To start, please confirm:

Q1. What type of jurisdiction do you represent? What is the jurisdiction’s name?

- County
- Township
- City
- Village

Q2. Thinking about business conditions in your community, do you think that during the next twelve months your community will have good times financially, or bad times financially?

- Good Times
- Bad Times
- Neither
- Don’t Know

Q3. Thinking about the financial needs of your jurisdiction, would you say that your unit of government is less able or better able to meet its financial needs in...

- Significantly Less Able
- Somewhat Less Able
- Neither Less Nor Better Able
- Somewhat Better Able
- Significantly Better Able
- Don’t Know

… this fiscal year compared to the last fiscal year?

… the next fiscal year compared to this fiscal year?

Q4. Comparing your jurisdiction’s current fiscal year to its previous fiscal year, please consider the ways the following items have changed. Indicate whether — in your opinion — there has been a decrease, an increase, or no change from the previous fiscal year.

- Revenue from property taxes
- Revenue from fees for services, licenses, transfers, etc.
- Amount of debt
- Ability of your jurisdiction to repay its debt
- Amount of federal aid to your jurisdiction
- Amount of state aid to your jurisdiction
- Tax delinquencies
- Home foreclosures in your jurisdiction
- Population of your jurisdiction
- Public safety needs
- Infrastructure needs
- Human service needs
- General government operations needs
- Number of employees that work for your jurisdiction
- Pay rates for your jurisdiction’s employee wages and salaries
- Cost of your jurisdiction’s employee pensions
- Cost of your jurisdiction’s current employee health benefits
- Cost of your jurisdiction’s retired employee health benefits

Q5. Now, comparing your jurisdiction’s current fiscal year to the next fiscal year, please indicate which actions your jurisdiction has taken or is likely to take.

- Property tax rates
- Charges for fees, licenses, etc.
- Reliance on general fund balance
- Reliance on “rainy day” funds
- Amount of services provided
- Actual public safety spending
- Actual infrastructure spending
- Actual human services spending
- Actual general government operations spending
- Funding for economic development programs
- Amount of debt
- Sale of public assets (i.e., parks, buildings, etc.)
- Privatizing or contracting out of services
- Number and/or scope of interlocal agreements or other cost-sharing plans with other governments
- Your jurisdiction’s workforce hiring
- Your jurisdiction’s workforce layoffs
- Your jurisdiction not filling vacant positions
- Employee pay rates
- Employees’ share of premiums, deductibles, and/or co-pays on health insurance
- Employees’ share of contributions to retirement funds
- Retirees’ share of premiums, deductibles, and/or co-pays on health insurance
Q6. Overall, do you consider your jurisdiction’s pay rate(s) for new hires, current employees, or current elected officials to be too high, about right, or too low? (If your jurisdiction has no employees other than elected officials, please select “Not Applicable” below on the employee-specific questions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Too High</th>
<th>About Right</th>
<th>Too Low</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
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</thead>
<tbody>
<tr>
<td>New hires</td>
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<td>Current employees</td>
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<td>Current elected officials</td>
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Q7. Does your jurisdiction provide any fringe benefits (i.e., health care, dental, vision, life insurance, etc.) to new hires, current employees, and/or current elected officials? (If your jurisdiction has no employees other than elected officials, please select “Not Applicable” below on the employee-specific questions)

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<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>No</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
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<tbody>
<tr>
<td>New hires</td>
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<td>Current employees</td>
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<td>Current elected officials</td>
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Q8. Overall, do you consider your jurisdiction’s fringe benefits package(s) — or lack thereof — for new hires, current employees, and/or current elected officials to be too generous, about right, or not generous enough? (If your jurisdiction has no employees other than elected officials, please select “Not Applicable” below on the employee-specific questions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Too Generous</th>
<th>About Right</th>
<th>Not Generous Enough</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
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<tr>
<td>New hires</td>
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<td>Current employees</td>
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<td>Current elected officials</td>
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Q9. (If you selected “yes” in Q7, answer below for the appropriate types of employees) Overall, do you consider the contributions (i.e., co-pays, deductibles, or share of premiums) your jurisdiction’s new hires, current employees, and/or current elected officials make toward their health care benefits to be too high, about right, or too low?

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<thead>
<tr>
<th>Category</th>
<th>Too High</th>
<th>About Right</th>
<th>Too Low</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
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<tbody>
<tr>
<td>New hires</td>
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<td>Current employees</td>
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<td>Current elected officials</td>
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Now we have a set of questions regarding efforts among Michigan’s local governments to “privatize” or contract out public services, or other internal operations. For this survey, we use “privatize” to refer to formal arrangements or contracts for the provision of government services or operations — in whole or in part — by a private company, non-profit organization, or independent contractor.

Q10. Does your jurisdiction currently contract out any services or governmental operations, or has it in the past? This could include privatization of services to the public such as for parks and recreation or for the jurisdiction’s internal operations such as attorney/legal services or administrative functions.

- [ ] Yes, currently do
- [ ] Yes, did in the past, but not currently
- [ ] No, never
- [ ] Don’t Know

(Please go to Q17)

Q11. (If you selected “yes” in Q10) Although some of these may not apply to your jurisdiction, please indicate, as far as you know, which of the following types of services or operations your jurisdiction has privatized, either in whole or in part. (check all that apply)

- [ ] Utilities/water/sewer
- [ ] Waste/recycling
- [ ] 911 emergency services (dispatch, ambulance, etc.)
- [ ] Health and human services (child welfare, foster care, etc.)
- [ ] Parks and recreation
- [ ] Streetlights (installation, maintenance, etc.)
- [ ] Street repair/road maintenance
- [ ] Snow plowing and salting
- [ ] Parking structures/parking meters
- [ ] Vehicle towing and storage
- [ ] Land use planning
- [ ] Engineering
- [ ] Surveying
- [ ] Inspections (electrical, plumbing, building code, etc.)
- [ ] Property assessing
- [ ] Tax collection
- [ ] Fleet management/vehicle maintenance
- [ ] Groundskeeping/custodial/general facility maintenance
- [ ] Economic development services
- [ ] Attorney/legal services
- [ ] Printing and document services
- [ ] Information technology
- [ ] Other administrative functions (payroll, purchasing, etc.)
- [ ] Other (please specify)

- [ ] Don’t Know

Q12. (If you selected “yes” in Q10) We’d like to get a sense of your satisfaction with your jurisdiction’s privatization efforts in general. We know that different efforts yield different results, but overall, would you say you have been generally satisfied or dissatisfied with your government’s privatization efforts to date in terms of...

- [ ] Very Satisfied
- [ ] Somewhat Satisfied
- [ ] Neither Satisfied Nor Dissatisfied
- [ ] Somewhat Dissatisfied
- [ ] Very Dissatisfied
- [ ] Don’t Know

... cost savings?
... quality of service delivery?
... timeliness of service delivery?
... responsiveness of contractor(s)?
... your jurisdiction’s privatization efforts overall?
Q13. (If you selected “yes” in Q10) Does your jurisdiction use any techniques to systematically evaluate its privatized services or operations?

- Yes
- No
- Don’t Know

Q14. (If you selected “yes” in Q13) Which of the following aspects of privatized service delivery or operations are typically evaluated by your jurisdiction? (check all that apply)

- Citizen satisfaction
- Cost
- Compliance with delivery standards specified
- Other (please specify) ________________________________
- Don’t Know

Q15. (If you selected “yes” in Q10) As far as you know, has your local government brought back in-house any services or operations that were previously contracted out?

- Yes
- No
- Don’t Know

Q16. (If you selected “yes” in Q15) Which of the following factors, if any, played a part in your jurisdiction’s decision to bring the service(s) or operation(s) back in-house? (check all that apply)

- Service quality was not satisfactory
- Relationship with the contractor(s) was not satisfactory
- The cost savings were insufficient
- There were problems monitoring the contract(s)
- Local government efficiency improved
- There was strong political support to bring the service(s) or operation(s) back in-house
- Other (please specify) ________________________________
- Don’t Know

Q17. Whether or not your jurisdiction is currently engaged in privatization efforts, in your view, how do the following people and groups in your jurisdiction feel about your government’s current overall level of privatization of services and operations, or lack thereof? Do they think there is too much, the right amount, or not enough privatization?

The majority of your jurisdiction’s Board or Council thinks there is currently...

- Too Much
- The Right Amount
- Not Enough
- Don’t Know

You personally think there is currently...

- Too Much
- The Right Amount
- Not Enough
- Don’t Know

Q18. We are also interested in the factors that may encourage or discourage privatization. Whether or not your jurisdiction is currently involved in privatization effort(s) of any kind, as far as you know, have any of the following factors played a role in encouraging your jurisdiction to contract out services or operations? (check all that apply)

- Availability of private firms or providers
- Desire to improve quality of services or operations
- Desire to decrease costs of service delivery or operations
- Desire for more flexibility in service delivery/intermittent need
- Desire for more flexibility in staffing
- Prior positive experience with privatization
- Fiscal pressures, such as decreased jurisdiction revenues
- Local political climate emphasizing a decreased role for government
- The influence of citizens
- The influence of businesses or business groups
- The influence of your jurisdiction’s elected officials
- The influence of your jurisdiction’s employees
- Labor contracts in your jurisdiction
- Lack of in-house expertise or resources
- Other (please specify) ________________________________
- Don’t Know

Q19. Now, as far as you know, have any of the following factors played a role in discouraging your jurisdiction from contracting out services or operations? (check all that apply)

- Lack of availability of private firms or providers
- Higher costs than expected from private service delivery or bids
- Prior negative experience with privatization
- Local political climate emphasizing public control over service delivery
- The influence of citizens
- The influence of businesses or business groups
- The influence of your jurisdiction’s elected officials
- The influence of your jurisdiction’s employees
- Labor contracts in your jurisdiction
- Sufficient in-house expertise or resources
- Lack of in-house ability to oversee contracts
- Lack of precedent
- Other (please specify) ________________________________
- Don’t Know

Q20. Looking ahead, is your jurisdiction currently studying or planning any new or significantly expanded privatization efforts?

- Yes
- No
- Don’t Know
Now we have a few questions about your jurisdiction’s budgeting processes.

Q21. Does your jurisdiction use multi-year financial projections when developing its budget?

- [ ] Yes
- [ ] No
- [ ] Don’t Know

Q22. Some local jurisdictions are moving to formal multi-year budgeting, rather than the traditional single-year budgeting. Others are not. Does your jurisdiction adopt single-year budgets or multi-year budgets?

- [ ] Single-year
- [ ] Two-year
- [ ] Three-year
- [ ] Other (please specify) ____________________________
- [ ] Don’t Know

Q23. (If you selected “single-year” in Q22) How likely is it that your jurisdiction will adopt formal multi-year budgeting in the next 12 months?

- [ ] Very Likely
- [ ] Somewhat Likely
- [ ] Neither Likely Nor Unlikely
- [ ] Somewhat Unlikely
- [ ] Very Unlikely
- [ ] Don’t Know

Q24. Different local jurisdictions manage their unreserved general fund balances in different ways depending on their specific circumstances. Despite these differences, we’re interested in tracking overall changes in these balances over time. Approximately what was your jurisdiction’s unreserved general fund balance as a percentage of general fund expenditures at the end of its last fiscal year?

- [ ] 0% or less
- [ ] 21-30%
- [ ] 51-60%
- [ ] 81-90%
- [ ] Don’t Know
- [ ] 1-10%
- [ ] 31-40%
- [ ] 61-70%
- [ ] 91-100%
- [ ] Over 100%
- [ ] 11-20%
- [ ] 41-50%
- [ ] 71-80%

Q25. Thinking about your jurisdiction’s fiscal needs, overall, do you consider your jurisdiction’s unreserved general fund balance to be too high, about right, or too low?

- [ ] Too High
- [ ] About Right
- [ ] Too Low
- [ ] Don’t Know

Q26. In your opinion, is your jurisdiction’s cash flow and its ability to pay bills in a timely manner a significant fiscal problem, somewhat of a problem, not much of a problem, or not a problem at all?

- [ ] A significant problem
- [ ] Somewhat of a problem
- [ ] Not much of a problem
- [ ] Not a problem at all
- [ ] Don’t Know

Q27. Thinking about the overall fiscal health of your jurisdiction today and what you expect it to be down the road — including any future financial obligations it may have — on a scale from 1 to 10, where 1 is “perfect fiscal health” and 10 is “fiscal crisis,” how would you rate your jurisdiction’s overall fiscal health...

<table>
<thead>
<tr>
<th>Fiscal Health</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<th>8</th>
<th>9</th>
<th>10</th>
<th>Don’t Know</th>
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<tr>
<td>... today?</td>
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<td>... as you expect it to be five years from now?</td>
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</table>

Q28. Some local governments adopt formal policies regarding financial planning and management, while others take a more informal approach. Below is a list of recommendations from the Government Finance Officers Association (GFOA). Thinking across your jurisdiction’s various types of funds, generally speaking, please identify which of the following descriptions most closely represents your government’s current policies or practices, if any, for each of these general GFOA recommendations.

<table>
<thead>
<tr>
<th>Policy Area</th>
<th>Have a written policy, strictly followed</th>
<th>Have a written policy, loosely followed</th>
<th>Have no written policy, but follow specific practices</th>
<th>Have no specific policies or practices</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Range Planning for Operating Budgets: policy(s) to assess long-term financial implications of operating budgets</td>
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<tr>
<td>Long-Range Planning for Capital Budgets: policy(s) to assess long-term financial implications of capital budgets</td>
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<tr>
<td>Asset Inventory: regularly updated inventory and assessment of the condition of all major capital assets (e.g., buildings, water and sewer, major equipment, etc.)</td>
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<tr>
<td>Fees and Charges: specific policy(s) for determining fees and charges</td>
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<tr>
<td>One-Time Revenues: policy(s) limiting the use of one-time revenues (e.g., from sale of government assets, grant monies, etc.) for ongoing expenditures</td>
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<tr>
<td>Unpredictable Revenues: policy(s) on the use of unpredictable revenues (e.g., interest income, legal settlements, etc.)</td>
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<tr>
<td>General Fund Balance: policy(s) that specify the level of unreserved fund balance that should be maintained in the general fund</td>
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<tr>
<td>Reserve or Stabilization Accounts or Other Fund Reserves: policy(s) to maintain a prudent level of financial resources to weather temporary revenue shortfalls or one-time expenditures</td>
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<tr>
<td>Debt Level and Capacity: policy(s) on the maximum amount of debt and debt service that should be outstanding at any time (beyond state requirements)</td>
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<tr>
<td>Balanced Budget Policy: commitment to a balanced budget and disclosure when deviations occur (beyond state requirements)</td>
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</table>
Q29. We’re interested in how your local government’s approach to financial management policies and practices may have changed over time. We know that different policies may be more or less formal, but thinking about your jurisdiction’s financial management policies and practices overall, would you say in the last five years they have become more formalized, less formalized, or neither?

- Significantly More Formalized
- Somewhat More Formalized
- Neither More nor Less Formalized
- Somewhat Less Formalized
- Significantly Less Formalized
- Don’t Know

Q30. (If you selected “more” or “less” formalized in Q29) What factors would you say have influenced your jurisdiction’s move to more or less formal financial management policies or practices?

Finally, we have a series of questions regarding your thoughts on the state of affairs in Michigan overall.

Q31. Do you feel things in the state of Michigan are generally going in the right direction, or do you feel things have gotten off on the wrong track?

- Right Direction
- Wrong Track
- Don’t Know

Q32. Do you feel things in your jurisdiction are generally going in the right direction, or do you feel things have gotten off on the wrong track?

- Right Direction
- Wrong Track
- Don’t Know

Q33. How would you rate the way Rick Snyder is performing his job as Michigan’s governor?

- Excellent
- Good
- Fair
- Poor
- Don’t Know

Q34. How would you rate the way the Michigan Legislature is performing its job?

- Excellent
- Good
- Fair
- Poor
- Don’t Know

Q35. How would you rate the way your jurisdiction’s governing board is performing its job?

- Excellent
- Good
- Fair
- Poor
- Don’t Know

Q36. Now thinking about how the state government relates to your jurisdiction in particular, how would you, in your role as a local official, rate the way the following state agencies or departments are performing their jobs overall?  (If you feel an agency or department does not impact your jurisdiction at all, please select “Not Applicable”)

<table>
<thead>
<tr>
<th>Agency/Department</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Not Applicable</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Agriculture and Rural Development</td>
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<td>Department of Community Health (DCH)</td>
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<td>Michigan Economic Development Corporation (MEDC)</td>
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<td>Department of Environmental Quality (DEQ)</td>
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<td>Department of Natural Resources (DNR)</td>
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<td>Department of Human Services</td>
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<td>Department of Licensing and Regulatory Affairs (LARA)</td>
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<tr>
<td>Secretary of State</td>
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<td>Department of Transportation (MDOT)</td>
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<td>Department of Treasury</td>
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<td>Department of Technology, Management, and Budget (DTMB)</td>
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<tr>
<td>Department of Corrections</td>
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<td>State Police</td>
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<tr>
<td>Attorney General</td>
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Q37. If you would like to provide more information or explanations about your ratings of any of the Michigan state departments above, or would like to discuss a state agency, department, or office not listed above, please do so in the space below.
A number of potential initiatives may be on the statewide ballot in November 2014. We’re interested in your views on key aspects of these issues.

Q38. One potential initiative on the statewide ballot in November 2014 would seek, in part, to amend the Michigan Constitution to extend the power of citizen referendum to bills passed by the state legislature containing appropriations. Would you say you support or oppose such a proposal?

- Strongly Support
- Somewhat Support
- Neither Support Nor Oppose
- Somewhat Oppose
- Strongly Oppose
- Don’t Know

Q39. Another potential initiative on the November 2014 ballot would seek, in part, to amend the Michigan Constitution to extend the rights of citizen initiative and referendum to local ordinances such as those in your jurisdiction. Would you say you support or oppose such a proposal?

- Strongly Support
- Somewhat Support
- Neither Support Nor Oppose
- Somewhat Oppose
- Strongly Oppose
- Don’t Know

Q40. Finally, one potential initiative on the November 2014 ballot would seek, in part, to amend the Michigan Constitution to change Michigan’s full-time legislature to a part-time legislature. Would you say you support or oppose such a proposal?

- Strongly Support
- Somewhat Support
- Neither Support Nor Oppose
- Somewhat Oppose
- Strongly Oppose
- Don’t Know

Q41. CLOSUP will protect your privacy and anonymity to the full extent provided by law. We need to confirm your personal information such as name, email address, and phone number for tracking and administrative purposes only. Your personal information will not be shared with any outside sources. As with all of the questions in this survey, these are optional.

Please provide us with...

Your name _________________________________

Your phone number ___ ___ ___ - ___ ___ ___ ___

Your email address ____________________________________________________

We would like to ask some demographic questions. As with all of the questions in this survey, these are optional. Responses will be reported in aggregate form only so that your individual responses will remain confidential.

Q42. What is your gender?  

- Male
- Female

Q43. In what year were you born? 19 ____  ____

Q44. How many years have you served in your current position? ______

Q45. Are you of Spanish, Hispanic, or Latino descent?  

- Yes
- No

Q46. Please check one or more categories below to indicate what race(s) you consider yourself to be. (check all that apply)

- White
- Black or African American
- American Indian or Alaskan Native
- Native Hawaiian or other Pacific Islander
- Asian
- Multiracial
- Other
- Don’t Know

Q47. What is the highest degree or level of school you have completed?

- 12th grade or less/no diploma
- Bachelor’s degree
- High school graduate or GED
- Master’s degree
- Some college, no degree
- Professional/Doctorate degree
- Associate’s degree

Q48. Generally speaking, do you think of yourself as a…?

- Republican
- Independent
- Democrat
- Something Else (please specify) __________________

Q49. (If Republican or Democrat) Would you consider yourself a strong or not very strong Republican/Democrat?

- Very Strong
- Not Very Strong
- Don’t Know

Q50. (If Independent or something else) Would you consider yourself closer to…?

- The Democratic Party
- The Republican Party
- Neither