future	6
Local Conditions and Responses	6
Current Status of Conditions	7
Change in Conditions	12
Priorities for Action	16
Summary of Local Conditions and Responses	19
Responses to Fiscal Challenges	20
Local Government Health Insurance	23
Cooperative Arrangements	24
Cooperative Service Arrangements	25
Joint Purchasing	26
Working Arrangements with Governments, Businesses and Nonprofits	26
Placemaking	28
Local Placemaking Elements	28
Motivations for Placemaking	30
Placemaking Assistance	32
Local Responses to Criminal Justice Reform	32
Local Jail Bed Capacity	34
Local Jail Staffing	36
Local Mental Health and Addiction Treatment	37
Use of Reserve Officers	38
Cybersecurity	39
Confidence in local cybersecurity – general and voting infrastructure	40
Adequacy of funding	42
Adoption of cybersecurity best practices	42
Technical Assistance Needs – Information Technology/Cybersecurity	44
Information, Training, and Technical Assistance Needs	45
Training	45
Information Sources	46
Most Needed Technical Assistance	46
Other Issues	48
Bibliography	49
Appendix A: Survey Methodology	51
Appendix B: Questionnaire	53
Appendix C: Respondent Local Governments	65
Appendix D: Actions Planned or Taken on Priorities	70
Appendix E: Strategies to Address Fiscal Challenges	88
Appendix F: Responses to Rising Employee Health Insurance Costs	96
Appendix G: Multiple Methods of Service Provision	100
Appendix H: Working Relationships with Governments, Businesses, and Nonprofits	102
Appendix I: Technical Assistance Needs	105
Appendix J: “Other” Responses	112
Appendix K: Open-ended Responses	117

TABLE OF TABLES

Table 1:	Response rates type by officeholder	3
Table 2:	Method of completion by type of officeholder	4
Table 3:	Respondents by county	4
Table 4:	Tenure in previous elected office	5
Table 5:	Feelings about the direction the community is heading by type of officeholder	6
Table 6:	Feelings about the direction the community is heading by survey year	6
Table 7:	Current status of community conditions	7
Table 8:	Conditions reported as major or moderate problems by survey year	10
Table 9:	Change in local conditions since last year	12
Table 10:	Conditions reported as one of three most improved or deteriorated	14
Table 11:	Conditions ranked as most important to work on over the next two years by survey year	16
Table 12:	Increased local government employee health insurance costs over the last two years by type of officeholder	23
Table 13:	Arrangements used to provide services by type	25
Table 14:	Services provided using multiple arrangements	26
Table 15:	Cooperative purchasing in the last year by type of officeholder	27
Table 16:	Working relationships among local government and other governments and service provider organizations	27
Table 17:	Placemaking activities/elements by type of officeholder	29
Table 18:	Community placemaking motivations by type of officeholder	30
Table 19:	Assistance needed to advance placemaking by type of officeholder	33
Table 20:	County status with respect to local jail bed capacity since January 1, 2016 and local responses	34
Table 21:	Relationship of county perceptions of jail space adequacy and overcrowding	35
Table 22:	County status with respect to jail staffing since January 1, 2016 and local responses	36
Table 23:	Relationship of county perceptions and jail staffing adequacy	37
Table 24:	Adequacy of current funding for mental health and drug treatment for county offenders	37
Table 25:	Current use of reserve police officers by government and type of officeholder	38
Table 26:	Effect of new legislation on future use of police reserve officers by current status and type of officeholder	39
Table 27:	Elected official confidence in local cybersecurity for data, infrastructure and services by type of officeholder	41
Table 28:	County elected official confidence in cybersecurity for county voting infrastructure by type of officeholder	41
Table 29:	Adequacy of current year spending on cybersecurity by type of officeholder	42
Table 30:	Implementation of local government cybersecurity best practices by type of officeholder	43
Table 31:	Information technology technical assistance needs by type of officeholder	44
Table 32:	Information sources consulted for implementation of management practices and programs, by type of officeholder	46
Table C1:	Respondent local governments by county	65
Table D1:	Actions planned or taken on priorities by type of officeholder	70
Table E1:	Strategies implemented to address fiscal challenges by type of officeholder—Raising revenue	88
Table E2:	Strategies implemented to address fiscal challenges by type of officeholder—Changes to the workforce	89
Table E3:	Strategies implemented to address fiscal challenges by type of officeholder—Cuts or reductions in services	91
Table E4:	Strategies implemented to address fiscal challenges by type of officeholder—Changes in service arrangements	94
Table F1:	Actions taken to combat the rising cost of providing health insurance by type of officeholder	96
Table G1:	Multiple methods of service provision by service and type of officeholder	100
Table H1:	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Federal government	102

Table H2.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—State government	102
Table H3.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—County governments	102
Table H4.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—City governments	103
Table H5.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Town governments	103
Table H6.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Township governments	103
Table H7.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—School districts	103
Table H8.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Library districts	104
Table H9.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Other special districts	104
Table H10.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Local businesses	104
Table H11.	Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Local charities and nonprofits	104
Table I1.	Complete technical assistance needs responses by category and type of officeholder	105
Table J1.	“Other” spending cuts by type of officeholder	112
Table J2.	“Other” types of service arrangements by service and type of officeholder	113
Table J3.	“Other” placemaking elements by type of officeholder	113
Table J4.	“Other” motivations for placemaking by type of officeholder	114
Table J5.	“Other” placemaking technical assistance needs by type of officeholder	115
Table J6.	“Other” responses to the adequacy of jail space by type of officeholder	116
Table J7.	“Other” responses to the adequacy of jail staffing by type of officeholder	116
Table J8.	“Other” actions taken to combat the rising cost of providing health insurance by type of officeholder	116
Table J9.	“Other” activities to protect the security of critical data, infrastructure, and services by type of officeholder	116
Table J10.	“Other” information sources consulted by type of officeholder	116
Table K1.	Additional comments by respondents	117

TABLE OF FIGURES

Figure 1.	Effective return rate by type of officeholder	3
Figure 2.	Tenure in current elected office by type of officeholder	5
Figure 3.	Feeling about the direction the community is heading	6
Figure 4.	Conditions chosen by a majority of respondents as major or moderate problems	9
Figure 5.	Top five issues identified most often as improved and as worsened during the past year	13
Figure 6.	Top five issues ranked as most improved and most deteriorated during the past year	15
Figure 7.	Issues ranked as most important to work on by more than 10 percent of respondents	16
Figure 8.	Fiscal management strategies implemented for 2015–16 and 2012–13	21
Figure 9.	Actions taken to combat the rising cost of providing health insurance to elected officials and employees	24
Figure 10.	Working relationships among local governments and other governments and service provider organizations	27
Figure 11.	Placemaking activities/elements pursued in local communities	28
Figure 12.	Motivations for placemaking	30
Figure 13.	Assistance needed to advance placemaking locally	33
Figure 14.	Operational capacity of respondent county jails	34
Figure 15.	Jail space utilization by hold type	35
Figure 16.	Staffing of respondent county jails	36
Figure 17.	Elected official confidence in local cybersecurity for data, infrastructure and services by type of officeholder	40
Figure 18.	County elected official confidence in cybersecurity for election infrastructure by type of officeholder ..	41
Figure 19.	Implementation of local government cybersecurity best practices	42
Figure 20.	Adequacy of training for past 12 months by type of officeholder	45
Figure 21.	Adequacy of training for past 12 months by time in current office	46

EXECUTIVE SUMMARY

Intergovernmental Issues in Indiana: 2017 IACIR Survey is the 13th in a series of surveys conducted by the Indiana University Public Policy Institute on behalf of the Indiana Advisory Commission on Intergovernmental Relations (IACIR) to help the commission and the Indiana General Assembly understand issues facing local governments. The survey included 30 questions. Some questions have appeared in previous surveys, and several questions address “hot topics” affecting local communities, such as local government cybersecurity, placemaking, and local needs associated with criminal justice reform. The questionnaire was sent to 1,381 county, city, town, township, and school officials. The effective aggregated response rate was 33 percent.

Findings

Local elected officials express increased levels of optimism for the future

A strong majority of respondents expressed optimism about the direction in which their communities are heading, the highest level of optimism since 1999. The intensity of optimism—respondents indicating being very optimistic—also is greater than in any survey since 1999 (IACIR surveys 1999-2014).

Economy still challenging for communities in spite of some improvement

Overall economic conditions and all other economic conditions were identified by a majority of respondents as major or moderate problems, although generally less than in 2014. Workforce readiness and workforce training and retraining were identified by almost three-quarters of respondents as a problem and reported more often as a problem in 2017 than in 2014. Workforce readiness also was reported most frequently as deteriorating and as a priority for action.

Communities face significant drug issues

Drug and alcohol abuse have been reported as serious problems by survey respondents since 2001. In 2017, almost all respondents identified these issues as major or moderate problems. Respondents selected drug abuse more than any other condition as having worsened in the past year, while also indicating it as a priority issue to the next two years. Drug crime was chosen by more than half of respondents as a problem, by nearly half as worsened during the past year, and by nearly half as among the top issues to address during the next two years. The availability and cost of drug treatment also was identified by a majority of respondents as a major or moderate problem. The efforts respondents identified to address this suite of issues are an indication of the complexity and interrelated nature of these issues, as well as how challenging they are to solve. Respondents identified law enforcement, criminal justice, public health, social service, education, and other efforts.

Local roads are improving but remain a critical issue for communities

Local roads, streets, and highways remained a focus of respondents in 2017. This issue has been consistently identified as a problem since 1999 (IACIR surveys 1999–2014). In the past, respondents have reported this condition as a problem and as deteriorating. In 2017, while respondents chose it as a problem, there also were signs of improvement. The mix of responses indicates that communities still have a lot of deteriorated infrastructure, but some of these needs are being addressed using the funds made available by the Indiana General Assembly for the Community Crossings grant program in 2016 and 2017 and through increased fuel taxes in 2017.

Placemaking is a focus for community officials

Placemaking is defined as the shaping of shared public spaces to improve a community’s social, cultural, and economic situation. Officials most often chose economic development/supporting the local economy, safety, and beautification as motivations for placemaking. A majority of respondents indicated pursuing 5 of 12 identified placemaking elements: recreational assets, including parks, playgrounds, trails, and recreational programming; attractive downtowns, storefronts, and public gathering places; historic preservation and adaptive reuse; bicycle friendly/walkable roads, streets, and sidewalks; and local food opportunities. City officials indicated adopting more placemaking elements than other local government officials.

Local governments continue to adopt strategies to balance revenues and costs

Local governments face a variety of fiscal circumstances and challenges. To succeed, local governments must provide not only basic services (public safety, infrastructure, etc.) but also the quality of life investments that undergird economic development and talent attraction. In response, local governments continue to adopt a variety

of strategies to increase revenue, gain efficiencies, cut costs, and improve local services. Local governments most often chose increasing fees and charges for local services, passing a new or additional income tax, and implementing cooperative arrangements with local governments.

Local governments also continue to face the rising costs of employee health insurance. The most common strategies used to manage these costs were: increasing employee and elected official contributions, adopting consumer-driven plans such as high-deductible plans and health savings accounts, and providing incentives for healthy behaviors.

Local governments report generally positive relationships with other governments, local businesses, and local nonprofits

When asked about working relationships with a variety of governments and other organizations, at least two-thirds of officials in the aggregate indicated having positive relationships with the variety of governments and organizations with two exceptions. A majority of respondents indicated having positive relationships with other special districts, but less so than with other governments and organizations. The federal government was the only organization type for which a majority of respondents in the aggregate indicated being ambivalent or negative.

Counties are adjusting to the realities of criminal justice reform

Criminal justice reform requires the incarceration of certain felons at the local level. Counties and to a limited degree cities and towns are adjusting to the realities of this new system. In 2017, three-quarters of respondent counties were experiencing objectively-defined jail overcrowding. Among counties whose officials perceived county jail space as adequate, about two-thirds were experiencing overcrowding. Many of these counties have no plans to take action. Among county officials who perceive jail space as inadequate, a strong majority are considering or have already built new jail space and/or have increased reliance on jail space in other counties. Similarly, about three quarters of respondent counties indicated having inadequate staffing. About half of all respondent counties increased jail staffing, while one-third relied on overtime and one-quarter considered increasing staffing.

An increased availability of mental health and addiction treatment is a critical piece of criminal justice reform. More than three-quarters of county officials indicated that they perceive the funding available for these services as inadequate. Counties, as well as cities and towns, use a variety of service arrangements to provide mental health and drug treatment services within the corrections system.

Officials indicate that new state requirements will reduce future use of reserve officers

Starting in 2018, a new state law requires the provision of medical care and payment of lost wages in the event that a police reserve officer is injured or contracts an illness while performing police duties and provides methods to manage those costs. A majority of respondent counties, cities, and towns reported using police reserve officers although counties and towns reported using them more often than cities. Among communities currently utilizing reserve officers, one-third of counties, cities, and towns indicated that the new provisions would affect future use. The effect of the new provision on future use by communities not currently utilizing reserve officers was generally less and varied by type of officeholder.

Cybersecurity implementation varies widely across local governments

Only about one-quarter of survey respondents indicated feeling very confident about the security of critical data, infrastructure, and services generally. Two-fifths of respondent counties indicated being very confident about the security of county voting systems. The adoption of best practices varied across types of officeholders.

Almost half of officials indicated wanting or needing additional training during the last year

In the aggregate, a strong majority of respondents indicated receiving some training within the last year. The proportion of officials receiving adequate training in the last year peaks at about half for officials who have served three to six terms. The proportion of officials indicating receiving no training increases from one-fifth for first-term officials to two-fifths for officials serving seven or more terms. About one-third of township trustees and city and town council members indicated receiving no training during the past 12 months.

Officials identified many technical assistance needs

Respondents identify wanting assistance with best practices, data, and training generally and with a variety of specific local government services, finance and law, information technology, human resources, citizen and stakeholder engagement, and engagement with other government and external organizations.

INTRODUCTION

Intergovernmental Issues in Indiana: 2017 IACIR Survey is the 13th 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 IACIR conducted 12 similar surveys between 1996 and 2014.

The 2017 questionnaire included 30 questions and addressed a number of 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, placemaking, and local needs associated with criminal justice reform. Issues were identified by and questions developed with the help of IACIR members, staff and faculty from PPI and the Indiana University School of Public and Environmental Affairs (SPEA), Accelerating Indiana Municipalities (AIM), the Association of Indiana Counties (AIC), the Indiana Association of County Commissioners (IACC), the Indiana Criminal Justice Institute (ICJI), and the Cybersecurity Program in the Indiana Office of Technology.

This report presents the results of the 2017 survey. In cases when questions are repeated from previous surveys, 1999 to 2014, those results are provided when useful. When needed for clarity, these sources are denoted as IACIR and the year each survey was administered. Complete citations are provided in the bibliography.

To account for nonresponses to specific questions and questions addressed to specific officeholders, the number of responses is provided with each table or figure. Several questions allowed respondents the option of providing a response to “other.” Complete lists of these responses is provided in Appendix J. Question 30 allowed respondents an open-ended opportunity to provide comments. Appendix K contains these responses as well as comments that were written in the margins throughout the 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.

RESPONDENTS AND RESPONSE RATES

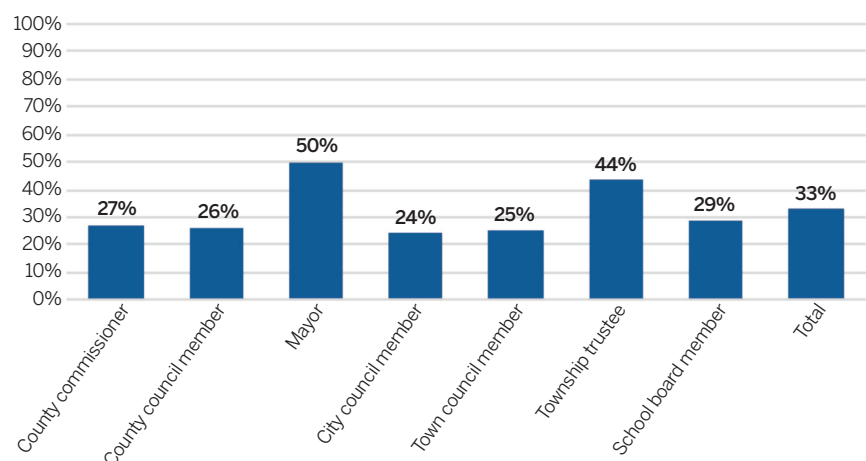
A complete description of survey methodology appears in Appendix A. The questionnaire (Appendix B) was sent to 1,381 local elected officials. More specifically, the survey was administered between mid-September and late November 2017 to samples of county commissioners, county council members, mayors, city and town council members, township trustees, and school board members. The effective aggregated response rate for the survey was 33 percent (453 out of 1,258) (Table 1 and Figure 1). The response rate is higher than in 2014, but similar to the rates in 2012 and 2010 (IACIR surveys 1999–2014). Twenty-three surveys were refused by recipients or undeliverable. These surveys were excluded when calculating the effective response rate.

Question 1 asked respondents to identify their elected office. Only one, respondent indicated being “other.”

Table 1: Response rates by office type of officeholder (Question 1)

	Effective responses	Mailed	Excluded	Effective return rate
County commissioner	25	92	1	27%
County council member	23	92	2	26%
Mayor	60	121	0	50%
City council member	28	120	2	24%
Town council member	74	299	7	25%
Township trustee	161	368	4	44%
School board member	82	289	7	29%
Total	453	1,381	23	33%

Figure 1. Effective return rates by type of officeholder (Question 1)



The clerk treasurer was grouped with other city officials for analysis. Among groups of officeholders, mayors and township trustees had the highest response rates (50 and 44 percent, respectively). The remaining groups of officeholders had response rates between 24 and 29 percent.

Respondents had the option to complete the survey online or by mail. Of the 453 respondents, a strong majority completed the survey in paper form, both in the aggregate and by type of officeholder (Table 2). All groups of officeholders increased utilization of the online survey from 2014 (IACIR survey), except town council members whose utilization was consistent with 2014. Mayors (37 percent) and school board members (35 percent) utilized the online method more frequently than other officials.

Questions 2 and 3 asked respondents to identify their local government and the county in which it is located. These questions have been included in the questionnaire since 2008 (IACIR surveys 2008–14). In 2017, respondents represent 436 local governments. At least one local official from each county responded to the survey, except Scott County (Table 3). A complete list of the local governments represented by respondents appears in Appendix C.

Questions 4 and 5 asked respondents

Table 2: Method of completion by type of officeholder*

Office	Paper	Online
County commissioner (n=25)	76%	24%
County council member (n=23)	70%	30%
Mayor (n=60)	63%	37%
City council member (n=28)	75%	25%
Town council member (n=74)	82%	18%
Township trustee (n=161)	84%	16%
School board member (n=82)	65%	35%
Total (n=453)	76%	24%

*Some totals may be slightly more or less than 100% due to rounding.

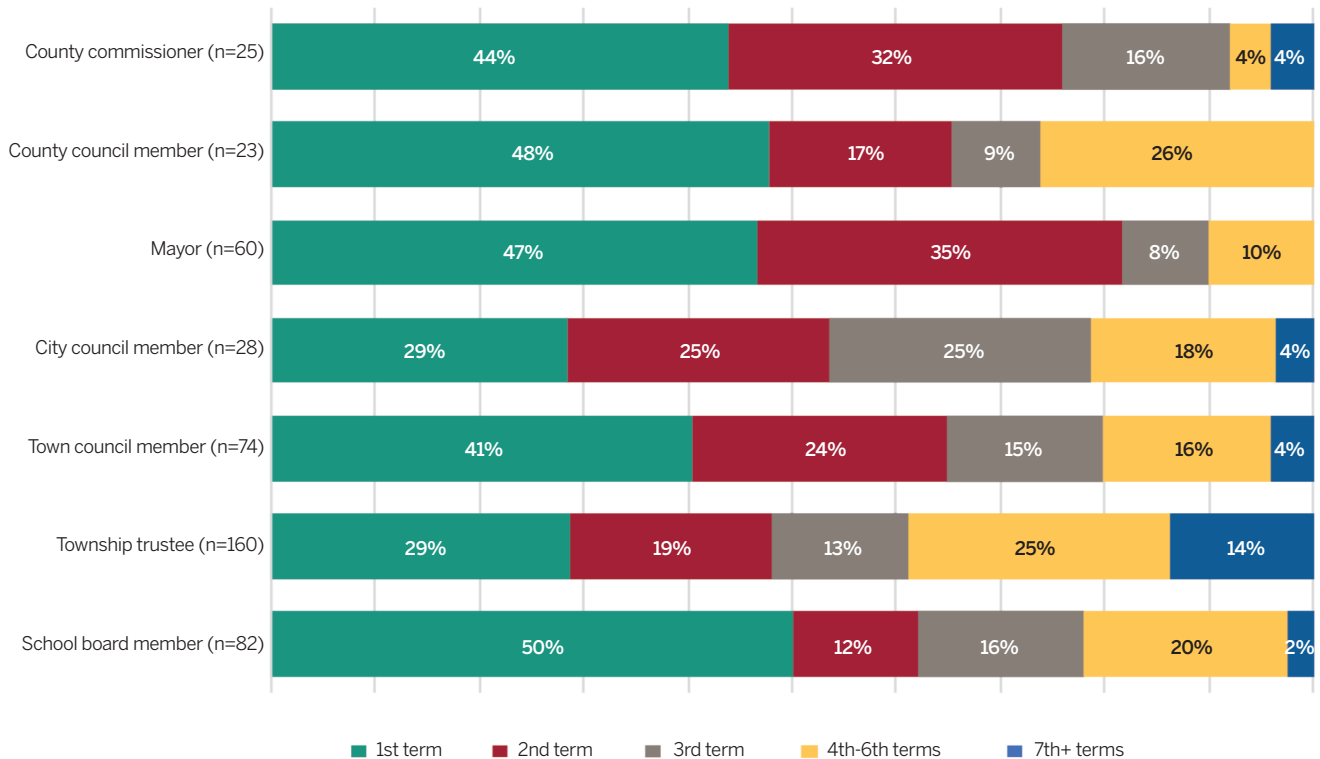
Table 3: Respondents by county (Question 3)

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

^aNine respondents represent local governments that cross county boundaries.

^bTwo officials from each county (one commissioner and one council member) and from each city (the mayor and one council member) received questionnaires. In 14 counties, more than one official returned surveys from the same local government(s).

Figure 2. Tenure in current elected office by type of officeholder (Question 4)



to indicate tenure in their current and previous elected local government positions. In each group of officeholders and in the aggregate, a majority of respondents have served in their current elected position 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 respondents indicated having served in another local elected office. Mayors and county commissioners reported holding other elected positions most often. This is perhaps not surprising as these are executive positions. School board members and city council members reported having held another local office least often (Table 4).

Table 4. Tenure in previous elected office (Questions 4 and 5)

	No previous elected office	1–4 years	5–8 years	9–20 years	21+ years
County commissioner (n=25)	60%	0%	20%	12%	8%
County council member (n=23)	57%	0%	22%	9%	13%
Mayor (n=59)	51%	14%	19%	17%	0%
City council member (n=28)	89%	4%	0%	4%	4%
Town council member (n=73)	67%	12%	5%	14%	1%
Township trustee (n=159)	67%	11%	11%	11%	1%
School board member (n=80)	88%	5%	3%	5%	0%
Total (n=447)	69%	9%	10%	11%	2%

OPTIMISM ABOUT THE FUTURE

Question 6 queried respondents about their feelings regarding the future of their communities. As shown in Figure 3 and Table 5, respondents are generally optimistic about the direction in which their communities are heading (80 percent). This represents a higher level of optimism among elected officials than in 2014, and the highest level of optimism since 1999 (Table 6) (IACIR surveys 1999–2017). The intensity of optimism—those respondents who indicated being very optimistic—is greater than in any survey since 1999. Among groups of officeholders, city council members (97 percent), mayors (93 percent), and county council members (91 percent) indicated being optimistic most often.

LOCAL CONDITIONS AND RESPONSES

Questions 7–11 addressed 69 local conditions and services in six general categories: health, economics, public safety, local services and infrastructure, land use, and community quality of life. Respondents were asked about the current status of each condition and whether the status of each had improved, worsened, or remained the same (Question 7). Respondents also were asked to identify the three conditions each that had improved (Question 8) and deteriorated most during the last year (Question 9), as well as the conditions that were most important to work on in the next two years (Question 10). Question 11 is a new question in 2017 asking respondents to identify any activities underway or completed that address the issues identified as most important to work on in the next two

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

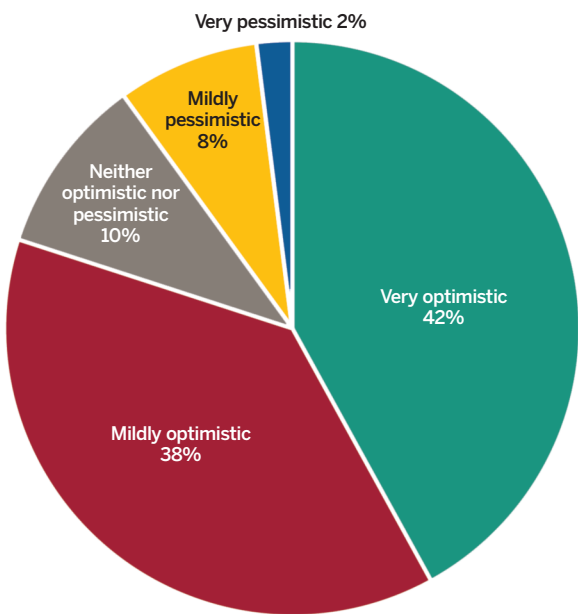


Table 5. Feelings about the direction the community is heading by type of officeholder (Question 6)

	Very optimistic	Mildly optimistic	Neither optimistic nor pessimistic	Mildly pessimistic	Very pessimistic
County commissioner (n=25)	52%	36%	8%	4%	0%
County council member (n=22)	27%	64%	5%	5%	0%
Mayor (n=57)	86%	7%	4%	4%	0%
City council member (n=28)	54%	43%	4%	0%	0%
Town council member (n=74)	47%	39%	7%	3%	4%
Township trustee (n=152)	25%	47%	13%	12%	3%
School board member (n=82)	35%	34%	13%	13%	4%
Total (n=436)	42%	38%	10%	8%	2%

*Some of the totals may be slightly more or less than 100 percent due to rounding.

Table 6. Feelings about the direction the community is heading by survey year

Year	Very optimistic	Mildly optimistic	Neither optimistic nor pessimistic	Mildly pessimistic	Very pessimistic
2017 (n=436)	42%	38%	10%	8%	2%
2014 (n=599)	26%	45%	14%	12%	3%
2012 (n=407)	30%	40%	14%	13%	3%
2010 (n=395)	30%	39%	17%	11%	3%
2008 (n=810)	21%	40%	19%	16%	5%
2006 (n=431)	29%	46%	8%	14%	3%
2004 (n=491)	26%	48%	12%	11%	3%
2003 (n=502)	27%	45%	14%	11%	3%
2002 (n=543)	28%	47%	13%	9%	2%
2001 (n=542)	34%	50%	9%	5%	2%
1999 (n=599)	38%	44%	10%	7%	1%

Source: IACIR surveys 1999–2017.

years. This suite of questions asks respondents to comment on conditions in their communities generally rather than solely from the perspective of their local governments. In the remainder of the survey, they are asked to respond solely as a representative of a particular local government.

The 2017 questionnaire has several changes from 2014 (IACIR survey). Several new conditions were added: availability and cost of drug treatment services, access to healthy foods, computer crime, online bullying/harassment, reliable and affordable internet service, farmland conversion and loss, population loss/stagnation, and homelessness. Several conditions also were removed: care for the elderly, youth crime, solid waste management, cable TV, electric service, natural gas service, increased amount of development, mix of housing types and prices, mix of residential and nonresidential development, brownfields, conflicts between agriculture and other land uses, traffic congestion, immigration, and truancy and other school behavior problems. A number of conditions also were adjusted: drug and alcohol abuse was separated into two distinct conditions; job quality was further qualified as job quality including wages and benefits; community involvement was changed to civic engagement/community involvement; job loss/unemployed was restated as job availability/employment; and lack of high-speed internet/broadband was restated as high-speed internet/broadband.

CURRENT STATUS OF CONDITIONS

When asked about the current status of each of the community conditions (Question 7a), more than half of the conditions (39 of 69) were reported

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

Category	Condition	Major problem	Moderate problem	Minor or no problem
Health	Availability of health services (n=417)	9%	32%	59%
	Cost of health services (n=418)	37%	46%	17%
	Availability of health insurance (n=417)	21%	44%	35%
	Cost of health insurance (n=421)	52%	36%	12%
	Availability and cost of dental health services (n=411)	27%	41%	32%
	Availability and cost of mental health services (n=409)	38%	36%	26%
	Availability and cost of services for people with disabilities (n=412)	25%	47%	28%
	Availability and cost of drug treatment services* (n=412)	51%	33%	16%
	Drug abuse* (n=424)	70%	25%	4%
	Alcohol abuse* (n=420)	35%	52%	14%
	Smoking (n=418)	29%	53%	18%
	Obesity (n=419)	45%	46%	10%
	Chronic disease (heart disease, diabetes, etc.) (n=413)	28%	56%	17%
	Access to healthy foods (n=413)	17%	33%	50%
Economics	Overall economic conditions (n=411)	21%	41%	38%
	Job availability/employment * (n=417)	18%	32%	50%
	Job quality including wages and benefits*(n=410)	25%	46%	29%
	Workforce readiness* (n=408)	24%	52%	24%
	Workforce training and retraining (n=405)	23%	51%	27%
	Business attraction and retention (n=404)	31%	39%	30%
	Shovel-ready properties (n=403)	19%	32%	50%
Public safety	Police/sheriff services (n=423)	5%	24%	71%
	Police-community relations (n=421)	5%	19%	76%
	Fire services (n=421)	3%	15%	82%
	Emergency medical services (n=423)	5%	22%	74%
	Emergency dispatch (n=420)	6%	24%	70%
	Violent crime (n=418)	6%	32%	62%
	Drug crime (n=424)	37%	46%	17%
	Computer crime* (n=412)	8%	37%	54%
	Online bullying/harassment* (n=413)	9%	43%	48%
	Family/domestic violence (n=412)	13%	57%	30%
	Homeland security (n=408)	4%	20%	77%
	Jail facilities (n=415)	19%	26%	55%
	Youth detention facilities (n=413)	20%	30%	50%
	Disaster response (n=414)	3%	18%	79%
	Emergency warning sirens (n=418)	6%	17%	77%
Local services and infrastructure	K-12 education (n=411)	6%	21%	74%
	Drinking water (n=408)	2%	13%	85%
	Sanitary sewers (n=408)	8%	19%	72%
	Storm sewers (n=407)	11%	29%	60%
	Combined sewer overflows CSOs (n=397)	9%	25%	67%
	Local roads, streets, and highways (n=412)	20%	47%	34%
	Sidewalks and trails* (n=410)	16%	38%	46%
	Bridges (n=404)	11%	36%	52%
	Public transit (n=395)	21%	23%	56%
	Parks and recreation (n=406)	6%	21%	73%
	Cellular telephone (n=415)	11%	23%	66%
	High-speed internet/broadband service* (n=415)	20%	31%	48%
	Reliable, affordable internet service* (n=416)	21%	37%	42%

(continued on next page)

by a majority of respondents as a major or moderate problem (Table 7 and Figure 4). Thirty conditions were reported by a majority of respondents as a minor problem or not a problem.

Health

Three health issues—drug abuse (70 percent), cost of health insurance (54 percent), and availability and cost of drug treatment services (51 percent)—were the only issues chosen by a majority of respondents as major problems across all conditions categories. All health issues except the availability of health services and access to healthy foods were chosen by a majority of respondents as major or moderate problems. The new condition, availability and cost of drug treatment service, was identified fifth most often as a problem among all conditions.

Table 7. Current status of community conditions (Question 7a)**
(continued from previous page)

Category	Condition	Major problem	Moderate problem	Minor or no problem
Land use	Quality of development (n=409)	13%	32%	55%
	Lack of development (n=409)	21%	31%	48%
	Quality affordable housing (n=413)	28%	35%	37%
	Code enforcement (n=408)	16%	30%	54%
	Private property maintenance (n=416)	18%	40%	43%
	Foreclosures (n=402)	13%	36%	51%
	Abandoned properties (n=415)	22%	36%	42%
	Open space/green space (n=406)	5%	19%	76%
Community quality of life	Conflict between agriculture and other land use*	7%	20%	73%
	Air quality (n=414)	5%	15%	80%
	Water quality (n=416)	4%	12%	84%
	Population loss/stagnation* (n=416)	19%	28%	53%
	Poverty (n=415)	25%	41%	35%
	Homelessness* (n=418)	9%	33%	58%
	Vitality of neighborhoods (n=415)	10%	37%	53%
	Vitality of downtown (n=400)	22%	39%	39%
	Arts and cultural resources (n=398)	14%	30%	56%
	Civic engagement/community involvement* (n=391)	14%	31%	55%
	Race-ethnic relations (n=399)	5%	18%	77%
	Childcare availability*(n=396)	14%	35%	51%

* Conditions that were added or adjusted for the 2017 questionnaire.

** Some of the totals may be slightly more or less than 100 percent due to rounding.

Drug and alcohol abuse have been reported as serious problems by a strong majority of survey respondents since 2001. This time, 96 percent of respondents chose drug abuse as a major or moderate problem, a greater proportion than had reported drug abuse alone or drug and alcohol abuse as problems since 2001. In previous surveys (2003 and 2004) in which drug abuse was reported as a separate condition, 90 percent of respondents reported that it was a major or moderate problem. In previous IACIR surveys (2000–01 and 2006–14) in which drug and alcohol abuse was presented as a combined condition, 84 to 91 percent of respondents reported that the combined condition was a major or moderate problem (Tables 7 and 8, and Figure 4).

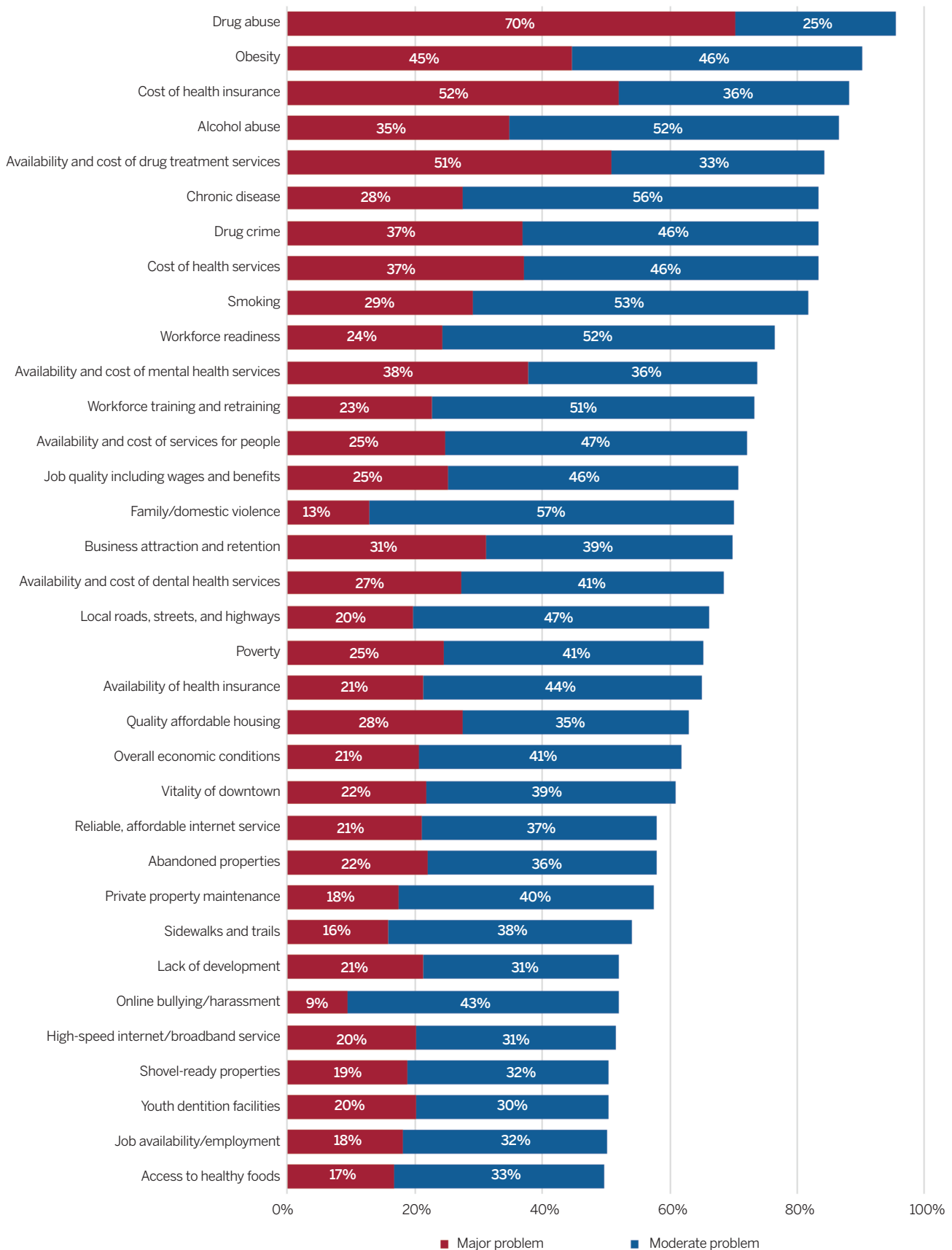
Public Safety

Among public safety conditions, a majority of respondents chose drug crime, family/domestic violence, and online bullying/harassment as major or moderate problems. Drug crime was identified by 83 percent of respondents as a major or moderate problem. No fewer than 75 percent of respondents have identified this condition as a major or moderate problem since it was added as a condition in 2004. Seventy percent of respondents identified family/domestic violence as a major or moderate problem. This is the highest proportion of respondents since the question was added, except for 2006 when 73 percent of respondents identified it as a problem. The new condition, online bullying/harassment, was identified by a majority of respondents (52 percent) as a major or moderate problem (Tables 7 and 8, and Figure 4).

Economics

Overall economic conditions (62 percent) was identified by a majority of respondents as a major or moderate problem. All economic conditions were identified by at least half respondents as major or moderate problems. Approximately three-quarters of respondents identified workforce readiness (76 percent) and workforce training and retraining (74 percent) as major or moderate problems, while approximately 70 percent of respondents selected job quality including wages and benefits and business attraction/retention as problems. Generally, the proportion of respondents identifying specific economic conditions as problems was less in 2017 than in 2014, likely a reflection of an improving economy. Two exceptions were workforce readiness and workforce training and retraining. The proportion of respondents reporting these conditions as problems was greater in 2017 than in 2014 (Tables 7 and 8, and Figure 4).

Figure 4. Conditions chosen by a majority of respondents as major or moderate problems (Question 7a)



Local Services and Infrastructure

Among local services and infrastructure conditions, a majority of respondents selected local roads, streets, and highways, sidewalks and trails, high-speed internet/broadband service, and reliable, affordable internet service conditions as major or moderate problems. A majority of respondents (62 to 71 percent) has consistently identified local roads and streets as a major or moderate problem since 2001 (IACIR surveys 1999–2014). Local roads, streets, and highways was identified by 67 percent of 2017 respondents as a major or moderate problem. This is slightly lower than the 2012 and 2014 surveys but consistent with surveys before 2012 (IACIR surveys 1999–2014). Fifty-four percent of respondents identified sidewalks and trails as a major or moderate problem. This is consistent with 2014. High-speed internet/broadband service was identified by 51 percent as a major or moderate problem. This is an increase from 2014 and 2012. A new condition—reliable, affordable internet service—was identified by 58 percent as a major or moderate problem (Tables 7 and 8, and Figure 4).

Land Use

Four land use conditions were chosen by a majority as major or moderate problems: quality affordable housing (63 percent), abandoned properties (58 percent), private property maintenance (58 percent), and lack of development (52 percent). Forty-nine percent indicated foreclosures were a problem. Quality affordable housing was reported by a greater proportion of respondents as a problem than in any survey since 2001 (IACIR surveys 1999–2014). Private property maintenance, abandoned properties, and foreclosures were reported by a smaller proportion of respondents as problems than in 2012 and 2014. Lack of development was reported by a similar proportion of respondents in 2014, but by a lower proportion than in 2010 and 2012 (Tables 7 and 8, and Figure 4).

Table 8. Conditions reported as major or moderate problems by survey year

Category	Condition	2008	2010	2012	2014	2017
Health	Cost of health services	79%	72%	81%	82%	83%
	Availability of health services	N/A	N/A	41%	46%	41%
	Drug abuse	85%	87%	85%	87%	96%
	Alcohol abuse	N/A		N/A	N/A	86%
	Availability and cost of dental health services	71%	62%	65%	66%	65%
	Availability and cost of mental health services	68%	64%	60%	70%	74%
	Availability and cost of services for people with disabilities	73%	68%	63%	72%	72%
	Availability of health insurance	88%	86%	59%	67%	65%
	Cost of health insurance			88%	88%	88%
	Availability and cost of drug treatment services*	N/A	N/A	N/A	N/A	84%
	Obesity	85%	87%	85%	85%	90%
	Smoking	75%	77%	70%	72%	82%
	Access to healthy foods*	N/A	N/A	N/A	N/A	50%
	Chronic disease (heart disease, diabetes, etc.)	80%	81%	79%	80%	83%
Economics	Overall economic conditions	91%	94%	89%	81%	62%
	Job availability/employment**	88%	96%	90%	79%	50%
	Job quality including wages and benefits*	85%	88%	84%	78%	71%
	Business attraction	82%	87%	82%	73%	70%
	Business retention	N/A	N/A	N/A		
	Workforce readiness	N/A	N/A	N/A	71%	77%
	Workforce training	72%	75%	74%	70%	73%
	Workforce retraining	N/A	N/A	N/A		
Public safety	Shovel-ready properties	48%	59%	57%	53%	50%
	Police/sheriff services	33%	34%	25%	32%	29%
	Police-community relations	28%	30%	27%	26%	24%
	Fire services	21%	19%	18%	19%	18%
	Emergency medical services	32%	26%	24%	28%	27%
	Emergency dispatch	29%	26%	26%	27%	30%
	Violent crime	40%	37%	42%	39%	38%
	Drug crime	75%	82%	80%	79%	83%
	Computer crime	N/A	N/A	N/A	N/A	46%
	Online bullying/harassment	N/A	N/A	N/A	N/A	52%
	Family/domestic violence	65%	68%	66%	65%	70%
	Homeland security	25%	18%	22%	25%	23%
	Jail facilities	32%	34%	31%	35%	45%
	Youth detention facilities	44%	47%	43%	43%	50%
	Disaster response	30%	24%	23%	22%	21%
	Emergency warning sirens	36%	29%	30%	25%	23%

(continued on next page)

Quality of Life

Only two quality of life conditions—poverty (66 percent), and the vitality of the community’s downtown (61 percent) —were chosen by a majority as major or moderate problems. Although a smaller proportion of respondents indicated poverty was a problem in the 2017 survey than in the past several surveys, a majority of respondents has consistently reported this condition as a problem since 2002. The proportion of respondents indicating vitality of downtown as a problem is slightly larger than in 2014, but the proportion has been between 59 and 63 percent since 2006. Nearly half (49 percent) of respondents also identified childcare as a problem, greater than in any survey since it was added to the list of conditions in 2004 (Tables 7 and 8, and Figure 4) (IACIR surveys 1999–2014).

Table 8. Conditions reported as major or moderate problems by survey year
(continued from previous page)

Category	Condition	2008	2010	2012	2014	2017
Local services and infrastructure	K–12 education	33%	34%	34%	25%	26%
	Drinking water	22%	16%	17%	16%	15%
	Sanitary sewers	39%	41%	38%	32%	28%
	Storm sewers	45%		47%	42%	40%
	Combined sewer overflows (CSOs)	38%	44%	39%	34%	33%
	Local roads and streets**	68%	65%	70%	71%	66%
	Highways	46%	44%			
	Sidewalks and trails	52%	55%	58%	54%	54%
	Bridges	44%	40%	44%	48%	48%
	Public transit	43%	45%	42%	40%	44%
	Parks and recreation	26%	28%	26%	29%	27%
	Cellular telephone	32%	25%	24%	30%	34%
	Reliable, affordable internet service*	N/A	N/A	N/A	N/A	58%
	High-speed internet/broadband**	45%	41%	38%	48%	52%
Land use	Quality of development	45%	47%	47%	47%	46%
	Lack of development	48%	67%	58%	53%	52%
	Quality affordable housing	53%	55%	50%	56%	63%
	Code enforcement	N/A	N/A	43%	41%	46%
	Private property maintenance	N/A	N/A	62%	61%	58%
	Foreclosures	N/A	N/A	79%	69%	49%
	Abandoned properties	N/A	N/A	73%	71%	58%
	Opens space/green space	26%	20%	26%	25%	24%
	Conflicts between agriculture and other land uses*	N/A	N/A	N/A	N/A	27%
Community quality of life	Air quality	23%	24%	22%	21%	20%
	Water quality	23%	20%	17%	20%	16%
	Population loss/stagnation*	N/A	N/A	N/A	N/A	47%
	Poverty	69%	75%	72%	73%	65%
	Homelessness*	N/A	N/A	N/A	N/A	42%
	Vitality of neighborhoods	51%	53%	56%	53%	47%
	Vitality of downtown	60%	63%	63%	59%	61%
	Arts and cultural resources	36%	41%	41%	38%	45%
	Civic engagement/community involvement**	45%	47%	51%	50%	45%
	Race-ethnic relations	23%	22%	19%	20%	23%
	Childcare	40%	N/A	N/A	N/A	49%

*New conditions added to 2017 questionnaire

**Over time, the community conditions that are included in the survey have changed for a number of reasons. In some cases, conditions have been disaggregated to allow finer analysis. In other cases, conditions have been modified or deleted because of the changing environment or space limitations.

***For readability, only results back to 2008 are presented here. Summaries of previous years can be found in the 2012 IACIR survey report.

CHANGE IN CONDITIONS

In Question 7b, respondents were asked to rate each condition as having improved or worsened over the last year. A majority of respondents reported no change over the past year for all conditions except for drug abuse, local roads, streets, and highways, and vitality of downtown (Table 9). Vitality of downtown (37 percent), local roads, streets, and highways (37 percent), sidewalk and trails (33 percent), job availability/employment (30 percent), and overall economic conditions (26 percent) were chosen most often as having improved. Drug abuse (53 percent), drug crime (47 percent), cost of health insurance (44 percent), availability and cost of drug treatment (34 percent), and obesity (25 percent) were chosen most often as worsened (Figure 5).

Table 9. Change in local conditions over the last year (Question 7b)

Category	Condition	Improved	Worsened	No change
Health	Availability of health services (n=403)	18%	7%	75%
	Cost of health services (n=398)	11%	8%	81%
	Availability of health insurance (n=394)	4%	25%	71%
	Cost of health insurance (n=396)	4%	44%	52%
	Availability and cost of dental health services (n=388)	4%	18%	78%
	Availability and cost of mental health services (n=386)	3%	25%	72%
	Availability and cost of services for people with disabilities (n=391)	4%	16%	79%
	Availability and cost of drug treatment services* (n=391)	6%	34%	60%
	Drug abuse* (n=399)	5%	53%	42%
	Alcohol abuse* (n=394)	4%	23%	74%
	Smoking (n=388)	13%	11%	76%
	Obesity (n=390)	5%	25%	70%
	Chronic disease (heart disease, diabetes, etc. (n=390)	3%	19%	78%
	Access to healthy foods (n=392)	11%	8%	81%
Economics	Overall economic conditions (n=396)	28%	18%	54%
	Job availability/employment * (n=395)	30%	16%	54%
	Job quality including wages and benefits* (n=388)	19%	20%	61%
	Workforce readiness* (n=387)	11%	25%	64%
	Workforce training and retraining (n=384)	17%	17%	66%
	Business attraction and retention (n=389)	20%	19%	62%
	Shovel-ready properties (n=382)	15%	9%	76%
Public safety	Police/sheriff services (n=398)	21%	9%	71%
	Police-community relations (n=400)	22%	8%	70%
	Fire services (n=396)	19%	4%	77%
	Emergency medical services (n=397)	16%	6%	78%
	Emergency dispatch (n=397)	13%	10%	77%
	Violent crime (n=396)	5%	20%	76%
	Drug crime (n=399)	4%	47%	49%
	Computer crime* (n=390)	1%	23%	75%
	Online bullying/harassment* (n=389)	3%	23%	74%
	Family/domestic violence (n=395)	3%	25%	72%
	Homeland security (n=389)	4%	5%	91%
	Jail facilities (n=390)	8%	22%	71%
	Youth detention facilities (n=390)	4%	15%	81%
	Disaster response (n=396)	10%	2%	89%
	Emergency warning sirens (n=400)	13%	2%	85%
Local services and infrastructure	K-12 education (n=392)	24%	8%	68%
	Drinking water (n=386)	10%	5%	85%
	Sanitary sewers (n=388)	17%	7%	76%
	Storm sewers (n=385)	21%	9%	70%
	Combined sewer overflows CSOs (n=381)	17%	7%	76%
	Local roads, streets, and highways (n=390)	37%	19%	44%
	Sidewalks and trails* (n=389)	33%	12%	56%
	Bridges (n=385)	16%	13%	71%
	Public transit (n=377)	8%	8%	84%
	Parks and recreation (n=387)	27%	6%	67%
	Cellular telephone (n=390)	12%	10%	78%
	High-speed internet/broadband service* (n=390)	16%	14%	70%
	Reliable, affordable internet service* (n=393)	11%	17%	72%

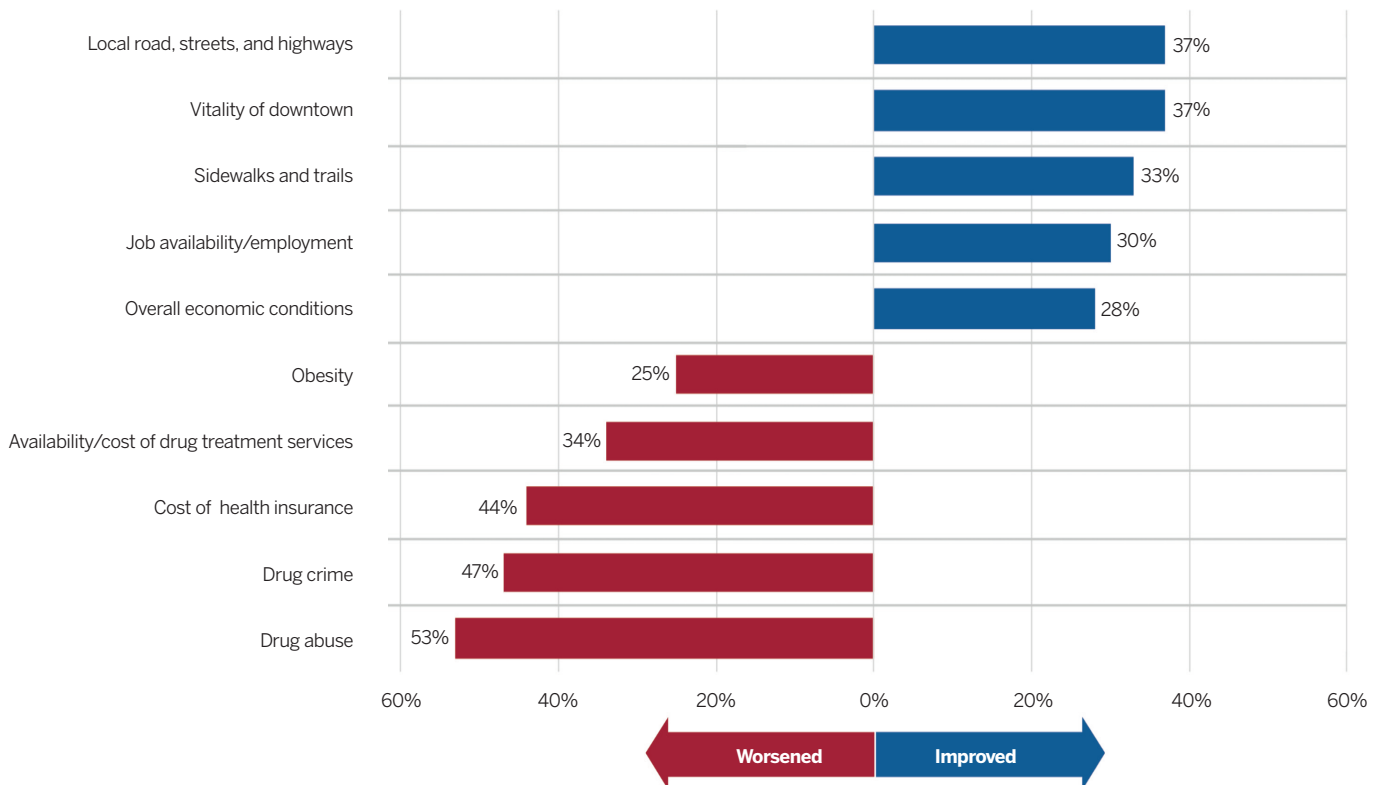
(continued on next page)

Table 9. Change in local conditions over the last year (Question 7b)
(continued from previous page)

Category	Condition	Improved	Worsened	No change
Land use	Quality of development (n=386)	17%	11%	73%
	Lack of development (n=388)	15%	12%	73%
	Quality affordable housing (n=390)	10%	18%	72%
	Code enforcement (n=386)	14%	11%	75%
	Private property maintenance (n=388)	11%	20%	70%
	Foreclosures (n=384)	11%	13%	75%
	Abandoned properties (n=387)	12%	23%	65%
	Open space/green space (n=385)	10%	4%	85%
	Conflict between agriculture and other land use* (n=389)	3%	11%	86%
Community quality of life	Air quality (n=392)	5%	5%	91%
	Water quality (n=385)	6%	5%	89%
	Population loss/stagnation* (n=390)	7%	22%	70%
	Poverty (n=388)	6%	24%	70%
	Homelessness* (n=390)	3%	17%	81%
	Vitality of neighborhoods (n=397)	11%	14%	76%
	Vitality of downtown (n=380)	37%	13%	49%
	Arts and cultural resources (n=381)	22%	6%	72%
	Civic engagement/community involvement* (n=383)	25%	10%	66%
	Race-ethnic relations (n=379)	8%	7%	85%
	Childcare availability* (n=381)	9%	13%	78%

* Conditions that were added or adjusted for 2017 questionnaire.

Figure 5. Top five issues identified most often as improved and as worsened during the past year (Question 7a; n=389–399)



In Questions 8 and 9, respondents were asked to write in the three conditions that improved most and the three that deteriorated most, respectively. Respondents were asked specifically to identify one of the conditions in Question 7, however, some added their own. Eleven conditions were chosen by 10 percent or more as being among the most improved (Table 10). The top five conditions were: local roads, streets, and highways (22 percent); vitality of downtown (21 percent); civic engagement/community involvement (15 percent); job availability/employment (15 percent); and K–12 education (14 percent) (Figure 6). Only two conditions were chosen by more than 10 percent of respondents as among the most deteriorated, drug abuse (45 percent) and drug crime (20 percent). The cost of health insurance, the vitality of downtown, and workforce readiness were each chosen by 9 percent as among the most deteriorated (Figure 6).

The discrepancy in relative proportions of respondents in Question 7 and Questions 8 and 9 is an artifact of question structure. In Question 7, respondents provided information for each of 69 conditions. In Questions 8 and 9, respondents chose only 3 of 69 conditions. The conditions noted most often as improved across both question styles (at least 20 percent or more for Question 7 and 10 percent or more for Question 8) were: job availability/employment; overall economic conditions; police/sheriff services; local roads, streets, and highways; sidewalks and trails; parks and recreation; K–12 education; vitality of downtown; and civic engagement /community involvement. For deteriorated conditions, only drug abuse and drug crime met both thresholds.

Table 10. Conditions reported as one of three most improved, deteriorated, and important to work on (Questions 8–10)

Category	Condition	Reported as one of the three most improved (n=323)	Reported as one of the three most deteriorated (n=317)	Reported as one of the three most important to work on (n=344)
Health	Health**	1%	2%	1%
	Availability of health services	9%	3%	4%
	Cost of health services	1%	7%	6%
	Availability of health insurance	1%	5%	2%
	Cost of health insurance	1%	9%	8%
	Availability and cost of dental health services	0%	0%	0%
	Availability and cost of mental health services	0%	5%	4%
	Availability and cost of services for people with disabilities	0%	1%	0%
	Availability and cost of drug treatment services*	1%	3%	6%
	Drug abuse*	0%	45%	36%
	Alcohol abuse*	0%	3%	2%
	Smoking	2%	1%	1%
	Obesity	0%	3%	2%
	Chronic disease (heart disease, diabetes, etc.)	0%	1%	1%
	Access to healthy foods*	1%	2%	1%
Economics	Economics**	2%	1%	1%
	Overall economic conditions	12%	6%	8%
	Job availability/employment*	15%	4%	7%
	Workforce readiness*	2%	9%	10%
	Job quality including wages and benefits	3%	5%	7%
	Workforce training and retraining	2%	1%	5%
	Business attraction and retention	4%	5%	7%
	Shovel-ready properties	3%	1%	1%
Public safety	Public safety**	2%	0%	1%
	Police/sheriff services	11%	1%	1%
	Police-community relations	6%	2%	1%
	Fire services	10%	1%	1%
	Emergency medical services	6%	0%	1%
	Emergency dispatch	2%	1%	1%
	Violent crime	0%	2%	1%
	Drug crime	1%	20%	12%
	Computer crime*	0%	2%	1%
	Online bullying/harassment*	0%	2%	1%
	Family/domestic violence	1%	3%	2%
	Homeland security	1%	0%	0%
	Jail facilities	2%	6%	4%
	Youth detention facilities	0%	1%	1%
	Disaster response	3%	0%	1%
	Emergency warning sirens	3%	0%	1%
Local services and infrastructure	Local services and infrastructure**	3%	1%	1%
	K–12 education	14%	3%	7%
	Drinking water	2%	1%	1%
	Sanitary sewers	2%	2%	3%
	Storm sewers	3%	2%	5%
	Combined sewer overflows (CSOs)	3%	0%	2%
	Local roads, streets, and highways	22%	7%	14%
	Sidewalks and trails*	10%	4%	5%
	Bridges	1%	2%	2%
	Public transit	2%	1%	1%
	Parks and recreation	11%	1%	1%
	Cellular telephone	2%	3%	2%
	High-speed internet/broadband service	1%	1%	3%
	Reliable, affordable internet service*	1%	2%	1%

(continued on next page)

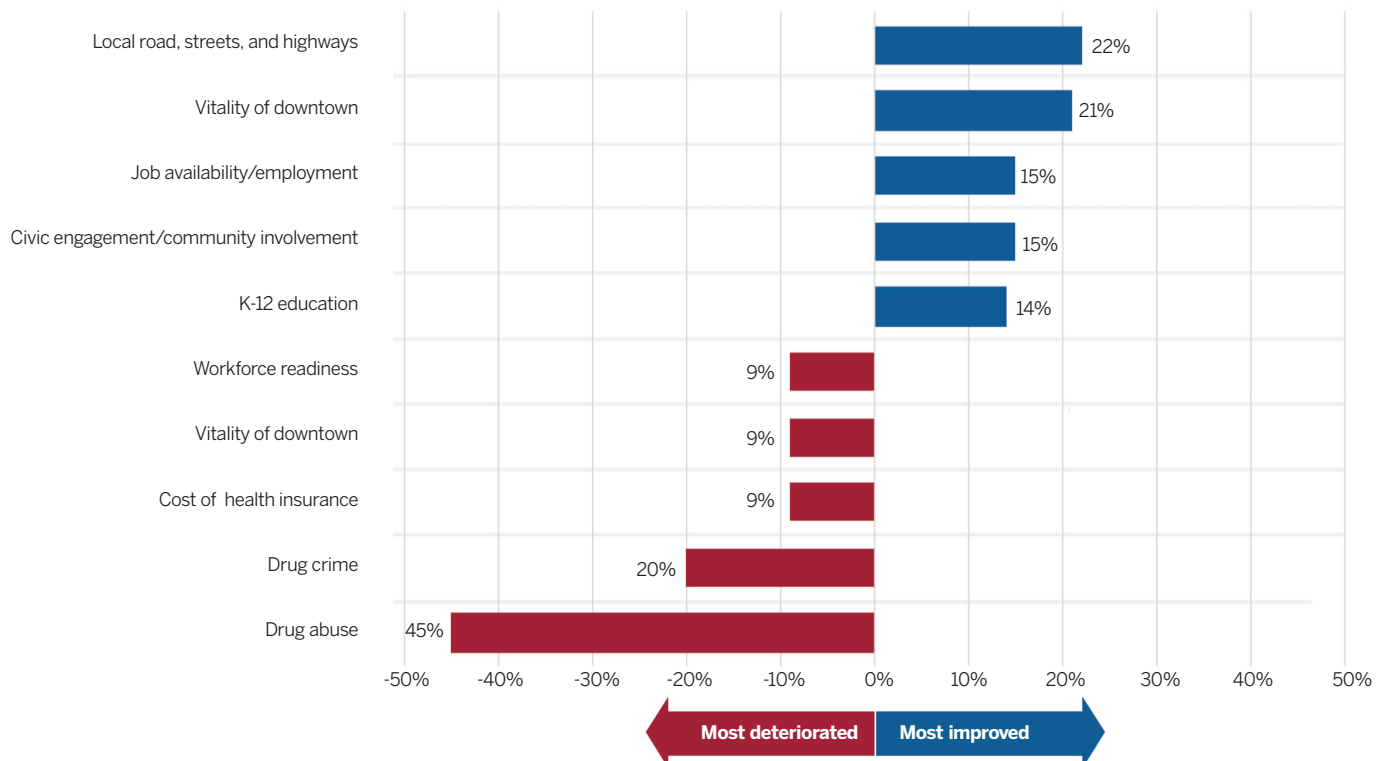
Table 10. Conditions reported as one of three most improved, deteriorated, and important to work on (Questions 8–10) (continued from previous page)

Category	Condition	Reported as one of the three most improved (n=323)	Reported as one of the three most deteriorated (n=317)	Reported as one of the three most important to work on (n=344)
Land use	Land use**	2%	1%	1%
	Quality of development	6%	3%	3%
	Lack of development	0%	3%	5%
	Quality affordable housing	1%	6%	8%
	Code enforcement	4%	2%	3%
	Private property maintenance	2%	4%	3%
	Foreclosures	2%	0%	0%
	Abandoned properties	2%	6%	3%
	Open space/green space	1%	0%	1%
	Conflicts between agriculture and other land use*	0%	3%	1%
Community quality of life	Community quality of life**	2%	1%	0%
	Air quality	1%	1%	1%
	Water quality	2%	1%	1%
	Population loss/stagnation*	1%	5%	6%
	Poverty	0%	6%	6%
	Homelessness*	1%	6%	3%
	Vitality of neighborhoods	2%	1%	3%
	Vitality of downtown	21%	9%	13%
	Arts and cultural resources	10%	4%	3%
	Civic engagement/community involvement*	15%	4%	9%
	Race-ethnic relations	4%	1%	2%
	Childcare availability	4%	4%	5%

*Conditions that were added or adjusted in the 2017 questionnaire.

**Questions 8–9 required respondents to identify the top three issues by writing in conditions listed in the questions; some respondents identified general categories rather than specific conditions.

Figure 6. Top five issues ranked as most improved and most deteriorated during the past year (Questions 8 and 9, n=323, 317)



PRIORITIES FOR ACTION

Officials most often chose drug abuse (35 percent) as among the most important issues to address during the next two years (Figure 7 and Table 10). The other priorities for action chosen most often include: local roads, streets, and highways (14 percent), vitality of downtown (13 percent), drug crime (12 percent) and workforce readiness (10 percent).

The issues chosen most frequently as important for short-term action vary over time (Table 11). Local roads, streets, and highways is the only condition identified most often as a priority to work on in every survey since 2008. Addressing drug abuse and drug crime were identified as common priorities in 2014 and 2017 (IACIR survey 2014). The 2017 survey marks the first time that at least 10 percent of respondents placed vitality of downtown or workforce readiness among their top priorities to work on over the next two years.

Figure 7. Issues ranked as most important to work on by more than 10 percent of respondents (Question 10, n=344)

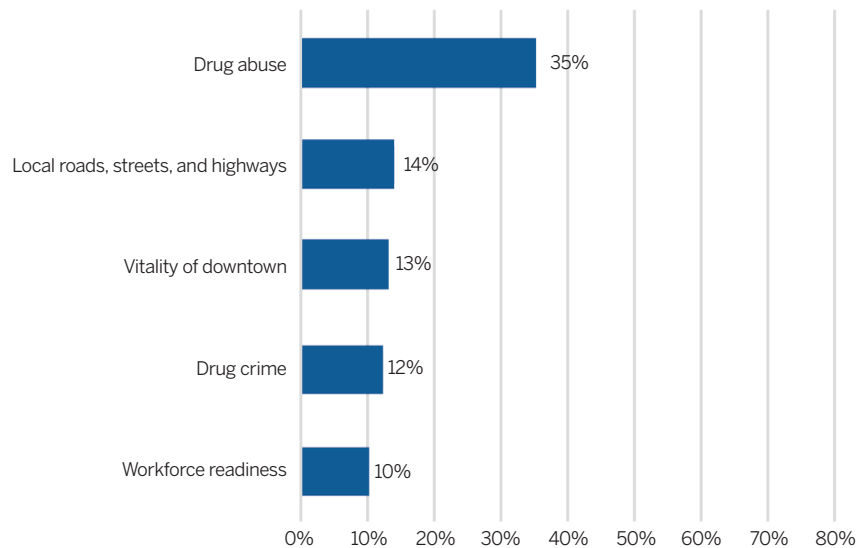


Table 11. Conditions ranked as most important to work on over the next two years by survey year (Question 10)*

Survey year	10% or more of respondents indicated as most important to work on
2017 (n=344)	Drug abuse (35%) Local roads, streets, and highways (14%) Vitality of downtown (13%) Drug crime (12%) Workforce readiness (10%)
2014 (n=476)	Local roads, streets, and highways (19%) Poverty (13%) Cost of health insurance (12%) Drug crime (11%) Business attraction and retention (10%) Overall economic conditions (10%) Drug and alcohol abuse (10%)
2012 (n=336)	Job quality (21%) Overall economic conditions (21%) Local roads, streets, and highways (17%) Business attraction and retention (13%) Cost of health insurance (11%)
2010 (n=333)	Unemployment (33%) Overall economic conditions (17%) Business attraction and retention (15%) Economics (11%) Local roads and streets (10%)
2008 (n=684)	Unemployment (20%) Availability and cost of health insurance (18%) Overall economic conditions (16%) Local roads and streets (15%) Business attraction and retention (14%) Job quality (11%) Economics (11%) Poverty (10%)

*Responses for years prior to 2008 are available in previous survey reports.

Question 11 asked respondents to identify actions the community has taken or planned to take to address the most critical issues, and the lead organization for each effort. More than 200 respondents identified more than 500 efforts. In many cases, respondents identified participating organizations as well as the lead organization. A complete list is available in Appendix D. A summary of the efforts associated with the issues chosen most often as important to work on is provided below.

Efforts to address drug issues

Communities identified a broad range of efforts to address drug abuse, the issue chosen most often as important to work on during the next two years. Because of the similarity of responses, efforts identified for drug crime, as well as treatment availability and cost are included in this summary. Community efforts identified include:

- Increased law enforcement staffing and focus on drug abuse/crime
- Awareness and education
- Providing treatment, connecting people to treatment, expanding treatment
- Treatment for specific groups (mothers with children, youth, and incarcerated individuals)
- Drug task forces (law enforcement)
- Drug courts
- Community committees and partnerships (local government, health, social services, law enforcement, etc.)
- Support for drug abusers (legal aid, employment for felons, addressing hunger and poverty, removing stigma, celebrating interim successes in rehabilitation and recovery)
- Availability of Narcan
- Increased sentences/punishment
- Increased funding
- Work with drugstores
- Drug roundups
- Syringe exchange

The lead and participating organizations identified include:

- County, city, and town executive and legislative officials
- Sheriff and police departments
- County prosecutors
- Courts, including drug courts
- Probation and community corrections
- School districts
- Indiana State Police
- Indiana Family and Social Services Administration (social services)
- Indiana Housing and Community Development Authority
- Nonprofit social services, including CASA (Court Appointed Special Advocate), legal aid, etc.
- Churches
- Local partnerships (“Drug free” coalitions, local systems of care, Community Organizations Active in Disaster—COADs)
- Hospitals and other health care organizations
- Local businesses
- Public

Efforts to address local roads, streets, and highways

Responses consistently indicate that progress is being made on road needs with additional resources coming from the gas tax increase and through the Community Crossings grant program. However, many needs still remain.

The lead and participating organizations identified include:

- Local elected officials
- Local highway, street, utility, and engineering departments
- Redevelopment commissions
- Indiana Department of Transportation
- Indiana General Assembly

Efforts to address the vitality of downtowns

When addressing the vitality of their downtowns, respondents identified the following activities generally:

- Planning studies
- Investing in amenities and beautification (improved roads, improved sidewalks, burying utilities, and decorative lighting)
- Attracting shops and restaurants
- Facilitating new development
- Rezoning
- Cleanup

The lead and participating organizations identified include:

- Municipal elected officials
- Municipal redevelopment, economic development, and planning commissions
- Local public safety
- Main Street programs

Efforts to address workforce readiness

Efforts to address workforce readiness are shown below. Because of the similarity of responses, efforts identified for the workforce training and retraining are included in this summary. Community efforts identified include:

- Training
- Skills/trades education
- Training for specific groups (existing employees, unemployed, youth)
- Local partnerships
- Job/skills identification
- Development of new training facilities
- Marketing “trades” as viable careers

Lead and participating organizations identified include:

- Ivy Tech and the University of Vincennes
- Indiana Economic Development Corporation
- Indiana Department of Workforce Development
- City and county government
- K–12 schools
- Local vocational/career education cooperatives
- Local economic development organizations
- Chambers of commerce
- Industry/business
- Community foundations

SUMMARY OF LOCAL CONDITIONS AND RESPONSES

In evaluating the responses across Questions 7–11, several issues stand out. Drug abuse emerges as a critical issue facing most communities. This is evident across all questions. Seventy percent of respondents identified it as a major problem, and almost all respondents (96 percent) identified it as a major or moderate problem. It was chosen by more respondents as a worsening problem and one that is important to work on during the next two years than any other condition. Drug crime also was chosen by more than half of respondents as a problem, almost half of respondents as deteriorating in the last year, and among the top issues prioritized for action during the next two years. Interestingly, the availability and cost of drug treatment was identified by a majority of respondents as a major or moderate problem, but was not specifically chosen as one of respondents' three top issues for action. That may be a result of limiting issues to three and that respondents think about these issues together.

The efforts respondents identified to address this suite of issues (drug abuse, drug crime, and the availability and cost of drug treatment) are an indication of the complexity and interrelated nature of these issues, as well as how challenging they are to solve. Respondents identified current or planned efforts in law enforcement, criminal justice, public health, social service, education, and other areas.

All health issues except the availability of health services and access to healthy foods were chosen by a majority of respondents as major or moderate problems. Half of the issues identified as problems—drug abuse (53 percent), cost of health insurance (44 percent), obesity (25 percent), availability of health insurance (25 percent), availability and cost of mental health services (25 percent), and alcohol abuse (23 percent)—also were identified by more than one-fifth of respondents as worsening during the last year. In spite of the identification of many health issues as problems and as deteriorated, only drug abuse was chosen by 10 percent or more as being among the top issues for action. This result could be explained by a two factors. First, respondents were only able to choose three priorities. They may perceive other issues as warranting action. Second, respondents may not perceive some conditions such as the cost and availability of health insurance as something that local governments can affect.

Local roads streets, and highways (or “local roads and streets” before 2012) remained a focus of respondents in 2017 (IACIR surveys 1999–2014). This condition has consistently been identified as a problem since the inception of the survey. It was identified by the highest proportion of respondents as a problem in 2014 (71 percent) and 2012 (70 percent). In the past, respondents generally chose this condition as a problem and as worsening, with the exception of 2010 when more than 10 percent of respondents identified it as an improved condition. In 2017, two-thirds of respondents identified local roads, streets, and highways as a problem, and more than a third of respondents identified local roads, streets, and highways as improved. This mix of responses indicates that communities still have a lot of deteriorated infrastructure, but some of these needs are being addressed using the funds made available by the Indiana General Assembly for the Community Crossings grant program and through increased fuel taxes.

The vitality of downtown also appears for the first time as a priority for action and among the conditions chosen most often as improving. Only 41 percent of respondents identified it as a problem. Throughout the history of the survey, vitality of downtown has consistently been identified as a major or moderate problem (59 to 71 percent) and among the conditions reported most often as deteriorating in 2010, 2012, and 2014. The improved conditions and focus on action may be the result of an increased focus on quality of life and placemaking, as well as the availability of additional post-recession public resources (IACIR surveys 1999–2014).

The survey suggests that the economy is still challenging for communities, but that some are experiencing improvement. Overall economic conditions (62 percent) and all other economic conditions were identified by a majority of respondents as a major or moderate problem, although generally less than in 2014. Approximately three-quarters of respondents identified workforce readiness (76 percent) and workforce training and retraining (74 percent) as problems. They reported these two conditions more often as problems in 2017 than in 2014. Workforce readiness also was reported most frequently as deteriorating and as a priority for action. At the same time, about 30 percent of respondents indicated that overall economic conditions and job availability/employment were improving.

RESPONSES TO FISCAL CHALLENGES

Local governments face fiscal challenges to varying degrees. As described in more detail in a later section, at a minimum, governments continue to face rising and uncertain employee health insurance costs. Local governments increasingly are looking for ways to cover not only basic public services (public safety, infrastructure, etc.), but also to make the quality of life investments necessary to attract people and firms. Question 12 asked officials to identify local government responses to fiscal challenges for 2015–16. The strategies are categorized into four groups for analysis: generating new revenue, making adjustments to workforce and benefits, cutting or reducing services, and changing service arrangements. Responses are compared to the strategies officials indicated implementing in 2012–13 (2014 IACIR survey). Summaries of strategies by type of officeholder appear in Appendix E (Tables E1–E4).

ALL STRATEGIES

Responses, in general, show that local governments continue to implement a number of strategies even in an improving economy. In the aggregate across all categories, respondents chose most often: increasing fees and charges for local services (51 percent), passing a new or additional income tax (47 percent), and implementing cooperative arrangements with local governments (42 percent). They chose least often: reducing spending on public safety (sheriff/police: 9 percent; fire services: 4 percent); laying off employees (8 percent); and reducing spending on water infrastructure (5 percent) (Figure 8 and Tables E1–E4).

County officials chose adopted a new or additional local option income tax more often in 2015–16 than in 2012–2013 (2014 IACIR survey). Conditions chosen by a similar proportion (difference ≤ 3 percent) of officials in the aggregate across the two periods include: increased fees and charges for local services, privatized capital assets or local services, implemented cooperative arrangements ... with other local governments, implemented alternative service arrangements with local nonprofit organizations, reduced spending on solid waste management, and pursued consolidation with another unit of government. The remaining 16 actions were chosen in a lesser proportion in 2015–16 than in 2012–2013 (2014 IACIR survey). Each group of strategies is discussed in more detail below.

ADOPTING NEW REVENUES

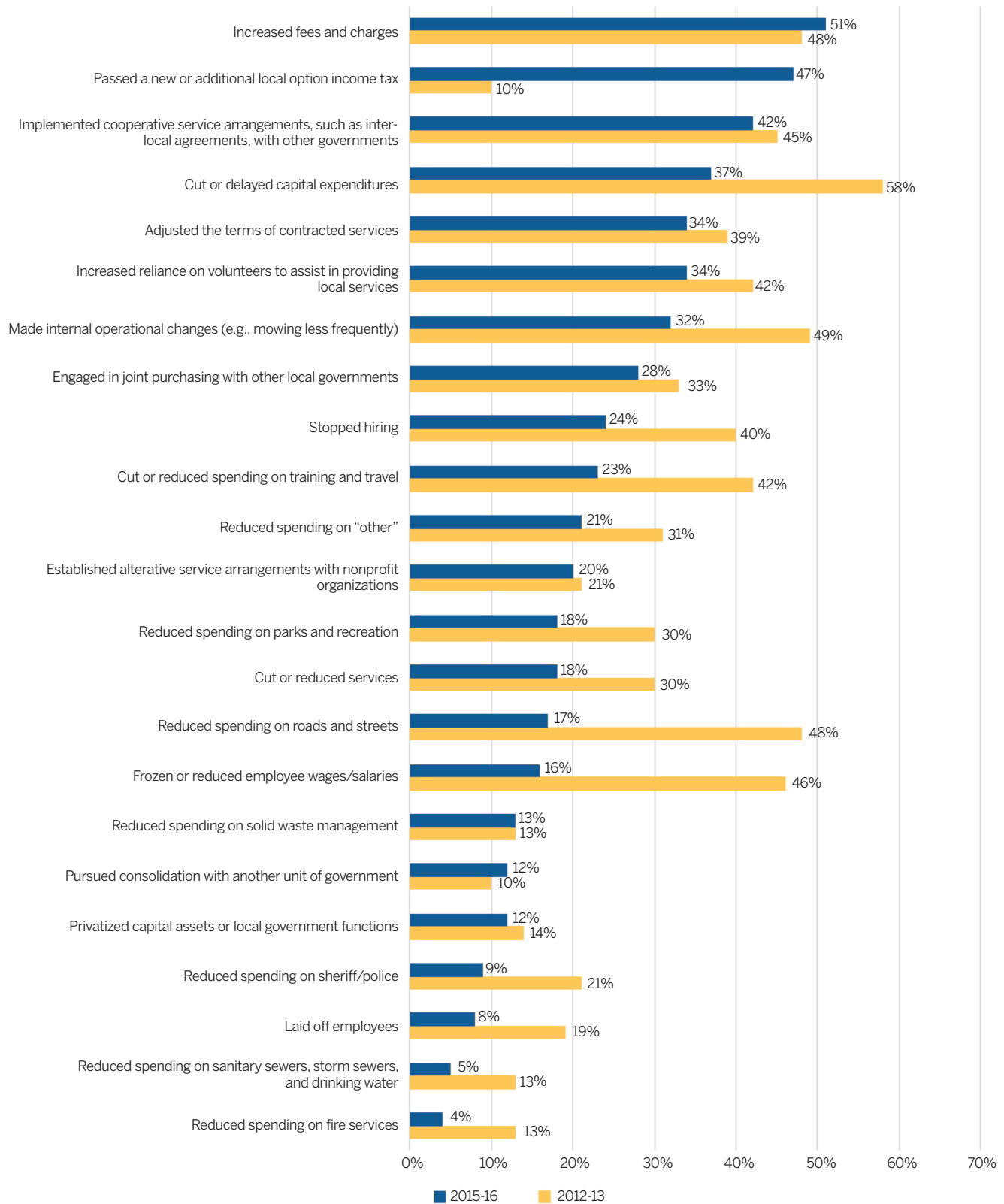
Respondents were asked whether they adopted or increased local option income taxes (LOIT) and whether they increased fees and charges for services. Almost half (47 percent) of county officials reported passing new or additional local option taxes in 2015–16. Officials from 20 unique counties responded and 43 percent of those respondents indicated adopting a new or additional LOIT. A review of State Budget Agency LOIT rates data (Indiana State Budget Agency [ISBA], 2015; ISBA, 2016) indicates that 36 counties, or 39 percent increased their net LOIT rates in 2015 and/or 2016. These data provide perspective on how representative the mix of respondents was to all counties. While similar, the difference may be the result of a number of factors, including: the mix of survey respondents, respondents answered for the revenue year rather than the adoption year, counties adopted new LOIT in November and December and do not receive revenue until the following year, and in some cases LOIT rates across two consecutive years netted to zero and officials perceive that as no increase (Figure 8).

A majority of the respondents across all types of officeholders and in the aggregate increased fees and charges for services, except for township trustees. City officials reported most often increasing fees and charges (mayors: 78 percent; city council members: 85 percent). While a majority of all types of officeholders, except for township trustees, also reported increasing fees and charges in 2012–13 (2014 IACIR survey), the proportions were less than in 2015–16. Slightly less than half of respondents in the aggregate indicated raising revenue using this method in the earlier period (Figure 8 and Table E1).

ADJUSTING WORKFORCE AND BENEFITS

Officials also reported making adjustments to the workforce and benefits. They were asked to indicate whether they laid off employees, stopped hiring, froze or reduced wages/salaries, reduced employee benefits and/or raised employee contributions, cut or reduced spending on training and travel, and/or increased reliance on volunteers to assist in providing services. In the aggregate, respondents most often indicated utilizing volunteers (34 percent) and reducing employee benefits and/or raising employee contributions (30 percent). One-quarter or more of each group of officeholders indicated utilizing more volunteers. The change between 2012–13 (2014 IACIR survey) and 2015–16

Figure 8. Fiscal management strategies implemented for 2015–16 and 2012–13 (Question 12)



*Question 12 was not limited by type of officeholder. The responses for adopting a new or increased local option income tax, however, have been limited to county officials. In some cases, rates are increased by the county tax council and thereby influenced by larger municipalities. The responses for particular services also were limited to the types of local governments enabled to provide those particular services. The number of respondents and the included local officials are shown in the subheads in Tables E1 and E3.

varied across groups. County council members and town council members reported using volunteers more in 2015–16. In the current period, more than 30 percent of each group of officeholders indicated reducing benefits or increasing employee contributions, except town council members and township trustees. A lesser proportion of respondents in all groups reported reducing employee benefits and/or raising employee contributions in 2015–16 than in 2012–13 (2014 IACIR survey) (Figure 8 and Table E2).

About one-quarter of respondents indicated that they stopped hiring. A greater proportion of county council members (32 percent) and township trustees (28 percent) indicated using this strategy. A smaller proportion in all groups reported using this strategy in 2015–16 than in 2012–13 (2014 IACIR survey).

Twenty-three percent of respondents in the aggregate indicated they had cut or reduced spending on travel and training. A greater proportion of school board members (38 percent), county commissioners (32 percent), county council members (26 percent), and town council members (26 percent) indicated using this strategy. A smaller proportion in all groups of officeholders reported using this tool in 2015–16 than in 2012–13 (2014 IACIR survey).

In the aggregate, laying off employees (8 percent) and freezing or reducing employee salaries/wages (16 percent) were the conditions chosen least often. School board members reported laying off employees most often (20 percent), and county council members (27 percent) and school board members (27 percent) reported freezing or reducing employee salaries/wages most often. A lesser proportion of officeholders by group indicated laying off employees in 2015–16 than in 2012–13 (2014 IACIR survey), except for mayors and town council members. The proportion for these groups was similar across the two periods. All groups of officeholders reported reducing salaries and wages less in 2015–16 than in 2012–13 (2014 IACIR survey).

CUTTING OR REDUCING SERVICES

Respondents were asked to indicate changes they made to services, including: internal operational changes, cutting or reducing services (hours and programming), cutting or delaying capital expenditures, and reducing spending on a variety of specific services. In the aggregate, respondents chose cutting or delaying capital expenditures (37 percent) and making internal operational changes (32 percent) most often. More than a third of each group of officeholders, except township trustees, indicated they had cut or delayed capital expenditures. All groups, except county commissioners, reported using this strategy less often in 2015–16 than in 2012–13 (2014 IACIR survey). School board members (47 percent) and city council members (41 percent) indicated making internal operational changes most often. All groups reported using this tool less often in 2015–16 than in 2012–13 (2014 IACIR survey) (Figure 8 and Table E3).

With a few exceptions, officials by group and in the aggregate indicated utilizing cuts and adjustments in services less in 2015–16 than in 2012–13 (2014 IACIR survey). County commissioners reported similar levels of utilization for cutting or reducing services (32 and 31 percent) and cutting and delaying capital expenditures (68 and 69 percent). County officials and city council members reported either increasing or similar utilization of spending cuts on solid waste.

Among cuts in specific services, respondents chose reduced spending on parks and recreation (18 percent) and reduced spending on roads and streets (17 percent) most often, although less than other strategies. When given the opportunity to identify cuts in “other” services, respondents listed the following services multiple times including: everything/general fund/services (13), schools (4), township assistance (4), economic development (2), cemeteries (2), library services (2), snow removal (2) and administration. A full list of “other” responses is provided in Appendix J.

ADJUSTING SERVICE ARRANGEMENTS

Respondents were asked about adjustments in service arrangements, including adjusting contract terms, privatizing capital assets or government functions, establishing alternative service arrangements with other local governments and nonprofits, joint purchasing, and local government consolidation. In the aggregate, respondents most often reported using cooperative arrangements with other local governments (42 percent), adjusting contract terms (34 percent), and joint purchasing (28 percent). The proportion of officials utilizing each strategy was less in 2015–16 than in 2012–13 (2014 IACIR survey), except for alternate service arrangements with nonprofits and pursuing consolidation with another local government (Figure 8 and Table E4).

County commissioners (35 percent) and county council members (29 percent) indicated establishing alternative service arrangements with nonprofits most often. All groups of officeholders—except county commissioners and town council members—reported using this strategy more during the earlier period. More than one-third of all groups indicated implementing cooperative services arrangements with other local governments, except township trustees. Only township trustees reported utilizing cooperative agreements more than in the earlier period. Twenty-nine percent of trustees indicated using this strategy. Approximately one-third or more of county officials, city officials, and school board members indicated participating in joint purchasing. All groups of officeholders reported participating in joint purchasing in greater proportion in 2012–13 (2014 IACIR survey), except county council members and township trustees.

One-third or more by each group of officeholders chose to adjust contract terms, except township trustees. All groups of officeholders reported adjusting contract terms in greater proportion in 2012–2013 (2014 IACIR survey), except county commissioners and town council members. Privatizing capital assets or government functions was chosen most often by county commissioners (32 percent) and city council members (23 percent). All groups of officeholders reported privatizing capital assets or local government services in greater proportion in 2012–13 (2014 IACIR survey), except county officials and city council members.

Surprisingly, 44 unique local governments, some from each group of officeholders, indicated pursuing consolidation with another local government. Unlike the overall pattern of comparison, all groups of officeholders reported pursuing consolidation in greater proportion in 2015–16 than in 2012–13 (2014 IACIR survey).

LOCAL GOVERNMENT HEALTH INSURANCE

The commission studied rising local health insurance costs and management options in 2012 and 2014. The findings are summarized in an issue brief, *Managing Local Government Employee Health Insurance Costs* (2014, available at www.iacir.iupui.edu). Questions 23 and 24 asked respondents to indicate whether local government health insurance costs are rising and any resulting strategic responses. Similar questions have appeared on the survey since 2008. Several new cost saving measures were added to this question in 2017 based on the commission’s study, including: adopting consumer-driven plans, such as high-deductible plans and health savings accounts; contracting with an exclusive provider organization (EPO) in which participants are only reimbursed for “in-network” services; entering into a pharmacy contract or other purchasing arrangement with the state of Indiana or another entity; and providing incentives for healthy behaviors. A summary of health insurance cost management strategies by type of officeholder appears in Appendix F (Table F1).

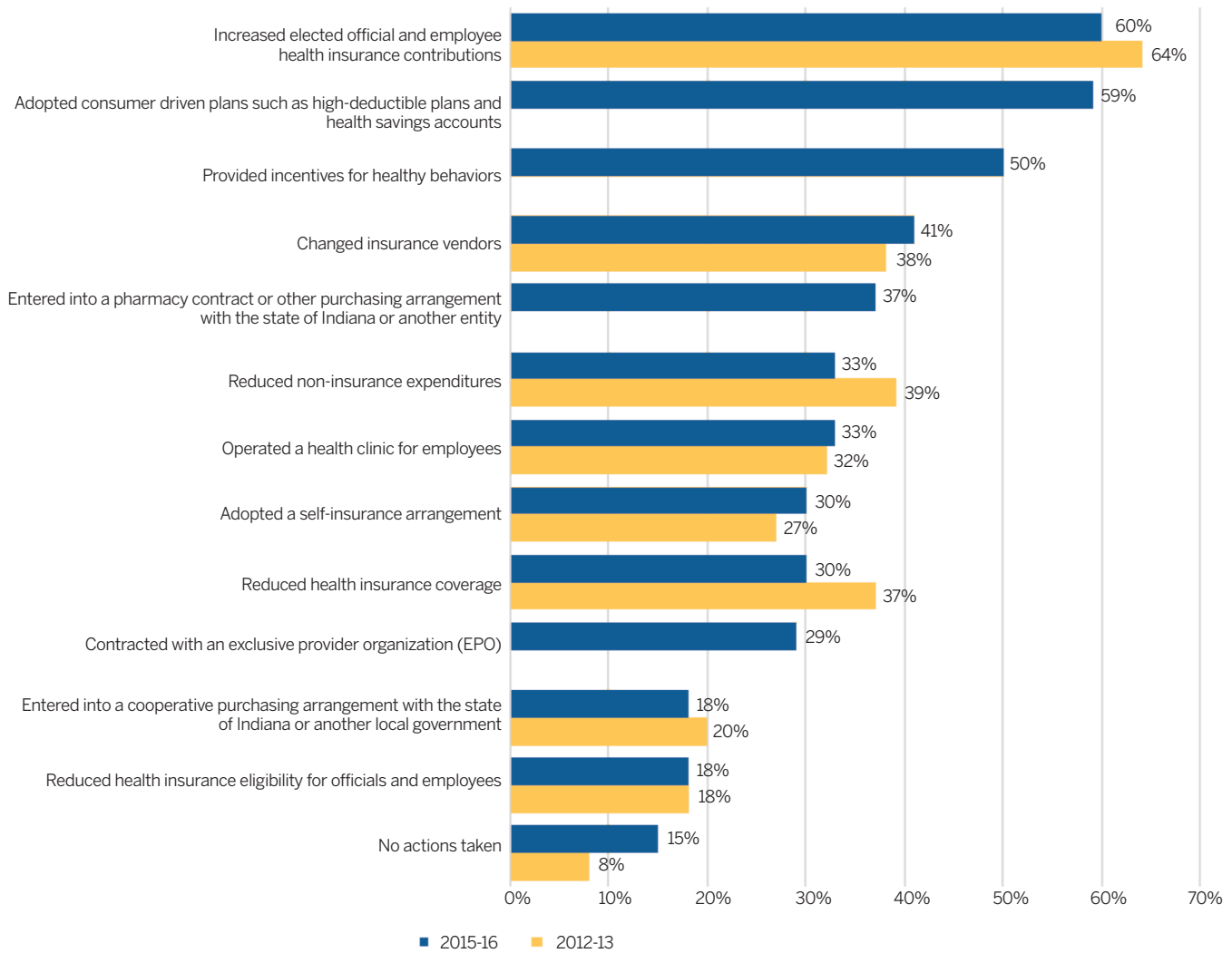
A strong majority of respondents again reported an increase in health insurance costs for 2015–16 (Table 12). Among them, most local governments adopted one or more responses to address rising costs. The most common actions taken to combat rising insurance costs were increasing employee and elected official contributions (60 percent), adopting consumer-driven plans, such as high deductible plans and health savings accounts (59 percent), and providing incentives for healthy behaviors (50 percent) (Figure 9). All groups of officeholders selected these strategies among the five most adopted responses. Two-fifths of all officials chose changed insurance vendors. This strategy was chosen by five of seven groups—county council members, mayors, city and town council members, and township trustees—as among the five most adopted. (Table F1).

The options chosen least often in the aggregate were: reducing health insurance eligibility for officials and employees (18 percent) and entering into a cooperative purchasing arrangement with the state of Indiana

Table 12. Increased local government employee health insurance costs over the last two years by type of officeholder (Question 23)

Office	2012–13		2015–16	
	n	Yes	n	Yes
County commissioner	38	82%	25	84%
County council member	44	89%	22	100%
Mayor	32	94%	48	90%
City council member	18	94%	25	88%
Town council member	96	77%	61	89%
Township trustee	53	62%	46	57%
School board member	102	90%	54	87%
Total	383	83%	281	84%

Figure 9. Actions taken to combat the rising cost of providing health insurance to elected officials and employees (Question 24)



or another local government (18 percent). Fifteen percent of respondents who indicated an increase in health insurance costs indicated that their local government has taken no action (Figure 9). Reducing eligibility, entering into cooperative arrangements, adopting a self-insurance arrangement, and no actions taken were the only conditions that did not appear among the five strategies selected most often by any group (Table F1).

Among the cost-saving strategies provided in both the 2014 and 2017 surveys, only changing insurance vendors, adopting a self-insurance arrangement, and operating a health clinic for employees were chosen by a higher proportion of officials in 2015–16 than in 2012–13 (2014 IACIR survey) (Figure 9).

COOPERATIVE ARRANGEMENTS

As shown in Question 12, cooperative service arrangements and joint purchasing also are among the options that local governments have available for reducing costs and/or improving services. In the aggregate, 42 and 20 percent of respondents indicated implementing cooperative arrangements with other local governments and nonprofit organizations, respectively. About one-third (34 percent) of respondents also indicated adjusting contract terms. Twenty-eight percent of respondents indicated using joint purchasing.

Question 13 drills further into service arrangements by querying officials whether particular services were provided through the local government itself, through agreements with another local government, a private sector firm, or a nonprofit organization. Respondents were able to select multiple options if appropriate. While this question as

printed was not restricted to any type of governments, only responses from officials with governments that typically provide these services are summarized here. For example, only responses from municipal and township officials are used in the analysis of fire services. Respondents also were given the opportunity to identify “other” services that may use one of these arrangements. These responses are listed in Appendix J. Question 14 asked officials about cooperative purchasing. Questions 15 asked about the character of cooperative activity with other local governments. For reference, summaries of these data by type of officeholder appear in Appendix H (Tables H1–H11).

COOPERATIVE SERVICE ARRANGEMENTS

For most services, a majority of respondents indicated their local government provides each service with internal resources. For emergency dispatch, juvenile detention, corrections—addictions, and corrections—mental health, a majority of respondents chose some combination of arrangements with external organizations. Officials generally reported using contract or agreements with other local governments more often than contracts with private firms or nonprofit organizations. Services most often provided through a contract with another local government included juvenile detention (58 percent), emergency dispatch (56 percent), jail

(45 percent), and corrections—mental health (35 percent). Corrections—mental health (29 percent), property tax assessment (23 percent), and solid waste services (19 percent) were the conditions most often reported as services provided through a contract with a for-profit entity. Economic development (16 percent), corrections—mental health (14 percent), fire services (12 percent), and vocational education (12 percent) were reported most often as services provided through a contract with a nonprofit organization (Table 13). Interestingly, corrections—mental health appears in each category suggesting that local governments use a variety of arrangements to provide this service.

Respondents identified services utilizing multiple methods of provision (internal resources, and agreements with another local government, for-profit firm, or nonprofit) more than 100 times. Economic development, roads and streets, emergency medical services (EMS), and emergency dispatch were identified most often as being provided

Table 13. Arrangements used to provide services by type (Question 13)*

Service	Types of local governments that provide service	Provided with internal resources	Provided through an agreement or contract with another local government	Provided through a contract with a private for-profit firm	Provided through a contract with a nonprofit organization
Jail (n=93)	Counties, cities, towns	53%	45%	2%	0%
Juvenile detention (n=77)	Counties, cities, towns	24%	58%	18%	0%
Corrections—mental health (n=161)	Counties, cities, towns	22%	35%	29%	14%
Corrections—addiction treatment (n=85)	Counties, cities, towns	24%	36%	25%	15%
Roads and streets (n=208)	Counties, cities, towns	78%	4%	17%	0%
Parks and recreation (n=241)	Counties, cities, towns, townships	85%	8%	2%	4%
Drinking water utility (n=131)	Cities, towns	86%	8%	5%	1%
Solid waste services (n=137)	Cities, towns	61%	17%	21%	1%
Sewer utility (n=143)	Cities, towns	89%	7%	3%	1%
Police services (n=222)	Counties, cities, towns, school	96%	4%	0%	0%
Fire services (n=256)	Cities, towns, township	66%	19%	3%	12%
Emergency medical services (n=239)	Counties, cities, towns, townships	53%	29%	9%	9%
Emergency dispatch (n=165)	Counties, cities, towns	41%	56%	2%	1%
Planning/plan commission (n=173)	Counties, cities, towns	79%	19%	1%	1%
Economic development (n=184)	Counties, cities, towns	51%	28%	5%	16%
Vocational education (n=50)	School	50%	30%	8%	12%
Special education (n=52)	School	58%	31%	2%	9%
Property assessment (n=77)	Counties, townships (selected)	70%	7%	23%	0%
Other (n=17)**	Counties, cities, towns, townships, schools	N/A	N/A	N/A	N/A

*This question allowed respondents to indicate that their local government does not provide the particular service. The data reported here includes only respondents who responded affirmatively to providing this service and who represent a type of government that typically would provide such a service.

**A complete list of “other” responses is available in Appendix J.

using multiple methods. For most services, two or more service combinations were identified. Only property tax assessment, drinking water utility, and police/sheriff services were associated with only a single combination of provider types (Table 14 and Appendix G).

JOINT PURCHASING

Joint purchasing is a type of cooperative arrangement that can be accomplished using a number of mechanisms including the interlocal agreement statute, State of Indiana Quantity Purchasing Agreements (QPA), and U.S. Communities Government Purchasing Cooperative (www.uscommunities.org). Question 14 asked if local governments purchased goods cooperatively in the past year. County council members (60 percent) and school board members (58 percent) reported most often their local government had purchased goods cooperatively in the past year. Township trustees reported using joint purchasing least among groups of officeholders (19 percent). In the aggregate, 2017 results are similar to 2014 results (IACIR survey). Among groups of officeholders, the trends vary. Question 12 asked officials to indicate whether they adopted joint purchasing in 2015–16. For all groups of officials, more respondents reported using joint purchasing in the last year (roughly 2017) than in 2015–16 except for county commissioners and mayors (Table 15).

WORKING ARRANGEMENTS WITH GOVERNMENTS, BUSINESSES AND NONPROFITS

Table 16 and Figure 10 show that respondents generally indicate having positive relationships with other governments, local businesses, and local nonprofits. With the exception of

Table 14. Services provided using multiple arrangements (Question 13)

Service (Responses)	Arrangements
Economic development (16)	Internal + another local government (6) Internal + nonprofit (6) Another local government + nonprofit (2) Internal + for-profit (2)
Roads and streets (14)	Internal + for-profit (9) Internal + another local government (4) Internal + another local government + for-profit
Emergency medical services (13)	Internal + another local government (8) Internal + nonprofit (2) Internal + for-profit For-profit + nonprofit Another local government + for-profit
Emergency dispatch (11)	Internal + another local government (10) Another local government + nonprofit
Parks and recreation (9)	Internal + another local government (4) Internal + for-profit (3) Internal + nonprofit Another local government + for-profit
Planning /plan commission (6)	Internal + another local government (4) Internal + for-profit Internal + nonprofit
Corrections - addiction services (6)	Internal + another local government (3) Internal + nonprofit Another local government + nonprofit For-profit + nonprofit
Corrections - mental health services (5)	For-profit + nonprofit (2) Internal + another local government Internal + for-profit Another local government + nonprofit
Fire (4)	Internal + another local government (3) Internal + for-profit
Police/sheriff (4)	Internal + another local government (4)
Solid waste (4)	Internal + for-profit (2) Internal + another local government Internal + another local government + for-profit
Jail (3)	Internal + another local government (3)
Juvenile detention (3)	Internal + another local government (2) Another local government + for-profit
Sewer utility (3)	Internal+ another local government (2) Internal + for-profit
Vocational education (3)	Internal + another local government Internal + nonprofit Internal + for-profit + nonprofit
Special education (2)	Internal + another local government Internal + nonprofit
Property tax assessment (2)	Internal + nonprofit (2)
Drinking water	Internal + for-profit

other special districts and federal government, at least two-thirds of respondents in the aggregate indicated having either a very positive or somewhat positive relationship with other types of government, business, and nonprofit organizations. A smaller proportion of respondents indicated having positive relationships with other special districts. Working relationships with the federal government was the only government type for which respondents indicated more often a negative or ambivalent (neither positive nor negative) relationship than a positive relationship. Except for city and town council members, less than a majority in all groups of officeholders reported a positive relationship with the federal government. In these groups, respondents often reported being ambivalent (neither positive nor negative) rather than negative about this relationship. No more than one-fifth of any of these groups reported a negative relationship.

Table 15. Cooperative purchasing in the last year by type of officeholder (Questions 12 and 14)

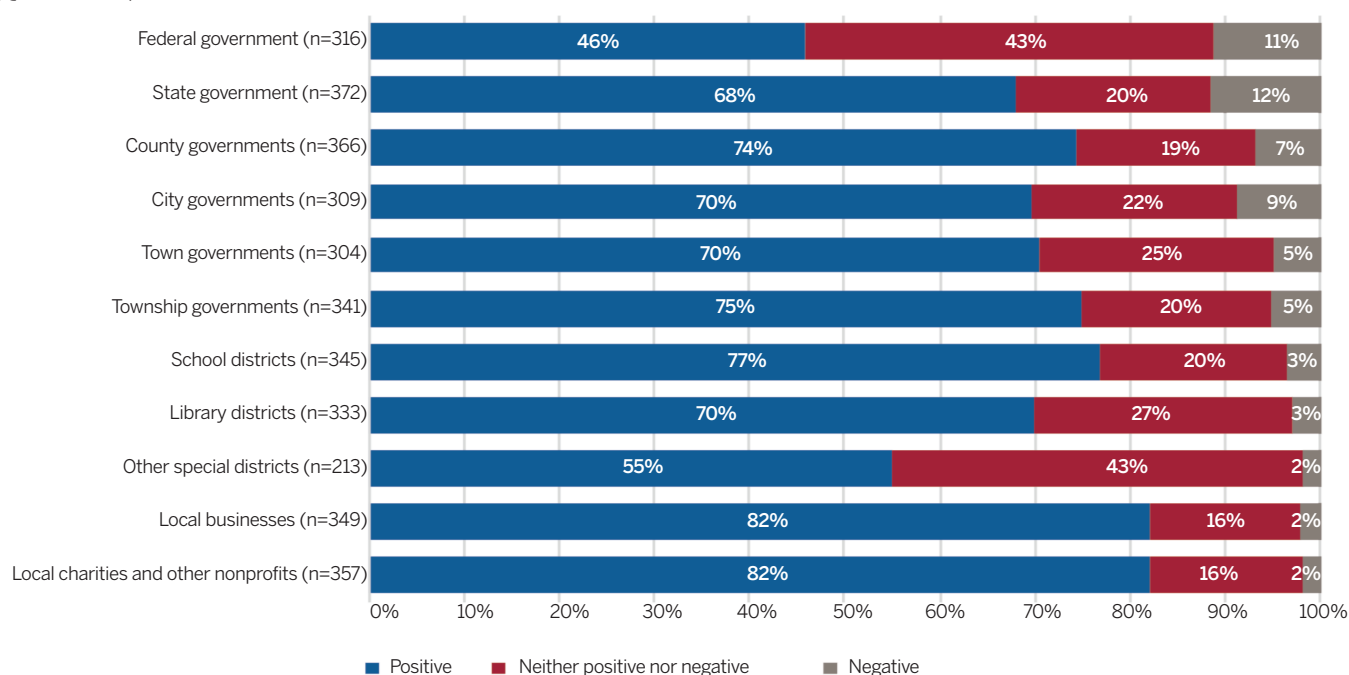
Office	2014		2015-16		2017	
	n	Yes	n	Yes	n	Yes
County commissioner	36	61%	24	46%	23	35%
County council member	48	46%	22	32%	53	59%
Mayor	34	35%	51	33%	48	60%
City council member	19	42%	27	33%	25	52%
Town council member	141	28%	69	22%	72	35%
Township trustee	139	9%	120	18%	124	19%
School board member	106	80%	57	37%	53	58%
Total	523	38%	370	28%	367	39%

Table 16. Working relationships among local governments and other governments and service provider organizations (Question 15)

Government/organization	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
Federal government (n=316)	17%	28%	43%	9%	3%
State government (n=372)	28%	40%	20%	9%	3%
County governments (n=366)	39%	35%	19%	5%	1%
City governments (n=309)	36%	34%	22%	7%	2%
Town governments (n=304)	40%	31%	25%	3%	2%
Township governments (n=341)	47%	28%	20%	3%	2%
School districts (n=345)	49%	28%	20%	2%	1%
Library districts (n=333)	43%	27%	27%	2%	1%
Other special districts (n=213)	27%	28%	43%	2%	0%
Local businesses (n=349)	41%	41%	16%	2%	1%
Local charities and other nonprofits (n=357)	45%	38%	16%	2%	0%

*Totals may add up to more or less than 100% due to rounding.

Figure 10. Working relationships among local governments and other governments and service provider organizations (Question 15)



Respondents reported roughly the same quality of relationships, in the aggregate, in 2017 and 2014, except that respondents felt more positive about interaction with the federal government, state government, and other special districts in 2017.

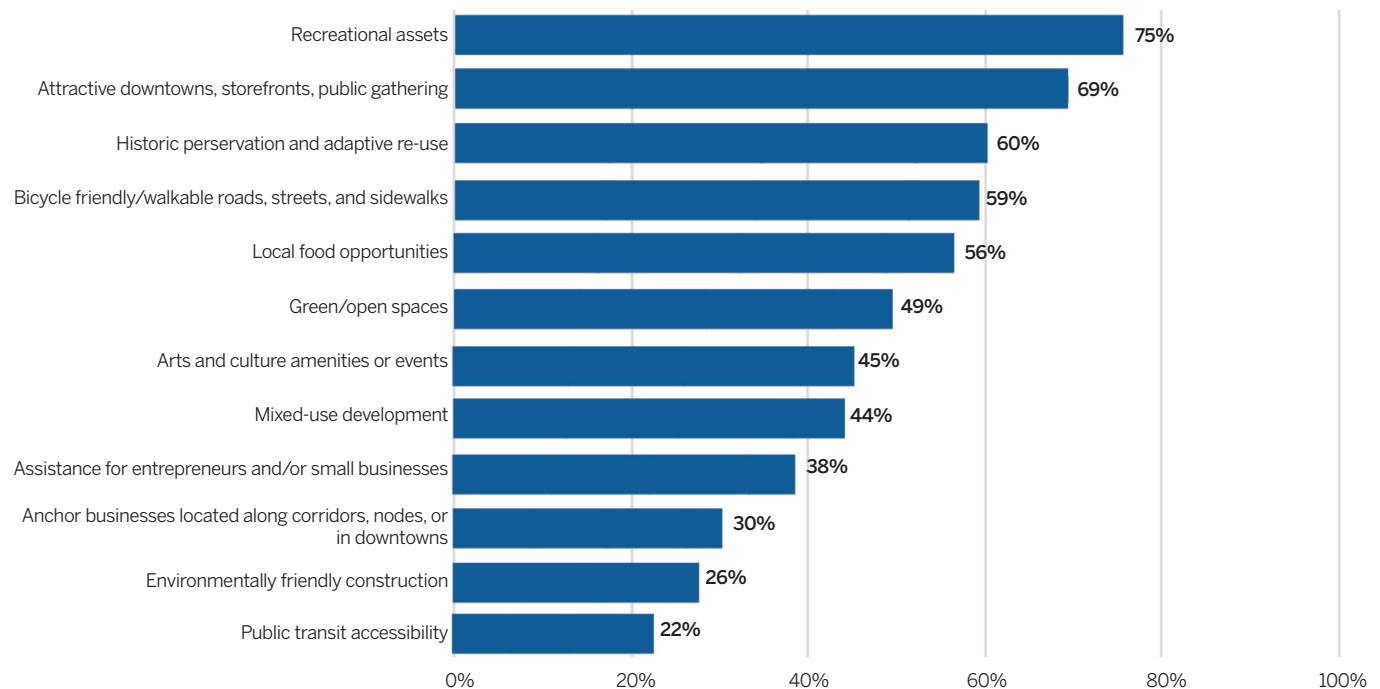
PLACEMAKING

Placemaking is the shaping of shared public spaces to improve a community's social, cultural, and economic situation. Question 16 asked respondents which placemaking activities/elements local governments pursued for economic development or other purposes. Question 17 asked for the top three motivations for local government community placemaking. Question 18 asked what assistance, besides funding, local governments need most to advance placemaking. In each of these questions, a number of pre-selected responses were provided with the opportunity to identify additional ones. Respondents were able to choose as many elements as were applicable in Question 16. For Questions 17 and 18, they were limited to the top three. Responses similar to or containing aspects of the suggestions provided were coded as those motivations or types of technical assistance. Due to the types of answers given by respondents, it is possible some answered these questions with regard to their communities generally and not to their local governments specifically.¹

LOCAL PLACEMAKING ELEMENTS

A majority of respondents indicated local government investments in several placemaking elements, including: recreational assets, including parks, playgrounds, trails, and recreational programming (75 percent), attractive downtowns, storefronts, public gathering places (69 percent), historic preservation and adaptive reuse (60 percent), bicycle friendly/walkable roads, streets, and sidewalks (59 percent) and local food opportunities (56 percent). Environmentally friendly construction (26 percent) and public transit accessibility (22 percent) were selected least often (Figure 11).

Figure 11. Placemaking activities/elements pursued in local communities (Question 16; n=330)



¹The placemaking questions were modeled, in part, on questions from the University of Michigan Center for Local, State, and Urban Policy Michigan Public Policy Survey: Local government fiscal tracking survey (Spring 2013). The questionnaire is available at <http://closup.umich.edu/michigan-public-policy-survey/MPPS-Spring-2013-hardcopy-qnaire.pdf>

Among groups of officeholders, a majority of mayors and city council members indicated engaging in 9 or 10 of the 12 pre-identified activities (Table 17). For county officials, town council members, and school board members, a majority chose between five and seven of the elements. For township trustees, only three elements were chosen by a majority of respondents. Three elements— recreational assets, including parks, playgrounds, trails, and recreational programming; attractive downtowns, storefronts, public gathering places; bicycle friendly/walkable roads, streets, and sidewalks—were among the five chosen most often for all groups of officeholders. Historic preservation and adaptive reuse and local food opportunities were among the five issues chosen most often for all groups except mayor, city council members, and town council members. Mayors and town council members also frequently chose green/open spaces. County council members and city council members frequently chose arts and cultural amenities or events and assistance for entrepreneurs and/or small businesses.

Respondents identified a number of additional placemaking elements, ordered by the number of mentions below. Specific “other” responses by type of officeholder are available in Appendix J.

- Improved educational opportunities (4)
- Community center (2)
- Partnerships with local universities (2)
- College (scholarship program)
- Welfare to work
- Riverfront development
- Emergency disaster shelter
- Main street community
- Wraparound services for families and children
- Volunteer engagement programs
- Township assistance relating to housing
- Provide clothing for families in need
- Stray animal shelter
- Municipal sewer system
- Recycling solid waste
- Senior property tax rebate

Table 17. Placemaking activities/elements by type of officeholder (Question 16)

Placemaking element	County commissioner (n=24)	County council member (n=22)	Mayor (n=52)	City council member (n=26)	Town council member (n=65)	Township trustee (n=83)	School board member (n=58)	Total (n=330)
Recreational assets, including parks, playgrounds, trails, and recreational programming	79%	73%	92%	96%	88%	53%	69%	75%
Attractive downtowns, storefronts, public gathering places	75%	68%	94%	92%	66%	42%	78%	69%
Historic preservation and adaptive re-use	71%	73%	75%	92%	49%	45%	59%	60%
Bicycle friendly/walkable roads, streets, and sidewalks	63%	64%	85%	85%	49%	35%	67%	59%
Local food opportunities	54%	59%	77%	77%	35%	51%	60%	56%
Green/open spaces	46%	41%	83%	77%	43%	24%	53%	49%
Arts and culture amenities or events	42%	59%	75%	73%	29%	22%	52%	45%
Mixed-use development	42%	36%	75%	62%	37%	25%	45%	44%
Assistance for entrepreneurs and/or small businesses	46%	32%	71%	81%	26%	12%	40%	38%
Anchor businesses located along corridors, nodes, or in downtowns	46%	23%	60%	35%	25%	13%	28%	30%
Environmentally friendly construction	42%	18%	48%	50%	14%	14%	22%	26%
Public transit accessibility	38%	27%	31%	38%	11%	14%	21%	22%
Other	4%	0%	6%	8%	3%	12%	5%	6%

MOTIVATIONS FOR PLACEMAKING

In the aggregate, the most commonly selected motivations for placemaking were: economic development/supporting the local economy (68 percent), safety (46 percent), and beautification (39 percent). Respondents selected diversity and social inclusion (11 percent) and environmental sustainability (5 percent) the least often (Figure 12). All groups of officeholders selected economic development/supporting the local economy among their top three motivations. Five of the seven officeholder groups placed safety (all groups except mayors and city council members) and beautification (all groups except county officials) among their top three motivations. County officials and city council members chose health and well-being and mayors chose creating inviting public spaces among their top three motivations for placemaking (Table 18).

Figure 12. Motivations for placemaking (Question 17; n=271)

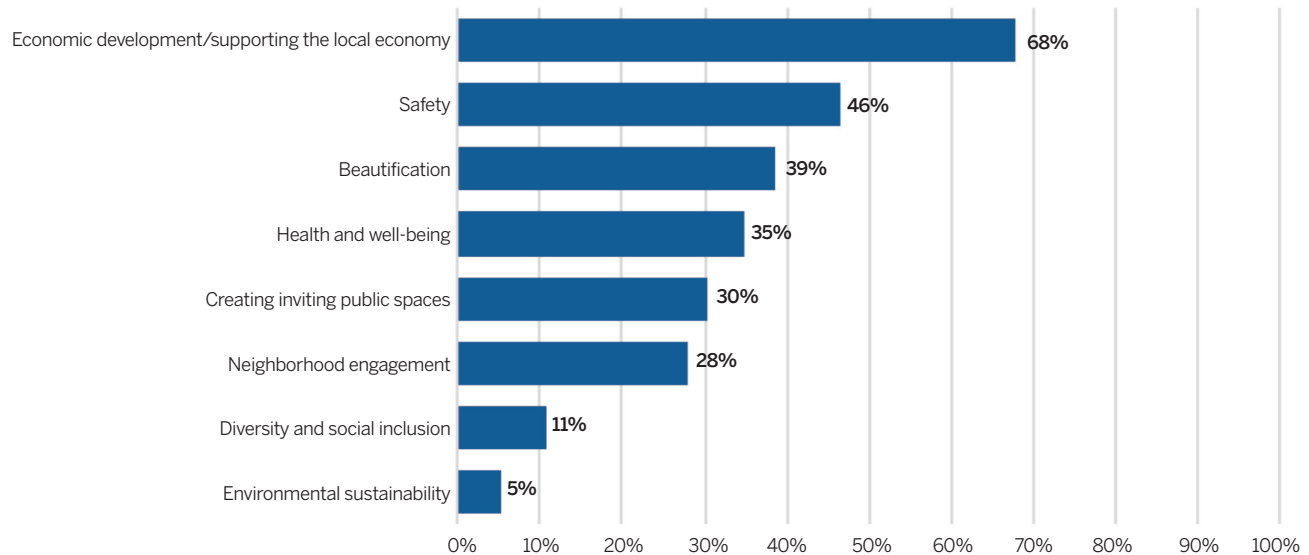


Table 18. Placemaking motivations by type of officeholder (Question 17)

Motivations	County commissioner (n=18)	County council member (n=17)	Mayor (n=46)	City council member (n=21)	Town council member (n=54)	Township trustee (n=68)	School board member (n=47)	Total (n=271)
Economic development/ supporting the local economy	83%	94%	74%	90%	65%	46%	72%	68%
Safety	61%	59%	35%	19%	65%	49%	36%	46%
Beautification	22%	18%	43%	48%	43%	40%	38%	39%
Health and well-being	33%	41%	28%	43%	37%	37%	30%	35%
Creating inviting public spaces	6%	18%	48%	29%	35%	25%	30%	30%
Neighborhood engagement	28%	24%	28%	38%	22%	32%	26%	28%
Diversity and social inclusion	0%	6%	9%	10%	13%	10%	17%	11%
Environmental sustainability	11%	0%	0%	10%	7%	6%	4%	5%
Other	33%	18%	35%	10%	2%	12%	13%	15%

Motivations for placemaking investments beyond those suggested are shown below, ordered by number of mentions. A number of the motivations are about business, workforce and population attraction. Others are some combination of the suggested motivations or more specific issues within the broad categories suggested. All “other” motivations by type of officeholder are provided in Appendix J.

- Attracting and maintaining a top quality workforce/talent (5)
- Population attraction and retention (3)
- Quality of life improvements (3)
- Parks (2)
- Cemeteries (2)
- Attracting business
- Developing qualified workers
- Job creation
- Building off our 40-year history of arts and culture and its importance to talent attraction
- Community engagement and ownership in the community by the residents
- Neighborhood engagement and beautification
- Welfare of residents
- Beautification and environmental sustainability
- Community pride
- Engagement between citizens
- Convenience
- Cleaning up community center and ground;
- Recreation opportunities
- Healthy alternatives for recreation by residents and visitors alike
- Use of facilities
- Wellness program
- Education of children
- Students
- Teachers
- Parents/community members
- Infrastructure
- Firehouse/department
- Historic preservation
- Historic adaptive re-use
- Having enough housing
- Emergency repairs
- Resident friendly
- Residential development

PLACEMAKING ASSISTANCE

The most commonly chosen technical assistance needs for placemaking were new ways to generate community support (57 percent), local leadership support (40 percent), and improved opportunities for partnerships (38 percent). Those selected least often were a local placemaking program/plan (21 percent) and data and metrics to make the case for placemaking (20 percent) (Figure 13). The assistance chosen most often within groups of officeholders was more varied than for motivations. New ways to generate community support was chosen among the top three choices for all groups except county council members. County officials, trustees and school board members chose local leadership support among the most needed assistance. City and town officials as well as school board members chose improved opportunities for partnerships. The other forms of assistance were selected by three or fewer officeholder groups as among the top three needs (Table 19).

Respondents identified a number of needs beyond those suggested. Those responses are provided below in order of the number of mentions. While the question specifically asked respondents to exclude funding several listed it as assistance needed. All “other” assistance needs by type of officeholder are provided in Appendix J.

- Funding (4)
- Information on available funding and projects
- Assistance with matching funding opportunities
- Leadership
- Competent leadership
- Smarter leadership and open communication
- More young community leaders
- Training in networking
- Training programs
- Management tools
- Economic development agent to recruit (funded by the county)
- Fewer restrictions on town fund accounts
- Assistance in attracting businesses and development to stop population loss
- Firehouse
- Improving schools
- More training on available services for clients
- Long-term development
- Need housing
- Restore and rebuild downtown
- Better code enforcement
- Food banks
- Allowing local governments to function
- Citizen input
- Two-way communications strategy
- Getting parents to take a more active role
- Long-term maintenance
- Trade schools
- Better paying jobs
- Lower the number of low-income, subsidized housing units
- Neighborhood drug eradication

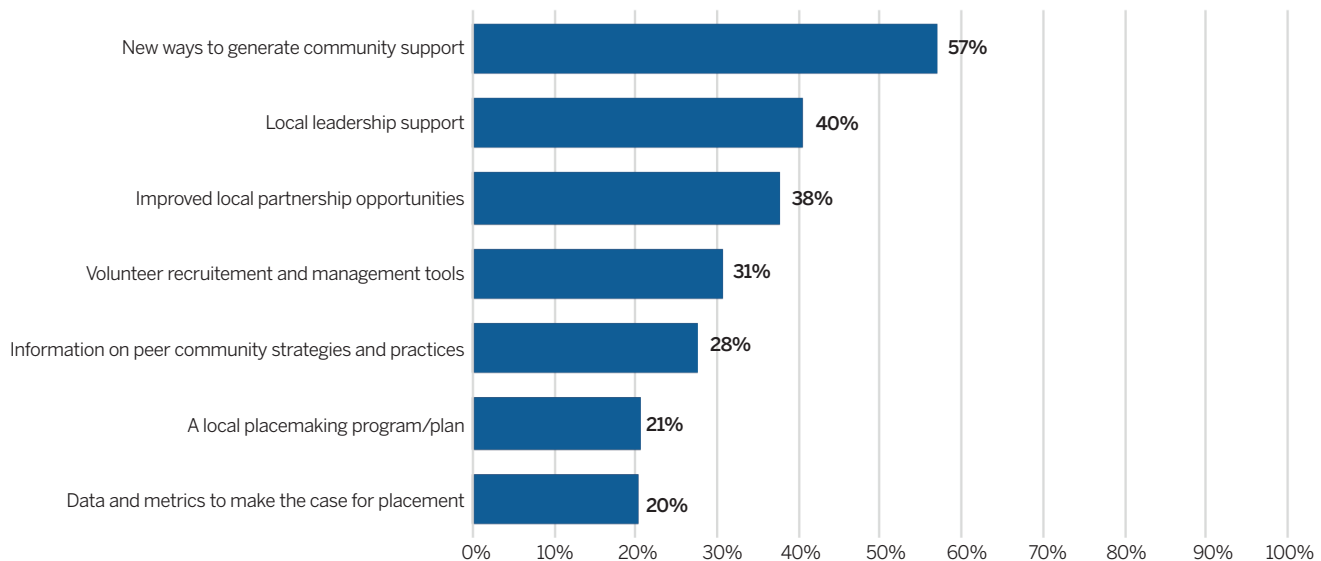
LOCAL RESPONSES TO CRIMINAL JUSTICE REFORM

The Indiana General Assembly began significant criminal justice reform with HEA 1006 in 2013. Reforms included revised felony categories, creating six felony levels from the previous four; reformed minimum sentencing standards; and diverted housing of Level 6 Felonies (the lowest level felonies, commonly referred to as F6) from Indiana Department of Correction (IDOC) facilities to county jails, effective January 1, 2016 (Indiana General Assembly, 2013). This legislation has been modified a number of times since 2013.

Table 19. Assistance needed to advance placemaking by type of officeholder (Question 18)

Type of assistance	County commissioner (n=15)	County council member (n=17)	Mayor (n=47)	City council member (n=20)	Town council member (n=47)	Township trustee (n=59)	School board member (n=37)	Total (n=242)
New ways to generate community support	67%	35%	57%	65%	70%	53%	49%	57%
Local leadership support	47%	71%	32%	15%	30%	44%	57%	40%
Improved local partnership opportunities	27%	24%	49%	35%	38%	36%	38%	38%
Volunteer recruitment and management tools	20%	12%	26%	35%	38%	39%	24%	31%
Information on peer community strategies and practices	33%	47%	38%	30%	28%	14%	24%	28%
A local placemaking program/plan	33%	41%	15%	30%	17%	15%	22%	21%
Data and metrics to make the case for placemaking	33%	12%	26%	20%	19%	14%	24%	20%
Other	20%	12%	17%	20%	4%	24%	11%	15%

Figure 13. Assistance needed to advance placemaking locally (Question 18; n=242)



The Annual Evaluation of Indiana’s Criminal Code Reform (Indiana Criminal Justice Institute [ICJI], 2017) provides objective data on county corrections and information on local conditions and responses from the perspective of criminal justice practitioners (jails, probation, community corrections, courts, prosecution, public defense, and community service providers). Questions 20–22 augment the ICJI data by providing information on local conditions and responses from the perspective of county commissioners and county council members.

In Question 7a, 45 percent of respondents in the aggregate identified jails as a major or moderate problem. County officials identified jails as a problem more often (65 percent and 61 percent of county commissioners and councilors, respectively) (Table 7 and Figure 4).² Question 20a and b asked county officials to indicate the status of jail bed capacity and jail staffing since January 1, 2016. Respondents were given the opportunity to identify “other” responses. A complete list appears in Appendix J. These data were compared to IDOC county jail inspection reports from 2014 to 2016 (ICJI, 2017, pp. 66–74) and similar data from the 2017 Indiana Sheriff’s Association survey (ICJI, 2017, pp.75–79). Both sources provide a single-day snapshot of the county inmate population. Question 21 queried officials about the adequacy of funding for local mental health and drug treatment services, critical elements of reform. Question 22 asked officials to identify any current collaborative efforts being taken with other counties to address the need for mental health and drug treatment.

²Juvenile detention was identified by more officials as a problem than jails. Half of respondents identified juvenile detention as a major or moderate problem (Table 7 and Figure 4). County officials identified juvenile detention as a problem more often (78 percent and 57 percent of county commissioners and councilors, respectively). These results may suggest the need for additional study and focus in future surveys.

LOCAL JAIL BED CAPACITY

Forty-four county officials, representing 40 counties, responded to Question 20a regarding overall jail capacity in their counties (Table 20). Only about one-third of respondent counties (35 percent) indicated having adequate jail space, and a majority of counties indicated having considered building additional jail space (50 percent). Only 13 percent of counties indicated building additional jail space. Roughly one-fifth of counties indicated relying on jail space in other counties, and one-fifth provided a response to “other.” County officials reported the utilization of community corrections programs, collaboration with public safety personnel, evaluation of additional options, and lack of funding when provided the option to identify “other” responses.

Overcrowding

Per Martin & Katsampes (2007, p.23 as cited in ICJI, 2017, p. 66),³ a jail generally is considered overcrowded when the population is consistently above 80 percent of its rated operational capacity due to the strain placed on the facility and staff. ICJI labels jails as overcrowded when they exceed 80 percent of jail capacity on an inspection day because “symptoms of crowding may be apparent much earlier once the jail reaches

approximately 80% of rated capacity (Martin & Katsampes, 2017, p 66 as shown in ICJI, 2017). The Indiana jail inspector has established that a jail should never exceed 80% of its available bed capacity to effectively allow for changes in inmate demographic[s] and characteristics (ICJI, 2017, p. 66).”

By the ICJI and Indiana jail inspector’s standard, a strong majority of respondent counties (31 counties; 78 percent) are overcrowded with nine of them (23 percent) at or above the 80 percent threshold and 22 (55 percent) at or above 100 percent. Eight counties (20 percent) were not classified as overcrowded, and one county (3 percent) does not have a jail (Figure 14).

According to the Indiana Sheriff’s Association survey (ICJI, 2017), the average utilization rate for the respondent counties was 109 percent, compared to the state average of 99 percent. Of the total inmate population, the average proportion of sentenced inmates within the 40 respondent counties was 19 percent, similar to the state average (17 percent). Across respondent counties, sentenced inmates vary from 2 to 94 percent of the inmate population. The average pretrial hold—offenders held in jail, but not yet sentenced—account for 58 percent of total inmate

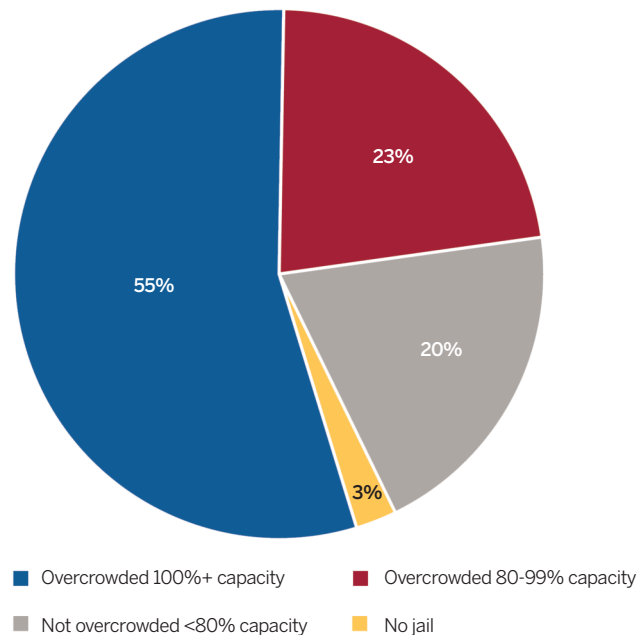
Table 20. County status with respect to local jail bed capacity since January 1, 2016 and local responses (Question 20a)*

	County total (n=40)**	County commissioner (n=23)	County council member (n=21)
Jail space currently is adequate	35%	26%	43%
Our county increased our reliance on jail space in other counties	20%	17%	29%
Our county is considering building additional jail space, but has not yet	50%	57%	38%
Our county built additional jail space in the last two years	13%	9%	14%
Other	18%	26%	10%

*Due to rounding, totals may not equal 100 percent.

**Duplicate responses from counties with more than one responding county official have been removed.

Figure 14. Operational capacity of respondent county jails (n=40)



*Due to rounding, totals may not equal 100 percent.

Source: Indiana Sheriff’s Association, 2017.

³ According to the Sheriff’s Guide to Effective Jail Operations (2007), rated operational jail capacity is a consideration of the total number of inmates a facility can house given the architectural design, programming, number of available beds, and staff.

population in the 40 respondent counties. This, again, was similar to state average (56 percent). Across respondent counties, pretrial holds vary from 5 to 145 percent of total capacity (Figure 15). Additional types of hold classifications include federal, DOC, probation violation, failure to appear, and other. These holds account for a very small percentage of the total inmate population in county jails and were not included in this analysis.

Perceptions of jail capacity adequacy

As mentioned above, three-quarters of respondent counties experienced jail overcrowding in 2017. Of the 40 counties represented in this survey, officials in 14 counties perceive county jail space as currently adequate. Officials in the remaining 26 counties perceive that county jail space is inadequate.

Among counties that indicated jail space as inadequate, the vast majority (88 percent) were overcrowded, with 72 percent being at 100 percent or greater of bed capacity. Two-thirds of respondent counties that indicated having adequate jail space also were overcrowded. About one-third reported being between 80 to 99 percent capacity, and about one-third reported being at or greater than 100 percent capacity (Table 21).

Local responses to jail capacity

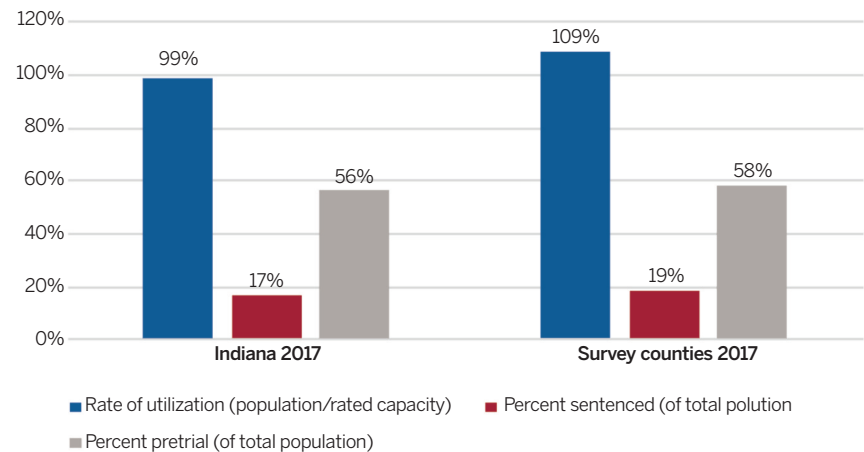
Counties have taken a number of actions in response to jail capacity issues, and in some cases, indicated taking multiple actions. Counties whose officials perceive current jail space as adequate indicated their counties have carried out the following actions or combination of actions:

- Space is currently adequate and no other actions indicated (11 counties; 79 percent)
- Built additional jail space in the last two years solely (2 counties; 14 percent)
- Increased reliance on jail space in other counties AND considered building additional jail space (1 county; 7 percent)

County officials who perceive the current jail space as inadequate indicated taking the following actions or combination of actions:

- Considered building jail space solely (13 counties; 50 percent)
- Built additional jail space in the last two years solely (2 counties; 8 percent)
- Increased reliance on jail space in other counties solely (1 county; 4 percent)
- Increased reliance on jail space in other counties AND considered building additional jail space (3 counties; 12 percent)
- Increased reliance on jail space in other counties AND built additional jail space (1 county; 4 percent)
- Increased reliance on jail space in other counties AND “other” (no money for new) (1 county; 4 percent)
- Considered building additional jail space AND “other” (utilized the work release program) (1 county; 4 percent)
- Considered building additional jail space AND “other” (underfunded) (1 county; 4 percent)

Figure 15. Jail space utilization by hold type



Sources: Indiana Sheriff’s Association, 2017; 2017 IACIR survey.

Table 21. Relationship of county perceptions of jail space adequacy and overcrowding (Question 20a)*

Jail capacity	Perception of adequate jail space (n=14)	Perception of inadequate jail space (n=25)	All counties (n=39)*
Less than 80% capacity	36%	12%	21%
Overcrowded: 80% to 99% capacity	36%	16%	23%
Overcrowded: 100% and greater capacity	29%	72%	56%

*The county without a jail was removed for this analysis.

Sources: Indiana Sheriff’s Association, 2017; 2017 IACIR survey.

- Increased reliance on jail space in other counties AND considered building additional jail space AND “other” (The courts, prosecutor, and sheriff’s department work together to keep jail population at lower numbers) (1 county; 4 percent)
- “Other” (considering options) (1 county; 4 percent); and
- “Other” (has too much jail space with offenders in community corrections programs) (1 county; 4 percent)

Table 22. County status with respect to jail staffing since January 1, 2016 and local responses (Question 20b)

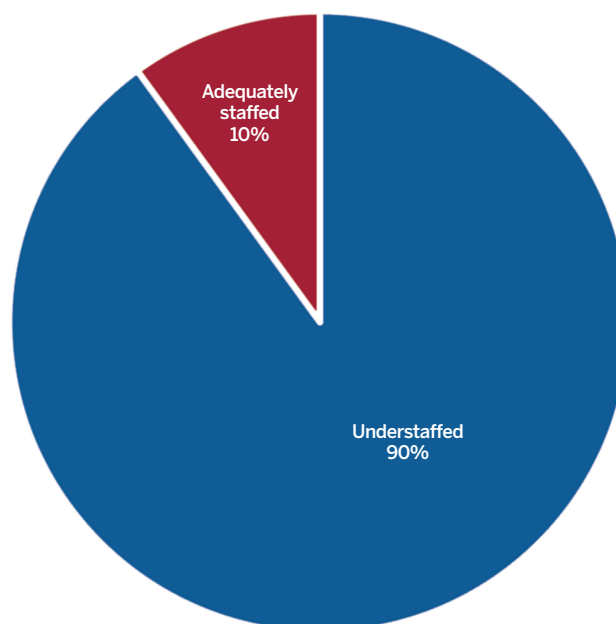
	County total* (n=39)	County commissioner (n=22)	County council member (n=20)
Jail staffing is adequate	26%	23%	25%
Our county has relied on overtime to cover increased staffing needs	36%	23%	55%
Our county is considering increasing jail staffing, but has not yet	26%	45%	5%
Our county has increased jail staffing	46%	27%	60%
Other	8%	5%	10%

* Duplicate responses from counties with more than one responding county official have been removed.

Among the five counties that indicated building additional jail space within the past two years, three counties lowered their single-day jail bed capacity to below 80 percent. One county lowered the occupancy rate from 2016 to 2017, but still had a rate slightly more than 80 percent and was considered overcrowded. The remaining county indicated being in the process of building additional jail space (Indiana Sheriff’s Association, 2017; Indiana Department of Correction, 2014–16, as shown in ICJI, 2017).

Ten counties responded that they have increased reliance on jail space in other counties. Nine of those 10 counties are higher than 100 percent rate of utilization. The remaining county does not have a jail and relies entirely on jail space in other counties.

Figure 16. Staffing of respondent county jails (n=39)



Source: IDOC, 2016.

LOCAL JAIL STAFFING

Forty-two county officials, representing 39 counties, responded to Question 20b regarding the adequacy of jail staffing levels in their counties. Only about one-quarter of respondent counties (26 percent) indicated having adequate jail staff despite just less than half of county officials (46 percent) indicating they have increased jail staff. Roughly one-quarter of counties (26 percent) have considered increasing jail staffing while one-third of counties (36 percent) have relied on overtime to cover staffing needs. When provided the option to identify “other” responses, county officials indicated increasing staffing needs due to work release program requirements, raising wages to attract employees, and insufficient funds to address hiring needs (Table 22).

Understaffing

Adequate jail staffing is complex and incorporates several elements including: shift rotations and scheduling, inmate characteristics, facility layout, and programming provided. Common causes of inadequate jail staffing include budget restrictions, lack of qualified candidates, inaccurate shift planning, and inmate overcrowding (Lieber & Miller, 2003, pp 1-2). According to 2016 county jail inspection reports (as shown in ICJI, 2017), four counties (10 percent) were adequately staffed and 35 respondent counties (90 percent) were understaffed. The Indiana Sheriff’s Association survey did not include this information (as shown in ICJI, 2017).

Perceptions of jail staffing adequacy

Of the 39 respondent counties, 10 counties indicated they perceive jail staffing as currently adequate. The remaining 29 counties indicated that county jail staffing is inadequate. Of those counties indicating either adequate or inadequate staffing, the vast majority (90 percent) have inadequate staffing per the 2016 county jail inspection reports (as shown in ICJI, 2017)(Table 23 and Figure 16).

Responses to jail staffing

Counties have taken a number of actions in response to jail staffing issues. In some cases, counties indicated multiple actions. Counties whose officials perceive current jail staffing as adequate indicated their counties have carried out the following actions or combination of actions:

- No action taken (6 counties; 60 percent)
- Relied on overtime to cover increased staffing needs solely (2 counties; 20 percent)
- Relied on overtime to cover increased staffing needs AND considering increasing jail staffing (1 counties; 10 percent)
- Relied on overtime to cover increased staffing needs AND increased jail staffing (1 counties; 10 percent)

Counties that perceive the current jail staffing as inadequate indicated taking the following actions or combination of actions:

- Considered increasing jail staffing solely (8 counties, 28 percent)
- Increased jail staffing solely (8 counties, 28 percent)
- Relied on overtime to cover increased staffing needs solely (4 counties, 14 percent)
- Relied on overtime to cover increased staffing needs AND increased jail staffing (5 counties, 17 percent)
- Considered increasing jail staffing AND increased jail staffing (1 counties, 3 percent)
- Increased jail staffing AND “other” (taking more people into the work release program requiring additional staff to supervise additional work release participants) (1 counties, 3 percent)
- Increased jail staffing AND “other” (there are low funds making it hard to hire people) (1 counties, 3 percent)
- Relied on overtime to cover increased staffing needs AND increased jail staffing AND “other” (raised wages to attract employees) (1 counties, 3 percent)

LOCAL MENTAL HEALTH AND ADDICTION TREATMENT

Augmenting local mental health and addiction treatment is a critical piece of criminal justice reform. The establishment of the Forensic Treatment Services Grant Program in 2015, known as Recovery Works, created funding for individuals struggling with mental illness and/or substance abuse and addiction. This program provides vouchers to cover the cost of mental health and addiction services for felons without health insurance coverage (Indiana Family and Social Services Administration [FSSA], n.d.).

In Question 7A, officials in the aggregate identified the availability and cost of mental health services (74 percent) and the availability and cost of drug treatment services (84 percent) as major or moderate problems. A greater proportion of both county commissioners (83 percent) and county council members (78 percent) perceive the availability and cost of mental health services as a problem. A greater proportion of county commissioners (91 percent) perceive the availability and cost of drug treatment services as a problem. While Question 7A was about the

Table 23. Relationship of county perceptions and jail staffing adequacy (Question 20b)

Jail staffing	Perception of adequate jail staffing (n=10)	Perception of inadequate jail staffing (n=29)	All counties (n=39)
Understaffed	90%	90%	90%
Adequately staffed	10%	10%	10%

Sources: IDOC, 2016; 2017 IACIR survey, 2018.

Table 24. Adequacy of current funding for mental health and drug treatment for county offenders (Question 21)

	Yes, funding is adequate	No, funding is not adequate	Mixed responses
Counties (n=40)	15%	80%	5%
County commissioner (n=21)	19%	81%	N/A
County council member (n=18)	11%	89%	N/A

community broadly speaking, the results provide some perspective about the limited resources available to serve communities generally and for persons with these challenges who also are incarcerated or subject to alternative methods of punishment.

Forty-three county officials, representing 40 counties, responded to Question 21, regarding the adequacy of funding for mental health and drug treatment for offenders. Of the 40 counties, only 15 percent indicated funding is adequate for these services. Of note, two of the three counties with responses from both the county commissioner and a county council member had mixed responses regarding the adequacy of funding levels for these services (Table 24).

Collaborative efforts

Question 22 addressed collaborative efforts among counties to provide mental health and addiction treatment for offenders. Eight officials representing seven counties responded. Of the eight respondents, six indicated they do not perceive funding as adequate, one official perceived funding as adequate, and one did not provide a response to the question of funding adequacy. The collaborations described by respondents include:

- Recognized the need to work collaboratively on these issues and have begun the process (3)
- Utilized services provide by the Bowen Center
- Used state pilot programs to collaborate with other counties
- Currently works with another county
- Used collaborative efforts with counties, cities, and towns to solve problems

Question 13 suggests that counties, as well as cities and towns, use a variety of service arrangements to provide mental health and drug treatments services within the corrections system, including providing services with internal resources, and/or providing services with an agreement with another local government, a local business, or a nonprofit. Several respondents indicated using multiple arrangements to provide these services (Tables 13 and 14).

USE OF RESERVE OFFICERS

Starting in 2018, HEA 1555 (2017) requires the provision of medical care and payment of lost wages in the event that a police reserve officer is injured or contracts an illness while performing police duties. The new law also provided that local governments can purchase group insurance, enter into a self-insurance arrangement, or cover officers under the worker’s compensation or worker’s occupational diseases laws to manage the costs of these responsibilities. Question 19a and Question 19b queried county, city, and town officials about current use of police reserve officers and the likely effects of the new law on future use.

A majority of respondent counties, cities, and towns reported using police reserve officers. Counties and towns reported using these officers more often than cities (Table 25). One-third of respondents for each type of local government that indicated currently utilizing these officers also indicated that the new legislation requiring medical care and lost wages for police reserve officers would affect future use. Among respondent governments that are not currently utilizing police reserve offices, 14 percent of county officials, 22 percent of city officials, and 24 percent of town officials indicated that legislation would affect utilization, implying that it would keep these governments from using reserve officers in the future (Table 26).⁴

Table 25. Current use of reserve police officers by government and type of officeholder (Question 19a)

	Local government current utilizes police reserve officers		
	n	Yes	Mixed responses
Counties*	37	78%	3%
County commissioners	22	77%	N/A
County council members	19	84%	N/A
Cities*	65	55%	5%
Mayor	51	55%	N/A
City county council	25	60%	N/A
Towns (Town council members)	67	70%	N/A

^{*}Officials from four counties and eleven cities submitted two surveys. The rows designated “counties” and “cities” reflect the combination of the duplicate entries. In cases when the two officials did not agree, they are indicated as “mixed.”

⁴While the results of Questions 13 indicated that police services are almost always provided with internal local government resources, a few respondents indicated using a combination of internal resources and contracts with another local government (Tables 13 and 14).

Table 26. Effect of new legislation on future use of police reserve officers by current status and type of officeholder (Question 19b)

	Utilize police reserve officers currently											
	Yes				No				Mixed*			
	n	Yes	No	Mixed	n	Yes	No	Mixed	n	Yes	No	Mixed
Counties	27	33%	59%	7%	7	14%	86%	0%	1	0%	100%	0%
Commissioner	14	57%	43%	0%	5	0%	100%	0%	0	N/A	N/A	N/A
County council member	16	19%	81%	0%	3	33%	67%	0%	0	N/A	N/A	N/A
Cities	29	34%	59%	7%	23	22%	74%	4%	3	0%	67%	33%
Mayor	23	48%	52%	0%	20	20%	80%	0%	0	N/A	N/A	N/A
City council member	11	82%	18%	0%	9	22%	78%	0%	0	N/A	N/A	N/A
Towns (town council member)	40	43%	58%	0%	17	24%	76%	0%	0	N/A	N/A	N/A

*Officials from four counties and eleven cities submitted two surveys. The rows designated "counties" and "cities" reflect the combination of the duplicate entries. In cases when the two officials did not agree, they are indicated as "mixed."

CYBERSECURITY

In January 2017, Indiana Gov. Eric Holcomb signed an executive order continuing the Indiana Executive Council on Cybersecurity. The council has 30 members and more than 125 advisory members, who will deliver a strategic cybersecurity framework, vision, and implementation plan for the state by September 2018. The council is charged specifically with:

- Establishing an effective governing structure and strategic direction
- Formalizing strategic cybersecurity partnerships across the public and private sectors
- Strengthening best practices for protecting information technology infrastructure
- Building and maintaining robust statewide cyber incident response capabilities
- Establishing processes, technology, and facilities to improve cybersecurity statewide
- Leveraging business and economic opportunities related to information, critical infrastructure, and network security
- Ensuring a robust workforce and talent pipeline in fields involving cybersecurity (Executive Order 11, 9 January 2017)

The council has organized its work around 20 workgroups. Several of these workgroups touch elements of local government cybersecurity, including but not limited to the local government, water/wastewater, economic development, and elections work groups.

Question 25 addressed the confidence of local officials in the security of their critical data, infrastructure, and services, the confidence of county officials in the security around county voting infrastructure (registration, voting machines, and vote counting and reporting), and the adequacy of local current year spending on cybersecurity. Question 26 addressed whether local governments are implementing 11 common practices.⁵ Question 29 asked respondents to list their biggest technical assistance needs across local government issues generally. The responses related specifically to information technology and cybersecurity are listed below.⁶

⁵Computer crime and online bullying/harassment also were added to the suite of questions about community conditions (Questions 7–11). In the aggregate, 45 percent and 52 percent of respondents, respectively, identified these issues as major or moderate problems (Table 7 and Figure 4).

⁶These results were provided previously to the IACIR, the Indiana Executive Council on Cybersecurity, and the council's workgroups by memo on 26 January 2018, and published as an issue brief, *Local Elected Officials Believe Cybersecurity Practices & Funding Could be Improved* (2018; available at www.iacir.spea.iupui.edu).

CONFIDENCE IN LOCAL CYBERSECURITY – GENERAL AND VOTING INFRASTRUCTURE

Only about one-quarter of local officials reported feeling very confident about the security of critical data, infrastructure, and services (Table 27 and Figure 17). Township trustees and county commissioners report being very confident most often. Mayors and city council members report being very confident least often.

About two-fifths of respondent counties indicated being very confident about the security of county voting infrastructure (Table 28 and Figure 18).

Figure 17. Elected official confidence in local cybersecurity for data, infrastructure and services by type of officeholder (Question 25a)

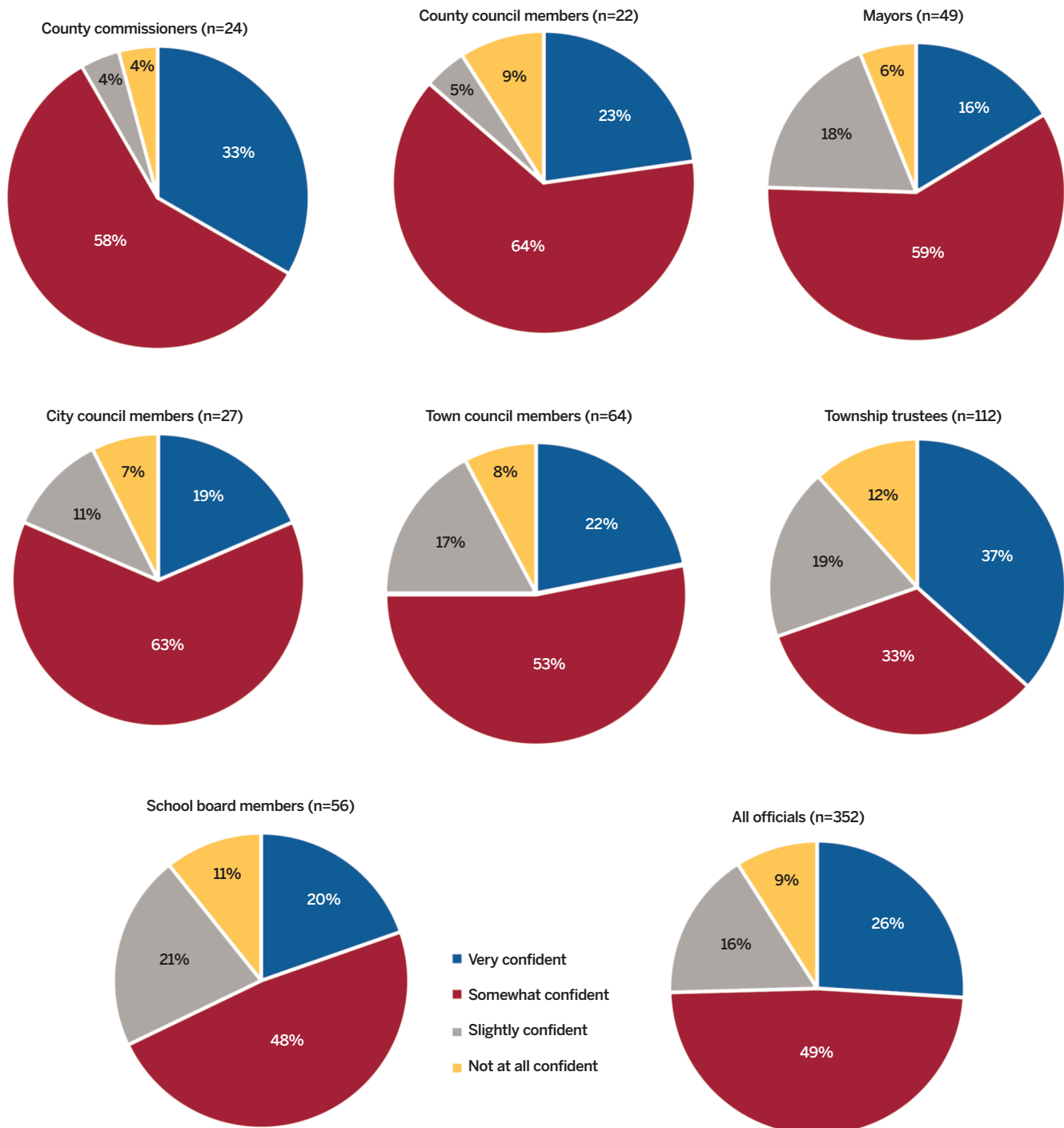


Table 27. Elected official confidence in local cybersecurity for data, infrastructure and services by type of officeholder (Question 25a)

	Very confident	Somewhat confident	Slightly confident	Not at all confident	Mixed responses
Counties (n=43)*	26%	58%	5%	5%	7%
County commissioners (n=24)	33%	58%	4%	4%	N/A
County council members (n=22)	23%	64%	5%	9%	N/A
Cities (n=64)*	11%	56%	14%	6%	13%
Mayors (n=49)	16%	59%	18%	6%	N/A
City council members (n=27)	19%	63%	11%	7%	N/A
Town council members (n=64)	22%	53%	17%	8%	N/A
Township trustees (n=112)	37%	33%	19%	12%	N/A
School board members (n=56)	20%	48%	21%	11%	N/A
Total (n=352)	26%	49%	16%	9%	N/A

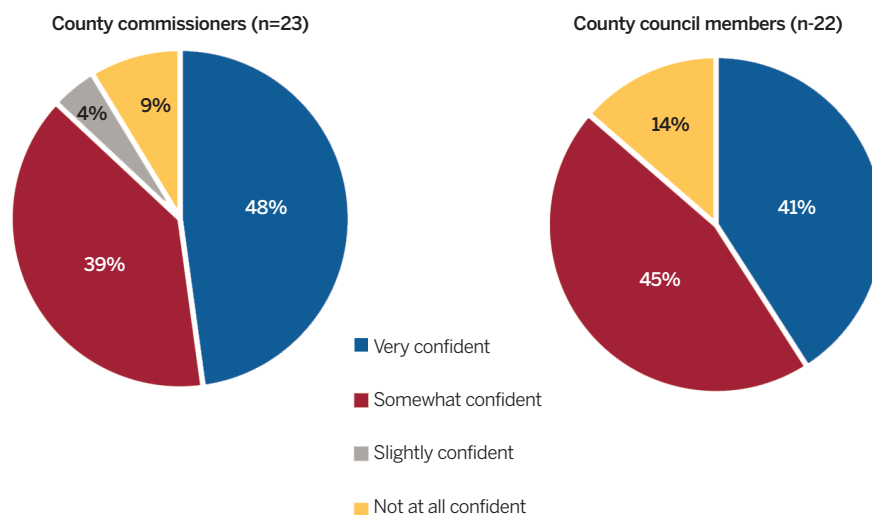
*Three counties and 11 cities provided two responses. In cases when the officials did not agree, they are indicated as mixed responses.

Table 28. County elected official confidence in cybersecurity for county voting infrastructure by type of officeholder (Question 25b)

	Very confident	Somewhat confident	Slightly confident	Not at all confident	Mixed responses
Counties (n=41)*	41%	39%	2%	10%	7%
County commissioners (n=23)	48%	39%	4%	9%	N/A
County council members (n=22)	41%	45%	0%	14%	N/A

*Four counties had responses from both officials. When the two officials' responses differed, they are recorded as mixed responses.

Figure 18. County elected official confidence in cybersecurity for election infrastructure by type of officeholder (Question 25b)



ADEQUACY OF FUNDING

Only one-fifth of officials indicated that spending on cybersecurity is very adequate (Table 29). County commissioners (29 percent) and town council members (23 percent) indicated spending as very adequate most often among groups of officeholders. Mayors (13 percent) and county council members (14 percent) indicated least often that spending was very adequate.

ADOPTION OF CYBERSECURITY BEST PRACTICES

Respondents were asked about the adoption of 11 specific cybersecurity management strategies. Local government adoption of these best practices varies. Only about one-sixth of local officials indicated implementing at least 9 of the 11 identified practices. In the aggregate, purchasing security management software or services (67 percent), managing the disposal/recycling of old computers (64 percent), and establishing an off-site, offline data backup system (63 percent) were chosen most often (Figure 19 and Table 30). Implementing email encryption (33 percent), adopting a third-party risk management policy for outsourced services (25 percent), and considering the security of employee home computing resources (22 percent) were chosen least often.

Table 29. Adequacy of current year spending on cybersecurity by type of officeholder (Question 25c)

	Very adequate	Somewhat adequate	Neither adequate nor inadequate	Somewhat inadequate	Completely inadequate	Mixed responses
Counties (n=42)*	21%	40%	19%	2%	7%	10%
County commissioners (n=24)	29%	38%	25%	4%	4%	N/A
County council members (n=22)	14%	45%	23%	9%	9%	N/A
Cities (n=52)*	13%	35%	23%	12%	8%	10%
Mayors (n=40)	13%	40%	30%	10%	8%	N/A
City council members (n=19)	21%	42%	16%	16%	5%	N/A
Town council members (n=47)	23%	38%	17%	9%	13%	N/A
Township trustees (n=65)	22%	29%	29%	8%	12%	N/A
School board members (n=35)	20%	20%	37%	17%	6%	N/A
Total (n=252)	20%	35%	26%	10%	9%	N/A

*Multiple officials from four counties and four cities responded to this question. When the two officials' responses differed, they are recorded as mixed responses.

Figure 19. Implementation of local government cybersecurity best practices (Question 26)

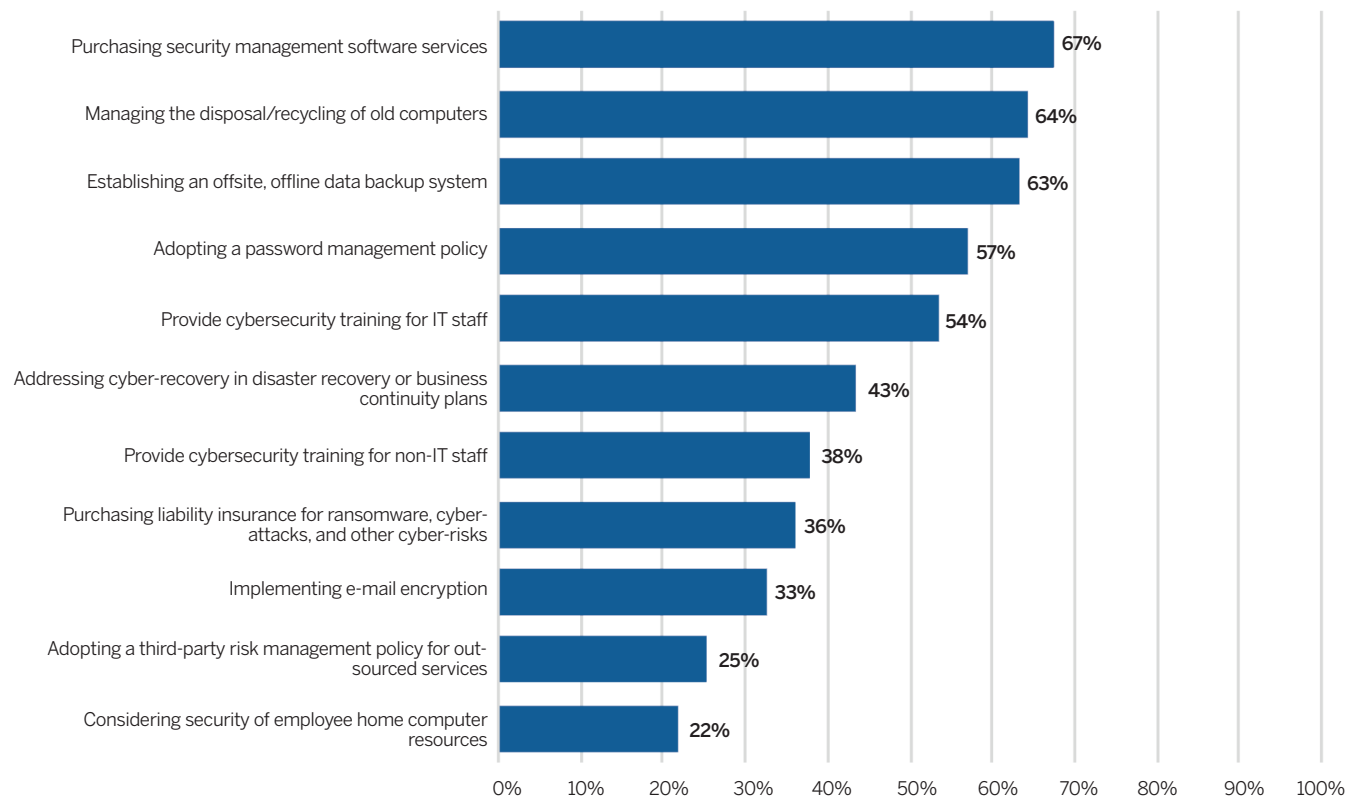


Table 30. Implementation of local government cybersecurity best practices by type of officeholder (Question 26)

Best practices	Counties* (n=33 to 38)		County commis- sioners (n=16 to 21)	County council members (n=16 to 19)	Cities* (n=49 to 59)		Mayors (n=38 to 45)	City council members (n=16 to 19)	Town council members (n=37 to 45)	Township trustees (n=67 to 73)	School board members (n=24 to 31)	Total (n=219 to 252)
	Yes	Mixed responses	Yes	Yes	Yes	Mixed responses	Yes	Yes	Yes	Yes	Yes	Yes
Provide cybersecurity training for IT staff	78%	3%	84%	67%	66%	2%	71%	58%	37%	25%	84%	54%
Provide cybersecurity training for non-IT staff	54%	0%	59%	50%	35%	2%	40%	28%	33%	22%	63%	38%
Purchasing security management software or services	87%	0%	90%	84%	69%	4%	71%	74%	73%	43%	81%	67%
Adopting a password management policy	76%	0%	80%	72%	55%	4%	59%	47%	55%	47%	63%	57%
Implementing email encryption	57%	0%	58%	56%	37%	0%	34%	35%	24%	16%	50%	33%
Establishing an off-site, offline data backup system	92%	0%	100%	84%	73%	6%	75%	65%	50%	45%	68%	63%
Considering security of employee home computer resources	33%	0%	24%	41%	6%	0%	5%	6%	16%	28%	35%	22%
Adopting a third-party risk management policy for out-sourced services	44%	0%	50%	41%	24%	6%	25%	31%	16%	10%	46%	25%
Addressing cyber-recovery in disaster recovery or business continuity plans	67%	0%	76%	65%	44%	3%	55%	44%	32%	22%	59%	43%
Purchasing liability insurance for ransomware, cyber-attacks, and other cyber-risks	45%	0%	56%	35%	43%	8%	54%	19%	24%	24%	58%	36%
Managing the disposal/recycling of old computers	78%	0%	84%	74%	62%	4%	64%	59%	57%	54%	83%	64%

*Multiple officials from three counties and eight cities responded to all or part of this question. When the two officials' responses differed, they are recorded as mixed responses.

TECHNICAL ASSISTANCE NEEDS – INFORMATION TECHNOLOGY/CYBERSECURITY

Fifteen percent of Question 29 responses address some type of information technology, including cybersecurity. These responses are organized below by type of officeholder (Table 31).

Table 31. Information technology technical assistance needs by type of officeholder (Question 29)

Office	Technical assistance need
County commissioners	Courts system for records
	Imaging
	Website utilization assistance and best practices for peer counties
	Technology strategies
	Website set up for internal use
	Funding for full time IT person
County council members	Additional training on security related issues
	Contracting with a private IT company to assist us
	Careful sharing of information over the web
Mayors	Money for updating hardware and software
	IT personnel (2)
	Cybersecurity (firewall, etc.)
	Ongoing IT training
	IT support
	Automated online permit platform
	Streaming of meetings to public
	Updated training on cybersecurity
	Cybersecurity
	Data security
	Data equipment
City council members	IT expansion—consultation and planning for growth and new technology
	Information/data management
	Email use with city and residents to collect data
	Email—local IT
Town council members	Cybersecurity best practices
	Training on the use of technology (iPads, etc.)
	Cybersecurity for town record keeping (2)
	Small town that does not have any IT on staff
	Not networked and communication is very expensive
	Cyber-protection—how to go about getting this
Township trustees	Cybersecurity-ransomware, viruses
	Cheaper rates for computers, software, IT
	Upgrades on computer
	Internet
	More information on how to remove data from old copiers/ computers
	IT
	Data security
School board members	Cybersecurity training
	Mobile apps
	Better private IT assistance
	Improved cybersecurity regarding student information and other data: strong fire-
	Software designed to intercept malware, virus, etc. attacks as well as blocking bad
	Off-site data backup
	Employee training against ransomware and other attacks
	Do not collect personal data that's not needed
	Securing additional iPads for school
	Funding for schools to keep pace with technology

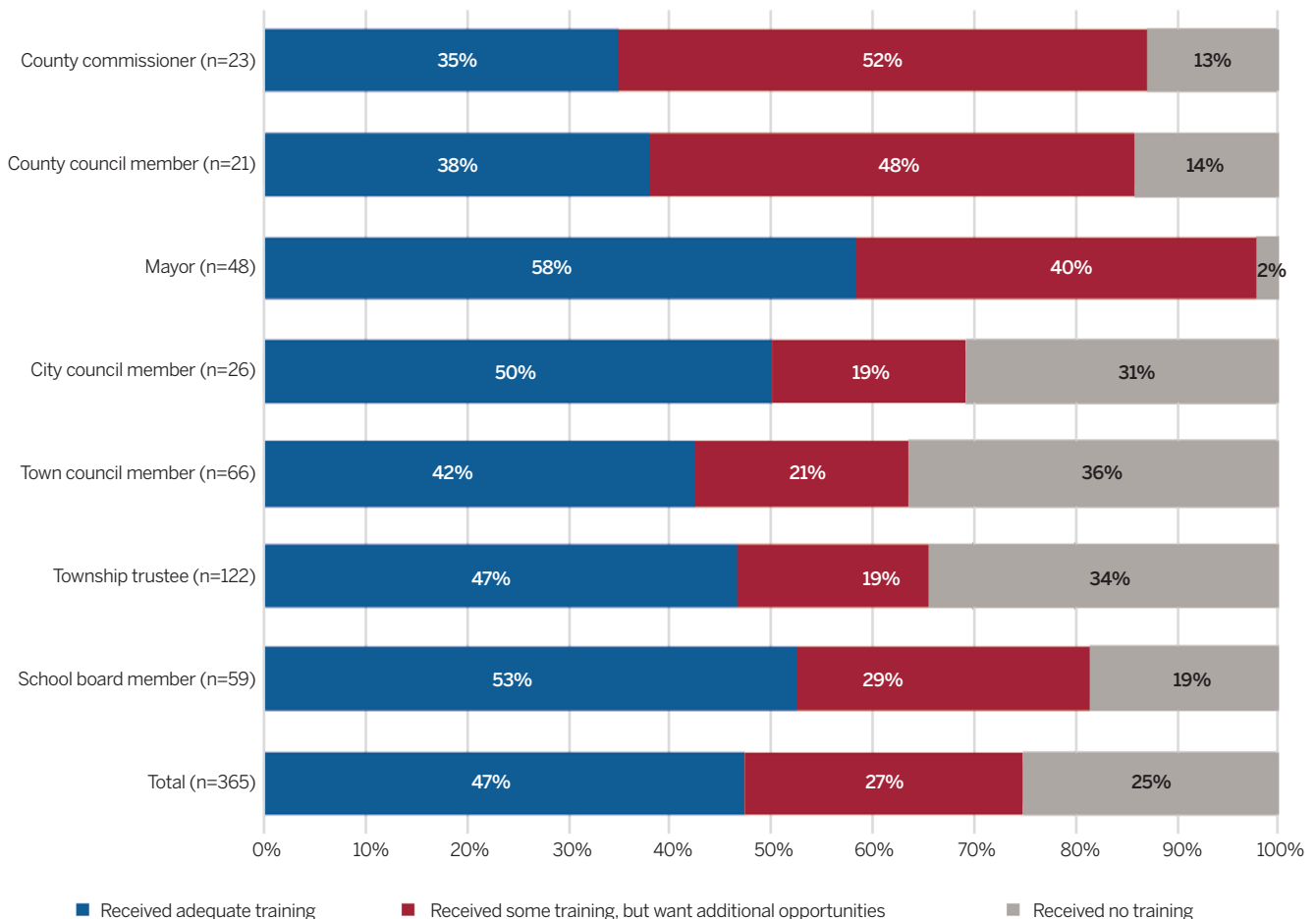
INFORMATION, TRAINING, AND TECHNICAL ASSISTANCE NEEDS

Local elected officials must deal with a wide range of policy issues, and typically will not have all the expertise required when first elected. Question 27 asked officials whether they had received adequate training in the past 12 months. Question 28 asked what information sources officials typically consult when considering the implementation of management practices and programs. Question 29 asked respondents to identify up to three technical assistance needs.

TRAINING

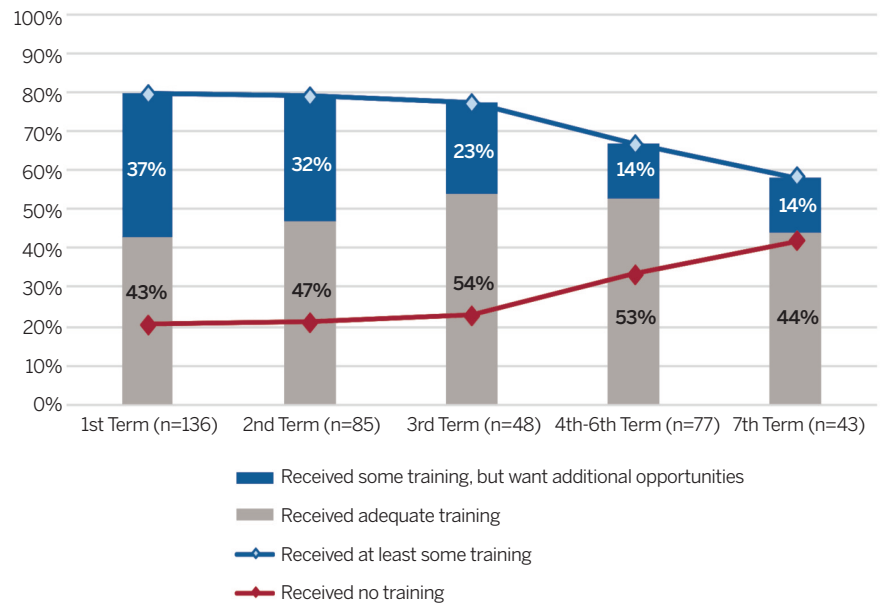
In the aggregate, a strong majority of respondents indicated receiving some training in the past 12 months, including almost half of respondents who perceive that they receive adequate training. Among groups of officeholders, mayors (58 percent) and school board members (53 percent) indicated receiving adequate training most often. County council members (35 percent) and county commissioners (38 percent) indicated receiving adequate training least often. About one-third of town council members (36 percent), township trustees (34 percent), and city council members (31 percent) indicated receiving no training during the past 12 months (Figure 20).

Figure 20. Adequacy of training for past 12 months by type of officeholder (Question 27)



When broken down by time in current office, the proportion of officials who report receiving adequate training in the past 12 months increased over time in office for officials in their the first three terms (12 years). This levels out for officials in terms three through six at just more than 50 percent, and then declines for officials in terms seven and greater. About 80 percent of officials reported getting some training in their first three terms. As the number of terms increases, a smaller proportion report getting some training. For officials with seven or more terms, about 60 percent receive some training. The proportion of officials receiving no training in the past 12 months was about one-fifth for officials in their first three terms. This increased about 10 percent for officials in terms four through six, and about 20 percent for those in their seventh terms and beyond (Figure 21).

Figure 21. Adequacy of training for past 12 months by time in current office (Questions 4 and 27)



INFORMATION SOURCES

Local officials consult a variety of information sources when considering the implementation of management practices or programs. In the aggregate, a majority of officials reported getting information using local government peers (93 percent), state agencies (85 percent), state trade associations (67 percent), and private consultants (67 percent). A majority of county officials (commissioners and council members) reported using all sources, except regional institutions for county council members. Similarly, a majority of city officials (mayors and council members) reported using all sources, except national trade associations and regional institutions for city council members. A majority of town council members reported using state agencies, state trade associations, private consultants, and local government peers. A majority of township trustees reported only state agencies and local government peers as information sources. A majority of school board members reported using all sources except national trade associations and regional institutions (Table 32). Respondents were given the opportunity to identify other sources of information. Most notably, four officials indicated using their local government attorney. The full list of write-in answers are listed in Appendix J.

MOST NEEDED TECHNICAL ASSISTANCE

When identifying the top three technical assistance needs across issues and services, respondents identify wanting assistance with best practices, data, and training generally. They also identified specific needs in a variety of local

Table 32. Information sources consulted for implementation of management practices and programs by type of officeholder (Question 28)

	State agencies	Universities	National trade associations	State trade associations	Regional institutions	Private consultants	Local government peers
County commissioner (n=16 to 19)	95%	53%	63%	100%	67%	67%	100%
County council member (n=17 to 21)	95%	61%	59%	79%	47%	95%	100%
Mayor (n=37 to 50)	80%	41%	35%	88%	55%	92%	98%
City council member (n=19 to 24)	90%	58%	21%	85%	45%	86%	96%
Town council member (n=40 to 55)	85%	23%	8%	62%	29%	74%	94%
Township trustee (n=75 to 106)	82%	17%	4%	47%	5%	30%	89%
School board member (n=38 to 48)	83%	69%	42%	65%	25%	77%	87%
Total (n=242 to 315)	85%	38%	24%	67%	30%	67%	93%

government services, finance and law, information technology, human resources, citizen and stakeholder engagement, and engagement with other government and external organizations. A summary of this input is provided below and a complete listing of responses is provided in Appendix I.

Best Practices (general; see also all other categories for specific best practice needs)(20)

Data (see also Local Government Services)

- Data (general) (13)
- Data and records management (equipment, systems, retention and disposal, training)(9)—See also Information Technology
- Data—comparative, outcomes (3)

Local Government Services

- Education (data, compliance, improved quality, technical skills for students) (10)
- Public safety (priority setting, policies, dispatch, jails, EMS, continuity of government) (10)
- Public safety—fire (7)
- Telecommunications (internet, cell phone service, telephone) (7)
- Services (general) (7)
- Social services—township assistance (6)
- Economic development (data, strategies, incentives) (5)
- Roads and bridges (maintenance, funding, INDOT) (4)
- Social services (housing, food, utility assistance) (3)
- Cemeteries (funding, care) (3)
- Water and wastewater (technologies, rates, reviews) (3)
- Land use and environment (2)
- Quality of life (funding) (2)
- Capital improvements—asset management (2)
- Health (mental health, direct services) (2)

Finance and Law

- Gateway (better design, training, communicating changes) (8)
- Funding options (including grants and grant writing) (7)
- Finance (general and miscellaneous) (7)
- SBOA (5)
- Budget (information, reports, input from employees) (4)
- DLGF (3)
- Law (2)

Information Technology

- Cybersecurity (specific best practices, training) (18)
- Citizen and stakeholder relations (engagement) (12)
- Staff (need for additional internal or contract staff) (8)
- Communication by web and social media (training, receiving input, education, policies) (7)
- Current and adequate hardware and software (funding, cost, adequate and current) (6)
- Engagement tools other than social media (surveys, streaming meetings, email) (3)
- Information technology (email, work from home, cost, strategies) (5)
- Business applications (2)
- Training (staff training) (2)

Human Resources

- Human resources and staff relations (salaries, employee policies, employee input, evaluations, intranet) (12)
- Official/staff training (elected officials, appointed officials, staff, training methods) (10)
- Health insurance (reduce costs, health savings account) (3)

Citizen and Stakeholder Relations

- Engagement (12)
- Communication by web and social media (training, receiving input, education, policies) (7)
- Engagement tools other than social media (surveys, streaming meetings, email) (3)

Relations with External Organizations

- Intergovernmental relations (state agencies, information, compliance, legislation) (11)
- Peer information and sharing (10)
- Consulting services (6)
- State trade associations (2)

OTHER ISSUES

Question 30 provided officials an open-ended opportunity to comment about issues facing state and local government in Indiana. Many respondents also wrote in responses for a number of questions throughout the survey. The complete set of these comments is provided in Appendix K.

While the issues addressed in this forum varied widely, a number of issues were mentioned several times, including:

- A lack of fiscal resources, in part, as a result of state fiscal controls
- A need for fiscal flexibility
- Changes in school funding
- Unique challenges for small local governments to fund community projects and other needs
- Unfunded state mandates
- State micromanagement of school districts
- A state preference for charter schools
- Transportation and other infrastructure needs and funding
- Limited applicability of some or all of the survey to small or particular types of local governments

BIBLIOGRAPHY

- Barreto, T. & Palmer, J. (2000). *Intergovernmental issues in Indiana: 1999 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Dillman, D., Smith, J. & Christian, L. (2014). *Internet, phone, mail, and mixed-mode surveys: The tailored design method*. Hoboken, NJ: Wiley.
- Indiana Advisory Commission on Intergovernmental Relations. (2018b). Local elected officials believe cybersecurity practices & funding could be improved. Indianapolis.
- Indiana Advisory Commission on Intergovernmental Relations. (26 January 2018a). Local elected official survey data on cybersecurity [Memo]. Indianapolis.
- Indiana Advisory Commission on Intergovernmental Relations. (2015). Managing local government health employee health insurance costs. Indianapolis.
- Indiana Criminal Justice Institute. (2017). *Annual evaluation of Indiana's criminal code reform*. Indianapolis. Retrieved from www.in.gov/cji/files/Research_1006_Criminal_Evaluation_2017.pdf
- Indiana Department of Corrections. (2014–16). County jail inspection data. In the Indiana Criminal Justice Institute. (2017). *Annual evaluation of Indiana's criminal code reform*. Indianapolis. 66–74 Retrieved from http://www.in.gov/cji/files/Research_1006_Criminal_Evaluation_2017.pdf
- Indiana Executive Order No.11. (2017). Retrieved from www.in.gov/gov/files/EO_17-11.pdf
- Indiana Family and Social Services Administration. Recovery works: Indiana's forensic treatment program. Retrieved from www.in.gov/fssa/dmha/2929.htm
- Indiana General Assembly. (2013). 2013 House Enrolled Act 1006. Indianapolis. Retrieved from www.in.gov/legislative/bills/2013/HE/HE1006.1.html
- Indiana General Assembly. (2017). 2017 House Enrolled Act 1555. Indianapolis. Retrieved from iga.in.gov/legislative/2017/bills/house/1555
- Indiana Sheriff's Association. (2017). Jail operations survey. In Indiana Criminal Justice Institute. (2017). *Annual evaluation of Indiana's criminal code reform*. Indianapolis. 75–79. Retrieved from www.in.gov/cji/files/Research_1006_Criminal_Evaluation_2017.pdf
- Indiana State Budget Agency. (2016). 2017 Certification calculations. Indianapolis. Retrieved at www.in.gov/sba/files/2017_Certifications_Calculations.pdf
- Indiana State Budget Agency. (2015). 2016 Certification calculations. Indianapolis. Retrieved at www.in.gov/sba/files/2016_Certification_Calculations_11.12.2015.pdf
- Liebert, D., & Miller, R. (2003). *Staffing analysis workbook for jails. 2nd ed.* Washington, DC: U.S. Department of Justice, National Institute of Corrections. Retrieved from s3.amazonaws.com/static.nicic.gov/Library/016827.pdf
- Martin, M., & Katsampes, P. (2007). *Sheriff's guide to effective jail operations* (NIC Accession Number 021925. Washington, DC: U.S. Department of Justice, National Institute of Corrections. Retrieved from <https://s3.amazonaws.com/static.nicic.gov/Library/021925.pdf>. In the Indiana Criminal Justice Institute. (2017). *Annual Evaluation of Indiana's Criminal Code Reform*. Indianapolis. 66 Retrieved from http://www.in.gov/cji/files/Research_1006_Criminal_Evaluation_2017.pdf
- Palmer, J. (2004). *Intergovernmental issues in Indiana: 2003 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J. (2002). *Intergovernmental Issues in Indiana: 2001 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., Hedges, C., Burow, S., Dilley, R., Malhotra, K., Newby, W. & Simmons, T. (2005). *Intergovernmental issues in Indiana: 2004 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.

-
- Palmer, J. & Reeve, S. (2003). *Intergovernmental issues in Indiana: 2002 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., Wyeth, D., Burow, S., Payton, S. Barreto, T., Hedges, C., ... Seymour, A. (2007). *Intergovernmental issues in Indiana: 2006 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., Wyeth, & Chang, J. (2011). *Intergovernmental issues in Indiana: 2010 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., Wyeth, D., Jellison, J., Barreto, T., Banks, A., Cantanese, G., ... Jones, W. (2013). *Intergovernmental issues in Indiana: 2012 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., Wyeth, D., Kane, A., & Kiszka, P. (2009). *Intergovernmental issues in Indiana: 2008 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Palmer, J., & Wyeth, D. (2018). *Intergovernmental issues in Indiana: 2014 IACIR survey*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- University of Michigan Center for Local, State, and Urban Policy. (Spring 2013). Michigan public policy survey (MPPS): Local government fiscal tracking survey. Ann Arbor. Retrieved from closup.umich.edu/michigan—public-policy-survey/MPPS-Spring-2013-hardcopy-qnaire.pdf
- Williams, T. (1997). *IACIR survey: The state of local, state, and federal issues facing government in Indiana: 1997*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.
- Williams, T. (1996). *IACIR survey: The state of local, state, and federal issues facing government in Indiana: 1996*. Indianapolis: Indiana Advisory Commission on Intergovernmental Relations.

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.

QUESTIONNAIRE DEVELOPMENT

The 2017 questionnaire and previous questionnaires have been modeled after a regular survey of local elected officials conducted by the National League of Cities. As in years past, commission staff consulted IACIR members, researchers, and other interested organizations to identify potential questions. Staff and faculty from the Indiana University Public Policy Institute (PPI) and School of Public and Environmental Affairs, Accelerating Indiana Municipalities (formerly the Indiana Association of Cities and Towns), the Association of Indiana Counties, the Indiana Association of County Commissioners, the Indiana Criminal Justice Institute, and the Cybersecurity Program in the Indiana Office of Technology either submitted issues and questions for inclusion in the survey or advised on those questions.

The final questionnaire included 30 questions (Appendix B). The 2017 questionnaire reprised a number of 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: placemaking; the use of police reserve officers; cybersecurity; and local service capacities for jails and mental health and drug addiction services.

SELECTION OF SAMPLE POPULATION

The survey was mailed to 1,381 local elected officials. The 2017 survey was sent to one randomly-selected member of each county board of commissioners, school board, and county, city, and town (towns with population 500 or greater) councils. The survey was mailed to each city mayor.⁷ The survey was sent to four township trustees from each county. If the county contained one or more urban townships with a population greater than 10,000 and one or more for a rural township with a population of less than 10,000, two trustees were selected randomly from both groups. In cases when counties had only urban or only rural townships, four trustees were randomly selected from among all townships. In cases when counties had only one urban or one rural township, that township was selected and three of the other type were selected randomly. 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

IACIR staff administered the survey by mail generally according to the procedures recommended by Dillman, Smith & Christian (2014). Cover letters explaining the purpose of the survey, the questionnaires, and business reply envelopes were sent on September 18, 2017, and were followed by reminder postcards sent on October 2, 2017. Officials who did not respond were sent another letter and replacement questionnaire on October 16, 2017. An additional reminder postcard was sent out on October 30, 2017.

This year, respondents again were given the option to complete the survey online. An electronic version of the questionnaire was posted on Qualtrics.com. Respondents were required to enter the survey number provided on the back of the printed survey.

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 December 1, 2017, were included in the analysis. Data were imported into SPSS

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

(Statistical Package for Social Sciences) and Excel, cleaned, and analyzed. Only nominal results are reported here; no statistical testing was completed.

To account for non-responses to specific questions and questions addressed to specific officeholders, the number of responses is provided with the table or figure for each question. In a few cases, names and other identifiers were 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 to “other.” In cases when these responses closely matched an option in the list provided, the response was grouped with that option. A complete list of “other” responses is provided in Appendix J. Appendix K includes a complete list of responses to the open-ended Question 30 as well as comments written in throughout the questionnaire.

APPENDIX B: QUESTIONNAIRE

Intergovernmental Issues in Indiana 2017



A Survey
Administered by
the Indiana Advisory
Commission on
Intergovernmental
Relations



This survey is administered by the Indiana Advisory Commission on Intergovernmental Relations (IACIR) on a periodic basis to gather information on current issues affecting the relationships between governments in the state. 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 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. Online participants 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?

- | | |
|--|--|
| <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 (or appointed) position?

Years _____

5

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

Years _____

CONTINUE ►

6

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

- ☐ Very optimistic
 ☐ Mildly pessimistic
☐ Mildly optimistic
 ☐ Very pessimistic
☐ Neither optimistic nor 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 does not provide those services or have the power to address them. *Circle the appropriate number.*

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER THE LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	Worsened	No change
HEALTH						
A1. Availability of health services	2	1	0	2	1	0
A2. Cost of health services	2	1	0	2	1	0
A3. Availability of health insurance	2	1	0	2	1	0
A4. Cost of health insurance	2	1	0	2	1	0
A5. Availability and cost of dental health services	2	1	0	2	1	0
A6. Availability and cost of mental health services	2	1	0	2	1	0
A7. Availability and cost of services for people with disabilities	2	1	0	2	1	0
A8. Availability and cost of drug treatment services	2	1	0	2	1	0
A9. Drug abuse	2	1	0	2	1	0
A10. Alcohol abuse	2	1	0	2	1	0
A11. Smoking	2	1	0	2	1	0
A12. Obesity	2	1	0	2	1	0
A13. Chronic disease (heart disease, diabetes, etc.)	2	1	0	2	1	0
A14. Access to healthy foods	2	1	0	2	1	0
PUBLIC SAFETY						
B1. Police/sheriff services	2	1	0	2	1	0
B2. Police-community relations	2	1	0	2	1	0
B3. Fire services	2	1	0	2	1	0
B4. Emergency medical services	2	1	0	2	1	0
B5. Emergency dispatch	2	1	0	2	1	0
B6. Violent crime	2	1	0	2	1	0
B7. Drug crime	2	1	0	2	1	0
B8. Computer crime	2	1	0	2	1	0
B9. Online bullying/harassment	2	1	0	2	1	0
B10. Family/domestic violence	2	1	0	2	1	0
B11. Homeland security	2	1	0	2	1	0
B12. Jail facilities	2	1	0	2	1	0
B13. Youth detention facilities	2	1	0	2	1	0
B14. Disaster response	2	1	0	2	1	0
B15. Emergency warning sirens	2	1	0	2	1	0

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER THE LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	Worsened	No change
ECONOMICS						
C1. Overall economic conditions	2	1	0	2	1	0
C2. Job availability/employment	2	1	0	2	1	0
C3. Job quality including wages and benefits	2	1	0	2	1	0
C4. Workforce readiness	2	1	0	2	1	0
C5. Workforce training and retraining	2	1	0	2	1	0
C6. Business attraction and retention	2	1	0	2	1	0
C7. Shovel-ready properties	2	1	0	2	1	0
LOCAL SERVICES AND INFRASTRUCTURE						
D1. K-12 education	2	1	0	2	1	0
D2. Drinking water	2	1	0	2	1	0
D3. Sanitary sewers	2	1	0	2	1	0
D4. Storm sewers	2	1	0	2	1	0
D5. Combined sewer overflows (CSOs)	2	1	0	2	1	0
D6. Local roads, streets, and highways	2	1	0	2	1	0
D7. Sidewalks and trails	2	1	0	2	1	0
D8. Bridges	2	1	0	2	1	0
D9. Public transit	2	1	0	2	1	0
D10. Parks and recreation	2	1	0	2	1	0
D11. Cellular telephone	2	1	0	2	1	0
D12. High-speed internet/broadband service	2	1	0	2	1	0
D13. Reliable, affordable internet service	2	1	0	2	1	0
LAND USE						
E1. Quality of development	2	1	0	2	1	0
E2. Lack of development	2	1	0	2	1	0
E3. Quality affordable housing	2	1	0	2	1	0
E4. Code enforcement	2	1	0	2	1	0
E5. Private property maintenance	2	1	0	2	1	0
E6. Foreclosures	2	1	0	2	1	0
E7. Abandoned properties	2	1	0	2	1	0
E8. Open space/green space	2	1	0	2	1	0
E9. Conflicts between agriculture and other land uses	2	1	0	2	1	0
COMMUNITY QUALITY OF LIFE						
F1. Air quality	2	1	0	2	1	0
F2. Water quality	2	1	0	2	1	0
F3. Population loss/stagnation	2	1	0	2	1	0
F4. Poverty	2	1	0	2	1	0
F5. Homelessness	2	1	0	2	1	0
F6. Vitality of neighborhoods	2	1	0	2	1	0

PLEASE CONTINUE ►

	(A) CURRENT STATUS OF CONDITION			(B) CHANGE IN CONDITION OVER THE LAST 12 MONTHS		
	Major problem	Moderate problem	Minor or no problem	Improved	Worsened	No change
COMMUNITY QUALITY OF LIFE (Cont.)						
F7. Vitality of downtown	2	1	0	2	1	0
F8. Arts and cultural resources	2	1	0	2	1	0
F9. Civic engagement /community involvement	2	1	0	2	1	0
F10. Race/ethnic relations	2	1	0	2	1	0
F11. Childcare availability	2	1	0	2	1	0

8 Of the conditions listed in question 7, which three have improved most in your **COMMUNITY** during the **PAST YEAR**? *Please fill in the complete phrase or the corresponding letter/number from Question 7.*

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

9 Of the conditions listed in question 7, which three have deteriorated most in your community during the **PAST YEAR**? *Please fill in the complete phrase or the corresponding letter/number from Question 7.*

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

10 Of the conditions listed in question 7, which three are the most important to address in your **COMMUNITY** during the **NEXT TWO YEARS**? *Please fill in the complete phrase or the corresponding letter/number from Question 7.*

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

11 Please identify up to three efforts completed or underway in your community to address the issues identified as most critical in Question 10. If known, please indicate which government or other entity is leading those efforts.

- a. Issue _____
Action _____
Lead Organization _____
- b. Issue _____
Action _____
Lead Organization _____
- c. Issue _____
Action _____
Lead Organization _____

12

Local governments regularly make choices about services, staffing, and operations in relation to available financial resources. Please indicate if your local government made any of the following changes in the last two years.

	2015-2016	
	Yes	No
My local government or county has passed a new or additional local option income tax.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has increased fees and charges for local services.	<input type="checkbox"/>	<input type="checkbox"/>
My local government laid off employees.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has stopped hiring.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has frozen or reduced employee wages/salaries.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced employee benefits and/or raised employee contributions.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has cut or reduced spending on training and travel.	<input type="checkbox"/>	<input type="checkbox"/>
My local government increased its reliance on volunteers to assist in providing local services.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has made internal operational changes (e.g., mowing less frequently).	<input type="checkbox"/>	<input type="checkbox"/>
My local government has cut or reduced services (e.g., reduced hours for swimming pool, fewer parks programs).	<input type="checkbox"/>	<input type="checkbox"/>
My local government has cut or delayed capital expenditures.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on parks and recreation.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on sheriff/police.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on fire services.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on roads and streets.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on sanitary sewers, storm sewers, and drinking water.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on solid waste management.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has reduced spending on _____ (please identify).	<input type="checkbox"/>	<input type="checkbox"/>
My local government has adjusted the terms for contracted services.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has privatized capital assets or local government functions.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has established alternate service arrangements with local nonprofit organizations.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has implemented cooperative service arrangements, such as interlocal agreements, with other local governments.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has engaged in joint purchasing with other local governments.	<input type="checkbox"/>	<input type="checkbox"/>
My local government has pursued consolidation with another unit of government.	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE CONTINUE ►

13

Please indicate the arrangement(s) used to provide each type of service. Check the ALL arrangements that apply. *Answer only for the local government you represent as an elected (or appointed) official.*

	My local government provides this service with internal resources	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 contract with a nonprofit organization	My local government does not provide this service
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"/>
Roads and streets	<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"/>
Drinking water 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"/>
Sewer utility	<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"/>
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"/>
Planning/plan commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational education	<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"/>
Property assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14

Joint purchasing is one type of cooperative arrangement that can be accomplished using a number of mechanisms including the interlocal agreement statute, State of Indiana Quantity Purchasing Agreements (QPA), and U.S. Communities Government Purchasing Cooperative (www.uscommunities.org).

Has your local government purchased goods cooperatively in the LAST YEAR?

- ☐ Yes
☐ No

15

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

	<u>Very positive</u>	<u>Somewhat positive</u>	<u>Neither positive nor negative</u>	<u>Somewhat negative</u>	<u>Very negative</u>	<u>No relationship</u>	<u>Not applicable</u>
Federal government	5	4	3	2	1	0	9
State government	5	4	3	2	1	0	9
County government(s)	5	4	3	2	1	0	9
City governments	5	4	3	2	1	0	9
Town governments	5	4	3	2	1	0	9
Township governments	5	4	3	2	1	0	9
School districts	5	4	3	2	1	0	9
Library districts	5	4	3	2	1	0	9
Other special districts	5	4	3	2	1	0	9
Local businesses	5	4	3	2	1	0	9
Local charities and other nonprofits	5	4	3	2	1	0	9

16

The community elements listed below often are associated with community placemaking. Which of the following activities/elements is your local government pursuing for economic development or other purposes? *Check all that apply.*

- ☐ Attractive downtowns, storefronts, public gathering spaces
- ☐ Historic preservation and adaptive re-use
- ☐ Mixed-use development (e.g., buildings that include a combination of retail, commercial, and residential space)
- ☐ Environmentally-friendly construction (e.g., LEED-certified buildings, green infrastructure/ low-impact development, etc.)
- ☐ Anchor businesses located along corridors, nodes, or in downtowns
- ☐ Assistance for entrepreneurs and/or small businesses (e.g., incubator spaces, services, etc.)
- ☐ Arts and culture amenities or events
- ☐ Green/open spaces
- ☐ Recreational assets, including parks, playground, trails, and recreational programming
- ☐ Bicycle friendly/walkable roads, streets, and sidewalks (complete streets)
- ☐ Public transit accessibility
- ☐ Local food opportunities (e.g., farmers' markets, food stands, etc.)
- ☐ Other A (please specify) _____
- ☐ Other B (please specify) _____

PLEASE CONTINUE ►

17

When your local government engages in community placemaking activities, what are the top three motivations? *Use the suggestions below or add your own.*

Motivations for Placemaking

- Neighborhood engagement
- Environmental sustainability
- Diversity and social inclusion
- Economic development/supporting the local economy
- Beautification
- Health and well-being
- Safety
- Creating inviting public spaces

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

18

What assistance, besides funding, does your local government need most to advance placemaking work? *Select up to three options from the list below or add your own.*

Assistance for Placemaking

- Information on peer community strategies and practices
- Data and metrics to make the case for placemaking
- Improved local partnership opportunities
- A local placemaking program/plan
- Local leadership support
- New ways to generate community support
- Volunteer recruitment and management tools

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

19

For COUNTY and CITY/TOWN OFFICIALS ONLY: Starting in 2018, HEA 1555 (2017) requires the provision of medical care and payment of lost wages in the event that a POLICE RESERVE OFFICER is injured or contracts an illness while performing police duties. The new law also provides that local governments can purchase group insurance, enter into a self-insurance arrangement, or cover officers under the worker's compensation or worker's occupational diseases laws to manage the costs of these responsibilities.

a. Does your local government currently utilize police reserve officers?

- ☐ Yes
- ☐ No

b. Will the new provisions in HEA 1555 affect your continued or future use of police reserve officers?

- ☐ Yes
- ☐ No

20

COUNTY OFFICIALS ONLY: With HEA 1006 (2013) and subsequent legislation, the Indiana General Assembly adopted significant criminal justice reform. After January 1, 2016, Level 6 felony offenders can no longer be placed with the Indiana Department of Corrections, but, rather, must be placed in local programs (jail, community corrections, and probation).

a. Which statement(s) reflects your county's status with respect to adequate local jail bed capacity since January 1, 2016? Choose all that apply.

- ☐ Jail space currently is adequate
- ☐ Our county increased our reliance on jail space in other counties
- ☐ Our county is considering building additional jail space, but has not yet
- ☐ Our county built additional jail space in the last two years.
- ☐ Other (please specify) _____

b. Which statement(s) reflects your county's status with respect to jail staffing since January 1, 2016? Choose all that apply.

- ☐ Jail staffing is adequate
- ☐ Our county has relied on overtime to cover increased staffing needs.
- ☐ Our county is considering increasing jail staffing, but has not yet
- ☐ Our county has increased jail staffing
- ☐ Other (please specify) _____

21

COUNTY OFFICIALS ONLY: Local mental health and addiction treatment are a critical piece of criminal justice reform. Please indicate whether the current available funding is adequate to provide these services to offenders in your county.

- ☐ Yes, funding is adequate
- ☐ No, funding is not adequate

22

COUNTY OFFICIALS ONLY: Using the space below, please describe any collaborative efforts with other counties to provide mental health and addiction treatment for offenders.

PLEASE CONTINUE ►

23

Have health insurance costs increased for your local government over the LAST TWO YEARS?

- ☐ Yes
☐ No → SKIP TO QUESTION 25
☐ My local government doesn't provide health insurance → SKIP TO QUESTION 25

24

What actions, if any, has your local government taken in the recent past to combat the rising cost of providing health insurance to elected officials and employees? *Check all that apply.*

	2015-2016	
	Yes	No
Increased elected official and employee health insurance contributions	<input type="checkbox"/>	<input type="checkbox"/>
Reduced health insurance coverage	<input type="checkbox"/>	<input type="checkbox"/>
Reduced health insurance eligibility for officials and employees	<input type="checkbox"/>	<input type="checkbox"/>
Adopted consumer driven health plans such as high-deductible plans and health savings accounts	<input type="checkbox"/>	<input type="checkbox"/>
Contracted with an exclusive provider organization (EPO) in which participants are only reimbursed for "in network" services	<input type="checkbox"/>	<input type="checkbox"/>
Entered into a pharmacy contract or other arrangement to manage prescription costs	<input type="checkbox"/>	<input type="checkbox"/>
Entered into a cooperative purchasing arrangement with the state of Indiana or another entity	<input type="checkbox"/>	<input type="checkbox"/>
Changed insurance vendors	<input type="checkbox"/>	<input type="checkbox"/>
Adopted a self-insurance arrangement	<input type="checkbox"/>	<input type="checkbox"/>
Operated a health clinic for employees	<input type="checkbox"/>	<input type="checkbox"/>
Provided incentives for healthy behaviors	<input type="checkbox"/>	<input type="checkbox"/>
Reduced non-insurance expenditures	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>
No actions taken	<input type="checkbox"/>	<input type="checkbox"/>

25

Cyber-attacks aimed at voting systems have been in the news over the last year. Many other local government systems can be at risk as well. Please respond to the following questions regarding your confidence in your local government's cyber security, the adequacy of funding, and particular risk management activities.

a. How confident are you that your local government's critical data, infrastructure, and services are secure?

- ☐ Very confident
☐ Somewhat confident
☐ Slightly confident
☐ Not at all confident

b. COUNTY OFFICIALS ONLY: How confident are you that your county's voting infrastructure, including registration, voting machines, vote counting and reporting systems, is secure from cyber-intrusion?

- ☐ Very confident
☐ Somewhat confident
☐ Slightly confident
☐ Not at all confident

C. How adequate is your local government's current year spending on cyber-security?

- ☐ Very adequate
- ☐ Somewhat adequate
- ☐ Not adequate or inadequate
- ☐ Somewhat inadequate
- ☐ Completely inadequate

26

Which of the following actions has your local government taken to ensure the security of critical data, infrastructure, and services?

	Yes	No
Providing cybersecurity training for IT staff	<input type="checkbox"/>	<input type="checkbox"/>
Providing cybersecurity training for non-IT staff	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing of security management software or services	<input type="checkbox"/>	<input type="checkbox"/>
Adopting a password management policy	<input type="checkbox"/>	<input type="checkbox"/>
Implementing e-mail encryption	<input type="checkbox"/>	<input type="checkbox"/>
Establishing an offsite, offline data backup system	<input type="checkbox"/>	<input type="checkbox"/>
Considering security of employee home computer resources	<input type="checkbox"/>	<input type="checkbox"/>
Adopting a third-party risk management policy for outsourced services	<input type="checkbox"/>	<input type="checkbox"/>
Addressing cyber-recovery in disaster recovery or business continuity plans	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing liability insurance for ransomware, cyber-attacks, or other cyber-risks	<input type="checkbox"/>	<input type="checkbox"/>
Managing the disposal/recycling of old computers	<input type="checkbox"/>	<input type="checkbox"/>
Other I please specify _____	<input type="checkbox"/>	<input type="checkbox"/>
Other II please specify _____	<input type="checkbox"/>	<input type="checkbox"/>

27

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

28

Which of the following information sources do you typically consult 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, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
State trade associations (AIC, IACT, ITA, 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 ►

29

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. _____

30

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.

Your participation in this survey is greatly appreciated.
If you have any questions or comments, please contact:

Jamie Palmer, Director
Indiana Advisory Commission on Intergovernmental Relations
334 N. Senate Avenue, Suite 300
Indianapolis, IN 46204-1708
317/261-3046
317/261-3050 (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: RESPONDENT LOCAL GOVERNMENTS

Table C1 lists the local governments and county location associated with survey respondents. Two officials from each county and city received questionnaires. In cases when two officials responded, these local governments have a number two after them in parentheses. Indiana also has a number of local governments that cross county lines. They are noted with an asterisk.

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

County	Local government	County	Local government
Adams	Adams County	Clay	Clay County
	City of Decatur		Town of Harmony
	Preble Township		Posey Township
	St. Marys Township		Clay Community Schools
	Wabash Township	Clinton	Clinton County (2)
	Adams Central Community Schools		City of Frankfort (2)
Allen	Allen County		Town of Kirklin
	City of Fort Wayne		Town of Rossville
	City of Woodburn		Michigan Township
	Jackson Township		Perry Township
	Milan Township		Warren Township
	Northwest Allen County Schools	Crawford	Johnson Township
Bartholomew	City of Columbus		Whiskey Run Township
	German Township	Daviess	City of Washington
	Ohio Township		Steele Township
	Flat Rock-Hawcreek Schools		Washington Township
	Town of Otterbein*		Barr-Reeve Community Schools
Benton	Hickory Grove Township	Dearborn	Lawrenceburg Township
	York Township		Logan Township
	Benton Community School Corporation		Miller Township
Blackford	City of Montpelier		Lawrenceburg Community Schools
			Sunman-Dearborn Community School Corporation
Boone	City of Lebanon	Decatur	Decatur County
	Town of Zionsville		City of Greensburg
	Jefferson Township		Adams Township
	Worth Township		Washington Township
	Zionsville Community School Corporation	DeKalb	Town of Ashley*
Brown	Jackson Township		Grant Township
	Van Buren Township	Delaware	Town of Gaston
	Washington Township		Hamilton Township
	Brown County School Corporation		Liberty Township
Carroll	Town of Burlington	Dubois	Dubois County
	Deer Creek Township		City of Huntingburg (2)
	Democrat Township		City of Jasper (2)
	Rock Creek Township		Town of Ferdinand
	Delphi Community School Corporation		Columbia Township
Cass	Town of Royal Center		Harbison Township
	Eel Township		Patoka Township
	Harrison Township		Greater Jasper Schools
	Pioneer Regional School Corporation		Southeast Dubois County School Corporation
	Southeastern School Corporation	Elkhart	Elkhart County
Clark	Jeffersonville Township		City of Elkhart (2)
	Oregon Township		City of Nappanee*
	Wood Township		
	West Clark School Corporation		

(continued on the next page)

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

County	Local government
Elkhart (cont.)	Town of Bristol
	Town of Middlebury
	Osolo Township
	Union Township
	York Township
	Baugo Community Schools
	Concord Community Schools
	Middlebury Community Schools
Fayette	Fayette County
	Orange Township
Floyd	Floyd County
	Franklin Township
	Georgetown Township
	New Albany Township
Fountain	Fountain County
	City of Attica
	City of Covington
Franklin	Town of Brookville
	Batesville Community School Corporation*
Fulton	Fulton County
	Rochester Township
	Union Township
Gibson	Gibson County
	Washington Township
	East Gibson School Corporation
	Patoka Township
Grant	City of Gas City
	City of Jonesboro
	Town of Sweetser
	Mill Township
Greene	City of Jasonville
	City of Linton (2)
	Town of Worthington
	Stafford Township
Hamilton	Hamilton County
	City of Carmel
	City of Noblesville
	City of Westfield (2)
	Adams Township
	Delaware Township
	Wayne Township
	Carmel Clay Schools
	Westfield-Washington Schools
Hancock	Town of McCordsville
	Town of Shirley*
	Buck Creek Township
	Greenfield Central Community School
Harrison	Town of Lanesville
	Harrison Township
	Webster Township
	Lanesville Community School Corporation
Hendricks	Hendricks County
	Town of Brownsburg

County	Local government
Hendricks (cont.)	Town of Danville
	Town of North Salem
	Town of Plainfield
	Avon Community School Corporation
	Danville Schools
	Mill Creek Community Schools
	Plainfield Community School Corporation
Henry	Henry County
	City of New Castle (2)
	Town of Shirley*
	Town of Spiceland
	Liberty Township
Howard	Wayne Township
	Howard County
	Town of Greentown
	Harrison Township
	Howard Township
Huntington	Taylor Township
	Huntington County
	City of Huntington
	Town of Markle*
	Jefferson Township
	Wayne Township
	Huntington County Community School Corporation
Jackson	Jackson County (2)
	Jackson Township
	Pershing Township
Jasper	Jasper County
	City of Rensselaer
	Town of Remington
Jay	Jordan Township
	Jay County
	Town of Pennville
	Town of Redkey
	Jefferson Township
	Richland Township
	Wayne Township
Jefferson	Jefferson County
	Hanover Township
	Madison Consolidated Schools
Jennings	City of North Vernon
Johnson	Johnson County
	City of Franklin
	City of Greenwood
	Town of Edinburgh
	Hensley Township
	White River Township
Knox	Knox County
	City of Bicknell
	City of Vincennes
	Vincennes Township
	North Knox School Corporation

(continued on the next page)

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

County	Local government
Kosciusko	Kosciusko County
	City of Nappanee*
	City of Warsaw
	Town of Pierceton
	Town of Silver Lake
	Town of Syracuse
	Town of Leesburg
	Franklin Township
	Plain Township
	Whitko School Corporation*
LaGrange	Town of LaGrange
	Town of Wolcottville*
	Bloomfield Township
	Westview School Corporation
Lake	City of East Chicago
	City of Gary
	City of Whiting
	City of Hammond
	Town of Dyer
	Town of Munster
	Winfield Township
	Lake Central School Corporation
	Lake Ridge School District
	Lake Station Community Schools
	School City of Hammond
	Tri Creek School Corporation
LaPorte	School City of Whiting
	City of Michigan City
	Town of Long Beach
	Town of Westville
	Hudson Township
	Scipio Township
Lawrence	John Glenn School Corporation*
	City of Mitchell
	Town of Oolitic
Madison	Shawswick Township
	Madison County
	City of Alexandria
	City of Elwood
	City of Alexandria
	Town of Pendleton
	Van Buren Township
	Frankton-Lapel Community Schools
	South Madison Community School Corporation
Marion	Marion County
	City of Beech Grove
	City of Lawrence
	City of Southport
	Town of Clermont
	Decatur Township
	Lawrence Township
	Indianapolis Public Schools
	MSD of Lawrence Township

County	Local government
Marion (cont.)	MSD of Pike Township
	MSD Wayne Township
	School Town of Speedway
Marshall	Marshall County
	City of Plymouth
	Bourbon Township
	Center Township
	German Township
	North Township
	Argos Community Schools
	John Glenn School Corporation*
Martin	Martin County
	City of Loogootee
	Loogootee Community School Corporation
Miami	Shoals Community Schools
	City of Peru (2)
Monroe	Town of Bunker Hill
	City of Bloomington
	Town of Ellettsville
	Bean Blossom Township
Montgomery	Benton Township
	Van Buren Township
	Town of Darlington
	Town of Ladoga
	Town of New Market
	Town of Waynetown
Morgan	Ripley Township
	Scott Township
	City of Martinsville
	Town of Paragon
	Brown Township
	Clay Township
	Monroe Township
	MSD of Martinsville
	Monroe-Gregg School District
Newton	Mooreville Consolidated School Corporation
	Lake Township
Noble	Lincoln Township
	Noble County
	City of Ligonier
	City of Kendallville
	Town of Cromwell
	Town of Wolcottville*
	Washington Township
Ohio	Wayne Township
	Ohio County (2)
Orange	Rising Sun-Ohio County Community School Corporation
	Town of French Lick
	Town of West Baden Springs
	Greenfield Township
	Paoli Township
	Southeast Township

(continued on the next page)

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

County	Local government
Orange (cont.)	Stampers Creek Township Springs Valley Community Schools Corporation
Owen	Jefferson Township Montgomery Township Washington Township Spencer-Owen Community Schools Cloverdale Community Schools*
Parke	Parke County Town of Montezuma North Central Parke Community School Corporation
Perry	City of Cannelton (2) City of Tell City (2) Tobin Township Troy Township Tell City-Troy Township School Corporation
Pike	City of Petersburg
Porter	City of Valparaiso (2) Town of Beverly Shores Town of Hebron Town of Kouts Porter Township Duneland School Corporation East Porter County School Corporation
Posey	City of Mount Vernon Town of Poseyville Black Township Lynn Township
Pulaski	Town of Winamac Jefferson Township White Post Township West Central School Corporation
Putnam	City of Greencastle Town of Bainbridge Town of Roachdale Floyd Township Cloverdale Community Schools* Greencastle Community School Corporation South Putnam School Corporation
Randolph	Randolph County City of Winchester City of Union City Jackson Township Wayne Township White River Township Randolph Eastern School Corporation
Ripley	Batesville Community School Corporation* South Ripley Community School Corporation
Rush	City of Rushville Center Township Orange Township Rushville Township

County	Local government
Rush (cont.)	Rush County Schools
Shelby	Shelby County City of Shelbyville Town of Fairland Addison Township Union Township Shelbyville Central Schools
Spencer	City of Rockfort South Spencer School Corporation
St. Joseph	City of South Bend (2) City of Mishawaka Town of New Carlisle Centre Township Union Township John Glenn School Corporation* South Bend Community School Corporation
Starke	Starke County (2) City of Knox (2) Town of North Judson North Bend Township Wayne Township North Judson-San Pierre Schools
Steuben	City of Angola Town of Ashley* Town of Hudson Pleasant Township Salem Township Steuben Township York Township Fremont Community Schools
Sullivan	Town of Carlisle Town of Dugger Town of Shelburn Cass Township Haddon Township Northeast School Corporation Southwest Sullivan School Corporation
Switzerland	Switzerland County Cotton Township Craig Township
Tippecanoe	Tippecanoe County Town of Otterbein* Washington Township Lafayette School Corporation West Lafayette Community School Corporation
Tipton	City of Tipton Cicero Township Prairie Township
Union	Union County (2) Town of West College Corner Brownsville Township Union Township

(continued on the next page)

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

County	Local government
Vanderburgh	City of Evansville
	Town of Darmstadt
	Perry Township
	Union Township
Vermillion	Vermillion County
	City of Clinton City
	Highland Township
	Vermillion Township
	North Vermillion Community School Corporation
Vigo	Town of Seelyville
Wabash	City of Wabash
	Town of North Manchester
	Chester Township
	Paw Township
Warren	Manchester Community Schools
	Warren County
	Medina Township
Warrick	Washington Township
	City of Boonville
	Ohio Township
	Owen Township

County	Local government
Washington	Washington County
	City of Salem
	Pierce Township
	Vernon Township
	Washington Township
	West Washington School Corporation
Wayne	Wayne County
	Town of Centerville
	Harrison Township
	Wayne Township
Wells	Wells County
	City of Bluffton
	Town of Markle*
White	City of Monticello
	Town of Monon
	Town of Reynolds
	Cass Township
	Liberty Township
	Union Township
Whitley	Twin Lakes School Corporation
	Whitley County
	City of Columbia City
	Town of South Whitley
	Jefferson Township
	Whitko School Corporation*

APPENDIX D: ACTIONS PLANNED OR TAKEN ON PRIORITIES

Table D1 shows the complete list of actions planned or taken in response to the most critical community conditions (Question 10). Each entry includes the type of officeholder, general issue, any additional issue detail, the action, and the lead and participating organizations in the effort. Names have been generalized when they may allow the identification of a respondent. The entries are ordered by the categories in Question 7: health, public safety, economics, public infrastructure and services, land use, and community quality of life. Responses that do not fit in these categories appear at the end of the table as “other.”

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Health—General		County council member	Addressing training issues earlier in high school. Providing training through Ivy Tech.	Ivy Tech and [local] high schools
		County commissioner	Community working on it	
	Health insurance	City council member	Unknown	Unknown
		Township trustee		HIP Indiana
	Health care	Township trustee	Federal issue	State can only do so much
	Health insurance	Township trustee	Share resources	Commissioners
Availability of health services		Mayor	Provide more services	Community Health/Franciscan Health
	Not enough doctors	Town council member	None that I am aware of	
		Township trustee	Local folks are working to establish a free clinic.	??
	Doctor in the county	Township trustee		
		Township trustee	Building new medical facility six miles away	IU Health
Cost of health services		Town council member	None that I am aware of	
		School board member		Government
Availability of health insurance		Town council member	This is a hard one, because we don't know where the country is going with health insurance	This is a federal government problem that needs solved soon.
Cost of health insurance		County commissioner	Need competition in county	N/A
		County commissioner	Change type of insurance	Insurance company and human resources representation
	Cost is out of hand	County council member	Need state and federal governments to revise Obamacare	State government!!!!
		Town council member	None	Federal government
	National problem	Township trustee	Unknown	
	Premiums too expensive	Township trustee	Require only health insurance for catastrophic instances, such as terminal illness and broken bones	Federal and state government
		Township trustee	Deregulation	Federal tool
		Township trustee	President Trump is trying to reintroduce competitive pricing	Federal government
	Rising costs	Township trustee		
		School board member	Vote them out	No local effort
		School board member		State government
Availability and cost of mental health services		County commissioner	Meetings and awareness	None
		County commissioner	New facilities	Private
		City council member	Federal funding	Hospitals
		Town council member	To find more qualified people to deliver these services	Local medical providers

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Availability and cost of mental health services		Town council member	Plea to local hospital to reinstate mental health inpatient department	[Local hospital]
Availability and cost of services for people with disabilities		Mayor	Awareness program and sponsored experts	Mayors council on ADA & CDC resources
Availability and cost of drug treatment services	Availability of drug treatment facilities which has resulted in more inmates incarcerated in county jail.	County commissioner	Investigate options for drug treatment and partnering with existing treatment providers as well as law enforcement.	County commissioners, county council, and sheriff's department
		Mayor	Syringe exchange	[County] health department
		Mayor	Build a facility	[City] is partnering with Volunteers of America and the Indiana Housing and Community Development Authority (IHCDA)
		City council member	Not much	City, county, and state
		Township trustee	Provide recommendations on facility and funding	Church
	New treatment center	Township trustee		
		Township trustee	Starting drug treatment for women with children (shelters)	[City]
Drug abuse		County commissioner		Drug free
		County commissioner	Created a committee to address	Commissions
		County commissioner	Education	Community corrections
	Stop or slow the abuse problems in our county	County commissioner		Courts, probation, community corrections, mental health services
		County commissioner	Meetings and awareness	None
		County council member	More treatment options	[Local transitional housing and detox facility]
		County council member	More testing and education	Community corrections
		County council member	Drug court	[County] drug court
	Increased opioid usage	County council member	More resources, more severe sentences	Law enforcement, prosecutor
		County council member	Drug courts requiring rehab efforts. Process is being monitored for effectiveness.	[County] Courts
		Mayor	Drug court for offenders	[County] superior court
		Mayor	Celebrate drug rehabilitation and recovery	[Local church program]
		Mayor	Community response	City council and hospital
		Mayor	Deterrent program	Prosecutor office
		Mayor		Police
	Opioid	Mayor	Increase law enforcement, participate in brainstorming	Indiana Family and Social Services Administration (FSSA) and law enforcement
		Mayor	Federal government declared opioid use state of emergency	
		Mayor	Multiple programs (life cycle, living free, Narcan training)	Local System of Care Coalition
	Opioids and heroin	Mayor	Partner with other organization to coordinate efforts	Drug free coalition
	Opioids and heroin	Mayor	Youth assistance program	Community corrections
		Mayor	Working with all agencies, including the federal Drug Enforcement Agency (DEA)	City police
		Mayor	We have stepped up narcotics division activity to attempt to cut off the delivery system.	[City] Police Department with Indiana Family and Social Services Administration (FSSA)

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Drug abuse		Mayor	Remove stigma of drug/opioid abuse. Trying to connect residents with local resources	City Hall/Mayor
		Mayor	Keep working with [city] police department's drug task force and their liaison with [County's] task force. Meth labs numbers have gone way down in our community. We have not had the opioid issue that other communities have had but working with the [County] prosecutor we will be prepared.	[City] Police Department
	Opioid and methamphetamine abuse	Mayor	Increased education and enforcement	[City], [County], social services, education
		Mayor	Education	Law enforcement
		City council member	Legal aid for drug-related crimes	[City] legal aid program and police
		City council member	Group effort	Sheriff, city police, schools and the public working together
		City council member	Therapy	Groups, Inc.
		City council member	Education and enforcement	Schools and law enforcement
		City council member	Education	Churches and schools
		City council member	Increasing involvement	Police department
		City council member	Increased treatment	Prosecutor's office
		Town council member		Sheriff
		Town council member	Local police need to be proactive	[Local] police department
		Town council member	Arrests	
		Town council member	Joint drug task force	Police department
		Town council member	Work with drug task force	Local police department
		Township trustee	Making recommendations	[Local group]
		Township trustee	Groups need to come together in a joint effort with training across different organizations who can work together to address the drug problems of our community.	Law enforcement, health community and religious groups all need to work together to reduce drug use.
		Township trustee	Forums, availability of Narcan	
		Township trustee	Organizing education for students from the sheriff's department	Sheriff's department, school corporation
		Township trustee	Better awareness at all levels, from the state level down to local	State of Indiana
		Township trustee	Drug free coalition	
		Township trustee	Education and rehabilitation	Prosecutor's office, Sheriff's office, Court Appointed Special Advocates (CASA), One Voice
		Township trustee	Everything possible	Every law abiding person
		Township trustee	Drug task force	[Multiple county] agencies
		Township trustee		All law enforcement
		Township trustee	Sports scholarship	[Township]
		Township trustee	Seminars	
		Township trustee	Increase city and county police/sheriff personnel, funded with Public Safety Local Option Income Tax distribution	
		Township trustee	Crack down on this	County law enforcement
		Township trustee		[County] drug task force
		Township trustee	Use of Narcan	Sheriff's department
		Township trustee		Prosecutor

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Drug abuse (cont.)		Township trustee	Awareness and education	[County] drug coalition
		Township trustee	Work with drug stores	AAD
		Township trustee	More extensive drug busts, stemming flow of legal opioids	[County] Sheriff, Indiana State Police, Mayor of [City]
	Overdoses	Township trustee		Police
	Education for drug abuse	School board member		
		School board member	Try to stop	[Local] police department
		School board member	Get real—a convocation for students with drug	School corporation and sheriff's department
		School board member	Opioid awareness	?
		School board member	New law enforcement	City offices
		School board member	Drug control efforts	Sheriff's Department
Smoking		Township trustee	Awareness and education	Health
		School board member	Continues push to encourage stopping	Businesses
Obesity		Mayor	Wellness program	City (parks department and hospital)
		Town council member	Improving lifestyle	[County] Health Center
		School board member	Initiatives for recreation	[City]
Access to healthy foods		Town council member	Increasing services for this population, such as non-school day meals, more tutoring services to at risk kids	[Local] school corporation Lunch Bunch (community group)
Access to healthy foods		Township trustee	New personnel	[Township]
Public safety—General		County commissioner	Judicial center	[Mayor]
	Fraud and sex crimes	County council member	Added resources	Law enforcement
	Safety is our top priority. Being on the border with Illinois, there is always a safety issue. Our emergency services work diligently with the town council and community to keep us safe.	Town council member	We have officers that are thoughtful but effective. Our community officer keeps some of our dependent residents in touch with services that they take advantage of on their own. Our student resource officer works with [local] school corporation to assist with students having issues.	[Town] Police Department and [Town] Fire Department are supported by the [Town] Council.
Police/sheriff services	Additional police officers	Mayor		
	Improved policing	City council member	Increased officers, training, outreach	[City] Police Department
	Need more police	Town council member	Using part-time, no benefits	Town council
		Town council member	Hire marshal	Town council
Police-community relations		School board member	Stop over-policing, mutual respect	Police and community activists
Fire services		Town council member	Trying to find volunteers for the fire department in the community	Fire Department is leading in the effort to find volunteers
		Town council member	Updating and retraining members and recruits	[Volunteer Fire Department]
		Township trustee		[Town] fire department
		Township trustee	Need paid firefighters	Township trustee
	Obsolescence and inefficiency in fire department	Township trustee	Expanding fire department facility	[Township]
		Township trustee	Mutual aid between townships all working together	All township fire departments
		Township trustee	[Fire territory]	

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Emergency medical services		Town council member	Improving emergency health	Parkview Health Services
		Town council member	Work with township government	Planning department
	Improve ambulance service	Township trustee	Education, upgrade credentials of volunteers	[Ambulance Service]
Emergency dispatch		Township trustee	Currently upgrading dispatch center so that all fire and EMS have the same equipment across the county	Dispatch center—use of Public Safety Local Option Income Tax funding
Violent crime		Township trustee	Neighborhood night walk	
		Township trustee	Lights	County
Drug crime	Locking up drug dependents	County commissioner	Services for drugees in jail	[County] Sheriff
		County commissioner	Stiffer punishment	Prosecutor
		County council member	Continue fighting a hopeless battle	All
		County council member	Drug courts requiring rehab efforts, process is being monitored for effectiveness	[County] Courts
		Mayor	Drug round up	Drug task force
		Mayor	There are several areas drug crime impacts: Three addicted, their homes, their workplace, their constant need for money. The [City] Police Department works with a local nonprofit to bring together these components early. We are also expanding our force to include additional detective/drug officers. In addition, our employers are hiring community corrections personnel daily.	[City]
		City council member	[County] drug policy	[County] Sheriff
	To find a way to decrease the availability of the drugs in the county	Town council member		Local police departments
	Reduce	Town council member		Law enforcement
		Town council member	Better patrols	
		Town council member	More police efforts of suspected drug activity	[Police Department]
		Township trustee	State Police assisting local police	Indiana State Police
		Township trustee	Drug task force raids	State and local police
	Get rid of	Township trustee		County and Indiana State Police
		Township trustee	More police, county organized	[County] Sheriff, [Local] COAD (Community Organizations Active in Disasters)
		School board member	Local police departments are working on it	Courts
		School board member		Sheriff department
		School board member	Drug education	School corporation
	Reducing gang and drug activity	School board member	Solution for addressing poverty and hunger in the city proper	[City] in conjunction with the [Local] school corporation
		School board member	Arrests	Local and county law enforcement
Family/domestic violence		Town council member	Shelters established	Various organizations
		Township trustee	Anger management classes	Church
Jail facilities	Jail staffing and capacity	County commissioner	Increase number of jail officers and investigate ways to expand jail capacity by utilizing existing resources or developing new resources.	County commissioners, county council, sheriff's department
		County commissioner	Alternative sentencing	commissions

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Jail facilities (cont.)		County commissioner	Establish work release program	Judges and commissioners
		County council member	Bond	County council, commissioners
	Overpopulation	County council member	Study: options to improve	[County] council/commissioners
		County council member	Work release center being started	County council and commissioners
	Deteriorating facilities and overcrowding	County council member	Jail: update and addition	County commissioners
		Mayor	[County] government is considering expansion of our county jail.	[County] board of commissioners and council
	Below standard, overcrowded	City council member	None	County
		Town council member	Unknown	Unknown
	Overpopulation and outdated facilities	Township trustee	Continuing an effort to locate a building site. The county has approved building a new facility and has received legislative authority to raise money since 2015. However, when a site was selected citizens filed lawsuits, which slowed the process and the county paid off the lawsuit and removed the perspective site. They have now for two years been attempting to find a location to build the new facility but have been meet with lawsuits. Additionally, the commissioners approved a site that was not funded by the county council. They are working against each other.	[County] Commissioners
		School board member	Attempting to build	Sheriff, town council, county commissioners
Youth detention facilities		County commissioner	New facility in [city]	Commissioners
Economics—General	Economic development is stagnant.	County commissioner	Development of new website for county as well as partnering with expanding industrial base in region outside [County].	County commissioners
	Attracting talent to work here and live here	Mayor	[City], through private investment and through philanthropic community efforts, is investing heavily in a multitude of projects which will make us even more attractive for talent. With the highest level of employment in the state (98 percent or higher), we must do this elevate us in an extraordinarily competitive market.	[City]
	Economic development	Mayor	Working with the [County] Economic Development and the Indiana Economic Development Corporation (IEDC) to gain back 250 jobs lost in August and September of 2017.	[County] Economic Development Corporation
	"Cathedral thinking" is necessary to keep our great residents and ensure the economic development of the town.	Town council member	[Town] manager is working with the [local] corridor so we have zoning in place and a plan for increased traffic and stormwater control.	[Town] Council has been active in a vision for the next 5–10 and beyond planning. We work with surrounding communities and [the local school corporation] to insure we keep our excellent students here in [town].
	Economic development	Township trustee	Promoting and rebranding	[Partners for Prosperity]
	Other—jobs	Township trustee		City mayor
	Economic development	Township trustee		[County] economic development corporation
	Economic growth	School board member	[City] is actively engaged in attracting businesses here.	[City] Mayor and Council
		School board member		
Overall economic conditions		County council member	Continue funding non-producing projects (failure)	City and commissioners

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Overall economic conditions (cont.)		Mayor	Wage growth task force	City led
		City council member		Economic Development
		Township trustee	Improving downtown buildings	Chamber of Commerce
		Township trustee	Economic development group	Local government
		Township trustee		State
		School board member	Zoning	Government
		School board member	Don't know	Don't know
Job availability/employment	Improved wage growth and job availability	County council member	Economic development	[Regional] Economic Development organization has been crucial!
		Mayor	Active involvement of public/private parties	City
		Mayor	Working with other agencies to create incentive packages to attract business to our community which in turn will create jobs.	City
		Mayor	Improve quality of life to attract talent; businesses will follow	[City]
		City council member		Economic development
		City council member	Industrial park	City
		Town council member	To find the right people for the jobs	Local business leaders
		Township trustee	Trying to get businesses to town	Town council
		Township trustee	N/A	N/A
		Township trustee	Education	Goodwill career/workforce development
		Township trustee	[Town] and [Township] working with [County] economic development, but this needs to be/could be more	
Job quality including wages and benefits		County council member	Economic development in community	[County] Economic Development Corporation
		Mayor	Job metrics	[County] development organization
		City council member	Training, academics	Schools, local government
		City council member	Seeking new industry/supporting current industry for expansion	City government along with local economic development committee
		Township trustee	Working long term to bring fourth port to area	Ports of Indiana
		Township trustee	Lack of union jobs with health insurance	State of Indiana
		Township trustee	None	State of Indiana
		Township trustee	Bringing business to town	
		Township trustee	[Town] and [Township] working with [County] economic development, but this needs to be/could be more	
		Township trustee	Training	Work One
	Low wages	Township trustee	None	None
		School board member	Entice new industries	
Workforce readiness		County commissioner	Work Keys	Ivy Tech
		County commissioner	Training programs	Economic development corporation
		County commissioner	Training	Econ development, workforce training
		Mayor	Attract talent	City, schools

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Workforce readiness (cont.)		Mayor	Planning and active participation of educational, industry, trades, unions, public, private entities	City
		Mayor	Training	Ivy tech
		Mayor	Work with community partners	Chamber, RDA
		Mayor	Skills/trades education	[City]
		Mayor	Collaborating with [two] counties on a workforce development grant to educate existing talent within companies, and train up unemployed workers to return them to the workforce in needed vacant jobs.	[County] economic development organization
		Mayor	Community developing workforce training center	City, economic development, industry
		City council member	Job/skills identification and training	Everyone but the schools
		City council member	Trying to establish workforce training center	City government and local manufacturing cooperating
		Town council member	Training our kids at a younger age	County economic development corporation
		Township trustee	Encourage students who are the "hands-on" type to attend [Vocational Cooperative] and seek technical training before and after graduation. Too many students try and fail while attending college. Many local businesses in the trades of construction and mechanical contracting are suffering because of the lack of young people willing to work and be trained for a vocation.	All high schools in the U.S. should be encouraging students to investigate the option of employment in the trades for their future livelihood.
		Township trustee	None in place now, but there is	Possibly Ivy Tech
		School board member	ROI grant to strengthen programs to help children ready for the workforce	[School corporation]
Workforce training and retraining		Mayor	Working with schools	[Career-technical cooperative] and Work One
		Mayor	Community developing workforce training center	City, economic development, industry
	Low unemployment/ skilled workforce	Mayor	Improve training and educational opportunities for technical careers	Collaborations among community schools, [Local] Ivy Tech, local economic development organization (LEDO), foundations, and Orthoworx
		City council member	Training	Ivy Tech
		School board member	Local businesses getting together	Downtown business group
		School board member		Workforce development
	Developing advanced manufacturing skills for the work-eligible population	School board member	Promote training and job access with established entities	[School Corporation] in partnership with [two other] school corporations and Ivy Tech
		School board member	A few new courses	Ivy Tech, Vincennes University
	Qualified workers	School board member	Local factories, partnering with schools	[Local firm]
Business attraction and retention		County commissioner	Trying to attract more business	County

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Business attraction and retention (cont.)		County commissioner	Small counties cannot continue to provide services based solely on local property taxes. With the continuation of unfunded mandates and property tax caps at the state level, counties that do not have other resources will fail.	Local, regional, state economic development agencies
		Mayor	Joint effort from all private/public parties	City
		Mayor	Working with other agencies to create incentive packages to attract business to our community	City
		Mayor		
		Mayor		
	Job and talent attraction	Mayor	I personally am out pushing our community for high-quality jobs, which require talented workers. We are looking to expand in the high-end distribution, manufacturing, and medical areas.	[County] Development Corporation.
	We want visitors to enjoy our town and move here with their business as well.	Town council member	[Town] is a member of America in Bloom. The purpose is to make our town a great place to live, work and play. We will form a committee within [town] to focus on improving our image to visitors. We have ordered a fiberglass bison as a focal point on our main corridor. There are two projects to improve the Lincoln Highway's image. We will work with [local high school] as well as scout troops to help with landscaping. [Town] plants hundreds of trees to mitigate stormwater. This action will help to entire town.	America in Bloom group will be formed by inviting residents on our December Newsletter. This group will also be used as our Tree City Board.
		Town council member	Continue efforts	Economic development
		Town council member	Market [county] better	Economic development
		Township trustee	N/A	Economic development
		Township trustee	Advertising	Community development & action committee
	Need manufacturing jobs	Township trustee	None	County is trying
	The process for new business to build or relocate to County] is a very long process as well as political rivals doing whatever possible to slow down or stop new progress. The local government approves new businesses to build in [County], citizens, a small minority group immediately files lawsuits to stop the progress. Most new development is tied up in citizen lawsuits. This causes perspective businesses to not want to attempt the process to locate in [County].	Township trustee	None	[County] Commissioners
		School board member		Chamber of commerce
		School board member	[City] gateway project—trying to refresh and uplift the downtown area of [city] to attract new business	Redevelopment commission, town council, and chamber of commerce
		School board member	Advertising	City

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Business attraction and retention (cont.)	Sustained growth and stability in the local business community, especially in the downtown area through the promotion of new business and technologies.	School board member	Develop access for funding and promotion of downtown economic benefits	Friends of Downtown group and [downtown makers' space]
		School board member	Tax increment financing (TIF), establishing a redevelopment commission	City
		School board member		Community development
Shovel-ready properties		Town council member	[County] Economic Development	
Local services and infrastructure—General	Other-community facilities; small towns are deteriorating	County council member	Work on community center development	[Town]
	Other-community facilities	Mayor	The plaza we are building will be paid for by approximately 50 percent private donors. A capital campaign across the city was conducted and several hundred thousand dollars were raised in support. We will continue more capital campaigns going forward as we next address the ballfields in our parks.	
	Other—development of a community center	Mayor	Planning underway	City, YMCA, hospital
	Other—looking for grants and to complete rate studies to help with utilities	Town council member	We are trying to pull as many government resources together to locate the grant that will work for us.	Clerk treasurer, council, Indiana Office of Community and Rural Affairs (OCRA), Umbaugh
	Other—Lack of public meeting space	Town council member	New downtown park	Economic development commission
	Other—Street lights	Town council member	Ordered new street lights	Town council
K–12 Education		County commissioner	Charter schools closing	[Local educational nonprofit] and [local school district]
		Mayor	Hired new school administrator	[School corporation]
		City council member	Student, family retention	[School corporation]
	Low achievement	City council member	Low graduation	School boards
		City council member	Replace school superintendent	[School board]
	Help with education	Township trustee		
		Township trustee	Closing schools lack of education funds	School board, State of Indiana
		School board member	Continuous improvement plans for all schools; Area Career Center always teaching courses in regarding the jobs of today and tomorrow. Added ACCU which allows students to earn college credits and associate degrees with Vincennes University if all requirements passed.	[School corporation]
		School board member		Urban school districts, state government
Drinking water		School board member	Capital improvements	[School corporation]
		Town council member	New wells being drilled	Town council
	Water plant improvement	Town council member	Waiting to finish wastewater plant	Town council
		Town council member	Increasing water supply	Town
		School board member		Local government, U.S. Environmental Protection Agency (EPA)
Sanitary sewers		Mayor	We will break ground on the final phase of the long-term control plan mid-2018. We also continue to address opportunities of stormwater separation.	[City] Water Pollution Control Facility

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Sanitary sewers (cont.)		Mayor	Beginning preliminary design	City
	Aging sewer systems and overflows	Mayor	We are under an Indiana Department of Environmental Management (IDEM) agreed order to fix and repair our systems	City Sanitation Department
		Mayor	Grant application to USDA Rural Development for upgrades	City
		Town council member	Engineering and design for a new plant	[Engineering firm]
	Wastewater plant	Town council member	Town is doing an upgrade presently	Town council
		Town council member	Wastewater treatment plant upgrade	[Town]
		Town council member	Development stages	[County] health department
	Study/plan for county sewers	Township trustee		Commissioners
	Cost of sewers and lack of	Township trustee	Engineering study underway	[City Sewer District]
		Township trustee	Happening with a grant	[Town]
Storm sewers		Mayor	Creating detention ponds and improving drainage	City
	Drainage issues	Mayor	Community Crossing Grant (Indiana Department of Transportation)	City
		City council member	Fixing sewers	City
		City council member	Applying for grants/ very expensive for a small city	[City] public works
		City council member	Just completed survey to do this project	
		Town council member	Looking for grant funds. We are trying to pull as many government resources together to locate the grant that will work for us.	Building commissioner, clerk treasurer, council, Indiana Office of Community and Rural Affairs (OCRA)
		Town council member	Addition to storm sewers	[Town]
		Town council member	New storm drains; project starts 2018	Town council
		Town council member	Funding, engineering, and design	[Engineering firm]
		Town council member	None at present	Town council
		Town council member	Sanitary sewer improvements	[Regional] Waste District
		Town council member	Small drain tile extensions	Town
		Town council member	New lines	[Town]
		Township trustee	Working on problem	Town council
Combined sewer overflows (CSOs)		Mayor	Renegotiate burdensome consent decree with Indiana Department of Environmental Management (IDEM) and U.S Environmental Protection Agency (EPA)	[City and city utilities]
		Mayor	Separation completed	City
		Town council member	Sump pump ordinance	Town
		Town council member	New pumps	[Town]
Local roads, streets, and highways		County commissioner	Applied for grant	Commissioners
	Funding	County commissioner	Plan in place	
		County commissioner	Secure additional grants	Highway

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Local roads, streets, and highways (cont.)	Roads and bridges	County commissioner	Local infrastructure has been neglected for years. It is nearly impossible to attract business to your area when the roads and bridges are unsafe to travel on. The Community Crossings Program has helped a great deal and is a good program, but is becoming burdensome with the amount of documentation required to get project funding.	State
		County council member	More money has been allocated for improved roads. Many roads in the county and local towns have been paved or chip and sealed.	County council is allocating money and county highway along with town road departments.
		Mayor	Paving more roads	[Engineering firm]
	Railroad traffic hindering auto traffic	Mayor	Overpass	City, Indiana Department of Transportation (INDOT)
		Mayor	Using Community Crossings money from Indiana Department of Transportation (INDOT)	City
		Mayor	Repair/resurface	City, Indiana Department of Transportation (INDOT)
		Mayor	Community Crossing Grant	State
		Mayor	Indiana Department of Transportation (INDOT)-Community Crossing	City
		City council member	Paved more streets in city	City council, mayor and street department
		City council member	Increased cooperation with state on combined road projects	City council
		City council member	Allocation of funds by State of Indiana	State legislature
	Funding—state denied our request	City council member	None	City
		Town council member	Grants	
	Traffic	Town council member	Building an alternate traffic route to bypass Main Street	Town council, Redevelopment commission
		Town council member	Application to grants	Town council
		Town council member	Paving and patching	[Town]
		Town council member	To have the money to fix our roads and streets	[Town]
		Town council member	Applying for grants	[Town]
		Town council member	Street renovations	Community Crossings grants-much help
		Town council member	Stoned some alleys and some street repair	Town
		Town council member	Applied for Community Crossings grant	Utility department and Indiana Department of Transportation (INDOT)
		Town council member	Paved four streets	
		Town council member	Seeking grants	[Town] council
		Town council member	Repaving	[Town]
	Bypass	Township trustee		Community
		Township trustee	County government is working on several bridge and road projects, however few, if any, are taking place in our township.	

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) (continued from the previous page)

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Local roads, streets, and highways (cont.)	Crumbling pavement, pot holes	Township trustee	Many of our county roads have already been partially paved and patched as there are limited funds and many miles of roads to tend.	[County] government
	Bad roads and streets	Township trustee	Need more funding	State and county commissioners
		Township trustee	Not much	[City]
		School board member	Hearings in community	Road commissioner
	Bridge and Roads	School board member	The Indiana General Assembly raised fees to help pay for repairs for infrastructure.	State
	Funding	School board member	Legislature	
	Roads and sidewalks	School board member	Work progressing	County and state
	Rough roads	School board member	Pave	County highway department
		School board member	New road and highway repair	Indiana Department of Transportation (INDOT)
		School board member	Paving when available	
Sidewalks and trails		County council member	All hot air and no action	[City]
		Mayor	Installing trail system in 2020	[Engineering firm]
		Mayor	Increased city spending	City
		Mayor	Clearing trees, installing blacktop 12' trail	[City]
		Mayor	Replace	City
		Town council member	Rehab program	Town council
		Town council member	Attempting small repairs	Town council
	Sidewalks and streets	Town council member	Additional revenue—gas tax increase	Town
		Town council member	Grants for trails	Indiana Department of Natural Resources (DNR), [Local] Foundation
		Town council member	Replaced	Town council
		Town council member	Building trails as development access	Planning department
		Town council member	Sidewalk rehab	
	Replacements needed	Township trustee	Took a tour of town with group and noticed the condition	Active Living Workshop
		School board member	New sidewalk and trails	[County] D and T
Bridges		County council member	Community crossroads project	Indiana Department of Transportation (INDOT)
		County council member	Trying to upgrade too many bridges; no funding	County commissioner and highway department
		School board member	Bridge repairs	Indiana Department of Transportation (INDOT)
	Bridge fatigue	School board member	High	Commissioners
Public transit		City council member	Alternative modes, [transit line], expansion of [transportation for persons with disabilities]	State and employer stakeholders with city officials
		School board member	The effort to increase bicycling but that isn't public transit.	
Parks and recreation	[Specific] Park	Mayor	Install skate park, dog run, new kids' playground	[City]
		Mayor	New equipment	City/civic group
	Swimming pool	Town council member	Committee formed to determine feasibility	Town council
Cellular telephone		Town council member	Phone providers	

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Cellular telephone (cont.)		Township trustee	Signed petitions	Community
		Township trustee	Nothing taking place	
		Township trustee	None	County
High-speed internet/broad-band service		County commissioner	Meetings	County commissioners
		Mayor	Request for proposals (RFP) for better services	City
		Town council member	Possible by way of innerduct and fiber optic	AEP
		Township trustee	None	County
	Lack of high-speed internet options to a large part of the community	School board member	Laying fiber optics in town, hopefully spurring more competition for internet service providers, too	Redevelopment commission
Reliable, affordable internet service		City council member	Have reached out to internet providers	Mayor, [City]
		Town council member	Press the company for better service	Century link
		Township trustee	None	County
Land use—General	Other—Downtown housing growth	Mayor	Several projects have been completed. Some are still under construction.	
	Other—Riverfront development	Mayor	Phase I construction is underway	
	Other—Riverfront development	City council member	City and private, commission at decision making level	City, private business people, community foundation
		School board member	Pressure planning commission	Community and school
		School board member		
Quality of development	Land use planning	City council member	Zoning	[City] with several appointed board
	Housing	City council member	Working to minimize rental property	[County] Development Corporation.
		Town council member	Master plan—downtown and parks	[Town]/ RMS
	Housing in TIF districts which negatively affect school funding	School board member	Town council awareness	School corporation
		School board member		Redevelopment committee
		County council member	More business!	Chamber of commerce
		Mayor	We are working with private developers to address new housing options and infill opportunities.	[County] Economic Development Corporation and the city
	Housing availability	Mayor	Creation of a housing committee made up of bankers, realtors, government, economic development, builders, and nonprofits, and championing a housing study by [consulting firm] to figure out what we need, where we need it, and how we build it.	[City] and [County economic development organization]
		Mayor	Attempting to work with other agency	City
		Mayor	Annexation of 127 acres	City
	Housing	Mayor	Annexation of property to develop	City
	Housing shortage	Mayor	Improve availability of single family and multi-family homes.	City Hall
		Town council member	Try to locate contractors	[Local contractor]
		Town council member	Working with the economic development corporation	[Town]
		Town council member	Economic development study	
		School board member	Encourage and create opportunities for new development	Redevelopment commission

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Quality affordable housing		Mayor	New housing development fund	City government
		Mayor	Owner-occupied Rehabilitation (OOR) Program	Indiana Housing and Community Development Authority (IHCD)
		Mayor	Housing study	Our regional planning district
		Mayor	New housing development	[City]
		Mayor	Bought property to incubate development	[City]
		Mayor	Rental unit inspection program	[City]
	Lack of moderate income housing for sale; no incentive to develop due to low margins	Mayor	Engage state legislature for solutions	Community collaboration
		City council member	New apartment building downtown	Chamber of commerce/city council
	Quality housing	City council member	Condemning dilapidated properties to eliminate blight and seeking homeowner rehab/new construction	City government
	Affordable housing for workforce	City council member	None	None, perhaps [community development department]
		Town council member	Working with the economic development corporation	[Town]
		Town council member	Need more homes	[Local bank]
	High rent	Township trustee	Assist with utilities and rent	Trustee
	Affordable/quality housing; rural and in town	School board member	Attempting to build additional apartment in town	?
Code enforcement		School board member	None	[City]
		County council member	None	[City]
		County council member	Enforcement	Building and planning
		Mayor	Hire inspector	City
		City council member	New code enforcement officer	Planning department.
		Town council member	Meeting with County	[County]
		Town council member	Rewriting ordinances	[Town] council
Private property maintenance		Township trustee	Need more personnel	County commissioner and township trustee
		City council member	City established a housing authority	City council
		City council member	Code enforcement—technology, increased enforcement	Code enforcement, 311 application
	Deterioration of downtown buildings	City council member	Hold owners responsible	City council
		City council member	Legal action against property owners	[City]
		Town council member	Enforcing county ordinance	County government, [town]
Abandoned properties		Township trustee	No action that I know of	
		Mayor	Working on enforcing ordinances	Board of public works
		Mayor	Stronger ordinances	[City]
		Mayor	Blight elimination grants, removal	City
		City council member	Blight elimination program	City inspector
	Blighted buildings downtown	Town council member	We are looking into the Blight Grant to assist with tearing down the buildings downtown. We are trying to pull as many government resources together to locate the grant that will work for us	Building commissioner, clerk treasurer, council, Indiana Office of Community and Rural Affairs (OCRA)
	Abandoned houses, trash, etc.	School board member	Clean up and purchase property	[County] Redevelopment Commission
Conflicts between agriculture and other land uses		Town council member	Correcting zoning	[Town]

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Quality of life—General		Mayor	[Local plan] is a collaboration of capital projects to improve the way human services are delivered to residents of all ages	[City], Boys and Girls Club, Family Christian Development Center, [Senior Activity Center], and [School Corporation]
Water quality		County council member	Enforcement	Regional sewer district
		County council member	Main Street organization has been encouraging community involvement to revitalize [down-town].	[Local] Main Street
		Town council member	Upgrades to wells and towers	Town council
		Town council member	Working to correct	Superintendent, maintenance
		School board member	Selling water development	[City]
Population loss/stagnation		Mayor	We are a growing community, but not growing fast enough to meet the needs of employers. We have been actively advertising in Kentucky, Illinois, and Pennsylvania, in counties that have a high unemployment rate and comparable skill sets, in an effort to encourage them to locate [here].	City and [County] Economic Development Corp
		Mayor	Housing development	[City]
		Mayor	Creating quality of life/place items to retain or attract talent for employers, increase population retention/attraction.	Multiple organizations to include: [City], [Main Street Organization], [County], [Local] Convention and Visitors Bureau, and [Town]
		City council member	Increase quality of life	[City]
		City council member	Blight elimination program	[City]
		Town council member	Core group of citizen	[Local] community development corporation
	Citizens moving away	Township trustee	Committees trying to attract people	Local organizations
	Population loss, particularly young people	Township trustee	Possible tax abatement for the new residential structures for families to move and build in the community; attempting to bring new business to community.	[City] government, [County] commissioners
Poverty		Township trustee	Help people out	Local organizations
	Welfare	Township trustee	None	
		School board member	[City] economic development/redevelopment effort	[City]
		School board member	Attracting jobs (see issue one) and feeding the hungry	[School Corporation] partners with a food bank to provide free food for families. All are welcome to attend the food pantry in the school cafeteria twice monthly.
Homelessness		Mayor	Finance education, debt counseling, drug counseling	[System of Care Coalition], Advantage Housing, [City]
		Mayor	Permanent supportive housing to assist in our homeless situation. A not-for-profit organization involving numerous other organizations including the City have teamed up to make this happen.	Indiana Housing & Community Development Authority
		Mayor	Convened working group to develop strategic plan for new shelter and housing	[City]
		Township trustee	Securing property for shelters	Private organizations with support of trustees
Vitality of neighborhoods	Community/neighborhood revitalization	City council member	More involvement / awareness	New position to be filled within the city for community relations
		School board member	Forming new group	Combined effort, city leaders

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Vitality of neighborhoods (cont.)		School board member		Redevelopment committee
Vitality of downtown		County commissioner	Grants, abatement, partner park lot	City
	Empty storefronts	County council member	Little	[City] , Main Street program
		Mayor	Revitalization	City, redevelopment commission, [downtown organization]
		Mayor	Planning grant downtown revitalization	City, Main Street
	Redoing downtown square	Mayor	Sidewalks, burying utilities, decorative lighting	[City]
	Downtown hotel growth.	Mayor	Two new hotels will be under construction beginning in 2018, with completion in 2019.	
		Mayor	Working on programs to help downtown	Main Street
	Bring business to downtown	City council member		
	Downtown redevelopment	City council member	Send requests for proposals (RFPs) out for proposals to the developer community, develop strategic partnerships, and complete [downtown project].	Economic development and planning department, mayor, and our [downtown association]
		City council member	Downtown study	[City]
		Town council member	Rezone	[Town]
	Downtown redevelopment	Town council member	Study underway	Town council, redevelopment commission
		Town council member	New restaurants	Council
		Town council member	Mixed use development underway	[Town]
	Lack of business in downtown	Town council member		Main street organizers. Wow
		Township trustee		[Main Street organization], chamber, and private group
		Township trustee	Trying to improve	Civil town
	Downtown revitalization	Township trustee	Community cleanup days	Town board, local police and fire departments
		Township trustee	Getting more shops in downtown	
		Township trustee	Rebuilding downtown	
		Township trustee	Grant improving sidewalks and roads in [town]	[Town]
	Downtown revitalization	School board member	Downtown revitalizations	STIC
		School board member		Main street and mayor
Arts and cultural resources		Mayor	Trying to bring it back	City, Main Street, arts council
		Town council member	Information given to citizens	Town council
	Funding	Township trustee		
		Township trustee	[Local] Festival	The Town council with support for the township and many volunteers
Civic engagement/community involvement		County commissioner	Newspaper articles about getting involved	News agency
	Getting locals involved	County council member	Keep trying	Everyone
		Town council member	Main Street, park board created	Main Street
		Town council member	Get people involved	Local churches
		Town council member	Continuing	[Town] council, [Lions Club]
		Town council member	Newsletters	Town council
		Town council member	Community center	Parks and recreation department

(continued on the next page)

Table D1. Actions planned or taken on priorities by type of officeholder (Question 10) *(continued from the previous page)*

Issue—Category	Issue—Additional Detail	Office	Action	Lead and participating organizations
Civic engagement/community involvement (cont.)	Funding	Township trustee		
		Township trustee	Outreach	Civil Town, fire services
		Township trustee	Meetings, letters, phone calls, emails, protests in effort to save our local elementary schools	Organic. Local citizens stepping up to form steering committee. I have lent my support as trustee. The county commissioners made statement of support.
Race-ethnic relations		County commissioner	Open celebrations and invitations, church involvement	City and churches
		School board member	Not much. Civil city and [schools] have done some work in this area.	
Childcare availability	Safe place for children while parents work	County council member	Latch Key, AM, PM	[School corporation]
		Township trustee	One new day care	
		School board member	Preschool and day care center	[School corporation]
		School board member	Formed "Birth to Five" organization	School corporation but many organizations assist
Other	Local government employee benefits	County commissioner	Working with our health and benefits providers to look at cost effective plans to help our employees	This is a collaborative effort between many agencies, local government, and health care providers.
	Funding for services	County council member	Option tax	Council, commissioner
	Increase LEA presence	County council member		
	Community relations in general	City council member	Multi-faceted	Human Relations Council
	Relations with other governments	Town council member	Meeting regularly with the county, city, and economic development corporation	Town, Main Street
	Transparent government	Town council member	All documents are online the day of the meeting	Town government
	Lack of sense of community	Town council member	Upgrade to parks	Park board
	Building new runway at airport is not needed	Township trustee		
	None; using grant for wrong things.	Township trustee		
	Government used land	Township trustee		
	Lack of leadership	Township trustee		
	IU commitment	Township trustee		
		School board member	Work hard	Faculty
		School board member	I am not aware of any effective efforts being taken. Various groups in the governmental, religious, and legal communities discuss programs but I'm not sure that any meaningful effective action gets implemented.	

APPENDIX E: STRATEGIES TO ADDRESS FISCAL CHALLENGES

Tables E1–E4 show the proportion of respondents by type of officeholder that have adopted one of twelve cost-cutting and management strategies in 2015–16. Respondents were asked to identify additional services for which spending was reduced. Responses are grouped by increasing revenues, changes to the workforce, cuts or reductions in service, and changes in service arrangements. Data from the 2014 survey for 2012–13 are provided for comparison. “Other” responses for cut services for the current survey are listed in Appendix J.

Table E1. Strategies implemented to address fiscal challenges by type of officeholder—Raising revenue (Question 12)

Passed a new or additional local option income tax—county officials only				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	35	9%	25	44%
County council member	47	11%	22	44%
Mayor	N/A	N/A	N/A	N/A
City council member	N/A	N/A	N/A	N/A
Town council member	N/A	N/A	N/A	N/A
Township trustee	N/A	N/A	N/A	N/A
School board member	N/A	N/A	N/A	N/A
Total	82	10%	47	47%
Increased fees and charges for local services				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	66%	24	58%
County council member	46	61%	21	52%
Mayor	32	59%	51	78%
City council member	20	65%	27	85%
Town council member	142	54%	69	61%
Township trustee	128	23%	133	22%
School board member	108	53%	60	60%
Total	514	48%	385	51%

*Question 12 was not limited by type of officeholder. The responses for adopting a new or increased local option income tax, however, have been limited to county officials. In some cases, rates are adjusted by the county tax council and thereby influenced by larger municipalities.

Table E2. Strategies implemented to address fiscal challenges by type of officeholder—Changes to the workforce (Question 12)

Laid off employees				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	27%	25	4%
County council member	47	15%	22	9%
Mayor	33	12%	51	10%
City council member	21	14%	27	7%
Town council member	143	6%	69	6%
Township trustee	124	15%	132	4%
School board member	110	39%	65	20%
Total	515	19%	391	8%
Stopped hiring				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	37%	25	24%
County council member	46	43%	22	32%
Mayor	33	48%	50	18%
City council member	20	45%	26	19%
Town council member	141	33%	68	21%
Township trustee	123	37%	127	28%
School board member	111	48%	64	25%
Total	512	40%	382	24%
Frozen or reduced employee wages/salaries				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	35%	22	23%
County council member	47	38%	22	27%
Mayor	32	25%	51	16%
City council member	21	29%	27	4%
Town council member	141	17%	69	13%
Township trustee	124	31%	129	12%
School board member	112	38%	63	27%
Total	514	29%	383	16%
Reduced employee benefits and/or raised employee contributions				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	69%	25	52%
County council member	46	54%	22	50%
Mayor	32	50%	51	31%
City council member	20	50%	26	31%
Town council member	141	33%	70	26%
Township trustee	123	27%	130	18%
School board member	112	71%	63	40%
Total	513	46%	387	30%

(continued on the next page)

Table E2. Strategies implemented to address fiscal challenges by type of officeholder—Changes to the workforce (Question 12)
(continued from the previous page)

Cut or reduced spending on training and travel				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	54%	25	32%
County council member	47	55%	22	26%
Mayor	33	58%	51	22%
City council member	21	33%	27	26%
Town council member	142	27%	69	13%
Township trustee	121	37%	128	20%
School board member	108	56%	60	38%
Total	511	42%	382	23%
Increased reliance on volunteers to assist in providing local services				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	46%	25	24%
County council member	46	33%	22	36%
Mayor	32	63%	50	34%
City council member	21	43%	27	37%
Town council member	142	35%	69	42%
Township trustee	120	36%	127	26%
School board member	108	53%	61	43%
Total	508	42%	381	34%

Table E3. Strategies implemented to address fiscal challenges by type of officeholder—Cuts or reductions in services (Question 12)

Made internal operational changes (e.g., mowing less frequently)				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	69%	25	36%
County council member	46	52%	22	32%
Mayor	33	64%	51	31%
City council member	21	53%	27	41%
Town council member	142	37%	69	28%
Township trustee	121	34%	122	25%
School board member	110	67%	60	47%
Total	512	49%	376	32%
Cut or reduced services (e.g., reduced hours for swimming pool, fewer park programs)				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	31%	25	32%
County council member	47	32%	22	5%
Mayor	33	27%	50	14%
City council member	21	24%	26	8%
Town council member	141	18%	69	14%
Township trustee	120	26%	121	16%
School board member	105	51%	63	33%
Total	506	30%	376	18%
Cut or delayed capital expenditures				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	69%	25	68%
County council member	46	72%	21	48%
Mayor	33	76%	50	36%
City council member	21	57%	27	41%
Town council member	140	56%	69	45%
Township trustee	120	38%	123	21%
School board member	110	69%	62	44%
Total	509	58%	377	37%
Reduced spending on parks and recreation—Counties, cities, towns, and townships only*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	41%	25	24%
County council member	44	34%	21	19%
Mayor	32	31%	51	18%
City council member	20	15%	25	8%
Town council member	139	30%	69	22%
Township trustee	116	28%	123	17%
School board member	N/A	N/A	N/A	N/A
Total	388	30%	314	18%

(continued on the next page)

Table E3. Strategies implemented to address fiscal challenges by type of officeholder—Cuts or reductions in services (Question 12) *(continued from the previous page)*

Reduced spending on sheriff/police—Counties, cities, towns, and school boards *				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	39	15%	25	16%
County council member	47	26%	22	0%
Mayor	33	24%	51	4%
City council member	20	15%	27	0%
Town council member	141	18%	70	10%
Township trustee	N/A	N/A	N/A	N/A
School board member	103	25%	59	20%
Total	383	21%	254	9%
Reduced spending on fire services—Cities, towns, and townships only*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	N/A	N/A	N/A	N/A
County council member	N/A	N/A	N/A	N/A
Mayor	33	21%	51	4%
City council member	20	5%	26	4%
Town council member	138	11%	69	1%
Township trustee	123	15%	130	5%
School board member	N/A	N/A	N/A	N/A
Total	314	13%	276	4%
Reduced spending on roads and streets—Counties, cities, and towns only*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	58%	24	29%
County council member	46	43%	22	14%
Mayor	33	58%	51	10%
City council member	20	50%	26	19%
Town council member	142	45%	69	19%
Township trustee	N/A	N/A	N/A	N/A
School board member	N/A	N/A	N/A	N/A
Total	279	48%	193	17%
Reduced spending on sanitary sewers, storm sewers, and drinking water—Counties (stormwater), cities, and towns only*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	35	17%	24	8%
County council member	39	10%	27	0%
Mayor	32	6%	51	4%
City council member	20	15%	21	0%
Town council member	141	16%	69	9%
Township trustee	N/A	N/A	N/A	N/A
School board member	N/A	N/A	N/A	N/A
Total	267	14%	305	5%

(continued on the next page)

Table E3. Strategies implemented to address fiscal challenges by type of officeholder—Cuts or reductions in services (Question 12) *(continued from the previous page)*

Reduced spending on solid waste management—Counties, cities, and towns only*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	8%	25	16%
County council member	43	16%	22	32%
Mayor	31	16%	51	8%
City council member	20	10%	27	11%
Town council member	136	13%	67	9%
Township trustee	N/A	N/A	N/A	N/A
School board member	N/A	N/A	N/A	N/A
Total	268	13%	192	13%
Reduced spending on [other] service**				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	12	67%	7	43%
County council member	16	63%	6	17%
Mayor	8	63%	28	29%
City council member	5	60%	12	42%
Town council member	67	31%	31	26%
Township trustee	63	30%	61	13%
School board member	39	54%	28	14%
Total	210	41%	173	21%

*Question 12 was not limited by type of officeholder. The responses reported for specific services here, however, have been limited to the officials representing local governments that have the authority to or typically provide these services.

**A complete list of “other” responses is available in Appendix J.

Table E4. Strategies implemented to address fiscal challenges by type of officeholder—Changes in service arrangements (Question 12)

Adjusted terms for contracted services				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	70%	24	58%
County council member	44	41%	22	41%
Mayor	33	55%	48	40%
City council member	19	53%	26	42%
Town council member	138	29%	68	32%
Township trustee	118	29%	121	22%
School board member	96	46%	57	40%
Total	485	39%	366	34%
Privatized capital assets or government functions				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	24%	53	32%
County council member	45	9%	22	9%
Mayor	33	18%	51	10%
City council member	18	17%	26	23%
Town council member	136	11%	69	10%
Township trustee	115	9%	117	7%
School board member	96	19%	56	14%
Total	481	14%	363	12%
Established alternative service arrangements with local nonprofit organizations				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	35%	23	35%
County council member	45	20%	21	29%
Mayor	31	19%	50	20%
City council member	18	33%	27	22%
Town council member	137	12%	69	12%
Township trustee	116	22%	119	21%
School board member	94	28%	53	19%
Total	478	21%	362	20%
Implemented cooperative service arrangements, such as interlocal agreements with other local governments				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	74%	22	64%
County council member	46	57%	22	55%
Mayor	33	58%	51	55%
City council member	19	63%	27	48%
Town council member	137	45%	69	36%
Township trustee	118	19%	119	29%
School board member	100	51%	59	47%
Total	491	45%	369	42%

(continued on the next page)

Table E4. Strategies implemented to address fiscal challenges by type of officeholder—Changes in service arrangements (Question 12) *(continued from the previous page)*

Engaged in joint purchasing with other local governments				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	37	49%	24	46%
County council member	46	20%	22	32%
Mayor	33	39%	51	33%
City council member	21	57%	27	33%
Town council member	137	28%	69	22%
Township trustee	118	16%	120	18%
School board member	100	55%	57	37%
Total	492	33%	370	28%
Pursued consolidation with another unit of government				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	38	13%	25	28%
County council member	45	18%	21	14%
Mayor	31	19%	51	18%
City council member	21	10%	27	15%
Town council member	138	5%	69	7%
Township trustee	118	8%	120	7%
School board member	103	9%	59	17%
Total	494	10%	372	12%

APPENDIX F: RESPONSES TO RISING EMPLOYEE HEALTH INSURANCE COSTS

Table F1 shows the proportion of respondents by type of officeholder that have adopted 12 management strategies in 2015–16. Respondents were asked to identify additional strategies or to indicate that their local government took no action. Data are arranged based on the order they were presented in the questionnaire. For management strategies that also appeared in the 2014 survey, data for 2012–13 are provided for comparison. “Other” responses for the current survey are listed in Appendix J.

Table F1. Actions taken to combat the rising cost of providing health insurance by type of officeholder (Question 24)*

Increased elected official and employee health insurance contributions				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	29	72%	20	85%
County council member	36	67%	20	65%
Mayor	25	52%	39	54%
City council member	16	75%	20	75%
Town council member	62	47%	45	38%
Township trustee	20	65%	17	59%
School board member	75	75%	33	73%
Total	263	64%	194	60%
Reduced health insurance coverage				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	29	24%	17	41%
County council member	36	36%	19	47%
Mayor	25	44%	38	18%
City council member	14	50%	16	44%
Town council member	61	21%	42	17%
Township trustee	20	30%	18	39%
School board member	72	53%	32	38%
Total	257	37%	182	30%
Reduced health insurance eligibility for officials and employees				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	28	36%	17	29%
County council member	36	14%	20	30%
Mayor	25	12%	39	3%
City council member	13	15%	16	13%
Town council member	60	7%	42	17%
Township trustee	19	16%	14	14%
School board member	69	28%	30	30%
Total	250	18%	177	18%

(continued on the next page)

Table F1. Actions taken to combat the rising cost of providing health insurance by type of officeholder (Question 24)*

(continued from the previous page)

Adopted consumer-driven plans, such as high-deductible plans and health savings accounts**				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	NA	NA	18	67%
County council member	NA	NA	20	70%
Mayor	NA	NA	39	69%
City council member	NA	NA	16	56%
Town council member	NA	NA	42	36%
Township trustee	NA	NA	14	50%
School board member	NA	NA	31	71%
Total	NA	NA	180	59%
Contracted with an exclusive provider organization (EPO) in which participants are only reimbursed for “in-network” services**				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	NA	NA	14	43%
County council member	NA	NA	19	42%
Mayor	NA	NA	34	26%
City council member	NA	NA	15	53%
Town council member	NA	NA	41	10%
Township trustee	NA	NA	14	14%
School board member	NA	NA	30	40%
Total	NA	NA	167	29%
Entered into a pharmacy contract or other purchasing arrangement with the state of Indiana or another entity**				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	NA	NA	15	73%
County council member	NA	NA	18	61%
Mayor	NA	NA	35	54%
City council member	NA	NA	15	40%
Town council member	NA	NA	42	12%
Township trustee	NA	NA	15	13%
School board member	NA	NA	29	31%
Total	NA	NA	174	37%
Entered into a cooperative purchasing arrangement with the state of Indiana or another local government				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	28	14%	13	15%
County council member	35	3%	18	6%
Mayor	25	24%	33	21%
City council member	13	38%	15	20%
Town council member	60	15%	42	12%
Township trustee	19	5%	15	13%
School board member	67	34%	28	36%
Total	247	20%	164	18%

(continued on the next page)

Table F1. Actions taken to combat the rising cost of providing health insurance by type of officeholder (Question 24)*

(continued from the previous page)

Changed insurance vendors				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	29	38%	15	60%
County council member	35	49%	20	45%
Mayor	26	42%	37	51%
City council member	13	54%	16	44%
Town council member	61	34%	43	33%
Township trustee	19	37%	14	29%
School board member	69	30%	31	35%
Total	252	38%	176	41%
Adopted a self-insurance arrangement				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	28	61%	15	53%
County council member	36	36%	21	43%
Mayor	25	12%	38	39%
City council member	13	31%	15	27%
Town council member	61	10%	41	10%
Township trustee	18	17%	14	14%
School board member	65	31%	28	36%
Total	246	27%	172	30%
Operated a health clinic for employees				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	29	48%	14	50%
County council member	36	36%	20	50%
Mayor	25	24%	38	39%
City council member	13	38%	15	27%
Town council member	61	3%	42	12%
Township trustee	19	26%	14	0%
School board member	69	51%	30	53%
Total	252	32%	173	33%
Provided incentives for healthy behaviors				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	N/A	N/A	14	79%
County council member	N/A	N/A	20	60%
Mayor	N/A	N/A	38	66%
City council member	N/A	N/A	15	67%
Town council member	N/A	N/A	42	21%
Township trustee	N/A	N/A	14	29%
School board member	N/A	N/A	31	52%
Total	N/A	N/A	174	50%

(continued on the next page)

Table F1. Actions taken to combat the rising cost of providing health insurance by type of officeholder (Question 24)*

(continued from the previous page)

Reduced non–insurance expenditures				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	29	45%	12	50%
County council member	34	44%	16	50%
Mayor	23	52%	35	37%
City council member	14	43%	16	44%
Town council member	60	15%	40	20%
Township trustee	17	24%	14	7%
School board member	63	56%	29	34%
Total	240	39%	162	33%
No actions taken*				
	2012–13		2015–16	
Office	n	Yes	n	Yes
County commissioner	6	17%	1	0%
County council member	9	11%	5	0%
Mayor	4	0%	10	0%
City council member	4	0%	6	33%
Town council member	26	12%	19	32%
Township trustee	9	11%	7	14%
School board member	18	0%	13	0%
Total	76	8%	61	15%

*A complete list of “other” responses is available in Appendix J.

**New elements added in 2017.

APPENDIX G: MULTIPLE METHODS OF SERVICE PROVISION

Table G1 documents instances in which local governments use multiple service arrangements to provide particular services (Question 13). These data are arranged by the service alphabetically and by the type of officeholder.

Table G1. Multiple methods of service provision by service and type of officeholder (Question 13)

Service	Office	Internal resources	Agreement with another local government	Agreement with a for-profit firm	Agreement with a nonprofit organization
Corrections—Addiction	County commissioner			X	X
	County council member	X	X		
	County council member	X		X	
	Mayor		X	X	
	City council member	X	X		
	Town council member	X	X		
Corrections—Mental health	County commissioner			X	X
	County council member	X		X	
	Mayor		X	X	
	City council member	X	X		
	City council member			X	X
Dispatch	County commissioner	X	X		
	County council member (2)	X	X		
	Mayor (2)	X	X		
	City council member (3)	X	X		
	Town council member (2)	X	X		
	Town council member		X		X
Drinking water	Town council member	X		X	
Economic development	County commissioner	X			X
	County commissioner (2)	X		X	
	County council member (3)	X			X
	Mayor		X		X
	Mayor	X			X
	Mayor (2)	X	X		
	City council member (2)	X	X		
	City council member		X		X
	Town council member (2)	X	X		
	Town council member	X			X
EMS	County commissioner	X	X		
	County commissioner			X	X
	County council member	X			X
	County council member	X	X		
	Mayor (3)	X	X		
	Mayor	X			X
	City council member	X	X		
	City council member	X		X	
	Township Trustee (2)	X	X		
	Township Trustee		X	X	
Fire	Mayor	X		X	
	City council member	X	X		
	Township Trustee	X	X		
	Township Trustee	X	X		X

(continued on the next page)

Table G1. Multiple methods of service provision by service and type of officeholder (Question 13) *(continued from the previous page)*

Service	Office	Internal resources	Agreement with another local government	Agreement with a for-profit firm	Agreement with a nonprofit organization
Jail	County council member	X	X		
	Mayor	X	X		
	City council member	X	X		
Juvenile detention	County commissioner		X	X	
	City council member	X	X		
	Town council member	X	X		
Parks and recreation	County council member	X			X
	County council member	X	X		
	Mayor (2)	X		X	
	Mayor	X	X		
	City council member	X		X	
	Town council member	X	X		
	Township trustee		X	X	
	Township trustee	X	X		
Planning	County commissioner	X		X	
	County council member	X			X
	Mayor (2)	X	X		
	City council member	X	X		
	Town council member	X	X		
Police	County commissioner	X	X		
	Mayor	X	X		
	City council member (2)	X	X		
Property tax assessment	County council member	X		X	
	Township trustee	X		X	
Roads and streets	County commissioner	X	X	X	
	County commissioner	X	X		
	County council member	X		X	
	Mayor (4)	X		X	
	Mayor (2)	X	X		
	City council member (3)	X		X	
	City council member	X	X		
	Town council member	X		X	
Sewer utility	Mayor	X	X		
	Town council member	X		X	
	City council member	X	X		
Solid waste	County commissioner	X	X	X	
	Mayor	X	X		
	Mayor	X		X	
	City council member	X		X	
Special education	School board member	X	X		
	School board member	X			X
Vocational education	School board member	X			X
	School board member	X	X		
	School board member	X		X	X

APPENDIX H: WORKING RELATIONSHIPS WITH GOVERNMENTS, BUSINESSES, AND NONPROFITS

Tables H1–H11 show the quality of working relationships members of each group of officeholders have with other governments, local businesses, and local nonprofits (Question 15).

Table H1. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Federal government (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	13%	30%	48%	4%	4%
County council member (n=21)	14%	24%	57%	5%	0%
Mayor (n=50)	14%	30%	42%	10%	4%
City council member (n=20)	20%	35%	25%	20%	0%
Town council member (n=57)	23%	33%	37%	7%	0%
Township trustee (n=84)	24%	21%	49%	4%	2%
School board member (n=61)	8%	31%	39%	15%	7%
Total (n=316)	17%	28%	43%	9%	3%

Table H2. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—State government (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	22%	48%	22%	9%	0%
County council member (n=22)	41%	32%	23%	5%	0%
Mayor (n=52)	35%	44%	15%	2%	4%
City council member (n=24)	29%	38%	13%	17%	4%
Town council member (n=66)	33%	36%	20%	8%	3%
Township trustee (n=123)	31%	40%	24%	5%	1%
School board member (n=62)	10%	40%	21%	21%	8%
Total (n=372)	28%	40%	20%	9%	3%

Table H3. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—County government (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=18)	50%	28%	17%	6%	0%
County council member (n=18)	50%	28%	22%	0%	0%
Mayor (n=50)	50%	38%	2%	8%	2%
City council member (n=24)	29%	46%	17%	4%	4%
Town council member (n=68)	34%	40%	21%	6%	0%
Township trustee (n=125)	41%	34%	19%	5%	1%
School board member (n=63)	30%	30%	30%	6%	3%
Total (n=366)	39%	35%	19%	5%	1%

Table H4. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—City governments (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	30%	35%	9%	22%	4%
County council member (n=21)	33%	38%	10%	14%	5%
Mayor (n=41)	63%	24%	7%	2%	2%
City council member (n=19)	47%	47%	5%	0%	0%
Town council member (n=58)	28%	34%	36%	2%	0%
Township trustee (n=95)	29%	38%	26%	5%	1%
School board member (n=52)	33%	27%	25%	12%	4%
Total (n=309)	36%	34%	22%	7%	2%

Table H5. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Town governments (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner	32%	32%	32%	5%	0%
County council member (n=21)	38%	43%	14%	5%	0%
Mayor (n=33)	61%	21%	15%	0%	3%
City council member (n=17)	35%	53%	12%	0%	0%
Town council member (n=64)	42%	30%	27%	2%	0%
Township trustee (n=93)	39%	27%	28%	3%	3%
School board member (n=54)	31%	31%	28%	7%	2%
Total (n=304)	40%	31%	25%	3%	2%

Table H6. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Township governments (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	35%	26%	39%	0%	0%
County council member (n=22)	45%	41%	14%	0%	0%
Mayor (n=43)	47%	28%	12%	7%	7%
City council member (n=18)	33%	39%	11%	17%	0%
Town council member (n=63)	40%	35%	21%	3%	2%
Township trustee (n=117)	64%	20%	15%	0%	1%
School board member (n=55)	31%	27%	33%	5%	4%
Total (n=341)	47%	28%	20%	3%	2%

Table H7. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—School districts (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=24)	46%	13%	42%	0%	0%
County council member (n=21)	57%	29%	14%	0%	0%
Mayor (n=52)	58%	35%	8%	0%	0%
City council member (n=24)	42%	38%	13%	8%	0%
Town council member (n=64)	55%	23%	20%	2%	0%
Township trustee (n=95)	34%	32%	32%	1%	2%
School board member (n=65)	62%	22%	8%	6%	3%
Total (n=345)	49%	28%	20%	2%	1%

Table H8. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Library districts (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=24)	33%	17%	50%	0%	0%
County council member (n=22)	55%	32%	9%	5%	0%
Mayor (n=48)	52%	31%	15%	2%	0%
City council member (n=23)	43%	30%	26%	0%	0%
Town council member (n=63)	44%	27%	25%	2%	2%
Township trustee (n=89)	31%	25%	38%	4%	1%
School board member (n=64)	48%	30%	20%	2%	0%
Total (n=333)	43%	27%	27%	2%	1%

Table H9. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Other special districts (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=15)	27%	20%	53%	0%	0%
County council member (n=16)	44%	44%	13%	0%	0%
Mayor (n=26)	38%	27%	35%	0%	0%
City council member (n=16)	25%	56%	19%	0%	0%
Town council member (n=38)	29%	21%	45%	5%	0%
Township trustee (n=64)	17%	27%	56%	0%	0%
School board member (n=38)	26%	24%	45%	5%	0%
Total (n=213)	27%	28%	43%	2%	0%

Table H10. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Local businesses (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	43%	43%	9%	4%	0%
County council member (n=22)	45%	50%	5%	0%	0%
Mayor (n=52)	60%	37%	4%	0%	0%
City council member (n=24)	46%	46%	8%	0%	0%
Town council member (n=68)	46%	38%	13%	3%	0%
Township trustee (n=98)	31%	39%	31%	0%	0%
School board member (n=62)	31%	47%	15%	5%	3%
Total (n=349)	41%	41%	16%	2%	1%

Table H11. Working relationships with governments, businesses, and nonprofits by type and type of officeholder—Local charities and nonprofit (Questions 15)

Officeholder	Very positive	Somewhat positive	Neither positive nor negative	Somewhat negative	Very negative
County commissioner (n=23)	43%	43%	13%	0%	0%
County council member (n=21)	36%	50%	14%	0%	0%
Mayor (n=51)	67%	29%	2%	2%	0%
City council member (n=25)	48%	40%	8%	4%	0%
Town council member (n=66)	44%	38%	17%	2%	0%
Township trustee (n=110)	41%	35%	25%	0%	0%
School board member (n=60)	35%	42%	17%	7%	0%
Total (n=357)	45%	38%	16%	2%	0%

APPENDIX I: TECHNICAL ASSISTANCE NEEDS

Table I1 provides a complete list of technical assistance needs identified by respondents organized alphabetically by type of technical assistance and by type of officeholder (Question 29).

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

Category	Office	Responses
Best practices	County council member	Best practices
	County council member	Practices
	Mayor	Best practices
	Mayor	Best practices
	Mayor	Best practices
	City council member	Best practices
	City council member	Knowledge of best practices
	Town council member	Best practices
	Town council member	Best practices
	Town council member	Best practices
	Township trustee	Best practices
	Township trustee	Best practices
	School board member	Best practices
	School board member	Best practices
	School board member	Best practices
	School board member	Best practices
	School board member	Best practices
	School board member	Train on best practices
	School board member	Utilization of best practices
	County council member	Best practices
Citizen and stakeholder relations	Mayor	Citizen involvement
	Mayor	Streaming of meetings to public
	City council member	Access to constituents' needs
	City council member	Represent my community on a positive attitude
	City council member	Improved communications
	Town council member	Discussion issues with the public
	Town council member	Information between businesses and local government
	Township trustee	Be a representative and voice for the residents in the township
	Township trustee	Keeping people happy in Township.
	Township trustee	One-on-one with community residents
	School board member	Community engagement
	School board member	Open discussions
	School board member	To hear problems from both sides
Citizen and stakeholder relations— Communication by web and social media	County commissioner	More education with social media and the impact negative and inaccurate issues are spread throughout the communities.
	County commissioner	Social media info without managing web
	County commissioner	Website utilization assistance and best practices for peer counties
	County council member	Careful sharing of information over the web
	Mayor	Social/media management for distribution

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

(continued from the previous page)

Category	Office	Responses
Citizen and stakeholder relations— Communication by web and social media	City council member	Social media
	City council member	Social media policy training
	Township trustee	Social media use for maximum outreach
	Township trustee	Web page presence
	City council member	Email use with city and residents to gather information
	School board member	Community surveys
Data	County commissioner	Data
	County council member	Data
	County council member	Data
	County council member	Data
	Mayor	Data
	Mayor	Data
	City council member	Data
	City council member	Data
	Town council member	Data
	Township trustee	Data
	School board member	Data
	School board member	Data
	School board member	Data
Data—Comparative, outcomes	County council member	Measuring outcomes
	County council member	Comparative reporting
	City council member	Portable information with comparative data
Data and records management	County commissioner	Courts system for records
	County commissioner	Disposal of old records
	County commissioner	Imaging
	Mayor	Data equipment
	Mayor	Information/data management
	Township trustee	Data retention
	Township trustee	Data metric storage
	Township trustee	Data-computer usage training
	School board member	Do not collect personal data that's not needed
External relations—Consulting services	County commissioner	Private consultants
	County council member	Private consultants
	Mayor	Architect
	Mayor	Engineer
	City council member	Consultant services and bond council for professional guidance
	Township trustee	I have a financial adviser I consult.
External relations—State trade associations	County commissioner	State trade association
	School board member	ISBA
Finance	Mayor	Financial
	Mayor	Money
	City council member	Financial sustainability models
	City council member	Real time access to financial reports and debt service analysis. We are starting to use the Open Government Platform.
	Town council member	Getting lower cost Town accounting software
	Town council member	Increased assessed value

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

(continued from the previous page)

Category	Office	Responses
Finance	School board member	Financial
	School board member	Use tax dollars effectively and efficiently
Finance—Budget	Town council member	Budget information
	Town council member	Building a budget with employee suggestions
	Township trustee	Budget report
	Township trustee	Budgeting
Finance—DLGF	Township trustee	Department of Local Government Finance
	Township trustee	DLGF
	Township trustee	DLGF
Finance—Funding options	County commissioner	More grants and money at state level to prevent our shrinking budget that seems to take place every year
	Mayor	Complete listing and a "clearing house" to advise local officials on grants, loans, funding options, etc.
	Mayor	Grant writing
	Mayor	Grant writing assistance
	Mayor	Seeking grants
	Town council member	Getting grants to improve our town
	Town council member	Grants and grant writers
Finance—Gateway	Town council member	Gateway programming is a plus
	Township trustee	Gateway
	Township trustee	Gateway system
	Township trustee	Gateway system
	Township trustee	Better gateway design
	Township trustee	I would like some training on "Gateway" about sending in reports
	Township trustee	When the state changes or requires information on Gateway keeping local officials informed.
	Township trustee	Year-end report
Finance—SBOA	City council member	State Board of Accounts training
	Township trustee	Insufficient SBOA access
	Township trustee	SBOA
	Township trustee	State Board of Accounts
	Township trustee	State Board of Accounts
Health insurance	County council member	Finding ways to reduce insurance costs
	Mayor	Managing health insurance premiums
	Township trustee	Need help setting up HSA for my township
Human resources—Official/staff training	County commissioner	Training
	Mayor	Training
	Mayor	Training for appointed boards as to their proper duties
	Mayor	Training for our council as to their proper duties
	Town council member	Local web-based training for part-time officials
	Town council member	Guidance in the position as council member, how to be the best council the town needs There is minimal guidance on how to do the job and what the job truly entails.
	Township trustee	Conference
	Township trustee	More education for everyone
	Township trustee	Training
	Township trustee	Training software
	Township trustee	Have received zero training on 90 percent of how to do trustee position
	School board member	Professional development for staff
	School board member	Workshops

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

(continued from the previous page)

Category	Office	Responses
Human resources and staff relations	County commissioner	HR
	County council member	Best practices on setting salaries
	County council member	Employee guidelines
	County council member	Job descriptions, evaluations
	Mayor	Best practices—employee efficiency
	Township trustee	Maintain personnel practices and procedures to meet state require-
	Township trustee	More funding for salary and training
	County commissioner	Every department has a different idea for the intranet
	County commissioner	Website set up for internal use
	School board member	Input from superintendent
	School board member	Input from teachers
	School board member	More information on issues from staff
Information technology	County commissioner	Technology strategies
	City council member	Access points from home locations
	City council member	Email, local IT
	Town council member	We are not networked and communication is very expensive
	Township trustee	IT
Information technology— Business applications	Mayor	Automated online permit platform
	Township trustee	Mobile apps
Information technology — Current and adequate hardware and software	County council member	Money for updating hardware and software
	Mayor	IT expansion—consultation and planning for growth and new technology
	Town council member	Cheaper rates for computers, software, IT
	Township trustee	Upgrades on computer
	School board member	Funding for schools to keep pace with technology, education, and training
	School board member	Securing additional iPads for school
Information technology—Cybersecurity	Mayor	Cybersecurity
	Mayor	Cybersecurity
	Mayor	Cybersecurity (firewall, etc.)
	Mayor	Data security
	Mayor	Updated training on cybersecurity.
	City council member	Cybersecurity best practices
	Town council member	Cyber protection—how to go about getting this
	Town council member	Cybersecurity—ransomware, viruses
	Town council member	Cybersecurity for town record keeping
	Town council member	Improved data security for town data
	Township trustee	Cybersecurity training
	Township trustee	Data security
	Township trustee	I need more information on how to remove data from old copiers/com-
	School board member	Employee training against ransomware and other attacks
	School board member	Improved cybersecurity regarding student information files; strong fire-
	School board member	Off-site data backup

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

(continued from the previous page)

Category	Office	Responses
Information technology—Cybersecurity	School board member	Protect the data
	School board member	Software designed to intercept malware, virus, etc. attacks as well as blocking bad sites
Information technology—Staff	County commissioner	Funding for full-time IT person.
	County council member	We are contracting with a private IT company to assist us.
	Mayor	IT person
	Mayor	IT personnel
	Mayor	IT support
	Mayor	Technical support
	Town council member	We are a small town who does not have any IT on staff.
	Township trustee	Better private IT assistance
Information technology—Training	Mayor	Ongoing IT training
	City council member	Training on the use of technology (iPads, etc.)
Intergovernmental relations	County commissioner	Being educated about specific bills at the statehouse that could have significant impact on our local communities
	County commissioner	State agency
	County council member	More state and federal information on programs
	County council member	State agencies
	Mayor	Easier procedures/compliance at state and federal levels
	Township trustee	Easier access to state websites
	Township trustee	More assistance from State
	Township trustee	State information
	Township trustee	Less state paperwork
	Township trustee	Less state red tape
	Township trustee	Consulting with state and local agencies
Intergovernmental relations— Peer information and sharing	County council member	Local government peers
	County council member	What is successful in other counties
	Mayor	Peer community strategies and practices, also state/federal
	City council member	City/county relationships
	City council member	Other officials in other cities
	City council member	Peers
	Town council member	Webinar/calls to share ideas
	Township trustee	Meetings with other trustees
	Township trustee	Other trustees, Indiana Township Association (ITA), United Township Association of Indiana (UTA)
	School board member	Coordination with peer groups
Law	County council member	Legal advice/guidance
	Mayor	Law
Services	City council member	311 app to identify neighborhood issues and solutions
	Township trustee	Automated response
	Township trustee	Better service for our area
	Township trustee	Community services
	Township trustee	How to provide for citizens needs and still stay in budget
	Township trustee	More funding for community building
	School board member	Five-star technical services

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)*(continued from the previous page)*

Category	Office	Responses
Services—Capital improvements	County commissioner	Highways and bridges
	Mayor	Asset management
	Mayor	Best practices for road maintenance
	Mayor	Newest technologies in public infrastructure, fighting the battle of inflow and infiltration
	Town council member	Improved asset inventory system
	Town council member	Collaboration with INDOT
	Town council member	Crossroads community matching grants
	Town council member	Improve utility reviews
	Town council member	Integration of water usage to calculate sewer costs
Services—Cemeteries	Township trustee	Cemetery care
	Township trustee	More funding for care of cemeteries
	Township trustee	Township cemetery care
Services—Economic development	County commissioner	Comprehensive economic development strategies (CEDS) planning assistance and best practice for peer counties
	Mayor	Economic development
	Mayor	Economic development incentives
	City council member	Economic development data
Services—Education	Town council member	Education information
	School board member	Enhancing tech skills training for students
	School board member	Ability to access and compare data with schools of comparable size and socioeconomic status
	School board member	Need local schools' data more easily accessible
	School board member	Regulatory compliance
	School board member	Becoming an A-rated school
	School board member	Educational
	School board member	Ensuring best K–12 education
Services—Health	County commissioner	Community needs mental health assistance
	Township trustee	Diabetic shots
Services—Land use and environment	County commissioner	Comprehensive planning assistance and best practices for peer counties
	Mayor	Environmental issues—legal consultation regarding liability and redevelopment of brownfield
Services—Public safety	County commissioner	Continuity of government
	County commissioner	Level 6 offenders in jail; overcrowding state's fault, no help for these souls
	County commissioner	Additional training on security-related issues
	Mayor	Public safety priorities
	Mayor	Police oversight policies
	City council member	Best practices—dispatch
	Town council member	Crime statistics
	Town council member	Provide for safety and security
	Town council member	Security cameras in public places
	Township trustee	EMS Service/but now we're well covered
	Township trustee	Security
	School board member	Safety
Services—Public safety—Fire	Township trustee	Fire
	Township trustee	Fire department is up and going
	Township trustee	Fire protection
	Township trustee	Fire protection
	Township trustee	Fire Protection
	Township trustee	Fire protection public safety

(continued on the next page)

Table I1. Complete technical assistance needs responses by category and type of officeholder (Question 29)

(continued from the previous page)

Category	Office	Responses
Services—Public safety—Fire	Township trustee	Help pay three fire departments
Services—Quality of life	County commissioner	Exploring additional funding opportunities for quality of life initiatives
	City council member	Quality of life data
Services—Social services	Town council member	Housing to improve low-income residents
	Township trustee	Food assistance
	Township trustee	Helping people with bills, etc.
	Township trustee	Assistance with electric bills
Services—Social services— Township assistance	Township trustee	Township assistance
	Township trustee	Township assistance
	Township trustee	Township assistance
	Township trustee	Poor relief
	Township trustee	Poor relief
	Township trustee	Poor relief assistance
	Township trustee	Poor relief guidance
Services—Telecommunications	Mayor	Affordability of internet and cell services
	Mayor	Cell service in town is inadequate
	Mayor	We need high-speed internet or better service
	Town council member	Lower-cost phone service
	Township trustee	Internet
	Township trustee	More affordable internet service
	School board member	Better internet access
Other	County commissioner	Drugs are a major problem
	County council member	Long range
	City council member	Be educated on our issues
	City council member	Better/easier programs than INCODE
	City council member	Personal research
	Town council member	Common sense
	Town council member	Common-sense business practice
	Town council member	Is it good for the residents
	Town council member	Is it good for the town
	Town council member	Our clerk treasurer does an outstanding job!!!
	Town council member	Safety and well-being of residents
	Township trustee	Help when I can
	Township trustee	No major issues
	Township trustee	Open mind
	Township trustee	Serve people to the best of my ability

APPENDIX J: OTHER RESPONSES

Questions 1, 12, 13, 16, 17, 18, 20, 24, 26, and 28 allowed officials to fill-in “other” responses. Questions 8, 9, and 10 were not strictly open-ended questions, but in some cases, respondents identified conditions not listed in Question 7 or in a manner that did not allow the responses to be interpreted as one of the provided conditions. These responses also are listed here. Answers given multiple times are denoted with a number in parentheses.

“Other” responses to elected office (Question 1)

- City clerk treasurer

“Other” responses to the three most improved community conditions in the last year (Question 8)

- Burying utilities
- Transparent government
- Looking and planning ahead

“Other” responses to the three most deteriorated community conditions in the last year (Question 9)

- No “other” responses

“Other” responses to the three community conditions most important to work on over the next two years (Question 10)

- Continue funding operations
- Population growth
- Rescinding property tax caps and government over-reach
- Spend less than we currently spend
- Utility rates—need to look into assistance with our utilities to keep rates low enough people will want to stay and or move into town

Table J1. “Other” spending cuts by type of officeholder (Question 12)

Office	Spending cuts
County commissioner	Fuel
County commissioner	Internal government operations
County commissioner	Overtime
County council member	Insurance
Mayor (2)	Consolidated departments
Mayor	All funds in our general funds
Mayor	Animal control
Mayor	In general no increases
Mayor	Nonessential items due to budget cuts
Mayor	Number of employees, total number down (employees)
Mayor	Unwarranted staffing
City council member	Cooperative purchasing
City council member	Eliminated/consolidated jobs
City council member	Local entertainment/arts
City council member	No layoffs. Reduced employees through attrition.
City council member	Schools
Town council member (3)	Everywhere it can
Town council member	Community building
Town council member	Equipment
Town council member	Poverty
Town council member	Vehicle purchase
Township trustee (2)	Office expenses/supplies
Township trustee	Education
Township trustee	Employees
Township trustee	Library
Township trustee	Mileage and postage
Township trustee	Township assistance due to budget shortage
Township trustee	Waste. Effective management
School board member	Energy expenditures: we have implemented an aggressive cost-reduction program which has produced
School board member	Infrastructure
School board member	Local government refuses to raise taxes to generate revenue to build our city
School board member	Main part of city infrastructure—curbs, sidewalks, alleys

Table J2. “Other” to types of service arrangement by service and type of officeholder (Question 13)

Service	Office	Service arrangement
Animal control (County)	Mayor	Contract with another local government
Arts	Mayor	Internal resources
Recycling	City council member	Contract with another local government and contract with a private for-profit firm
No service listed	City council member	Contract with another local government
Township assistance (8)	Township trustee	Internal resources
Community mowing	Township trustee	Contract with a private for-profit firm
Project Lifesaver	Township trustee	Internal resources
No service listed (2)	Township trustee	Internal resources
Library (state and bonds funds)	School board member	Internal resources

Table J3. “Other” placemaking elements by type of officeholder (Question 16)

Office	Other placemaking elements
County commissioner	Better education system
Mayor	Financial support for college
Mayor	Charter school [for adults]
Mayor	[Wraparound family/child support]
Mayor	Partnerships with [local universities]
Mayor	Volunteer engagement programs
City council member	College [scholarship program]
City council member	Riverfront development
City council member	Senior property tax rebate
Town council member	Education
Town council member	Main Street community
Township trustee	Community center (2)
Township trustee	Emergency disaster shelter
Township trustee	Food pantries (2)
Township trustee	Provide clothing for families in need
Township trustee	Recycling solid waste
Township trustee	Stray animal shelter
Township trustee	Township assistance relating to housing
Township trustee	We are country
Township trustee	Welfare to work
Township trustee	Working with citizens' group for municipal sewer system
School board member	Educational initiatives

Table J4. “Other” motivations for placemaking by type officeholder (Question 17)

Office	Motivations for placemaking
County commissioner	Developing qualified workers
County commissioner	Having enough housing
County commissioner	Maintaining intellectual talent
County commissioner	Parks
County commissioner	Quality of life improvements
County commissioner	Welfare of residents
County council member	Attracting business
County council member	Attracting workers
County council member	Health and drug rehab
County council member	Retaining people in community
Mayor	Attracting a top-quality workforce
Mayor	Attracting families
Mayor	Building off our 40-year history of arts and culture and its importance to the attraction of talent.
Mayor	Community engagement and ownership in the community by the residents
Mayor	Community pride
Mayor	Convenience
Mayor	Engagement between citizens
Mayor	Healthy alternatives for recreation by residents and visitors alike
Mayor	Historic adaptive re-use
Mayor	Quality of place/life for citizens and youth
Mayor	Recreation opportunities
Mayor	Retaining population
Mayor	Sustaining our existing employment base and attraction of new talent
Mayor	Talent attraction
Mayor	Wellness program
City council member	Resident friendly
Town council member	Emergency repairs
Township trustee	Beautification and environmental sustainability
Township trustee	Beautification of cemeteries
Township trustee	Cemetery
Township trustee	Cleaning up community center and grounds
Township trustee	Fire house/department
Township trustee	Historic preservation
Township trustee	Infrastructure
Township trustee	Job creation
Township trustee	Township park
School board member	Education of children
School board member	Parents/community members
School board member	Residential development
School board member	Students
School board member	Teachers
School board member	Use of facilities

Table J5. “Other” placemaking technical assistance needs by type of officeholder (Question 18)

Office	Technical assistance needs
County commissioner	Better paying jobs
County commissioner	Getting parents to take a more active role
County commissioner	Improving schools
County council member	Competent leadership
County council member	Economic development agent to recruit funded by the county
Mayor	Additional funding for capital projects
Mayor	Additional funding for programming
Mayor	Assistance with matching funding opportunities
Mayor	Improved local partnership opportunities
Mayor	Information on peer community strategies and practices
Mayor	Two-way communications strategy
City council member	Citizen input
City council member	Long-term development
City council member	Increase younger community leaders
City council member	Restore and rebuild our downtown
Town council member	Funding—grants a low share in government funding
Town council member	Less restricting on town accounts
Town council member	New ways to generate community support
Township trustee	Fire house
Township trustee	Food banks
Township trustee	Funds
Township trustee	Improved local partnership opportunities - Trustees need a seat at the table
Township trustee	Information on available funding and projects
Township trustee	Leadership training
Township trustee	Management tools
Township trustee	More training on available services for clients
Township trustee	Neighborhood drug eradication
Township trustee	Trade schools
Township trustee	Training in networking
Township trustee	Training programs
Township trustee	Volunteers for fire departments
Township trustee	Need assistance in attracting businesses and development so we quit losing population
School board member	Better code enforcement
School board member	Lower the number of low-income, subsidized housing units
School board member	Need housing
School board member	Smarter leadership and open communications

Table J6. “Other” responses to the adequacy of jail space by type of officeholder (Question 20a)

Office	Responses
County commissioner	Terrible mistake - underfunded
County commissioner	HB 1006 has had an impact on the number of inmates at the local level
County commissioner	No money for new, very overcrowded!!!
County commissioner	No jail
County commissioner	Too much jail space - offenders in community corrections and probation
County commissioner	Work release program
County commissioner	The courts, prosecutor, and Sheriff’s Department work together to keep jail population at lower numbers
County council member	Considering options
County council member	Currently building more space

Table J7. “Other” responses to the adequacy of jail staffing by type of officeholder (Question 20b)

Office	Responses
County commissioner	No jail
County commissioner	Terrible problem, understaffed
County commissioner	There are low funds and makes it hard to hire people
County council member	Raised wages to attract employees
County council member	We are taking more people into the work release program requiring additional staff to supervise additional work release participants.

Table J8. “Other” actions taken to combat the rising cost of providing health insurance by type of officeholder (Question 24)

Office	Action
County council member	Partnered with other entities for health clinic for employees
Mayor	Spousal carve-outs
Mayor	Joined Teamsters, saved \$128,000 yearly
Mayor	Increased deductibles
Mayor	IAC medical trust
Township trustee	Used landfill money
Township trustee	Stipend
Township trustee	Medicare
School board member	Cut hours to keep employees under 30 hours, therefore do not have to insure them

Table J9. “Other” activities to protect the security of critical data, infrastructure, and services by type of officeholder (Question 26)

Office	Action
Mayor	Too small for IT department
Mayor	In the process of hiring a firm to manage
Township trustee	We have no computers
Township trustee	Our township records and books are paper only and therefore no cybersecurity risk
Township trustee	One computer accessed by one person
Township trustee	Contact county

Table J10. “Other” information sources consulted by type of officeholder (Question 28)

Office	Source
City council member	City attorney
City council member	Internet research
Town council member	Economic development including community development
Township trustee (3)	Attorney
Township trustee	Any that are available
Township trustee	Community

APPENDIX K: OPEN-ENDED RESPONSES

The final survey question provided an opportunity for officials to make any additional comments. These comments and comments written in the margins throughout the questionnaire are transcribed below (Table K1). Comments are ordered by the appropriate question number. Responses have been edited only for clarity and in cases where a particular elected official could be identified. These changes are denoted with [].

Table K1. Additional comments by respondents (Question 30 and write-in comments from other questions)

Question	Office	Comment
1	Town council member	Also [County] Economic Development
8	Mayor	We continue to see the vitality of our downtown improve. We are building a 1 block long community plaza, we have a downtown facade grant program and our very popular sculpture tour that takes place downtown is bringing out-of-town visitors here daily.
8	Mayor	Our city is focusing on the arts and in addition to our annual sculpture tour, we also have a local firm opening a business that will center around the arts and we have a local developer repurposing a downtown building into 16 loft apartments through tax credit funds where those in the arts will get first opportunity for housing.
8	Township trustee	[Our] township is a rural area with still lots of farms.
8	Township trustee	[Town] is a young, growing area and we are proud of our quality growth.
11	Township trustee	Not important
11	Township trustee	Building new runway at airport is not needed.
11	Township trustee	None, using grant for wrong things
11	Township trustee	[New road] not needed
11	Township trustee	Government used land
12	School board member	No parks; waste management has to be private
12	Township trustee	I have no information on most of these questions.
12	Township trustee	Does not pertain to our rural community or small [town]. Still a lot of farming there!
12	Township trustee	These really don't apply to my rural township.
12	Township trustee	My local government has made internal operational changes (e.g., mowing less frequently): our area, weeds everywhere
13	Township trustee	Does not apply
16	School board member	The local government offers none of these.
16	Town council member	Very small town, less than 500 people
16-26	Township trustee	Does not apply
17	School board member	Beautification - "inner" city neighborhoods are declining
17	School board member	I don't see this happening.
17	Town council member	Neighborhood engagement: getting groups together to perform small duties to improve the town. Beautification: started a group of volunteers to help beautify the downtown area.
17	Township trustee	We are a small rural community who do not have any of these
18	Mayor	Extra selection: volunteer recruitment and management tools
19	Town council member	Our reserve officers work for free in exchange for in service training. We have no \$ for insurance without starting a police/law enforcement utility.
19	Town council member	Poor legislation for small communities
20-22	Town council member	Answers as part of county economic development council
21	County commissioner	We do offer some but could use more.
22	County commissioner	No help from anyone. Bowen Center just takes our money. No performance at all plus they get 3% increase in pay per law. No accountability.
22	County council member	Community corrections provides these services to their program offenders.
22	County council member	County sought and received grant to program treatment in one hospital.
22	County council member	Our community mental health center (CMHC) is not motivated to meet county needs.
24	Township trustee	Respondent noted 'trustees have no option to get insurance' (Respondent marked 'Yes' on Question 23)
24	School board member	Operated a health clinic for employees: School corporation is trying to open one and trying to get another local government to use for their employees so we will be able to be open more days.
26	City council member	We lack in this area (the security of critical data, infrastructure, and services).
26	Town council member	This question should be answered by a county official!

(continued on the next page)

Table K1. Additional comments by respondents (Question 30 and write-in comments from other questions)

(continued from the previous page)

Question	Office	Comment
30	City council member	Cities need more state funding. We can't keep adding user fees and COIT and LOIT taxes every few years. The state-mandated stormwater separation is going to bankrupt cities and towns - the cost for our [city] is now over \$18 million!! It will take 35 years to pay this!! There is no financial assistance from the state, but they have the ability to fine us for failure to comply.
30	City council member	Extensive tax increment finance (TIF) areas in city hurts other good entities in the county
30	City council member	For a fast growing community like ours, we need relief from the state growth quotient to reflect our deficiency in funding created by the gap (i.e., growth of 10% annually in our local economy when the state's growth is at only 2.5% annually leaving us with a gap of 7.5%). We need to be adequately funded to meet our growing needs. We need to prevent overreach by our state government into local affairs. We need to overhaul state accounting practices to reflect private sector standard practices. We need to be nimble and allowed to transfer of funds so that local government excess fund balances can be reallocated to the area of greatest need.
30	City council member	Older cities ... face unique challenges of abandoned commercial and manufacturing properties that jeopardize our quality of life and stifle our growth. As our city borders Illinois, we have many Illinois residents crossing the state line to take advantage of lower prices on gasoline and cigarettes. It would be beneficial if we were allowed the flexibility to impose an additional tax on these items. Also, fireworks are illegal in Illinois and frankly a nuisance in Indiana. Our city would benefit immensely if we were allowed to impose a tax on fireworks also.
30	City council member	Very concerned about voting machines. There is no paper record of votes.
30	City council member	We are a small city and we don't have extra to tackle many of our big problems. We try for grants that are available to get things done. Our downtown is gone. We have many empty buildings that are deteriorating. The owners will not fix them and we don't have the extra money to go after them legally.
30	City council member	We need jobs with higher wages to keep our youth here after college. We do not have any factories in our town.
30	County commissioner	(1) HEA 1006 can't afford - don't have space - criminals go free - prison set empty (2) Health insurance - health care is out of control (3) Bridges are deteriorating with little sources to repair
30	County commissioner	[Our county] is a little different than most counties as we are having tremendous growth. With the tremendous growth comes continued infrastructure improvements and providing good quality school education given the tax caps and living in a referendum environment.
30	County commissioner	(1) Jail overcrowding is out of control. (2) Drugs are a huge problem. We need more options. (3) Maintaining roads and bridges is always in need. (4) More FREE training to elected officials and employees to better themselves and the community they work in.
30	County commissioner	Let local government resolve issues with as little state intervention as possible
30	County commissioner	State legislature needs to consult county government when making changes. The mandate that we take Level 6 felons is a disaster.
30	County commissioner	(1) State mandated tax caps have defunded local government (2) Legislative mandates that are unfunded (3) Dark sales legislation, abatement's, etc. for business. Corporate flight. (4) Charter schools are unregulated (5) Lack of funding for public schools (6) Lack of funding for mental health and drug programs (7) No funding for kids at risk programs (8) Legislative economic development plans that underfund public health, public safety, and education
30	County commissioner	The state needs to consider the size and funding sources of the smaller counties in Indiana when mandating funding down to the local level. All this does is increase the financial burden on counties that are already strapped and reduces the burden on the state.
30	County council member	I wish INDOT would communicate what projects are planned within our county, so as an elected official, I may offer some suggestions and help prioritize the needs. We only learn of the projects after and during the bid process.
30	County council member	Thanks for conducting this survey. Go IU!
30	County council member	The biggest concern for county government is financial costs added by the state government, such as forcing certain law violators to be held in county jails instead of the state prison facilities. This is a significant burden on the jail staff and costs.
30	County council member	We are constantly dealing with people wanting to be paid competitively. If we get one department adjusted, another cries foul. We need to change the entire salary ordinance.
30	County council member	We need to receive more funding for mandates (i.e., emergency 911 center). We need more road money and solutions.
30	Mayor	(1) State should change its support of local economic development incentives from focusing so much on number of jobs created to dollars of investment made so that businesses can take advantage of technology. (2) Develop state funding assistance for sidewalks/trails and for blight elimination of abandoned properties (not federal). (3) Eliminate STELLAR program. Use and spread the dollars better.
30	Mayor	I am one person. I have no secretary or assistance. I personally feel that this survey is extremely cumbersome and probably needs a lot more research than I am able to do.
30	Mayor	I love the personal relationships that we are allowed with OCRA and INDOT. Both agencies need to be applauded.
30	Mayor	Our recent experience is the more a community helps or attempts to help itself, the better the relationships with potential partners (government or other). Things work much better if asking for a hand-up instead of a handout. It's always better for a community to have skin in the game.

(continued on the next page)

Table K1. Additional comments by respondents (Question 30 and write-in comments from other questions)

(continued from the previous page)

Question	Office	Comment
30	Mayor	(1) State government is too "Big Brother-ish". State elected officials seem to be disconnected from local elected officials, even though that is where most are elevated from. (2) Stay out of TIF. It is our only local economic development tool. (3) Fees should not need approval by legislature. When tax caps were implemented the state said local government could make up income by fees. Now you have to ask legislature to approve those fees. Should be approved 'in general' and if there is to be opposition it will happen in the community in the ballot booth.
30	Town council member	(1) All funds received for a service, like roads and streets, are from three different agencies with different spending requirements. Need to be allowed in one town fund for roads and streets to have an amount large enough for moderate sized projects. (2) Reduce restrictions on fund uses.
30	Town council member	[Our town] has tried for over 8 years to get legislative approval to implement a food and beverage tax. Our peer communities in our county have this revenue source that is used for parks but we do not. We want to use it for parks and sidewalks to make our community more walkable and provide greater health benefits. Would like legislative support for this action.
30	Town council member	Do not increase controls without funding.
30	Town council member	Funding is always an issue. Tax caps make it challenging for local improvements/public safety.
30	Town council member	I truly believe that as a small town, no one understands the issues that we deal with. Having no money basically, to deal with infrastructure issues and always the last to receive assistance is demeaning and a difficult issue.
30	Town council member	Increased training for town managers and clerks
30	Town council member	(1) Maintaining roads and streets had become an issue. The availability of INDOT money for grant applications has helped tremendously! (2) Downtown revitalization is an issue that money never seems to be available to pursue.
30	Town council member	Need more money
30	Town council member	Our biggest problem is not being provided an Indiana zip code. We are issued an Ohio zip code even though our post office is in Indiana. I have brought this problem up to county, state, and federal officials many times with no response. It has a negative impact on our town daily.
30	Town council member	[Our town] has dedicated elected officials, dedicated board appointees and excellent employees. We work well with other units of government. Not many problems. Strong growth.
30	Town council member	State tax breaks for residents and farmers are nice for the residents and farmers but does not provide adequate revenue for local governments to operate. Budgets are the same year after year while the cost for labor, equipment, supplies, and services go up. We need help!
30	Town council member	Thank you for the Community Crossings Grant Program - Much help!
30	Town council member	The [project] will impact [city] residents and our municipal government responsibilities. Increased road funding and education funding are necessary for the town to be successful.
30	Town council member	We are a small town and we rely on grants to improve infrastructure that requires updates.
30	Town council member	We need the tax dollars to be returned to our area to fund the projects the state requires us to do.
30	Town council member	We need to bring in more quality businesses and jobs into Indiana.
30	Town council member	When this casino first got here, we were promised many things. However, state government has added new bills, and we continue to see our local government receive less revenue than originally promised. I also worry about our local schools as it seems the state wants to force consolidation.
30	Township trustee	About everything in this survey doesn't pertain to my office
30	Township trustee	Controversy over annexation. Not sure why Indiana hasn't followed all other states to pass a law to prevent involuntary annexation. This not only affects the residents by taking away a choice for their property rights but also affects the township fire and EMS departments.
30	Township trustee	Don't need any help to speak of for the township
30	Township trustee	For a small rural township 99% of these questions are irrelevant
30	Township trustee	Funding local government is an issue especially for fire protection.
30	Township trustee	(1) Governments are failing on the education of children (2) More on the job training (3) Enough money to keep our schools open!!!
30	Township trustee	[Our township trustee's office] primarily conducts township assistance to qualified people in need and fire protection via contract with [volunteer fire department]t.
30	Township trustee	I am trustee of a rural township. I feel like a lot of these questions didn't apply to me. I am trying to think of ways to get more money for the fire department and considering joining with other units to form a territory or fire district. I also would like to find a way to get development in my township. We are losing population. It's very hard because we are somewhat remote.
30	Township trustee	I believe instead of doing away with or merging townships, the state legislators should give townships more duties and responsibilities.
30	Township trustee	I work in a township that has no business. We don't have any this.
30	Township trustee	(1) I have made a concerted effort to develop a relationship with the elected officials at the federal, state, and county government levels. This is something I think many of my fellow trustees have not done to the detriment of their constituents. (2) Regarding the availability of health care for residents: we are less than 30 minutes from specialist medical care and treatment in Cincinnati, but doctors there do not accept Hoosier Health-Wise or HIP 2.0. Going to Indy for this care is too time consuming and costly for the working poor.

(continued on the next page)

Table K1. Additional comments by respondents (Question 30 and write-in comments from other questions)

(continued from the previous page)

Question	Office	Comment
30	Township trustee	If "placemaking" is a program that township government can use, I have never gotten info on it, how it works, or how I can apply. I would love to work on projects for anchor businesses in my area.
30	Township trustee	In talking with my colleagues since becoming a township trustee, I have found there are many townships with a surplus of funds (taxpayer dollars) that are not being utilized. When I suggested that they decrease their levy and begin utilizing those excess (saved) funds from previous years and lower their levy for the coming year, I was warned it would be difficult to raise the levy after lowering it. This, I'm told, is a common concern across the state. Something should be done to encourage government entities to lessen the burden on the taxpayer when such entities are hoarding hundreds of thousands of tax dollars without the threat of being unable to raise the levy back up when necessary.
30	Township trustee	Most of these questions did not pertain to township trustees. Please remove my name from your list.
30	Township trustee	Need help with elderly and handicapped housing needs.
30	Township trustee	No money
30	Township trustee	So many of these questions don't mean much to a small township. You need to send these to county.
30	Township trustee	Some issues are getting better.
30	Township trustee	Some state officials would like to eliminate township government. If this happens it could cost the state far more to replace the services performed by township officials/employees, not to mention the loss of personal contact that an official has with their community.
30	Township trustee	State gives assistance to training and IT security for township trustees.
30	Township trustee	This is a small township made up mostly of farmers. I'm using some of what I see and know from county government. Most of these questions don't apply to my township.
30	Township trustee	This office's function is to assist the poor. I answered most questions as an outside person looking at our local county government.
30	Township trustee	This township is a total farm community - no businesses, towns, parks, etc. No water systems. County provides police/ambulance services through taxes. I only provide fire for the township through two local towns. The majority of this does not apply to my personal running of township as most services are paid and provided by county taxes.
30	Township trustee	Township trustees receive no specific training before taking office. As a small, rural township the trustee often works alone. Conferences are helpful, but it's difficult for someone in this position to know all the regulations and to know all the area services available.
30	Township trustee	Very little of the survey pertains to small townships.
30	Township trustee	[Our township] has a clerk and three board members. Township made up with country people and farmers. The township has one community building.
30	Township trustee	We get 1/2 the funding for the township than one person get in the county building. If 100% of taxes come from townships, why not let the township keep 1% of it!
30	Township trustee	We need drug screening for our clients. Most of my clients are drug addicts. I make house calls and they don't ever return applications. Drug screening for clients!
30	Township trustee	(1) We need internet access in this township. I almost can't do my required annual reports, etc. without it. This is difficult for high school students and anyone whose job depends on it. Two miles from my office, those citizens have another telephone company that provides internet access (same township, too!). (2) Also, we do not get enough money for fire protection in this county. A fire territory has been discussed and deemed to cause property taxes to go over the top. (3) Also, our township needs a community building.
30	School board member	As an elected school board member, it is disappointing how government continues to cut education spending. Shouldn't we be giving students and future leaders ever opportunity to succeed?
30	School board member	(1) Attempting to build a new jail that provides more space and employee safety. At every turn another issue results in additional cost that slows or stops the process. Currently, soil samples resulted in requirement to remove and replace soil before project can start due to a previous business (long ago) that resulted in soil contamination. (2) Would have completed online but local rural internet is marginal at best.
30	School board member	Fair funding for education. More local control for schools.
30	School board member	Funding formula for schools and tax levy freezes at the local level imposed on [our county] by the legislators. Money is being taken away from urban schools and provided to suburban schools due to changes in the funding formula. Our district has cut over \$30 million in the last 5 years to keep up with the cuts. We are currently pushing for an operating and capital projects referendum. Urban students need smaller classrooms to provide educational equity. We will need to cut [many] teachers and close schools because of the continuous loss of funding at the state and local levels.
30	School board member	I am not knowledgeable of details of city government
30	School board member	I-LEARN is no better than I-STEP and both are unfair to the teachers and students. They need to develop a diagnostic test and let the teachers teach.
30	School board member	It is not my so humble position that the General Assembly would prefer to close all public schools. The amount of tax money with few restrictions given to private/charter schools is staggering. Even though my state representative and senator have been given data that shows public schools exceeding in educational growth measures when compared "apples to apples" with private schools, they continue to support increased spending for private schools. I firmly believe that our state constitution was written with the intent of providing an equitable public education for all the children of Indiana!
30	School board member	Lack of funding and squeezing of small schools

(continued on the next page)

Table K1. Additional comments by respondents (Question 30 and write-in comments from other questions)*(continued from the previous page)*

Question	Office	Comment
30	School board member	Need to focus activities on improving employment opportunities that will have positive impact on hunger, poverty, and homelessness
30	School board member	Our two biggest problems as a community are: 1. Drug abuse 2. The lack of workers. We have jobs, but no workers to fill them.
30	School board member	Please improve police community relations and racial justice. We must pivot from racial injustice and discrimination to be a fair, a just nation for all humanity. Do good to people of color so that we can be a nation at its best.
30	School board member	Since school districts were dropped, lots of negative implications and attitudes with school districts sending buses into other communities - very bad!!!
30	School board member	Stay out of education. Politics is no place for education.
30	School board member	Too many dollars going to private schools.
30	School board member	Too much federal and state interference with local school districts.
30	School board member	Your survey is very long!



INDIANA UNIVERSITY
PUBLIC POLICY INSTITUTE

© 2018 Indiana University Public Policy Institute
School of Public and Environmental Affairs
IUPUI

334 N. Senate, Suite 300
Indianapolis, Indiana 46204
policyinstitute.IU.edu