

2-26-24

To : Linda Lacey, President Village Council  
From : Judith Wymore, Library Board  
Trustee

I would like to stay on the  
library board beyond my current  
term which ends in February, 24.

Thanks.

Judith Wymore

## Clerk

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**From:** Linda Lavey  
**Sent:** Thursday, February 8, 2024 2:00 PM  
**To:** Clerk  
**Subject:** Fw: Judy Wismont's reappointment to the Library Board

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**From:** Kate Pratt <katepratt@yahoo.com>  
**Sent:** Thursday, February 8, 2024 11:23 AM  
**To:** Linda Lavey <llavey@villageofpinckney.org>  
**Cc:** Hope Siasoco <hsiasoco@pinckneylibrary.org>  
**Subject:** Judy Wismont's reappointment to the Library Board

Hi Linda,

The Library Board definitely supports the reappointment of Judy Wismont as a representative from the Village of Pinckney. It really helps us to have continuity in our membership.

Thank you for all your help and support.

Best Regards,

Kate Pratt, President  
Pinckney Community Public Library Board of Trustees



# Liv.Co Update

January 2024

[MilivCounty.Gov](http://MilivCounty.Gov) | [f LivCoGov](https://www.facebook.com/LivCoGov) | [Instagram Livingston\\_County](https://www.instagram.com/Livingston_County) | [in LivingstonCountyGovernment](https://www.linkedin.com/company/LivingstonCountyGovernment)

## Livingston County Board Of Commissioners

**District 1:** Douglas Helzerman

**District 2:** Dave Domas (Chairman)

**District 3:** Frank Sample

**District 4:** Wes Nakagiri

**District 5:** Jay Drick (Chairman)

**District 6:** Roger Deaton

**District 7:** Martin Smith

**District 8:** Nick Fiani (Vice-Chairman)

**District 9:** Jay Gross

## Board Meetings

All meetings will be held both online via Zoom and in person in the Board Chambers at the Administration Building at 304 E. Grand River Ave. in Howell.

### How To Meet Via Zoom:

- By the direct link: <https://zoom.us/j/3997000062?pwd=SUdLYVFFcmozWnFxbm0vcHRjWkVIZz09>
- On The Zoom App: Select "Join A Meeting," enter meeting code 399 700 0062, and enter password LCBOC
- By Phone: Call 1-929-205-6099, enter meeting code 399 700 0062, and password 886752

**Jan. 29th** - Full Board Meeting at 6 P.M.

**Feb. 5th** - General Government Meeting at 6 P.M. followed by the Personnel Committee

**Feb. 12th** - Courts, Public Safety, Infrastructure Development Meeting at 6:00 P.M. followed by the Finance & Asset Management Meeting and then a Full Board Meeting

**Feb. 26th** - Full Board Meeting at 6 P.M.

## 2024 Board Chair & Vice Chair



At their first meeting of the year on Monday, January 8th, the Board of Commissioners elected Jay Drick as Board Chairman and Nick Fiani as Board Vice Chairman. Commissioner Drick represents District 5 and Commissioner Fiani represents District 8. The Board also approved its 2024 calendar at their first annual meeting, which is attached at the end of this newsletter.

## Please Complete Our 2025 Master Plan Survey



LIVINGSTON  
COUNTY  
PLANNING

2025  
LIVINGSTON COUNTY  
MASTER PLAN

All Livingston County residents are invited to give their feedback on a variety of topics and help plan for the future by completing a 2025 Master Plan Survey available online at <https://www.surveymonkey.com/r/LivMasterPlan>.

Only lasting about 10 minutes, the survey asks residents about their opinions on the quality of life in the county, infrastructure, technology, recreation areas, and future land use regarding housing and transportation. The survey is part of the Livingston County Planning Department's

development of the 2025 Master Plan that will help guide the development of our community.

A master plan is a policy document that sets a vision for the development of a community through best practices or recommendations for land uses, zoning, transportation, and other areas that help enhance quality of life for that community's residents. Master plans include long-range goals and objectives for development for the next 10-20 years. Public participation and collaboration with townships, villages, and cities within our area will help the Planning Department prepare an impactful guide. Stay connected to the Plan's progress by visiting <https://milivcounty.gov/planning/livingston-county-2025-master-plan/>.

## 2023 State of the County Address



Have you taken a look at our 2023 Livingston County State of the County Address yet? Join our Commissioners as they review the highlights of 2023. You'll get a quick rundown of the last year and get to know our Commissioners a bit better. Watch the video now at [https://www.youtube.com/watch?v=nfFQkH42G\\_0&t=758s](https://www.youtube.com/watch?v=nfFQkH42G_0&t=758s).



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## Pending Resolutions

Resolutions will be discussed at the Monday, January 29th Full Board Meeting.

- Two appointments will be made to fill four year terms on the **Livingston County Foundation Board of Directors**.
- An appointment will be made to fill a one year term on the **Livingston County Parks & Open Space Advisory Committee**.
- The Board of Commissioners will consider signing a **letter of understanding** with the Michigan Association of Fire Fighters representing Paramedics regarding State of Michigan licensure.
- EMS will request to purchase **four ambulance remounts** from Emergency Vehicles Plus at a cost of \$956,356.
- An **amendment to the agreement** with Cohl, Stoker & Toskey, P.C. to provide legal services will be considered. The amendment requests an increase of 3% to the yearly fixed fee for 2024 and an increase in the hourly rate for litigation and labor work of \$5 an hour.
- Distribution of \$20,000 in **American Rescue Plan Funding** will be considered for Bountiful Harvest, Inc. to allocate for the Feeding the Needy of Livingston County Project. This project provides residents in need with groceries twice a month as well as hot meals Tuesday through Saturday. Bountiful Harvest Inc. also provides lunch boxes with seven days of lunches to children in need who are homeschooled or in school and struggling to afford school lunches.
- The Drain Commissioners' Office will request an expenditure in excess of \$10,000 for **repairs to the Thompson Lake Dam**, downstream culvert and modification of its log gate mechanism.

## Upcoming Events

### Livingston Link-Up 2/2/24

Livingston Link-Up invites business professionals, medical personnel, care providers, and those who assist residents in need to their free event Friday, February 2nd from 4:30 – 6:00 p.m. at 2|42 Community Church in Brighton (7526 Grand River Ave.) This is the perfect opportunity for professionals and organizations to meet up with the people and groups working on local issues. Your referrals, insights, volunteerism, and financial support might be the missing link in solving some of our shared community challenges! There's no registration needed. Simply show up and get to know other local professionals.



### Community Connect 2/3/24

Community Connect 2024 will be held on Saturday, February 3rd at 2|42 Community Church in Brighton. This free event offers our community another day of connection with services, free resources, and plenty of helpful information. Everyone in Livingston County who could benefit from these services and resources is welcome to attend. Many valuable resources, services, and information will be available. There will be health screenings, haircuts, legal services, and information on topics like housing, utility programs, and basic needs. Over 50 local community agencies will be on-site for you to get to know better. Those who attend can also pick up personal care items, winter gear, laundry detergent, diapers, food, and more. No registration is needed to attend, and families are more than welcome! (Please note that childcare will not be provided.) If you need a ride to this event, LETS is offering free transportation. Please call LETS at (517) 540-7467 to schedule your ride. Thank you to 2|24 Community Church for hosting the event and the following sponsors who make Community Connect possible, Livingston Sunrise Rotary, Brighton Masonic Lodge, and the Livingston County Homeless Continuum of Care.



### Join the Livingston County Courts as an Account Clerk

**\$19.41/Hr | Comprehensive Benefit Package | Full-Time**

This position is responsible for performing general accounting duties in the cash office of the Livingston County Courts. You'll receipt and process payments to cases, provide assistance to the public regarding fines and costs, balance bond money receipts, process restitution payments to victims, participating in collections for unpaid cases, and more. If you have a passion for accounting, helping residents navigate their payments in the Court setting, and providing top-notch customer service, we'd love to have you apply!

Learn More & Apply At: <https://livingston.applicantpool.com/jobs/>



## Survey of Michigan local leaders finds major short-term boost in financial aid doesn't change fundamentals of fiscal stress

By Natalie Fitzpatrick, Debra Horner, and Thomas Ivacko

This report presents Michigan local government leaders' assessments of their jurisdictions' fiscal conditions and the actions they plan to take in the coming year given their financial situations. The findings are based on responses from 15 statewide survey waves of the Michigan Public Policy Survey (MPPS) conducted annually each spring from 2009 through 2023. The Spring 2023 wave of the Michigan Public Policy Survey (MPPS) was conducted between February 6 – April 17, 2023.

**The Michigan Public Policy Survey (MPPS)** is an ongoing census survey of all 1,856 general purpose local governments in Michigan conducted since 2009 by the Center for Local, State, and Urban Policy (CLOSUP). Respondents for the Spring 2023 wave of the MPPS include county administrators, board chairs, and clerks; city mayors, managers, and clerks; village presidents, managers, and clerks; and township supervisors, managers, and clerks from 1,307 jurisdictions across the state.



Center for Local, State, and Urban Policy

 Gerald R. Ford School of Public Policy

## Key Findings

- Despite significant infusions of pandemic-related federal and state aid, Michigan local leaders report their governments' fundamental levels of fiscal stress have not improved. Statewide, 63% of local leaders rate their fiscal stress as relatively low (a score of 4 or lower on the MPPS 10-point Fiscal Stress Index), while 8% say it is high (at 7 or higher), both percentages essentially unchanged from last year.
  - » The 8% of jurisdictions statewide with high fiscal stress represent approximately 148 Michigan local governments.
  - » By population size, fewer mid-sized jurisdictions (with between 5,001–10,000 residents) report low fiscal stress compared to 2022, while both smaller and larger jurisdictions report little change. However, a significant drop among the smallest jurisdictions reporting low stress between 2021–2022 has persisted, with just 57% currently reporting low fiscal stress.
- Looking at short-term year-over-year change in local governments' ability to meet fiscal needs shows fewer jurisdictions reporting fiscal improvement this year. Statewide, 36% say they are better able to meet their fiscal needs in 2023, a drop from the record high 41% last year. In addition, local officials say the improvements are relatively small shifts, not significant changes. Meanwhile, 18% say they are currently less able to meet their needs than they were last year and 44% statewide report no change.
  - » Improvements in this measure among jurisdictions of all population sizes have dropped from the record highs of 2022 (which were likely linked to infusions of ARPA funding, particular in the state's largest communities), but are still currently higher than in 2021 among all population categories.
- As with these overall measures of fiscal health, some assessments of individual fiscal conditions such as increased revenues from property taxes and the stability of general fund balances are slightly improved, but most are simply holding steady.
- Looking ahead to next year, 42% expect no change in their ability to meet fiscal needs, while 30% expect improvement, and 22% expect further decline.
- In the longer term, 52% of jurisdictions expect low fiscal stress five years from now (down from 63% who have low stress today), while 13% predict high fiscal stress (up from 8% who have high stress today). Concerns about long-term fiscal stress have increased over the past two years.

## Fundamental statewide fiscal stress remains unchanged, but experiences vary at community level

Since its launch in 2009, the Michigan Public Policy Survey (MPPS) has reported on the trends in fiscal health among Michigan local governments by asking local officials about a variety of measures, from general assessments of overall fiscal health to changes in specific types of revenues and expenditures. Research suggests that local leaders' subjective assessments contribute "forward-looking, context-specific, and difficult-to-quantify insights about local economic and political conditions" that otherwise might be missed by standard financial audit and economic measures.<sup>1</sup>

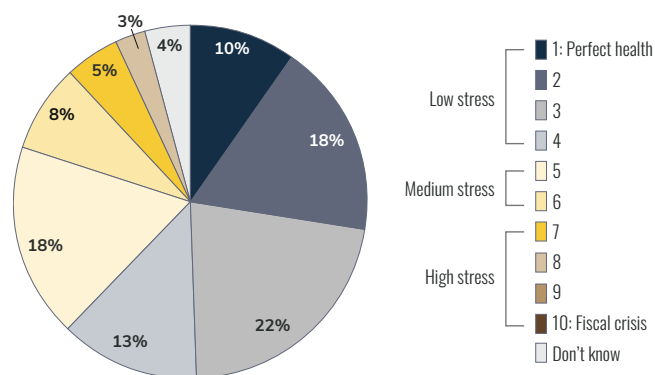
One of the key measures the MPPS started tracking in 2014 is the Fiscal Stress Index (FSI). This measure captures a snapshot of local government fiscal stress and health by asking local leaders to rate their jurisdiction's overall fiscal health on a scale of 1-10, where 1 is perfect fiscal health and 10 is fiscal crisis.

Based on tracking over the last decade, the FSI appears to capture a fundamental measure of fiscal health that tends to change relatively marginally statewide in any given short period of time, likely influenced by major long-term factors such as limitations in revenue growth due to state-imposed tax caps in the Headlee Amendment and Proposal A, the condition of community infrastructure, funding levels for retiree pension and health care obligations, and so on.

As shown in *Figure 1a*, 63% of Michigan's local leaders rate their jurisdiction's fiscal stress on the FSI as relatively low (at 4 or less on the 10-point scale) in 2023. This is essentially unchanged from 2022 (65%), 2021 (65%), and 2020 (64%), but down somewhat from before the pandemic in 2019, when 69% reported relatively low levels of fiscal stress. On the lowest point on the scale, 10% report currently having "perfect fiscal health" (1 on the 10-point scale), unchanged from last year.

Meanwhile, 26% of the state's local governments currently report medium levels of fiscal stress (scores of 5 or 6 on the 10-point scale) and 8% report high levels of stress (scores of 7 or higher), also very similar to last year. Another 4% are unsure about their current level of fiscal stress.

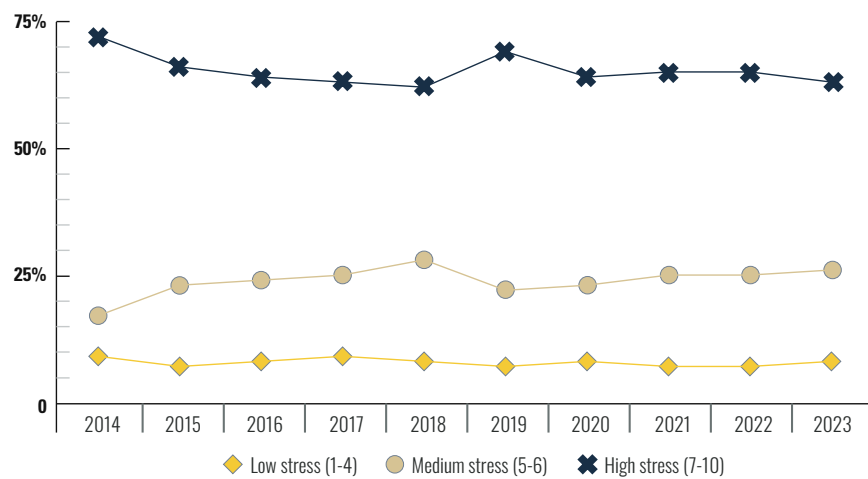
**Figure 1a**  
Officials' assessments of their jurisdiction's current fiscal health, via the MPPS Fiscal Stress Index, 2023



To examine change over time in these annual snapshots, *Figure 1b* shows the percent of jurisdictions reporting low, medium, and high fiscal stress annually since 2014.

Between 2014 and 2018, this measure showed a clear trend of declining fiscal health for jurisdictions as a whole across the state. The percent reporting low fiscal stress dropped from 72% in 2014 to 62% in 2018, and the percent reporting medium fiscal stress increased from 17% to 28%. And although this trend was briefly reversed in 2019, the arrival of the COVID-19 pandemic in 2020 coincided with declining fiscal health once more. Since then, ratings of fiscal stress have held steady from 2020-2023.

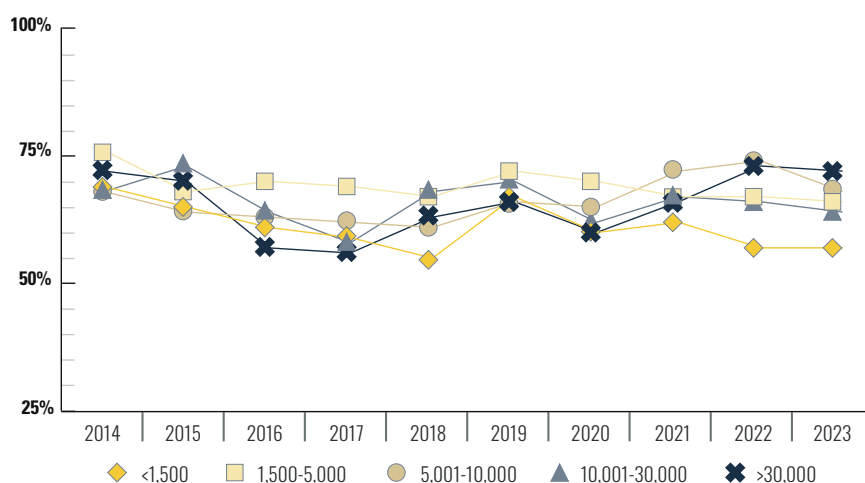
**Figure 1b**  
Percentage of jurisdictions reporting low, medium, and high fiscal stress, 2014-2023



However, the recent trend of stability for all jurisdictions combined across the state masks greater volatility when broken down by jurisdictions' population size. *Figure 1c* shows the percentage of jurisdictions reporting low fiscal stress each year by population category. This year, fewer mid-sized jurisdictions (with 5,001-10,000 residents) report low fiscal stress compared to 2022, while both smaller and larger jurisdictions showed little change. Notably, the significant improvement seen for jurisdictions with more than 30,000 residents between 2021-2022 (during an influx of ARPA funding) persisted, with 72% reporting low fiscal stress, essentially unchanged from 2022 (73%) and substantially higher than 2021 (66%).

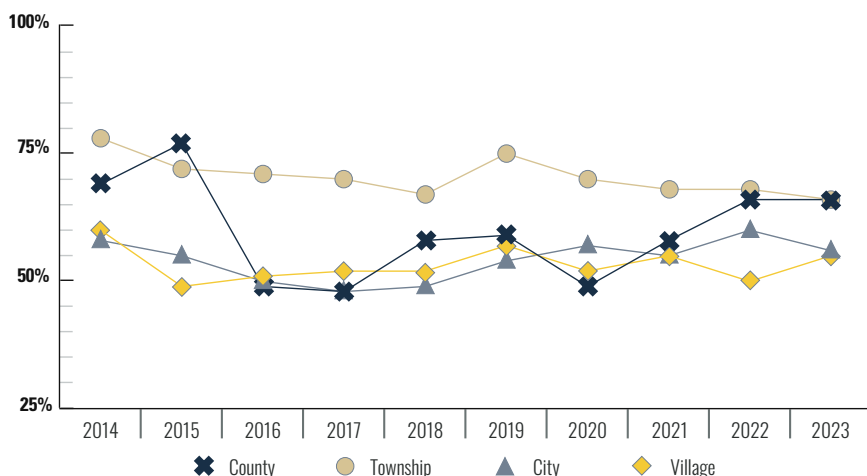
However, the substantial drop seen for jurisdictions with less than 1,500 residents between 2021-2022 also persisted, with just 57% reporting low fiscal stress today, unchanged from 2022 but lower than it was in 2021 (62%).

**Figure 1c**  
Percentage of jurisdictions reporting low fiscal stress, 2014-2023, by population size



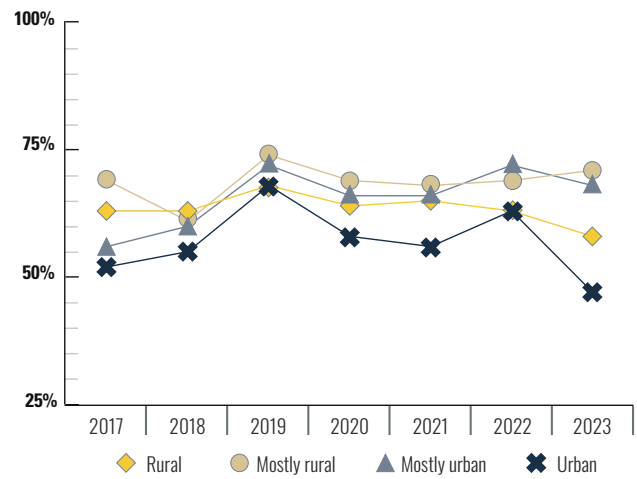
By jurisdiction type, counties and townships are more likely to report low fiscal stress (66%) compared with cities (56%) and villages (55%) this year; still, more than half of cities and villages currently report low fiscal stress (see *Figure 1d*). The improvement seen by counties from 2021-2022 persisted this year. By contrast, cities also saw a short burst of improvement from 2021 (55% low stress) to 2022 (60% low stress), but in 2023 this dropped back down to 56%. Meanwhile, the decline for villages in 2022 has reversed in 2023, but townships continue their gradual decline in assessments of current fiscal health.

**Figure 1d**  
Percentage of jurisdictions reporting low fiscal stress, 2014-2023, by jurisdiction type



The MPPS also asks local officials to characterize their jurisdiction on an urban-rural spectrum: rural, mostly rural, mostly urban, or urban. As shown in *Figure 1e*, this year jurisdictions that identify as mostly urban (68%) or mostly rural (71%) are significantly more likely to report low fiscal stress compared to jurisdictions that identify as fully urban (47%) or fully rural (58%). The percent of urban jurisdictions reporting low fiscal stress dropped sharply from 63% in 2022 to 47% in 2023, a new low point since the MPPS began tracking along the urban-rural spectrum in 2017. Reports of low fiscal stress also declined among mostly urban and fully rural jurisdictions, although less dramatically. Meanwhile, jurisdictions that identify as mostly rural are the only category that saw a slight improvement compared to 2022.

**Figure 1e**  
Percentage of jurisdictions reporting low fiscal stress 2017-2023, by urban-rural self-identification



## Change in local governments' ability to meet this year's fiscal needs shows no improvement

Whereas the FSI takes a snapshot of fundamental and overall current fiscal health, the MPPS also asks local leaders about short-term changes in fiscal health, measuring whether jurisdictions are better able or less able to meet their financial needs now compared to the previous year. This measure appears to capture more fleeting and volatile changes, compared with the FSI's more fundamental assessment.

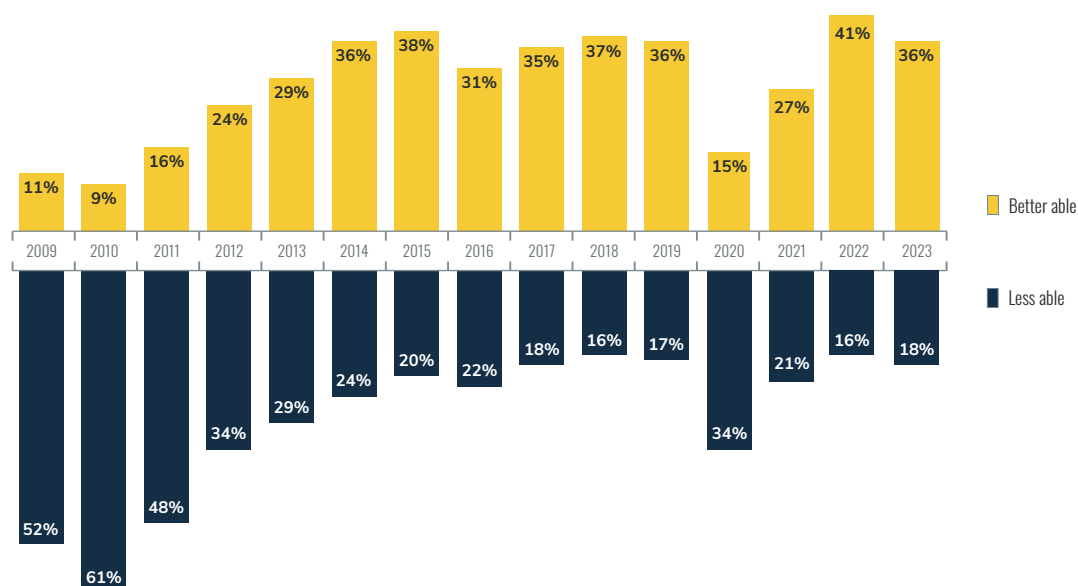
After five years of improvement during the recovery from the Great Recession from 2010 to 2015, this metric reversed in 2016 before plateauing from 2017 to 2019. It then declined sharply during the initial arrival of the COVID-19 pandemic in 2020, before rebounding again in 2021 with initial rounds of state and federal aid, before spiking sharply upward in 2022 amid the influx of money from the American Rescue Plan Act and other federal and state aid.

As of 2023, 36% of local governments report being better able to meet their fiscal needs compared to the previous year. This is down somewhat from the record high 41% in 2022, but still significantly up from 27% who said the same in 2021 (see *Figure 2a*). Similarly, only 18% of jurisdictions in 2023 report being less able to meet fiscal needs, essentially unchanged from 2022 (16%) and down from 21% of jurisdictions in 2021 and 34% in 2020 when the economy experienced widespread shutdowns with the arrival of the COVID-19 pandemic. Meanwhile, 44% of local governments say they are simply holding steady as of 2023, reporting no significant change in their fiscal health in 2022.

It is also worth noting that among the 36% of jurisdictions that say they are better able to meet financial needs in 2023 compared to the previous year, most of the reported improvements are relatively small, with 30% of jurisdictions statewide reporting they are “somewhat” better able to meet financial needs, while just 6% are “significantly” better able. The marginal changes may also help explain why these improvements are not reflected in the more fundamental fiscal stress index.

**Figure 2a**

Percentage of jurisdictions reporting they are better or less able to meet their fiscal needs in current year compared to previous year, 2009-2023



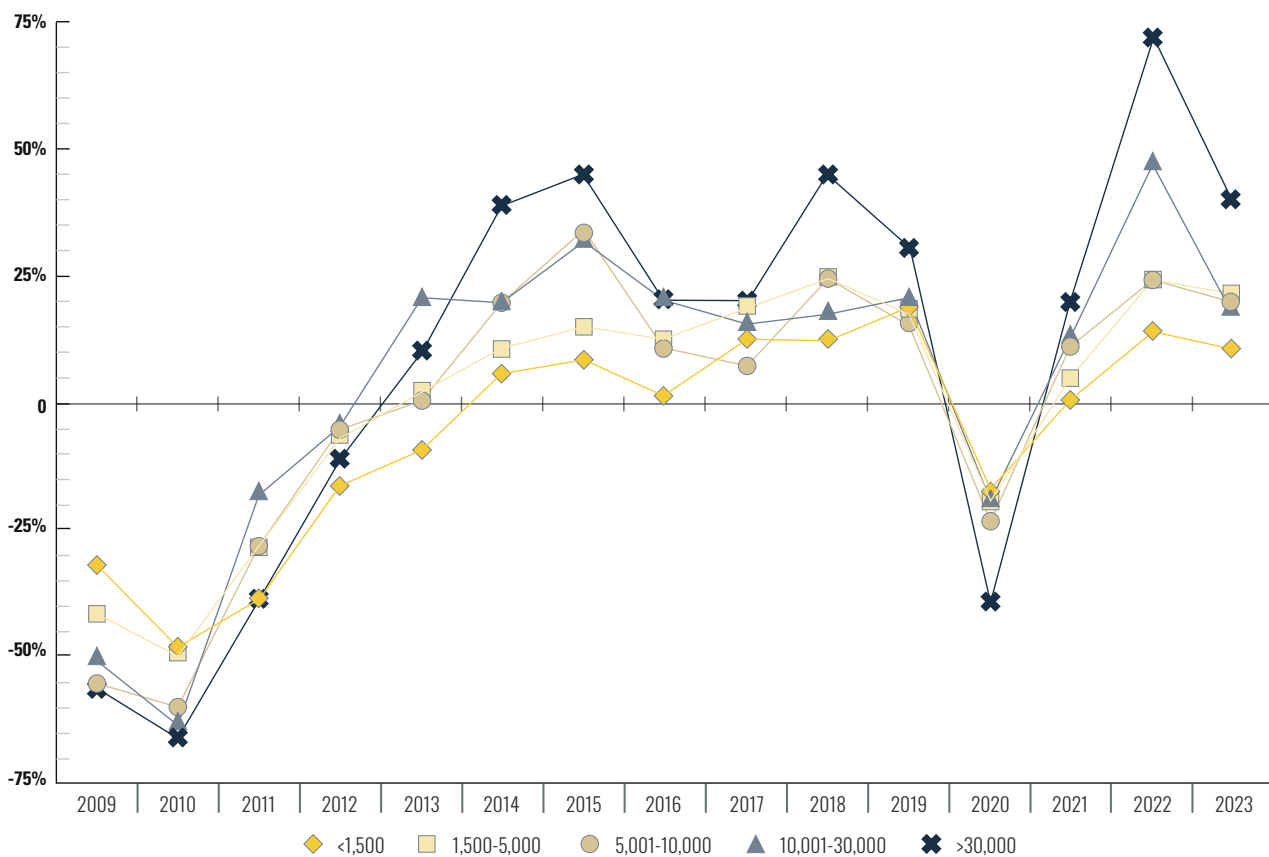
Note: responses for “neither better nor less able” and “don’t know” not shown

Figure 2b presents this year-over-year change in ability to meet fiscal needs over the last decade broken out by jurisdiction population-size category and displayed as “net” change: the percentage of jurisdictions that were better able to meet their needs minus the percentage that were less able, for each population grouping. For instance, among jurisdictions with more than 30,000 residents, 55% were better able to meet their fiscal needs while 15% were less able, for a net rating of 40%, which is down sharply from 72% in 2022.

Looking at the different population-size categories in Figure 2b, net improvement among jurisdictions of all sizes has dropped at least slightly from the highs of 2022. The drop is particularly notable among Michigan’s larger jurisdictions with more than 10,000 residents. These jurisdictions received larger amounts of ARPA funding, and experienced dramatic improvements in year-over-year capacity to meet their fiscal needs between 2021 and 2022. And although the bounce reported in 2022 has dropped again, this net improvement measure is still currently higher than in 2021 among all population categories.

**Figure 2b**

Net fiscal health yearly change: percentage of jurisdictions reporting improving fiscal health minus percentage reporting declining health, 2009-2023, by population size



As shown in *Figure 2c*, Michigan's cities are the most likely to report more improvement than decline in net year-over-year fiscal health (26%) compared with other jurisdiction types, followed by counties (22%), townships (18%), and villages (5%). Again, all of these measures declined compared to 2022. Furthermore, the net rating among counties is now lower than in 2021 as well.

**Figure 2c**

Net fiscal health yearly change: percentage of jurisdictions reporting improving fiscal health minus percentage reporting declining health, 2009-2023, by jurisdiction type



Figure 2d displays the same “net” change for jurisdictions across Michigan aggregated at the county level, regardless of their size or type. The annual maps contrast counties (in shades of red) where more jurisdictions are experiencing year-over-year fiscal decline than are experiencing improved fiscal health, compared with those counties (in shades of green) where more jurisdictions are experiencing improved fiscal health than decline. Counties where there are equal numbers of jurisdictions experiencing improvement and decline are shaded grey. Jurisdictions that report no change in ability to meet fiscal needs are excluded from the county-wide aggregations, and so if a large number experience no change, then the net calculation may include a relatively small number of jurisdictions in any given county.

The darkest shades of green and red show counties where the net calculation of jurisdictions improving minus those declining is greater than 50% (positive if green, negative if red). For example, if 76% of jurisdictions in a county are improving while 24% are declining, the net calculation is  $76\% - 24\% = 52\%$  improving, displayed in the darkest shade of green. Lighter shades show where the net calculation is between 26% and 50%, or between 0 and 25%. For example, if 27% of jurisdictions in a county are improving while 33% are declining, the net calculation is  $27\% - 33\% = -6\%$ , which results in the lightest red shade.

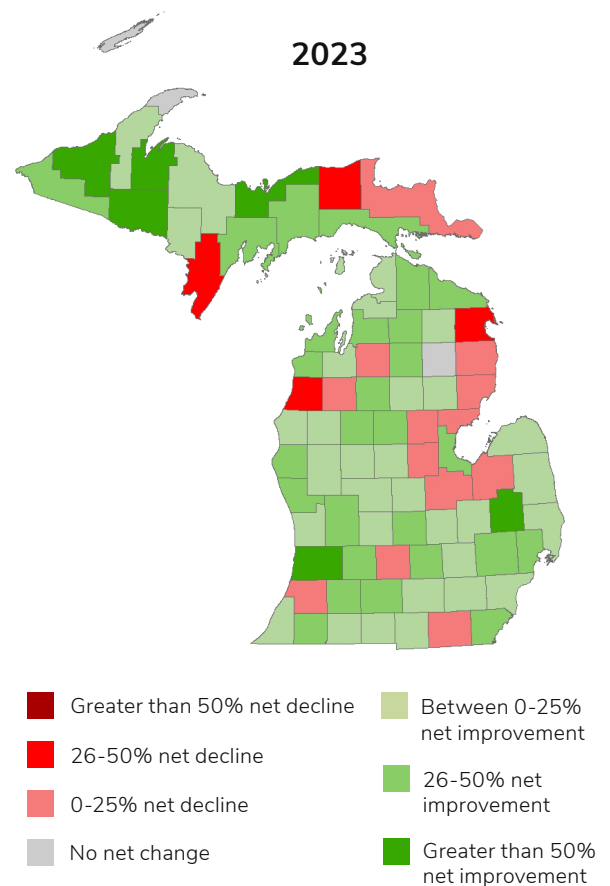
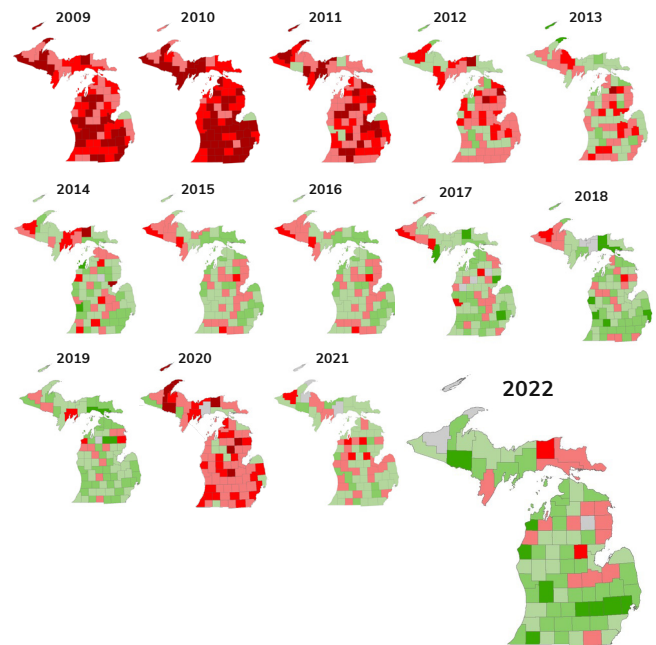
At the low point during the Great Recession in 2010, the map was almost uniformly red, showing widespread fiscal decline across the state. This gradually improved over time, and by 2019 most counties showed net improvement for their local jurisdictions. After a sharp drop in the early months of the COVID-19 pandemic in 2020 (with 71 out of 83 counties reporting year-over-year net decline among their local governments), fiscal health rebounded in many jurisdictions in 2021 and 2022.

This rebound continued in 2023, with 66 counties reporting net improvement in fiscal health among their local jurisdictions this year, including six that saw a net improvement among over 50% of their reporting local governments. Meanwhile, 17 counties report continuing net declines, but only one with a net score worse than -30% (highlighted with the medium red shade), and none worse than -50%.

Appendix A at the end of this report displays the actual percent net change reported for each of Michigan’s 83 counties for 2023.

**Figure 2d**

Net fiscal health yearly change: percentage of jurisdictions reporting improving fiscal health minus percentage reporting declining health, 2009–2023, by county



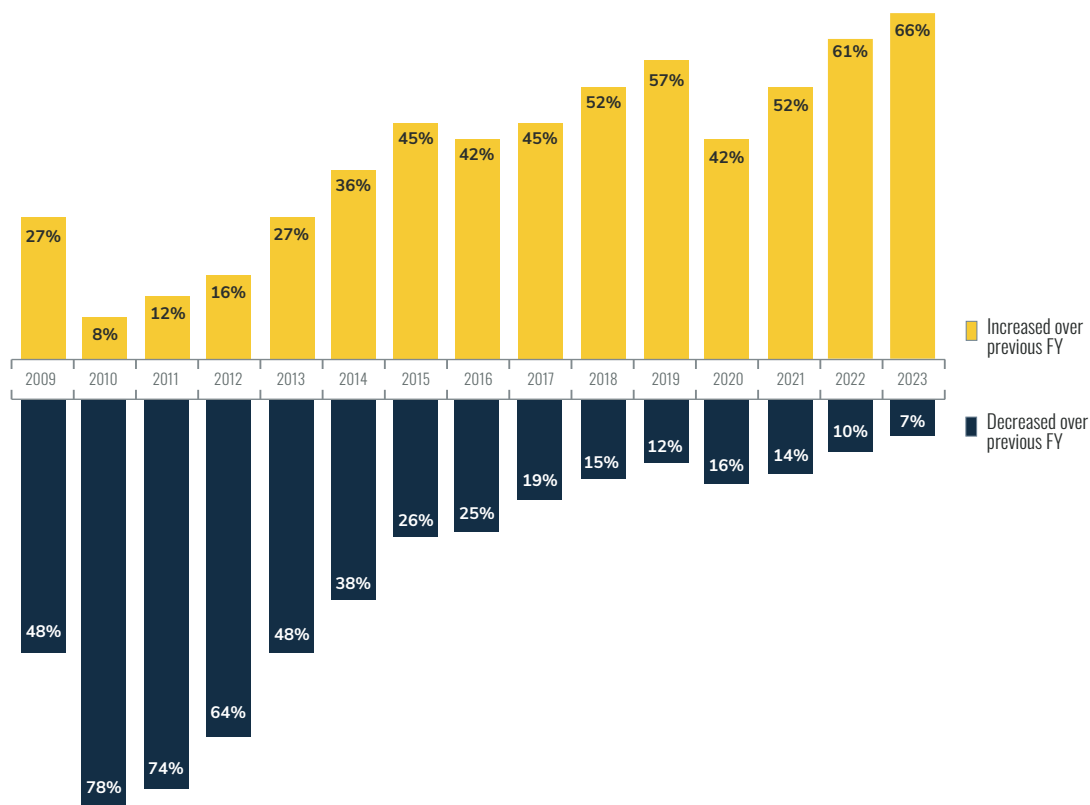
## Revenues from property taxes continue to increase

The MPPS also asks local leaders about changes in revenues from four different sources: property taxes, fees for services, state aid, and federal aid. For example, as shown in *Figure 3a*, 66% of Michigan local governments report increased property taxes in 2023, the highest percentage since the MPPS began its tracking. Again, however, most of these reported increases are small, with just 2% statewide reporting that revenues from property taxes increased significantly this year.

Jurisdictions with increased property tax revenue may be better able to meet their fiscal needs compared to the prior year, but if those revenue increases are small then this probably doesn't move the needle on the Fiscal Stress Index's more fundamental measurement of fiscal health, as described earlier.

**Figure 3a**

Percentage of jurisdictions overall reporting changes in property tax revenue compared with previous fiscal year, 2009-2023



Note: responses for "no change," "not applicable," and "don't know" not shown

Figure 3b shows the net calculations for the percentage of jurisdictions with increased property tax revenues minus the percentage with decreased revenues for jurisdictions aggregated into groups by their population size. These net increases in property tax revenue continue to improve after a sharp drop between 2019 and 2020 (see Figure 3b).

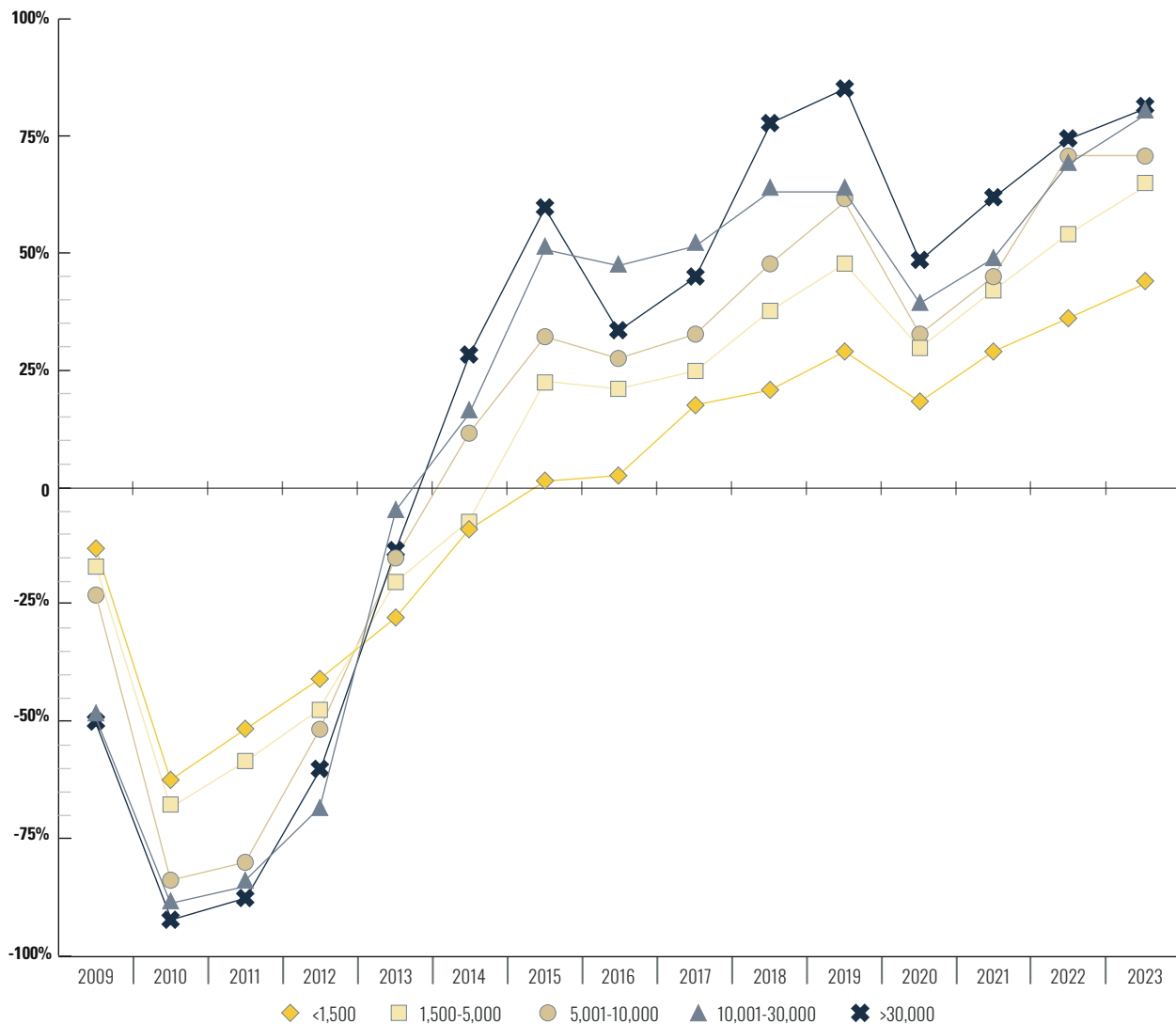
Looking at other revenues, more than half (54%) of jurisdictions reported increases in federal aid in 2022, including 21% who said their federal aid greatly increased, reflecting the distribution of American Rescue Plan Act (ARPA) funds and other COVID-related aid. However, in 2023, this growth dropped significantly, with just 27% of all Michigan jurisdictions reporting further increases in federal aid, including just 7% that said the increases were large, while 14% reported decreased federal aid. Larger jurisdictions are more likely to report increases, including 53% of jurisdictions with more than 30,000 residents, compared with just 19% of jurisdictions with under 1,500 residents.

While fewer jurisdictions report increased federal aid compared to last year, 35% had increased state aid, only slightly down from 37% in 2022. However, as with federal aid, the increases are much more common in jurisdictions with more than 10,000 residents compared to smaller jurisdictions.

Data from 2009-2023 on changes in local government finances and operations this year compared to the last year are available in Appendix B.

**Figure 3b**

Net property tax yearly change: percentage of jurisdictions reporting increases in property tax revenue minus percentage reporting decreases in property tax revenue, 2009-2023, by population size



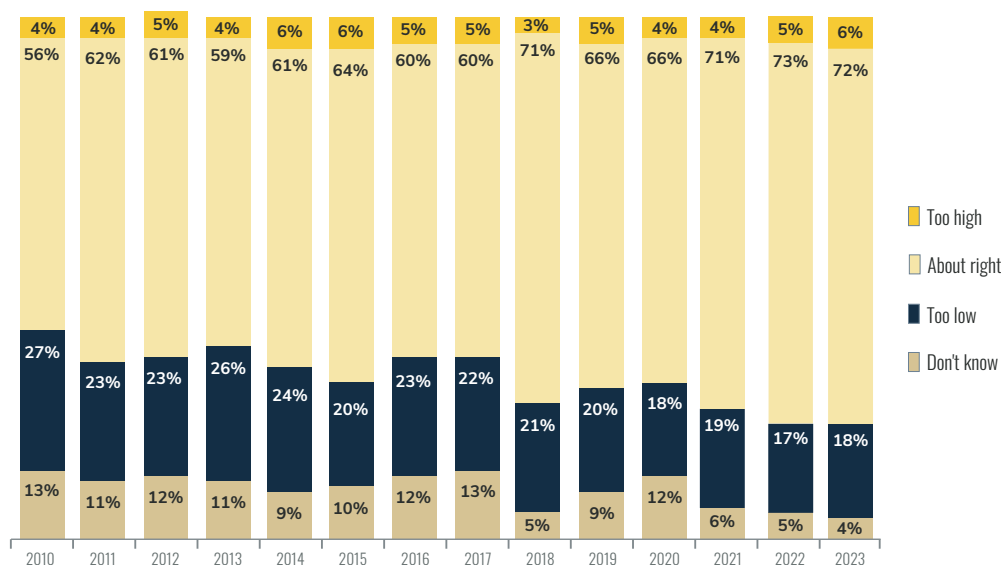
## Assessments of general fund balance, cash flow, remain positive

One key aspect of fiscal health is a jurisdiction's general fund balance. Each year, the MPPS asks whether the balance is too high, about right, or too low to meet their jurisdiction's fiscal needs. As of spring 2023, 72% of local officials statewide say their general fund balance is about right while 18% say their balance is too low (see *Figure 4*). This is essentially unchanged compared to 2022.

The MPPS also asks about the status of local governments' cash flow, a particularly sensitive indicator of fiscal stress. In 2023, 62% of jurisdictions statewide say cash flow is "not a problem at all," while few say cash flow is somewhat of a problem (5%), and less than 1% of respondents say it is a significant problem.

**Figure 4**

Percentage of officials saying their general fund balance is too high, too low, or about right, 2010-2023



## Declining optimism for fiscal improvement in the year ahead, while a plurality believe they will simply hold steady

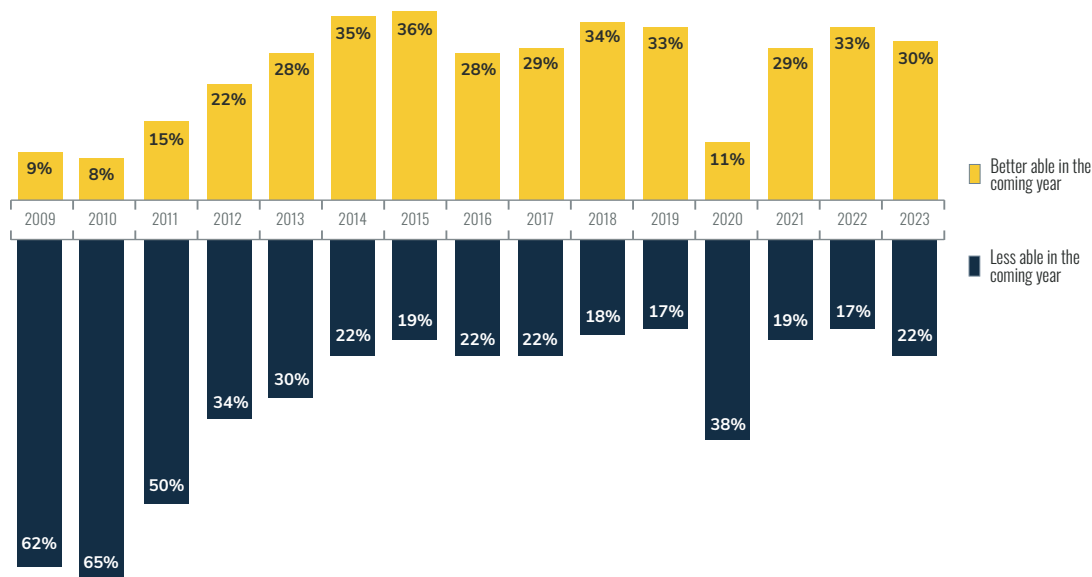
Michigan local officials' optimism is even more restrained when looking one year into the future, compared with looking backward. As of 2023, fewer than one-third (30%) statewide predict their jurisdiction will be better able to meet its fiscal needs in 2024 (see *Figure 5*). By comparison, 33% said the same in 2022 when looking ahead to 2023. Meanwhile, 22% of local leaders believe their jurisdictions will be less able to meet fiscal needs in 2024, compared with 17% who felt this way in 2022 looking ahead to 2023.

Most predict no change over the coming year, with 42% statewide expecting to be neither better nor less able to meet financial needs in 2024, while 6% are uncertain.

*Data from 2009-2023 on expected changes in local government finances and operations next year compared to this year are available in Appendix C.*

**Figure 5**

Percentage of jurisdictions predicting they will be better or less able to meet their fiscal needs in next year compared to current year, 2009-2023



Note: responses for "no change" and "don't know" not shown

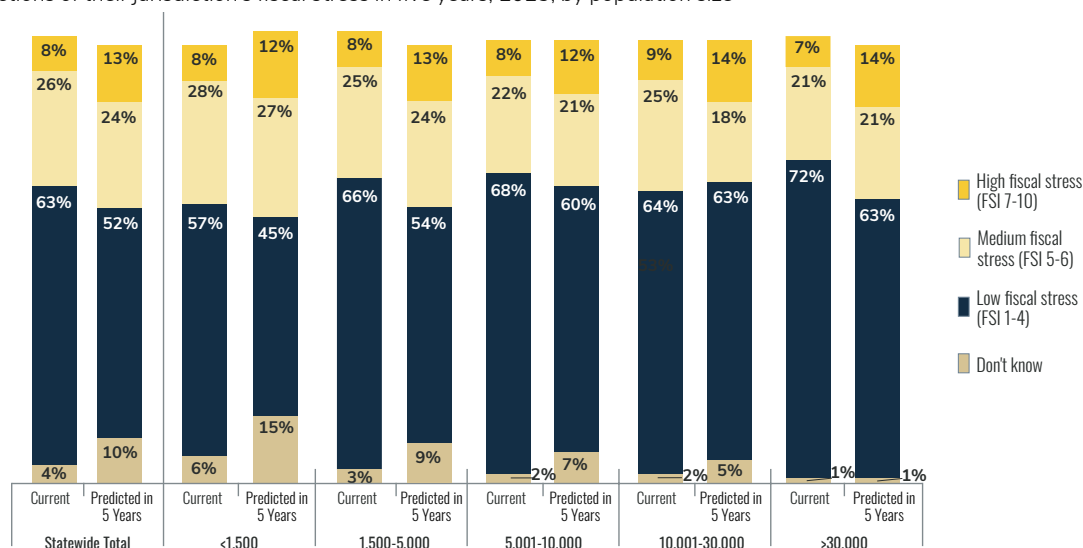
## Increased anxiety about Michigan local government fiscal health in the long term

Michigan's local leaders typically express more concerns about longer-term fiscal health compared to shorter-term measures, reflecting their beliefs that the state's system of funding local government is inadequate to keep up with demands.<sup>2</sup> As of 2023, although 8% say they are currently experiencing high fiscal stress, 13% expect to experience high fiscal stress five years down the road (see *Figure 6*). Meanwhile, 52% expect low fiscal stress in five years, down from 63% who say they have low stress today.

These long-term concerns are slightly more common in jurisdictions with more than 30,000 residents, where 14% now predict high fiscal stress in five years, double the 7% who report high stress today. However, even in the state's smallest jurisdictions, fewer than half (45%) predict they will have low fiscal stress in five years, compared with 57% who report low stress today (note: 15% of officials from these smallest jurisdictions are unsure what the next five years will bring, significantly higher than in larger jurisdictions).

**Figure 6**

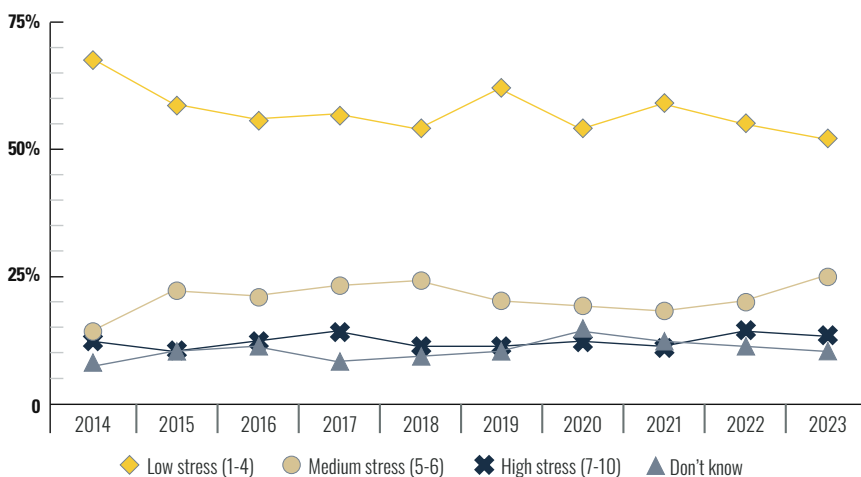
Officials' predictions of their jurisdiction's fiscal stress in five years, 2023, by population size



Concerns about long-term fiscal stress have increased over the past two years. As shown in *Figure 7*, the percent of local officials predicting that their government will have low fiscal stress in five years (52%) is the lowest it has been since this measure was first asked in 2014, while 38% expect medium (25%) or high (13%) stress, a record high.

**Figure 7**

Officials' predictions of their jurisdiction's fiscal stress in five years, 2014-2023





## Conclusion

In 2023 the MPPS finds evidence that the substantial increase in state and federal aid in the previous two years has failed to substantially move the needle on the fundamentals of local government fiscal health in Michigan. Reports of current fiscal stress statewide are essentially unchanged from 2020–2022 levels, while predictions for the future indicate deepening concerns regarding long-term fiscal health.

After record increases in the percent of local governments reporting they were better able to meet their fiscal needs in 2022, reports of improvement were less common in 2023 and more jurisdictions were likely to say they were just holding steady.

More fundamental assessments of fiscal stress using a 10-point Fiscal Stress Index show no statewide improvement from 2022 despite the significant increases in pandemic-related state and federal aid over the last few years. As of 2023, 63% of local leaders rate their governments' fiscal stress as relatively low, while 8% say it is high, compared with 65% and 7% respectively in 2022. However, there are significant differences between Michigan's largest and smallest jurisdictions, and across the rural-urban spectrum.

Looking ahead one year, fewer local officials foresee additional year-over-year improvements, while 42% predict fiscal health will simply remain stable. And looking farther down the road, officials from jurisdictions of all sizes predict a drop in their fiscal health over the next five years, with just 52% expecting to have low fiscal stress (down from 63% today), and 13% expecting to face high fiscal stress (up from 8% today). Concerns about this longer-term fiscal health have increased over the past two years.

## Notes

1. Leiser, S., & Mills, S. (2019). Local government fiscal health: Comparing self-assessments to conventional measures. *Public Budgeting and Finance*, 39(3), 75–96. <https://doi.org/10.1111/pbaf.12226>
2. Mills, S., & Ivacko, T. (2016). Local officials say Michigan’s system of funding local government is broken, and seek State action to fix it. Ann Arbor, MI: Center for Local, State, and Urban Policy at the Gerald R. Ford School of Public Policy, University of Michigan. Retrieved from <https://closup.umich.edu/michigan-public-policy-survey/57/local-officials-say-michigans-system-of-funding-local-government-is-broken-and-seek-state-action-to-fix-it>

## 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, conducted by the Center for Local, State, and Urban Policy (CLOSUP) at the University of Michigan in partnership with the Michigan Municipal League, Michigan Townships Association, and Michigan Association of Counties. 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 2023 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, managers and clerks; 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.

The Spring 2023 wave was conducted from February 6 – April 17, 2023. A total of 1,307 jurisdictions in the Spring 2023 wave returned valid surveys (70 counties, 217 cities, 174 villages, and 846 townships), resulting in a 70% response rate by unit. The margin of error for the survey for the survey as a whole is +/- 1.47%. 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.

Detailed tables of the data analyzed in this report broken down several ways—by jurisdiction type (county, city, township, or village); by population size of the respondent’s community, by the region of the respondent’s jurisdiction; and by self-identified rural, mostly rural, mostly urban, or urban categories—will be available online at the MPPS homepage: [closup.umich.edu/michigan-public-policy-survey](https://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.*

## Appendices

### Appendix A

Net fiscal health yearly change: percentage of jurisdictions that report improving fiscal health minus percentage reporting declining health, 2019-2023, by county

County Name	% Less Able to Meet Fiscal Needs	% Neither Better nor Less Able	% Better Able to Meet Fiscal Needs	% Don't Know	Net Yearly Change for 2023
ALCONA	19%	71%	10%	0%	-9%
ALGER	0%	26%	74%	0%	74%
ALLEGAN	7%	21%	68%	4%	61%
ALPENA	28%	72%	0%	0%	-28%
ANTRIM	6%	37%	50%	7%	44%
ARENAC	35%	46%	19%	0%	-16%
BARAGA	15%	15%	69%	0%	54%
BARRY	8%	57%	35%	0%	28%
BAY	23%	24%	52%	0%	29%
BENZIE	15%	30%	54%	0%	39%
BERRIEN	12%	52%	36%	0%	24%
BRANCH	16%	39%	35%	10%	18%
CALHOUN	5%	62%	32%	0%	27%
CASS	18%	26%	56%	0%	37%
CHARLEVOIX	7%	66%	27%	0%	20%
CHEBOYGAN	0%	73%	27%	0%	27%
CHIPPEWA	29%	48%	7%	15%	-22%
CLARE	11%	48%	41%	0%	30%
CLINTON	4%	55%	40%	0%	36%
CRAWFORD	24%	25%	50%	0%	26%
DELTA	19%	29%	52%	0%	34%
DICKINSON	0%	76%	10%	14%	10%
EATON	40%	35%	25%	0%	-15%
EMMET	20%	50%	30%	0%	11%
GENESEE	24%	35%	33%	8%	9%

GLADWIN	22%	64%	7%	8%	-15%
GOGEBIC	12%	29%	59%	0%	48%
GRAND TRAVERSE	11%	69%	20%	0%	8%
GRATIOT	23%	35%	43%	0%	20%
HILLSDALE	23%	48%	29%	0%	6%
HOUGHTON	15%	41%	30%	14%	15%
HURON	6%	54%	20%	20%	14%
INGHAM	6%	41%	46%	6%	40%
IONIA	22%	43%	36%	0%	14%
IOSCO	23%	60%	17%	0%	-7%
IRON	0%	14%	86%	0%	86%
ISABELLA	24%	30%	46%	0%	22%
JACKSON	22%	46%	28%	4%	6%
KALAMAZOO	20%	31%	49%	0%	29%
KALKASKA	34%	44%	22%	0%	-13%
KENT	12%	26%	59%	3%	47%
KEWEENAW	0%	100%	0%	0%	0%
LAKE	21%	55%	24%	0%	4%
LAPEER	0%	49%	51%	0%	51%
LEELANAU	17%	32%	51%	0%	33%
LENAWEE	35%	34%	32%	0%	-3%
LIVINGSTON	16%	54%	29%	0%	13%
LUCE	28%	47%	0%	24%	-28%
MACKINAC	11%	45%	44%	0%	33%
MACOMB	15%	25%	55%	5%	40%
MANISTEE	36%	53%	11%	0%	-25%
MARQUETTE	28%	40%	32%	0%	4%
MASON	10%	69%	22%	0%	12%
MECOSTA	13%	56%	31%	0%	17%

MENOMINEE	47%	45%	8%	0%	-39%
MIDLAND	29%	49%	21%	0%	-8%
MISSAUKEE	8%	55%	37%	0%	29%
MONROE	22%	24%	54%	0%	32%
MONTCALM	32%	17%	46%	5%	14%
MONTMORENCY	23%	26%	39%	13%	16%
MUSKEGON	17%	31%	45%	7%	28%
NEWAYGO	15%	46%	34%	5%	20%
OAKLAND	10%	44%	46%	0%	37%
OCEANA	22%	31%	47%	0%	25%
OGEMAW	14%	66%	20%	0%	6%
ONTONAGON	12%	24%	64%	0%	52%
OSCEOLA	8%	56%	36%	0%	28%
OSCODA	0%	100%	0%	0%	0%
OTSEGO	11%	40%	49%	0%	38%
OTTAWA	20%	49%	31%	0%	11%
PRESQUE ISLE	7%	60%	33%	0%	26%
ROSCOMMON	8%	65%	28%	0%	20%
SAGINAW	26%	49%	25%	0%	-1%
SANILAC	12%	63%	25%	0%	13%
SCHOOLCRAFT	12%	29%	59%	0%	46%
SHIAWASSEE	23%	51%	25%	0%	2%
ST CLAIR	13%	53%	30%	5%	17%
ST JOSEPH	20%	41%	40%	0%	20%
TUSCOLA	26%	44%	25%	5%	-1%
VAN BUREN	30%	44%	23%	4%	-7%
WASHTENAW	13%	48%	35%	4%	22%
WAYNE	27%	36%	36%	0%	9%
WEXFORD	37%	44%	19%	0%	-18%

## Appendix B

Conditions in the current fiscal year compared to the previous fiscal year, 2009-2023

		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenue from property tax	Increased	27%	8%	12%	16%	27%	36%	45%	42%	45%	52%	57%	42%	52%	61%	66%
	Decreased	48%	78%	74%	64%	48%	38%	26%	25%	19%	15%	12%	16%	14%	10%	7%
Revenue from fees for services, licenses, transfers, etc.	Increased	7%	4%	7%	10%	13%	17%	18%	19%	21%			15%	18%	26%	26%
	Decreased	54%	59%	47%	34%	26%	18%	13%	12%	10%			25%	23%	11%	9%
Amount of debt	Increased			12%	12%	14%	12%	15%	14%	16%		17%		13%	15%	
	Decreased			18%	21%	22%	21%	20%	21%	19%		18%		16%	17%	
Ability of jurisdiction to repay its debt	Increased			7%	12%	14%	15%	18%	13%	14%	14%	18%	8%	11%	17%	15%
	Decreased			7%	7%	6%	4%	4%	6%	3%	2%	3%	8%	3%	2%	2%
Amount of federal aid to jurisdiction	Increased	9%	8%	3%	5%	4%	5%	6%	4%	6%				31%	54%	27%
	Decreased	38%	39%	29%	22%	21%	14%	11%	13%	14%				9%	7%	14%
Amount of state aid to jurisdiction	Increased	3%	1%	9%	15%	17%	27%	28%	18%	17%	30%	32%	15%	23%	37%	35%
	Decreased	69%	86%	61%	45%	34%	21%	14%	20%	19%	15%	16%	30%	19%	13%	11%
Number of tax delinquencies	Increased		46%	47%	40%	30%	23%	20%	19%	16%	15%	16%		25%	18%	
	Decreased		20%	12%	12%	13%	15%	16%	17%	15%	15%	14%		6%	7%	
Number of home foreclosures	Increased		60%	56%	41%	29%	18%	15%	13%	10%						11%
	Decreased		16%	10%	17%	25%	31%	33%	29%	26%						8%
Public safety needs	Increased	36%	29%	28%	29%	29%	28%	29%	33%	35%	32%	41%	25%	36%	41%	43%
	Decreased	9%	6%	3%	3%	3%	2%	1%	2%	2%	5%	4%	7%	2%	2%	2%
Infrastructure needs	Increased	55%	47%	43%	45%	50%	54%	52%	56%	56%	48%	63%	35%	55%	65%	60%
	Decreased	12%	7%	5%	5%	3%	2%	2%	2%	4%	7%	4%	10%	3%	2%	2%
Human service needs	Increased	45%	43%	35%	35%	29%	30%	28%	27%	28%	23%	33%	28%	37%	38%	40%
	Decreased	8%	6%	3%	1%	1%	1%	1%	1%	1%	2%	2%	8%	2%	1%	2%
General government operations needs	Increased						34%	34%	34%	36%	37%	42%	28%	42%	49%	49%
	Decreased						1%	1%	2%	3%	3%	2%	9%	2%	1%	2%
Number of employees	Increased		2%	2%	3%	4%	8%	10%	10%	13%	14%	14%		10%	15%	
	Decreased		27%	23%	19%	16%	9%	7%	6%	5%	5%	5%		7%	7%	
Pay rates for employee wages and salaries	Increased	36%	20%	21%	27%	39%	46%	53%	51%	57%				59%	72%	
	Decreased	15%	13%	10%	7%	5%	3%	1%	1%	2%				1%	1%	

<b>Cost of employee pensions</b>	Increased	40%	30%	22%	21%	24%	25%	26%	28%	30%	25%	26%	25%	28%	32%	32%
	Decreased	4%	4%	3%	4%	3%	3%	2%	2%	2%	2%	2%	1%	1%	2%	3%
<b>Cost of current employee health benefits</b>	Increased	51%	47%	35%	32%	31%	34%	34%	33%	36%	35%	34%	31%	32%	36%	39%
	Decreased	6%	8%	7%	8%	8%	4%	5%	4%	2%	2%	3%	2%	2%	1%	1%
<b>Cost of retired employee health benefits</b>	Increased	31%	24%	17%	16%	16%	17%	15%	16%	18%	15%	16%	15%	16%	19%	20%
	Decreased	4%	4%	3%	3%	4%	2%	3%	2%	1%	2%	1%	3%	1%	1%	2%

Notes: Responses for “no change,” “don’t know,” and “not applicable” not shown. Percentages are based on all responding jurisdictions (not just those that selected an option other than “not applicable”). The “not applicable” response option was added in 2011, so direct comparisons with earlier waves may be compromised. Question text for “pay rates for employee wage & salaries” changed slightly between 2010 and 2011. See web tables for exact question text.

## Appendix C

Predicted actions for the coming fiscal year compared to the current fiscal year, 2009-2023

		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Property tax rates	Increase	18%	10%	15%	15%	22%	23%	27%	22%	26%	25%	28%	18%	31%	38%	41%
	Decrease	17%	32%	19%	15%	12%	7%	5%	6%	5%	4%	4%	8%	4%	4%	3%
Charges for fees for services, licenses, etc.	Increase	23%	22%	20%	19%	21%	18%	18%	18%	23%			16%	23%	29%	30%
	Decrease	7%	7%	3%	2%	2%	2%	1%	1%	1%			5%	2%	1%	1%
Reliance on general fund balance	Increase		49%	36%	34%	30%	27%	26%	30%	28%	30%	32%	36%	32%	32%	33%
	Decrease		8%	8%	5%	6%	5%	6%	5%	5%	4%	5%	4%	3%	3%	3%
Reliance on "rainy day" funds	Increase		38%	25%	21%	19%	17%	17%	17%	17%						
	Decrease		7%	4%	4%	5%	5%	5%	5%	6%						
Amount of services provided	Increase	9%	7%	6%	10%	12%	13%	15%	15%	19%	21%	20%	10%	18%	22%	24%
	Decrease	24%	29%	21%	15%	12%	7%	5%	6%	4%	5%	5%	12%	5%	4%	4%
Actual public safety spending	Increase	26%	22%	20%	22%	27%	33%	34%	34%	33%	35%	39%	26%	40%	48%	48%
	Decrease	18%	22%	16%	9%	7%	4%	3%	4%	4%	3%	4%	7%	2%	1%	2%
Actual infrastructure spending	Increase	28%	25%	23%	32%	34%	42%	43%	42%	45%	49%	51%	32%	54%	66%	62%
	Decrease	30%	34%	21%	10%	10%	7%	5%	6%	5%	5%	5%	14%	3%	2%	4%
Actual human services spending	Increase		6%	5%	6%	8%	9%	9%	8%	10%	11%	11%	11%	17%	18%	21%
	Decrease		17%	10%	6%	4%	2%	1%	2%	2%	2%	1%	5%	1%	1%	1%
Actual general government operations spending	Increase						39%	40%	39%	38%	39%	39%	27%	39%	55%	60%
	Decrease						6%	6%	5%	5%	5%	3%	14%	3%	1%	2%
Funding for economic development programs	Increase	14%	12%	8%	11%	13%	12%	13%	12%	14%				17%	22%	
	Decrease	17%	20%	12%	9%	8%	5%	5%	4%	4%				3%	1%	
Amount of debt	Increase	21%	18%	11%	14%	15%	13%	15%	15%	17%		17%	17%	19%	19%	20%
	Decrease	12%	13%	15%	16%	17%	18%	17%	15%	16%		13%	9%	12%	13%	11%

Sale of public assets (i.e., parks, buildings, etc.)	Increase		5%	5%	6%	6%	7%	7%	7%	9%						
	Decrease		1%	1%	1%	1%	0%	1%	1%	1%						
Privatizing or contracting out of services	Increase	16%	18%	15%	12%	12%	10%	10%	10%	11%	13%	14%	11%			
	Decrease	4%	2%	1%	1%	1%	1%	1%	1%	1%	2%	2%	3%			
Number and/or scope of interlocal agreements or cost-sharing plans	Increase	32%	38%	40%	40%	34%	30%	22%	18%	18%	17%	21%	13%			20%
	Decrease	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	2%			1%
Jurisdiction's workforce hiring	Increase	3%	1%	2%	2%	4%	8%	8%								
	Decrease	20%	22%	14%	8%	8%	3%	3%								
Jurisdiction not filling vacant positions	Increase	22%	23%	16%	10%	9%	7%	5%								
	Decrease	3%	3%	2%	2%	1%	1%	1%								
Number of employees	Increase								9%	11%	11%	12%	6%	12%	14%	18%
	Decrease								4%	5%	4%	3%	8%	4%	4%	3%
Employee pay rates	Increase			21%	30%	40%	47%	53%	48%	56%	61%	63%	44%	56%	68%	72%
	Decrease			6%	4%	3%	2%	1%	1%	1%	0%	1%	2%	0%	0%	0%
Employees' share of premiums, deductibles, and/or co-pays on health insurance	Increase		33%	30%	30%	27%	26%	22%	17%	17%	17%	15%		12%	14%	
	Decrease		2%	1%	0%	1%	1%	1%	0%	0%	0%	0%		0%	1%	
Employees' share of contributions to retirement funds	Increase		15%	14%	13%	13%	11%	11%	11%	12%	10%	11%		9%	11%	
	Decrease		1%	0%	0%	0%	0%	1%	1%	0%	0%	0%		0%	1%	
Retirees' share of premiums, deductibles, and/or co-pays on health insurance	Increase		22%	18%	15%	15%	14%	13%	11%	10%	8%	8%				
	Decrease		1%	0%	0%	0%	0%	0%	0%	0%	0%	0%				

Notes: Responses for "no change," "don't know," and "not applicable" not shown. Percentages are based on all responding jurisdictions (not just those that selected an option other than "not applicable"). The "not applicable" response option was added in 2011, so direct comparisons with earlier waves may be compromised.

## Previous MPPS reports

MPPS Policy Brief: Michigan local government leaders' assessments of democratic functioning improve from 2021 low, but first signs of trouble at local level emerge (December 2023)

MPPS Policy Brief: Challenges continue for state-local relations, according to Michigan local government leaders (November 2023)

MPPS Policy Brief: Michigan local governments' ability to find, get, and manage state and federal grants (October 2023)

Local government leaders sounding alarms over housing shortages spreading across Michigan (September 2023)

MPPS Policy Brief: Michigan local government leaders' views on their employee unions: few changes in relationships or impacts as Right-to-Work comes and goes (July 2023)

MPPS Policy Brief: Challenges for Michigan local governments with ARPA spending continue, particularly in project costs and procurement (June 2023)

MPPS Policy Brief: Most Michigan local officials believe their government workforce reflects their community, less so in urban areas (June 2023)

MPPS Policy Brief: Despite two-year trend of improvement, most Michigan local officials continue to say the state is on the wrong track (May 2023)

Michigan local leaders report widespread support for community recycling programs (March 2023)

Michigan local government leaders report increased problems with workforce recruitment, retention, and other issues (February 2023)

MPPS Policy Brief: Michigan local government officials' assessments of workforce wages and benefits (January 2023)

Michigan local leaders report near-term improvements in fiscal health, especially in large jurisdictions, yet long-term concerns increase (December 2022)

Michigan local leaders' concerns about U.S. democracy at state and federal levels ease somewhat, but remain grim (November 2022)

MPPS Policy Brief: Local government officials give mixed reviews to Michigan's new approach to redistricting (October 2022)

Michigan local government leaders say civic relationships and civil discourse remain healthy, despite worsening national politics (October 2022)

Michigan local government leaders remain confident about their election security and administration, though concerns about disinformation increase (September 2022)

MPPS Policy Brief: Statewide survey finds a majority of Michigan local governments experiencing harassment or other abuse (September 2022)

MPPS Policy Brief: A survey of Michigan local government leaders on American Rescue Plan Act funding and uses (July 2022)

Local leaders' pessimism about Michigan's direction continues, but eases slightly from last year (July 2022)

Internet presence among Michigan local governments: websites, online services, and experience with virtual meetings (May 2022)

Michigan local leaders' views on recycling: current challenges and opportunities for improvement (April 2022)

Recycling Issues, Policies, and Practices among Michigan Local Governments (March 2022)

Michigan local leaders report little change in the tone of civic discourse in their communities, but are concerned about local impacts of increasingly hostile national partisan politics (January 2022)

Michigan local government officials report improved fiscal health after a year of COVID-19, but not yet back to pre-pandemic levels (December 2021)

Michigan local officials' assessments of American democracy at the state and federal levels decline sharply (November 2021)

The lingering impacts of the COVID-19 pandemic on Michigan communities and local governments (October 2021)

Michigan local governments report fewer economic challenges one year into the COVID-19 pandemic, and describe efforts to support local businesses (September 2021)

Local leaders' views on Michigan's initial COVID-19 vaccine rollout in Spring 2021 (August 2021)

Local leaders' concerns about Michigan's direction spike, while evaluations of state leaders sink over the past year (July 2021)

Michigan local leaders' views on state's new approach to electoral redistricting (February 2021)

COVID-19 pandemic sparks Michigan local leaders' concerns for fiscal health (December 2020)

The functioning of democracy at the local level: a compendium of findings from the Michigan Public Policy Survey of local leaders (December 2020)

Energy Issues and Policies in Michigan Local Governments (October 2020)

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

Michigan Local Energy Survey (MiLES): Intergovernmental collaboration on sustainability and energy issues among Michigan local governments (September 2020)

Confidence in the accuracy of Michigan's 2020 Census count among local leaders was not very high, slips further (August 2020)

Michigan local leaders expect mixed impacts from expanded voter registration and absentee voting reforms (July 2020)

Local leaders' evaluations of Michigan's direction and Governor's performance during the COVID-19 pandemic's arrival (July 2020)

The initial impact of the COVID-19 pandemic on Michigan communities and local governments (June 2020)

Energy policies and environmental leadership among Michigan's local governments (January 2020)

Mixed signals continue for Michigan local governments' fiscal health, while future outlooks worsen (December 2019)

Michigan local officials' views on the next recession: timing, concerns, and actions taken (October 2019)

Michigan local government preparations and concerns regarding the 2020 U.S. Census (September 2019)

New Governor, new evaluations of the direction Michigan is headed among local leaders (August 2019)

Positive working relationships reported among Michigan's local elected officials (June 2019)

Community poverty and the struggle to make ends meet in Michigan, according to local government leaders (March 2019)

The state of community civic discourse, according to Michigan's local government leaders (December 2018)

Despite sustained economic growth, Michigan local government fiscal health still lags (November 2018)

Michigan local government leaders' views on medical and recreational marijuana (September 2018)

Rising confidence in Michigan's direction among local leaders, but partisan differences remain (July 2018)

Michigan local government officials weigh in on housing shortages and related issues (June 2018)

Approaches to land use planning and zoning among Michigan's local governments (May 2018)

Workforce issues and challenges for Michigan's local governments (January 2018)

Local leaders' views on elections in Michigan: accuracy, problems, and reform options (November 2017)

Michigan local government officials report complex mix of improvement and decline in fiscal health, but with overall trend moving slowly upward (October 2017)

Michigan local leaders want their citizens to play a larger role in policymaking, but report declining engagement (August 2017)

Michigan local leaders' views on state preemption and how to share policy authority (June 2017)

Improving communication, building trust are seen as keys to fixing relationships between local jurisdictions and the State government (May 2017)

Local leaders more likely to support than oppose Michigan's Emergency Manager law, but strongly favor reforms (February 2017)

Local government leaders' views on drinking water and water supply infrastructure in Michigan communities (November 2016)

Michigan local leaders say property tax appeals are common, disagree with 'dark stores' assessing (October 2016)

Local officials say Michigan's system of funding local government is broken, and seek State action to fix it (September 2016)

Michigan local governments report first declines in fiscal health trend since 2010 (August 2016)

Michigan local leaders' doubts continue regarding the state's direction (July 2016)

Hospital access primary emergency medical concern among many Michigan local officials (July 2016)

Firefighting services in Michigan: challenges and approaches among local governments (June 2016)

Most local officials are satisfied with law enforcement services, but almost half from largest jurisdictions say their funding is insufficient (April 2016)

Local leaders say police-community relations are good throughout Michigan, but those in large cities are concerned about potential civil unrest over police use-of-force (February 2016)

Report: Responding to budget surplus vs. deficit: the preferences of Michigan's local leaders and citizens (December 2015)

Michigan's local leaders concerned about retiree health care costs and their governments' ability to meet future obligations (October 2015)

Fiscal health rated relatively good for most jurisdictions, but improvement slows and decline continues for many (September 2015)

Confidence in Michigan's direction declines among state's local leaders (August 2015)

Michigan local government leaders' views on private roads (July 2015)

Few Michigan jurisdictions have adopted Complete Streets policies, though many see potential benefits (June 2015)

Michigan local leaders have positive views on relationships with county road agencies, despite some concerns (May 2015)

Michigan local government leaders say transit services are important, but lack of funding discourages their development (April 2015)

Michigan local leaders see need for state and local ethics reform (March 2015)

Local leaders say Michigan road funding needs major increase, but lack consensus on options that would raise the most revenue (February 2015)

Michigan local government leaders' views on employee pay and benefits (January 2015)

Despite increasingly formal financial management, relatively few Michigan local governments have adopted recommended policies (December 2014)

Most Michigan local officials are satisfied with their privatized services, but few seek to expand further (November 2014)

Michigan local governments finally pass fiscal health tipping point overall, but one in four still report decline (October 2014)

Beyond the coast, a tenuous relationship between Michigan local governments and the Great Lakes (September 2014)

Confidence in Michigan's direction holds steady among state's local leaders (August 2014)

Wind power as a community issue in Michigan (July 2014)

Fracking as a community issue in Michigan (June 2014)

The impact of tax-exempt properties on Michigan local governments (March 2014)

Michigan's local leaders generally support Detroit bankruptcy filing despite some concerns (February 2014)

Michigan local governments increasingly pursue placemaking for economic development (January 2014)

Views on right-to-work legislation among Michigan's local government leaders (December 2013)

Michigan local governments continue seeking, and receiving, union concessions (October 2013)

Michigan local government fiscal health continues gradual improvement, but smallest jurisdictions lagging (September 2013)

Local leaders evaluate state policymaker performance and whether Michigan is on the right track (August 2013)

Trust in government among Michigan's local leaders and citizens (July 2013)

Citizen engagement in the view of Michigan's local government leaders (May 2013)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Local government fiscal and economic development issues (October 2009)

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



University of Michigan  
**Center for Local, State, and Urban Policy**  
**Gerald R. Ford School of Public Policy**  
Joan and Sanford Weill Hall  
735 S. State Street, Suite 5310  
Ann Arbor, MI 48109-3091

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.

web: [www.closup.umich.edu](http://www.closup.umich.edu)  
email: [closup@umich.edu](mailto:closup@umich.edu)  
phone: 734-647-4091



#### Regents of the University of Michigan

**Jordan B. Acker**  
Huntington Woods

**Michael J. Behm**  
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**Mark J. Bernstein**  
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**Paul W. Brown**  
Ann Arbor

**Sarah Hubbard**  
Okemos

**Denise Ilitch**  
Bingham Farms

**Ron Weiser**  
Ann Arbor

**Katherine E. White**  
Ann Arbor

**Santa J. Ono**  
(ex officio)



# Economic Development Council of Livingston County

## QUARTERLY ECONOMIC DEVELOPMENT REPORTS 2023

# Q4

193 STUDENTS  
PARTICIPATE  
IN JOB  
SHADOW  
DAY

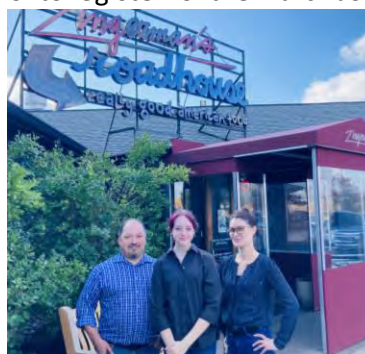
70 REFERRALS  
PROVIDED

1 2023 PROJECT OF  
THE YEAR: MOTOR  
SPORTS GATEWAY

63 RETENTION VISITS

LivCo Job Shadow Day enables all Livingston high school junior and senior students an opportunity to shadow various jobs provided by regional employers. The event encourages students to experience a day in the life of different career paths, ranging from business management to speech pathologists to robotics technicians and many more. This one-day activity provides students with insights into what it's like to be part of different workplaces and careers in the county and surrounding areas.

The fall event took place over three days in October. Over 80 employers opened their doors and over 190 students participated in a job shadow. This program began with 10 participating employers, including Ann Arbor SPARK in 2019! Over 34 new businesses joined in 2023 alone! SPARK continues to support this program financially as well as encouraging more local businesses to participate. For more information or to register for the March Job Shadow event ([LINK](#))



Welcome Julie Jaworski to Spark/ EDCLC; as our business development assistant in Livingston County. She brings a wealth of knowledge from a variety of areas and looks forward to working together as one big team reaching common goals. Her years of involvement in our community will continue to bring great value to Livingston County.

Julie's background includes property management (student housing and HUD/ Sec 8 properties), real estate and banking with most recently adding professional gardening/ landscaping seasonally and auto mechanic training. She has a drive to continue learning and to share knowledge. Collegiate level experience is a bachelor's degree in science from Central Michigan University, master level classes at Texas A&M and Eastern Michigan University.

Julie has raised three adult daughters and is an active grandma to two young grandsons. This life experience has made her familiar with both Livingston and Washtenaw County schools, childcare, athletic programs and community resources available for use





The Economic Development Council of Livingston County (EDCLC) held its Annual Meeting on Thursday, November 9, 2023, at Crystal Gardens Banquet Center in Howell. The panel discussion topic was *Driving Economic Success: Strategies, Resources, Results*. Panel members representing Livingston County businesses included **John Chwalibog, CEO of VTS; Suzanne Morrison, Marketing Director of Hatch Stamping Co.; Mark Sarafa, Owner and Founder of Pop Daddy Snacks; and David Snodgrass, CEO of Lake Trust Credit Union.** Stacey Macek from Corrigan Oil served as the facilitator of the panel discussion where panel members shared their economic development success stories and highlighted the local and state resources that were utilized.

Resilience Award: **Howell Area Chamber of Commerce, Inc.**



The event was made possible by our sponsors:





## 4

# SPARK Metrics



The project pipeline October 1, 2023 – December 31, 2023

## PROJECT PIPELINE

Pipeline metrics track projects that SPARK staff are currently working to complete. If and when these projects are complete, they will contribute additional jobs and capital investment into the local economy.

16

Projects in  
Pipeline

3420

Potential New Job  
Commitments

\$3.34B

Potential Capital  
Investment



## SUCCESS METRICS

Metrics of success are recorded when SPARK assists projects that successfully create jobs and/or investment in the community.

2

Successful  
Projects

21

New Job  
Commitments

\$0

Capital  
Investment



## CALL PROGRAM

The Call Program is SPARK's outreach program to local employers. Company visits are made to build relationships, identify projects, and connect employers to community resources.

15

Company Visits

98

FTEs at  
Companies Visited

24

Referrals



## 2023 Retention Visits



Company Name		Location	Company Name		Location
Q1	2 Dandelions Bookshop LLC	City of Brighton	Q2	Livingston County Spencer J Hardy Airport	Howell Township
Q1	Aberrant Brewing Company, Inc.	City of Howell	Q2	The RK Logistics Group, Inc.	Green Oak Township
Q1	Armor Protective Packaging, Inc.	Howell Township	Q2	Total Security Solutions, Inc.	Village of Fowlerville
Q1	Captains’s on Main	City of Brighton	Q2	Fortech Products, Incorporated	Green Oak Township
Q1	Chocolate Boutique & Bakery, LLC	City of Howell	Q3	MEIJER INC	City of Brighton
Q1	Cowork Brighton LLC	City of Brighton	Q3	Eberspacher North America, Inc.	City of Brighton
Q1	Eternity Brewing Company, LLC	Genoa Township	Q3	Brighton Area Schools	City of Brighton
Q1	Grace & Whimsy LLC	City of Brighton	Q3	TG Fluid Systems	City of Brighton
Q1	Griffith Realty, Inc.	City of Brighton	Q3	Dunnage Engineering, Inc.	City of Brighton
Q1	IEC Fabrication, LLC	Village of Fowlerville	Q3	Home Depot	City of Brighton
Q1	Little Diablo Salsa	Green Oak Township	Q3	Corrigan Oil	City of Brighton
Q1	The Running Lab	City of Brighton	Q3	Work Skills Corporation	City of Brighton
Q1	TwoSix Digital, LLC	City of Brighton	Q3	DogWatch	City of Brighton
Q1	Wallflower Mercantile, LLC	City of Brighton	Q3	Coral Sash	City of Brighton
Q1	Zero Gravity Filters, Inc.	Green Oak Township	Q3	Brightline Engineering, Inc.	Brighton Township
Q2	BD Electrical	Howell Township	Q3	Cateraid, Inc.	Genoa Township
Q2	Crosswinds Aviation	Howell Township	Q3	Automation Controls & Engineering, LLC	Howell Township
Q2	GKI	Green Oak Township	Q3	Tribar Technologies, Inc.	Howell Township
Q2	Highland Engineering, Inc.	Genoa Township	Q3	Deutz Power Center Great Lakes	City of Howell
Q2	Kem Krest	Green Oak Township	Q3	Gerrit J. Verburg Co.	Tyrone Township
Q2	MS Plastic Welders, LLC	Howell Township	Q3	Virtual Technology Simplified	Brighton Township
Q2	Pop Daddy Popcorn, LLC	Genoa Township	Q3	IFE Americas, Inc.	Brighton Township
Q2	Thai Summit America Corp.	City of Howell	Q3	CAE, Incorporated	Hamburg Township
Q2	Hunters Ridge Golf Course, Inc.	Cohoctah Township			

# 2023 Retention Visits

|||||

COMPANY NAME	LOCATION
Q3 Promess, Inc	Brighton Township
Q3 Aradatum.	Green Oak Township
Q4 EBR Leathercraft.	City of Brighton
Q4 Art Ventures	City of Brighton
Q4 Bourbon's	City of Brighton
Q4 Lynn's of First	City of Brighton
Q4 Andre's Fine Jewelry	City of Brighton
Q4 Brass and Oak	City of Brighton
Q4 Buckley Jolley Real Estate	City of Brighton
Q4 Great Harvest bread Co.	City of Brighton
Q4 Culture Beer & Cheese	City of Brighton
Q4 Rosy's Boutique	City of Brighton
Q4 Brighton Coffeehouse Theater	City of Brighton
Q4 Innovative Fluid Design	Putnam Township
Q4 Deutz PowerCenter Great Lakes	City of Howell
Q4 Weld Mold Company	City of Brighton
Q4 Medical Comfort Specialists	Village of Fowlerville

**+ TOTAL** **\$369,544.34**

Livingston County	\$175,000.00
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Municipal Partners	\$87,794.34
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## EXPECTED PRIVATE SECTOR CONTRIBUTIONS

**+ TOTAL** **\$106,750.00**

Asahi Kasei Plastics; Bank of Ann Arbor; Common Sail Investment Group; Consumers Energy; Corrigan Oil; DTE Energy; Griffith Realty; ITC Holdings; Lake Trust Credit Union; Livingston Association of Realtors; Livingston Educational Service Agency; Lowry Solutions Inc; Rand Construction; Signature Associates; The Hanover Insurance Group Foundation; Total Security Solutions, Inc.

+ Ann Arbor SPARK	\$85,750.00
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+ WestGate Insurance \$1,497.00

+ Ann Arbor SPARK	\$85,750.00
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+ Ann Arbor SPARK	\$85,750.00
-------------------	-------------

+ Ann Arbor SPARK	\$85,750.00
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# Events

## Upcoming Events

### INTERNSHIP INNOVATION A LUNCH & LEARN FOR EMPLOYERS

#### Presented by a Panel of Local Employers

Reserve your spot for an immersive journey into the world of internship excellence. Your future workforce awaits – let's build it together!



Chad Kromrey  
Kromrey Kustoms



Kirstie Stachnik  
EctoHR



Jessica Kerr  
Express Pros



Shannon Simmons  
Hamburg Fitness



Matthew Roll  
Promess

**Lunch & Learn on Friday, January 26, 2024**

**11:30 am – 1:00 pm @ LESA; Registration is Free**



Tickets available at [LivingstonHR.Eventbrite.com](https://LivingstonHR.Eventbrite.com)



1949-2024

Howell Area  
Chamber  
of Commerce

CELEBRATING

75 years

# Shining TOGETHER, BUILDING FOREVER

## ANNUAL DINNER CITIZEN OF THE YEAR CELEBRATION

*January 25, 2024*

**CHEMUNG HILLS GOLF AND BANQUET CENTER**

Register today to support your favorite nominee  
and participate in our **LIVE VOTING** event

<b>RICK SCOFIELD BUSINESS OF THE YEAR</b>	<b>COMMUNITY ENGAGEMENT &amp; PHILANTHROPY AWARD</b>	<b>EMPLOYEE ENGAGEMENT INNOVATOR AWARD</b>
<b>Michael Jonna</b> Jonna's Market, Jonna's Bar & Grill <b>David Plait</b> Hungry Howie's <b>Susan Pominville</b> Abovo Visual Communications & Susan Pominville Art	<b>Chem-Trend</b> John Lundin <b>Agape Church</b> Brad Tate <b>Hatch Stamping</b> Suzanne Morrison	<b>Lake Trust Credit Union</b> Brandalynne Winchester-Middlebrook <b>Armor Protective Packaging</b> David Yancho <b>Torch 180</b> Rhonda Callahan

# Events

## Upcoming Events



**GREATER LIVINGSTON COUNTY CHAMBER ALLIANCE**

**RISING PROFESSIONALS**

**TRAVERSING THE PEAKS AND VALLEYS IN BUSINESS**

**SPEAKERS**

**Andrea & Matt Dahline**  
Crosswinds Aviation

**Sommer Poquette**  
Keep It Real Social

**Daniel Oginsky**  
Brighton Light House & All Heart Garage

**Moderator**  
**Caroline Emery**  
Explore Brighton Howell Area

**EVENT INFO**

**Feb 6, 2024**  
**4:30 - 6pm**  
**Crosswinds Aviation**  
**3808 W Grand River Ave**  
**Howell, MI 48855**

**\$20 Registration Fee**  
*Includes light hors d'oeuvres*  
**Register at**  
**Brightoncoc.org**  
**Hartlandchamber.org**  
**Howell.org**

**GREATER LIVINGSTON COUNTY CHAMBER ALLIANCE**  
BRIGHTON • HOWELL • HARTLAND  
*Advancing Business Together*

**LAKE TRUST**  
THE POWER IN ALL OF US

**PREMIER SPONSOR**

**All businesses have their ups and downs. How can you capitalize on your successes and failures to build a thriving business.**

Learn from a panel of seasoned business professionals who have found ways to navigate the these highs and lows, and flourish.

[Positive Links Speaker Series: The Resilient Leader](#) – January 22<sup>nd</sup>

[SPARK. Ed: 20 Reasons Your Start-Up Isn't Getting Customers](#) – January 23<sup>rd</sup>

[Lean & Green MI: PACE Program 2024](#) – January 24<sup>th</sup>

Full events calendar can be found here [\(LINK\)](#)

# Report Definitions

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## COMPANY VISITS:

Company visits are meetings with local businesses regarding their current business outlook. This is a core “economic gardening” strategy that provides opportunities for referrals like workforce development training, state-level resources, tax incentives, business development opportunities, cost reduction strategies, access to capital, etc.

## EMPLOYMENT MULTIPLIER:

Employment multiplier is a figure calculated by economic modeling through Regional Economic Models, Inc., which quantifies the indirect assistance provided through new job creation. For example, an employment multiplier of 2.0 would indicate that one new job would affect two total jobs (the new job itself, and another indirect job). Employment multipliers are based on the company’s industry and investment, among other factors.

## PROJECT PIPELINE:

The project pipeline represents potential projects that have been identified, along with their current status and probability of completion.

## REFERRALS:

Referrals to outside resources or value-added services provided by staff. This could include a referral regarding a state-level program, a review to determine the feasibility of entry into a new sector, or technical assistance with local or state-level programs.

