Michigan local leaders expect increased challenges for the 2020 election, but are confident about administering accurate elections

By Natalie Fitzpatrick, Debra Horner, and Thomas Ivacko

This report presents the opinions of Michigan’s township and city officials on issues related to election administration in their jurisdictions, including expected challenges and confidence in election security. Data from a parallel survey of Michigan County Clerks is included as well. These findings are based on statewide surveys of local government leaders in the Spring 2020 wave of the Michigan Public Policy Survey (MPPS), conducted between March 30 and June 1, 2020—prior to the August 2020 primary. It also contains comparisons to opinions expressed in the Spring 2017 MPPS wave.

Key Findings

- When asked in the spring of 2020 to look ahead at potential problems with election administration in the November 2020 election, township and city officials indicate they are more concerned about potential problems this year compared to what they experienced in 2016.
  - Nearly half of township and city officials statewide (45%) predict they will have problems with recruiting poll workers with the necessary skills and with recruiting enough poll workers at all, regardless of skill level (up from 29% and 27%, respectively in 2016). In addition, 41% expect the cost of the election administration on the jurisdiction’s budget to be a problem in the 2020 election (up from 25% in 2016).
  - Township and city clerks—the officials who run elections in Michigan—are more likely than other local leaders—such as supervisors, mayors, or managers—to predict local problems with poll worker recruitment, costs, long wait times, and other issues.
  - The state’s largest townships and cities (those with more than 30,000 residents) are more likely than smaller jurisdictions to predict a range of election-related problems, including over 70% who are concerned about poll worker recruitment.

- Regarding election security issues, large majorities are "very confident" that final vote results (76%), voting machines (70%), and voter rolls (68%) will not be compromised in the November 2020 election, with most remaining officials "somewhat" confident and very few outright "not very" confident or "not at all" confident. When looking across all three aspects of security combined, the percentage who are "very" confident drops to 63%. In all cases, though, clerks tend to be more confident than other types of officials.
  - Local officials, including clerks, are less confident that they would know if their local election security was compromised, with only 54% very confident that their jurisdiction would know prior to or during the election that their voting machines, voter rolls, or vote tallies/results had been compromised, and 58% very confident they would know after the election if their election systems had been compromised.

- Despite these concerns regarding potential administrative problems and security, confidence in running accurate elections among local leaders remains very high. Statewide, 87% of township and city officials are "very confident" in their jurisdiction’s ability to administer an accurate election in November (down slightly from 91% who said the same after the 2016 election). Furthermore, 75% are very confident that their county clerk could conduct an accurate recount, if one is necessary (again down from 80% after the previous election).
  - A parallel survey of county clerks shows county officials are also quite confident both in a range of election security issues, and in the ability of local jurisdictions within their county to administer accurate elections.
Background

In 2016, Michigan ended up as a key swing state in determining the outcome of the presidential election, when President Donald Trump won the state by less than 11,000 votes out of a total of 4.5 million votes cast. The 2020 general election again features Michigan as a battleground state, with candidates, media, and political observers across the nation turning significant attention on Michigan voters, and, by extension, Michigan’s election administration. Running the state’s elections has become particularly complicated in 2020 as a result of a number of extraordinary circumstances—from 2018’s constitutional expansion of voter registration and absentee ballot access to safety concerns for in-person voters and poll workers during the COVID-19 pandemic to an expected record-breaking surge in voter turnout.

The August 2020 primary election constituted a trial run to see how Michigan’s cities and townships—the local governments that administer elections in the state—would respond to these challenges. One critical concern for election administration identified during the August primary has been addressed by the Michigan Legislature, when it passed legislation in September revising restrictions on early steps prior to Election Day to prepare absentee ballots for processing in larger jurisdictions. However, other potential concerns, such as the ability to conduct successful recounts in some jurisdictions and the smooth functioning of the US Postal Service in delivering and returning the expected increase in absentee ballots—remain, even as voters begin submitting their general election ballots.

Election security also continues to be a key concern for the 2020 election, not just in Michigan, but across the country. As early as March 2019, the Michigan Secretary of State’s office had formed a bipartisan Election Security Commission to develop and implement a variety of election security best practices across the state. And while some reports express concerns about the vulnerability of Michigan election equipment to hacking or other threats to integrity, state election leaders express confidence going into election season that Michigan’s voting equipment is secure, and warn voters to be more wary regarding the spread of deliberate misinformation about voting.

To get a sense of how officials at the local level across the state are assessing an array of election challenges, the MPPS surveyed local leaders in spring 2020 from each of Michigan’s counties (which also play a role in elections), cities and townships with a series of questions regarding election administration in their jurisdictions. The spring 2020 survey was launched just weeks after local governments had conducted the March 2020 primary during the initial emergence of COVID-19 cases in Michigan.

Because county, township and city clerks are the local officials who are in charge of the various practical aspects of administering the elections, the MPPS also sent surveys to the clerks who are not typically included in the standard MPPS survey sample, to be able to compare local election administrators’ views with those of others such as township supervisors and managers or city mayors and administrators. In the following report, “statewide” data contain combined responses from both clerks and non-clerks, but then are also broken out by jurisdiction type and by the local officials’ position, in order to help identify important differences of opinion.
Local officials expect more problems with administering the November 2020 election compared to what they experienced in the November 2016 election

In April and May 2020, the MPPS asked local officials about their expectations regarding a number of potential election administration problems in their jurisdictions during the upcoming November 2020 election. These questionnaire items mirrored questions asked retrospectively in spring 2017, looking back at problems local officials may have experienced in the 2016 election. This year, the Spring 2020 MPPS found that Michigan local officials statewide are more concerned about potential problems in 2020 compared to what they experienced in 2016.

In particular, as shown in Figure 1, almost half of city and township officials expressed concern in 2020 about their ability to recruit poll workers and other election staff with necessary skills (45%) and their ability to recruit enough poll workers regardless of skills (45%) for the November election. These concerns are significantly higher than the 27-29% who reported problems with recruitment during the 2016 election.

Just over 40% of city and township officials statewide expect the cost of the election administration on the jurisdiction’s budget to be a problem in the 2020 election, compared to one-quarter who said this was a problem in 2016. Additionally, a quarter of city and township officials expect long wait times for any voters to be somewhat of a problem or a significant problem in November 2020, compared to just 4% who reported experiencing this problem in 2016.

In fact, more problems are predicted for the November 2020 election compared with each item asked on the 2017 MPPS looking back at the November 2016 election. For the most part these increased concerns are quite significant, with the exception of expectations or problems with election equipment failure/malfunctions, which may be helped by the statewide investment in new voting machines in 2018.

One additional item asked in 2020 that was not included in 2017 addresses potential concerns about intentional disinformation targeted at jurisdiction’s citizens about voting procedures or other election issues. As of April and May 2020, nearly one in five (18%) local leaders say they expect intentional disinformation to be a problem for their voters in November.
Clerks, particularly in cities, are more likely than other types of officials to express concerns about poll worker recruitment problems

Figure 2a
Local officials’ expected problems with recruiting skilled poll workers in November 2020, by jurisdiction type and official’s position

Because township and city clerks are the officials that administer elections in their jurisdictions, the MPPS compared their views with those of other elected and appointed officials to see if there are significant differences of opinion based on the position types. For many types of election-related problems, the data do reveal differences (not just when comparing clerks to others types of officials, but also when comparing across the jurisdiction types of townships vs. cities).

When it comes to predictions about problems with recruiting skilled poll workers (for example, those with necessary computer skills), expectations of problems are highest among city clerks. Two thirds (65%) of city clerks expect recruitment of skilled poll workers to be somewhat of a problem (32%) or a significant problem (33%) in the November 2020 election (see Figure 2a). By comparison, about half (51%) of township clerks expect this to be somewhat of a problem (34%) or a significant problem (17%). And while concerns are higher in cities than in townships, in both cases it is also true that the clerks who manage elections are more likely than the jurisdiction’s other elected and appointed officials to predict recruitment of skilled poll workers will be a challenge this year.

Concerns about recruitment of skilled poll workers and staff for the November election are particularly widespread in larger townships and cities compared with smaller communities. Among jurisdictions with 10,000 to 30,000 residents, 21% of local leaders expect this to be a significant problem for their election administration, and another 38% expect it to be somewhat of a problem (see Figure 2b). Among jurisdictions with more than 30,000 residents, 31% expect this to be a significant problem and another 41% expect it to be somewhat of a problem, while only 4% believe it won’t be a problem at all. Concerns among officials in each of these subgroups have all risen significantly compared with reported problems from the 2016 election.
In 2020, local townships’ and cities’ ability to simply recruit enough poll workers (regardless of their skill level) is made even more difficult due to the COVID-19 pandemic, as poll workers and other election staff traditionally have tended to be older and are therefore at higher risk. Concern is particularly high among city clerks, with 64% expecting this to be a problem, including almost a third (31%) who believe it will be a significant problem (see Figure 3a).

Again, larger jurisdictions are also more likely to predict that recruiting sufficient poll workers will be a problem. In jurisdictions with 10,001 to 30,000 residents, 61% of local leaders expect such problems, and this increases to 74% in jurisdictions with more than 30,000 residents (see Figure 3b).
Clerks are also more concerned with election administration costs and wait times

Statewide, local officials from 41% of Michigan cities and townships expect financial costs to be a problem in the November 2020 election. However, concern is particularly high among city clerks (51%) and township clerks (47%); other officials from cities (37%) and townships (40%) are somewhat less likely to expect this to be a problem (see Figure 4). This is a reversal from the earlier findings after the 2016 election, where township supervisors and managers were more likely than township clerks to identify costs as a problem, and city clerks’ estimations of the problem of cost were generally in line with those of mayors and city managers.16

Unlike on the issue of poll worker recruitment, there is less variation in predictions about cost problems among jurisdictions of different sizes, but officials from larger jurisdictions are still likely to register more concern. While 40% of Michigan’s smallest cities and townships say the cost of election administration will be a problem for their jurisdiction’s budget, a majority (51%) of the largest cities and townships say the same.

Despite record numbers of requests for absentee ballots, significantly more Michigan local leaders predict higher problems with wait times for voters this year. In fact, looking ahead to November, 24% statewide predict long wait times that will be a problem for any of their voters in the election, up from just 4% who reported they had at least some voters experiencing long wait times in 2016. Almost a third of city clerks expect long lines to be a problem (32%), along with 28% of township clerks (see Figure 5). Other city (21%) and township (23%) officials are less likely to expect problems with long wait times for their jurisdiction’s voters.

When it comes to difference in population size, just 13% of the smallest jurisdictions anticipate long wait times for any of their voters, but more than half (52%) of cities and townships with over 30,000 residents say wait times will likely be a problem, including over a quarter (26%) who predict long waits will be a significant problem.
Confidence is generally high in election security

As of April and May 2020, most of Michigan’s township and city clerks express relatively high levels of confidence in the security of their elections. When asked about their confidence that aspects of their election administration would not be compromised (i.e., altered, hacked, made inaccessible, or otherwise interfered with), most statewide say they are very confident that final vote tallies or results (76%), voting machines (70%), and voter rolls (68%) will not be compromised (see Figure 6). While other city and township officials (i.e., non-clerks) express somewhat lower levels of confidence—with 20-26% saying they are only somewhat confident their systems will not be compromised in November 2020—only a small fraction actually have very little or no confidence at all in the security of their jurisdiction’s voting machines, voter rolls, and tallies.

Looking at all three of these aspects of election security together—voting machines, voter rolls, and final tallies—the percentage who are “very” confident they will not be compromised drops to 63% (see Figure 7). This confidence is again substantially higher among clerks, who actually run elections, compared with other types of local officials, as broken out in Figure 7.
Local officials, including clerks, are less confident that their jurisdictions would actually know if their local election security was compromised (see Figure 8). Overall, 54% are very confident they would know if their systems had been compromised before or during the election, while 28% are somewhat confident, 5% are not very confident, 2% are not at all confident, and 11% are simply not sure. Confidence is slightly higher that would know after the election was completed.

Again, confidence among clerks is somewhat higher compared to other types of officials, with 67% of township clerks and 59% of city clerks saying they are very confident they would detect security breaches before or during the election. Meanwhile, among township clerks, 70% are very confident they would be able to detect interference in their local election systems after the election, compared to 63% of city clerks. Other (non-clerk) city and township officials are significantly less likely to say they are very confident in their jurisdiction’s ability to detect intrusions into security.

See Appendix A for full breakdown of township clerks’, city clerks’, and other officials’ confidence in all five election security questions.
Among officials that are not very confident on security issues, no single additional resource is a solution

Among city and township officials who are not very confident in all aspects of election security for November 2020, the MPPS asked whether there are resources they might need in order to improve election security. Approximately one in five (19%) of these officials say that, despite not being completely confident in their jurisdiction’s election security, there are no additional resources that would be helpful (see Figure 9). However, just under a third (31%) indicate they could use more support from the state government, and 16% said they need more support from their county government. In terms of specific types of support, 22% said they could use increased internal expertise or training, 22% say they need access to software and other technology to prevent hacking, and 21% said they would like help with contingency planning/crisis response. City and township clerks are more likely than other types of officials to say their jurisdiction needs increased internal expertise or training. However, there is also considerable uncertainty about what resources would be helpful to local jurisdictions to secure their elections, with 26% officials who were not completely confident in their current election security indicating that they don’t know what resources might be needed.

See Appendix B for full breakdown of by jurisdiction type and position, and by jurisdiction size, of assessments of resources needed to improve election security.
Overall, city and township officials express high levels of confidence in their ability to conduct accurate elections

Even after considering potential administrative problems and challenges to election security, statewide, the overwhelming majority of local officials (87%) are very confident that their local government is able to administer elections accurately (see Figure 10). This represents a slight decline from the 91% of officials who said the same after the 2016 election. Meanwhile, 11% of officials are somewhat confident, and 1% are not very confident or not at all confident. These 12% of officials who are less than “very confident” in the accuracy of their elections represent approximately 182 townships and cities across the state.

However, once again it is important to note that township and city clerks—the local officials closest to election preparations—have the highest confidence in the accuracy of local elections. Among township officials, 93% of clerks are very confident in their jurisdiction’s ability to conduct elections accurately, compared with 87% of township supervisors or managers. Similarly, 96% of city clerks express the highest confidence, compared with 82% of city mayors and administrators.

In addition to administering elections themselves, local jurisdictions might need to have their ballots reviewed by their county clerk’s office if a recount is ordered. At this stage of election administration, problems with accuracy could happen either during the recount process itself, or could have begun at the original polling locations themselves, such as through spoiled ballots, mismatches between the number of voters logged in and the number of ballots counted, equipment malfunctions, improperly secured ballots, or other issues. When asked about the ability of their county clerk’s office to administer a recount accurately, 75% of local officials overall are very confident. This is down slightly from 80% who were very confident in their county clerk after the 2016 election. In addition, this year 19% are somewhat confident, 2% are not very confident, and 1% don’t know (see Figure 11). Once again, township and city clerks express greater confidence in county recounts than do other local officials such as mayors, supervisors, and managers.
The perspective of Michigan county clerks

The Spring 2020 MPPS also surveyed Michigan’s county clerks, to gather their perspectives on a battery of county-specific election administration questions. Out of Michigan’s 83 counties, 51 clerks provided information about election administration on the MPPS this past spring. Although the county clerks were not surveyed about the whole range of potential local election administration challenges, they were asked whether they expect costs will be a problem for their county’s budget this election cycle. As shown in Figure 12, nearly half (47%) of county clerks indicate that the cost of their November 2020 election administration will be somewhat of a problem (28%) or a significant (19%) problem for their county. This is right in line with the concern expressed about the local budget pressures of the November 2020 election by city clerks (51%) and township clerks (47%).

In addition, county clerks generally express high levels of confidence in the election security of cities and townships within their county, with near unanimous confidence that local voting machines (98%) and vote tallies (98%) will not be compromised (see Figure 13), although confidence in voter rolls is somewhat lower (79% are very confident, while 20% are somewhat confident). However, confidence is somewhat lower among county clerks that their local governments would know if the November election was compromised either prior to or during the election (61% are very confident with another 21% somewhat confident), or after the election (68% and 18%, respectively). Like township and city officials, county clerks were also asked what resources would help them improve election security within their county. Among county clerks who are not very confident in all aspects of election security (including the ability to detect a compromised election), 43% say they need more support from the state government to ensure election security within their county, while 32% say they need assistance with contingency planning/crisis response.

Figure 12
County Clerks’ expected problems with cost to the county’s budget in November 2020

Figure 13
County Clerks’ confidence in various elements of election security among cities and townships in their county for November 2020
As with township and city clerks, county clerks express extremely high levels of confidence about overall abilities to run accurate elections this November. As shown in Figure 14, they are very confident in the ability of jurisdictions within the county to administer an accurate election (88%) as well as in the ability of the county clerk’s office to support local jurisdictions (96%) on election night and to administer an accurate recount if needed (94%).

Figure 14
County Clerks’ confidence in administering the election for November 2020

88%
96%
94%
12%
4%
6%

As with township and city clerks, county clerks express extremely high levels of confidence about overall abilities to run accurate elections this November. As shown in Figure 14, they are very confident in the ability of jurisdictions within the county to administer an accurate election (88%) as well as in the ability of the county clerk’s office to support local jurisdictions (96%) on election night and to administer an accurate recount if needed (94%).

Conclusion

The November 2020 general election faces a number of challenges, including those related to the COVID-19 pandemic and vastly increased numbers of absentee ballot requests.

So it is perhaps not surprising that the Spring 2020 MPPS finds that Michigan local officials expect more problems in a range of areas compared to what they experienced in the November 2016 election. In particular, almost half of Michigan’s cities and townships expect problems with poll worker recruitment, a problem which exemplifies the complications of conducting an election during the COVID-19 pandemic. Local officials are also concerned about the costs of election administration, and the survey finds overall that problems with election administration are more commonly expected in Michigan’s largest cities and townships compared with smaller jurisdictions.

Local officials are generally confident about the security of their elections, with most expressing high levels of confidence that their voting machines, voter rolls, and vote results will not be compromised. Still, when considering all three aspects of security together, the percentage who are "very" confident drops to 63% of all local officials (though with higher confidence among clerks, who actually run elections, than other types of officials). Confidence overall is slightly lower that officials would actually know if these systems had in fact been compromised.

Overall, Michigan’s local officials—particularly township, city, and county clerks—express very high levels of confidence in the ability of their jurisdiction to conduct an accurate election, despite potential challenges.

Notes


Michigan Public Policy Survey


Survey Background and Methodology

The MPPS is an ongoing survey program, interviewing the leaders of Michigan’s 1,856 units of general purpose local government. Surveys are conducted each spring (and prior to 2018, were also conducted each fall). The program has covered a wide range of policy topics, and includes longitudinal tracking data on “core” fiscal, budgetary and operational policy questions and designed to build-up a multi-year time-series.

In the Spring 2020 iteration, surveys were sent by the Center for Local, State, and Urban Policy (CLOSUP) via the internet and hardcopy to top elected and appointed officials (including county administrators and board chairs; city mayors and managers; village presidents, clerks, and managers; and township supervisors, clerks, and managers) from all 83 counties, 280 cities, 253 villages, and 1,240 townships in the state of Michigan. In addition, an oversample of county, township, and city clerks received just the battery of questions related to election administration, to ensure these officials had the opportunity to weigh in specifically on this topic.

The Spring 2020 wave was conducted from March 30 – June 1, 2020. A total of 1,342 jurisdictions in the Spring 2020 wave returned valid surveys (59 counties, 216 cities, 163 villages, and 904 townships), resulting in a 72% response rate by unit. A total of 947 clerks returned valid surveys (51 county clerks, 710 township clerks, and 186 city clerks), resulting in a 59% response rate among clerks. The margin of error for the survey for the survey as a whole is +/- 1.41%. The key relationships discussed in the above report are statistically significant at the p<.05 level or below, unless otherwise specified. Missing responses are not included in the tabulations, unless otherwise specified. Some report figures may not add to 100% due to rounding within response categories. Quantitative data are weighted to account for non-response. “Voices Across Michigan” verbatim responses, when included, may have been edited for clarity and brevity. Contact CLOSUP staff for more information.

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

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

**Local officials’ assessments of problems with election administration in their jurisdictions, by jurisdiction type and official’s position**

<table>
<thead>
<tr>
<th>Confidence local jurisdiction’s voting machines will not be compromised</th>
<th>Township Clerks</th>
<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Very confident</td>
<td>86%</td>
<td>64%</td>
<td>85%</td>
<td>59%</td>
<td>70%</td>
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<td>12%</td>
<td>28%</td>
<td>13%</td>
<td>33%</td>
<td>24%</td>
</tr>
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<td>0%</td>
<td>2%</td>
<td>2%</td>
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<tr>
<td>Not confident at all</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1%</td>
<td>6%</td>
<td>3%</td>
<td>6%</td>
<td>5%</td>
</tr>
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<table>
<thead>
<tr>
<th>Confidence voter rolls in jurisdiction will not be compromised</th>
<th>Township Clerks</th>
<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
<th>Total</th>
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<tbody>
<tr>
<td>Very confident</td>
<td>81%</td>
<td>64%</td>
<td>76%</td>
<td>57%</td>
<td>68%</td>
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<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Not confident at all</td>
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<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>2%</td>
<td>5%</td>
<td>3%</td>
<td>6%</td>
<td>4%</td>
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<table>
<thead>
<tr>
<th>Confidence voter tallies/results in jurisdiction will not be compromised</th>
<th>Township Clerks</th>
<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
<th>Total</th>
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</thead>
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<tr>
<td>Very confident</td>
<td>89%</td>
<td>72%</td>
<td>89%</td>
<td>65%</td>
<td>76%</td>
</tr>
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<td>Somewhat confident</td>
<td>9%</td>
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<td>8%</td>
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<tr>
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<td>1%</td>
<td>5%</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
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<table>
<thead>
<tr>
<th>Confidence jurisdiction would know if election was compromised prior to/during election</th>
<th>Township Clerks</th>
<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
<th>Total</th>
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<tr>
<td>Very confident</td>
<td>67%</td>
<td>50%</td>
<td>59%</td>
<td>39%</td>
<td>54%</td>
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<td>Somewhat confident</td>
<td>23%</td>
<td>28%</td>
<td>25%</td>
<td>38%</td>
<td>28%</td>
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<td>3%</td>
<td>6%</td>
<td>3%</td>
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<td>5%</td>
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<td>2%</td>
<td>2%</td>
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<tr>
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<td>6%</td>
<td>14%</td>
<td>12%</td>
<td>14%</td>
<td>11%</td>
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<tr>
<th>Confidence jurisdiction would know if election was compromised after the election</th>
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<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
<th>Total</th>
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<tr>
<td>Very confident</td>
<td>70%</td>
<td>54%</td>
<td>63%</td>
<td>49%</td>
<td>58%</td>
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<tr>
<td>Somewhat confident</td>
<td>20%</td>
<td>29%</td>
<td>23%</td>
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<tr>
<td>Not very confident</td>
<td>2%</td>
<td>3%</td>
<td>1%</td>
<td>4%</td>
<td>3%</td>
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<tr>
<td>Not confident at all</td>
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<td>1%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
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<td>Don’t know</td>
<td>6%</td>
<td>13%</td>
<td>12%</td>
<td>10%</td>
<td>10%</td>
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Appendix B
Percentage of local officials who indicate various additional resources could help township or city improve its election security (among those who are not “very confident” in all aspects of local election security), by jurisdiction type and official’s position, and by jurisdiction size

<table>
<thead>
<tr>
<th>Resource</th>
<th>Township Clerks</th>
<th>Township Supervisors and Managers</th>
<th>City Clerks</th>
<th>City Mayors and Managers</th>
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<tr>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Contingency planning/crisis response</td>
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<tr>
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Report: Responding to budget surplus vs. deficit: the preferences of Michigan’s local leaders and citizens (December 2015)

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The Center for Local, State, and Urban Policy

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Despite increased approval of state government performance, Michigan’s local leaders are concerned about the state’s direction (August 2011)
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The Center for Local, State, and Urban Policy (CLOSUP), housed at the University of Michigan’s Gerald R. Ford School of Public Policy, conducts and supports applied policy research designed to inform state, local, and urban policy issues. Through integrated research, teaching, and outreach involving academic researchers, students, policymakers and practitioners, CLOSUP seeks to foster understanding of today’s state and local policy problems, and to find effective solutions to those problems.

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