

Hartland Township Citizen Engagement and Priority Assessment

January 2013





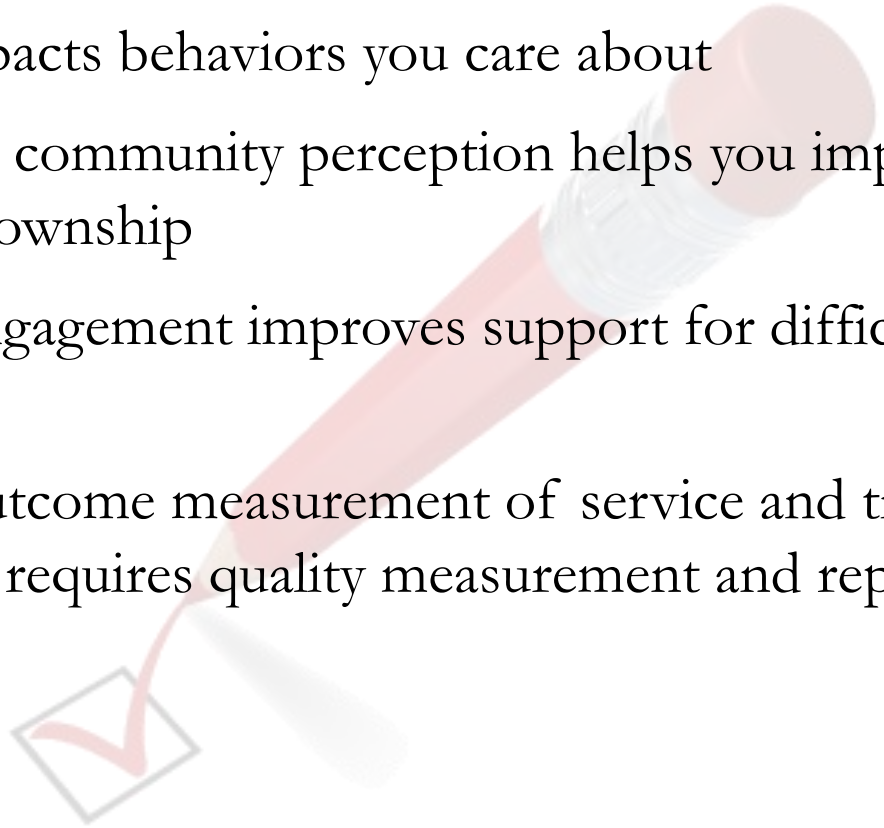
Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments and nonprofit organizations



Measuring Where You Are: Why Research Matters

- Understanding community values and priorities helps you plan and communicate more effectively about Township decisions
- Perception impacts behaviors you care about
- Understanding community perception helps you improve and promote the Township
- Community engagement improves support for difficult decisions
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting





Study Goals

- Support budget and strategic planning decisions
- Gauge support or opposition for potential Millage options
- Gather public feedback on regulation questions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction
- Measure improvements by tracking performance over time
- Benchmark performance against a standardized performance index statewide, regionally and nationally



Bottom Line

- The Township has excellent performance and exceeds state, regional and national benchmarks in many dimensions
- Hartland ACSI Score = 72
 - Michigan = 61
 - Midwest = 63
 - National = 62
- Areas where efforts to improve will further strengthen scores:
 - Parks and Recreation
 - Public Schools
 - Township Government Management
 - Economic Health
 - Community Events
 - Property Taxes
- Top 4 service or program funding priorities:
 - Road maintenance
 - Law enforcement
 - Fire response
 - Emergency medical response



Bottom Line (continued)

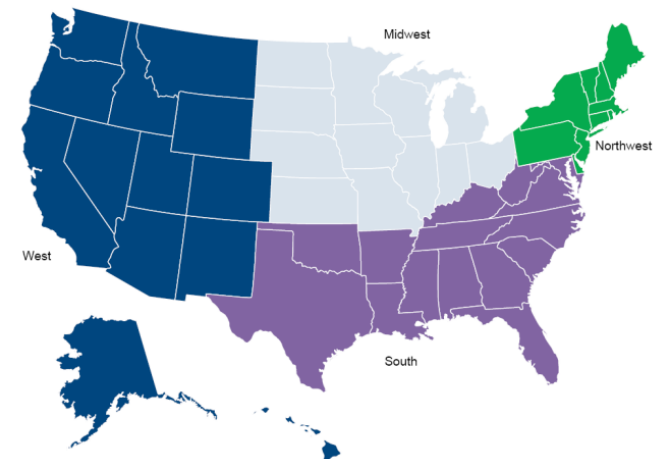
- Which activities below would you support in a potential millage (percentage of respondents selecting option):
 - 57% = Maintenance/repairs on paved roads (repair, resurface)
 - 45% = Pave over gravel roads in high traffic areas
 - 39% = Maintenance/repairs on gravel roads (drainage, limestone)
 - 34% = Improve walkability throughout Township
 - 30% = Continue dust control on dirt roads
 - 26% = Provide and maintain street lights
 - 17% = None of these
- Overall response for potential millage:
 - 50% = Support
 - 24% = Oppose
 - 24% = Undecided
- **Planning and Zoning:** Most say maintain current regulations on all with the exception of “Properties in disrepair,” which 51% of respondents support increasing restrictions
- Detailed information by demographic groups available to aid in policy review
 - Detail by: years of residency, own/rent, age, education, income level, marital status, household composition, gender, zip code and type of home



Available Tools

- Detailed questions and responses broken by demographic group and “thermal mapped” so lower scores are red and higher scores are blue
- Online portal to allow side-by-side comparisons of groups and subgroups (for example, breaking down the benchmarked scores of individuals divided by age, gender, etc.)
- Online portal allowing download of data into MS Excel
- Comparison scores with local governments in Michigan, the Midwest and across the nation
- Comparison scores with non-local government comparables (industries, companies, federal agencies)

Census Bureau Regions





Preserving Voice: Looking Into Detail

Sample:

Hartland Township Support for Future Millage Options

		Police services (maintain services)			Police services (expand services)			Parks & rec (expand options and/or capital imprvs)			Garbage collection (Township-wide contract for services)		
		Support	Oppose	Need More Information	Support	Oppose	Need More Information	Support	Oppose	Need More Information	Support	Oppose	Need More Information
Total Percentage Specifying		59%	9%	22%	28%	22%	40%	24%	28%	36%	39%	22%	31%
Length of Residency	Less than 1 year	90%	-	10%	30%	40%	30%	70%	-	30%	50%	20%	30%
	1-5 years	66%	6%	25%	25%	14%	55%	35%	22%	39%	37%	20%	39%
	6-10 years	61%	7%	25%	27%	21%	44%	27%	26%	39%	41%	20%	32%
	More than 10 years	62%	10%	23%	30%	24%	40%	23%	32%	38%	41%	24%	31%
Do you own or rent/lease your residence?	Own	63%	8%	24%	29%	22%	43%	27%	28%	39%	40%	23%	32%
	Rent/Lease	70%	5%	15%	40%	10%	45%	35%	15%	35%	40%	15%	30%
Age	18 to 24	80%	20%	-	60%	40%	-	40%	20%	40%	60%	20%	20%
	25 to 34	61%	3%	36%	23%	19%	58%	48%	16%	36%	52%	13%	36%
	35 to 44	71%	10%	17%	39%	24%	37%	47%	16%	32%	45%	24%	30%
	45 to 54	61%	14%	21%	32%	28%	37%	26%	30%	37%	33%	27%	35%
	55 to 64	64%	7%	23%	28%	22%	45%	22%	32%	41%	45%	22%	29%
	65 or over	59%	8%	25%	26%	20%	45%	16%	34%	39%	41%	20%	31%
Education	Some high school	-	-	-	-	-	-	-	-	-	-	-	-
	High school graduate	57%	11%	24%	21%	26%	42%	22%	30%	34%	52%	11%	28%
	Some college	61%	13%	20%	30%	24%	39%	18%	37%	37%	39%	26%	30%
	College graduate	63%	10%	23%	30%	24%	41%	25%	26%	41%	38%	22%	36%
	Graduate degree(s)	64%	5%	26%	31%	18%	47%	36%	26%	35%	42%	26%	29%
Household Income	\$25,000 or less	52%	4%	40%	24%	8%	56%	24%	20%	48%	48%	12%	32%
	\$25,001 to \$50,000	54%	7%	27%	26%	19%	46%	19%	29%	39%	43%	17%	30%
	\$50,001 to \$100,000	67%	10%	19%	32%	25%	40%	26%	34%	37%	43%	26%	28%
	Over \$100,000	63%	10%	23%	31%	25%	39%	31%	27%	38%	40%	24%	34%



Methodology

- Random sample of 1,550 residents drawn from voter registration records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in November and December 2012
- Used survey identification number to ensure valid response
- Outstanding response from 758 residents, providing a response rate of 49%, a conventional margin of error of +/- 2.6 percent in the raw data and an ACSI margin of error of +/- 1.5 percent (95% confidence)
 - Note: National surveys with a margin of error +/- 5% require a sample of 384 responses to reflect a population of 330,000,000
 - Small, expected skew towards female residents



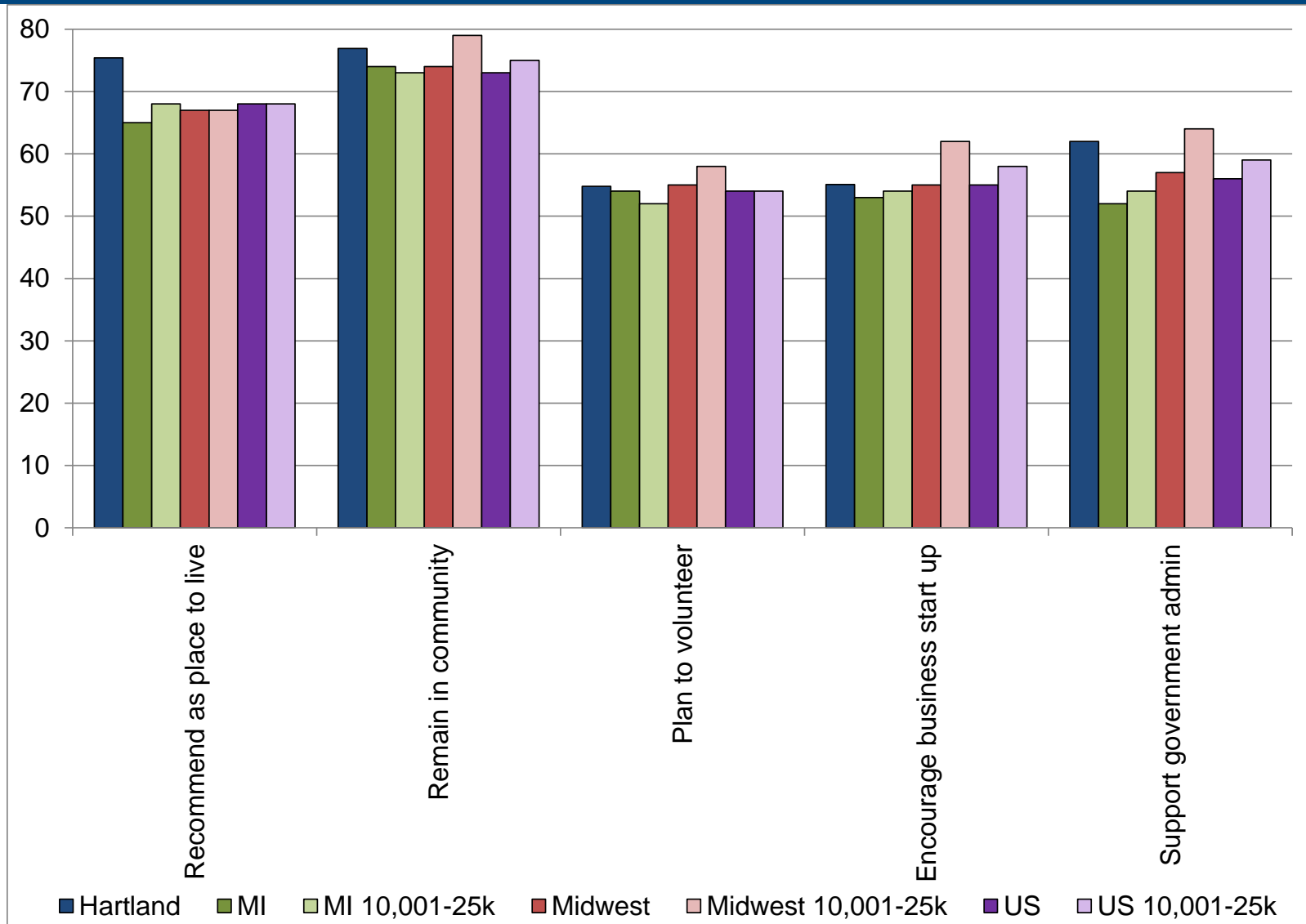
Results





Outcome Behaviors to Benchmarks

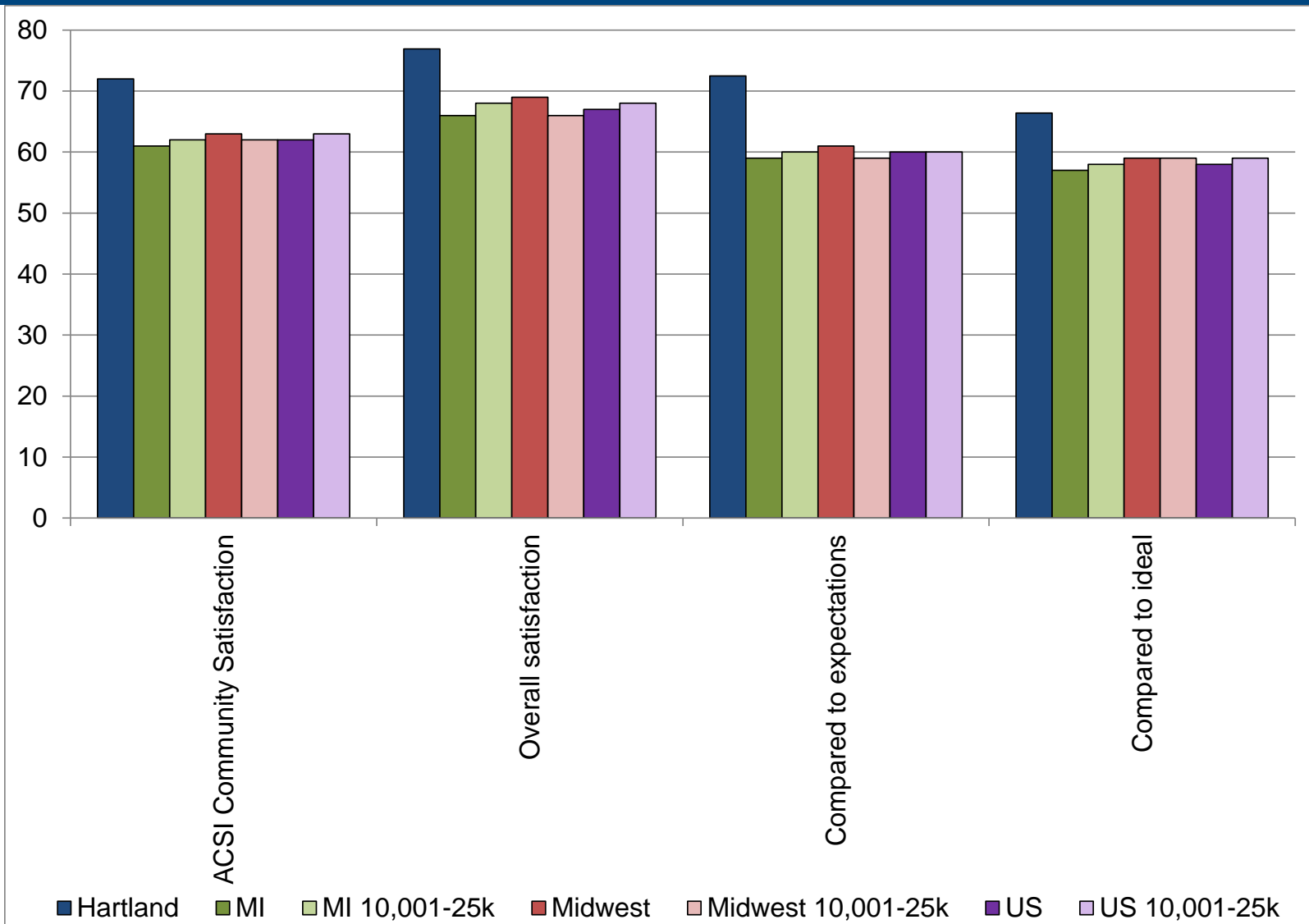
(High score = 100)





Community Satisfaction to Benchmarks

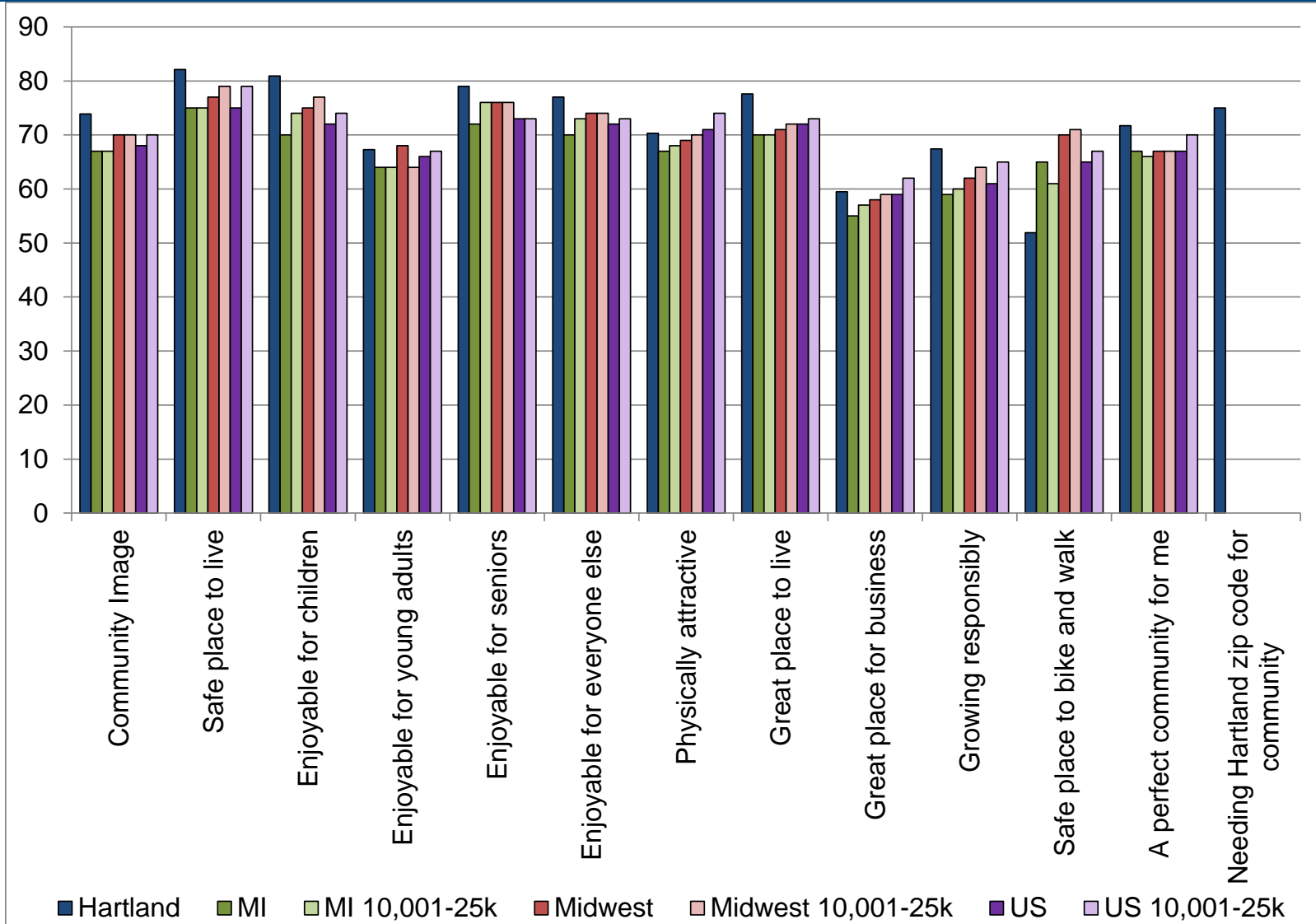
(High score = 100)





Community Image Components to Benchmarks

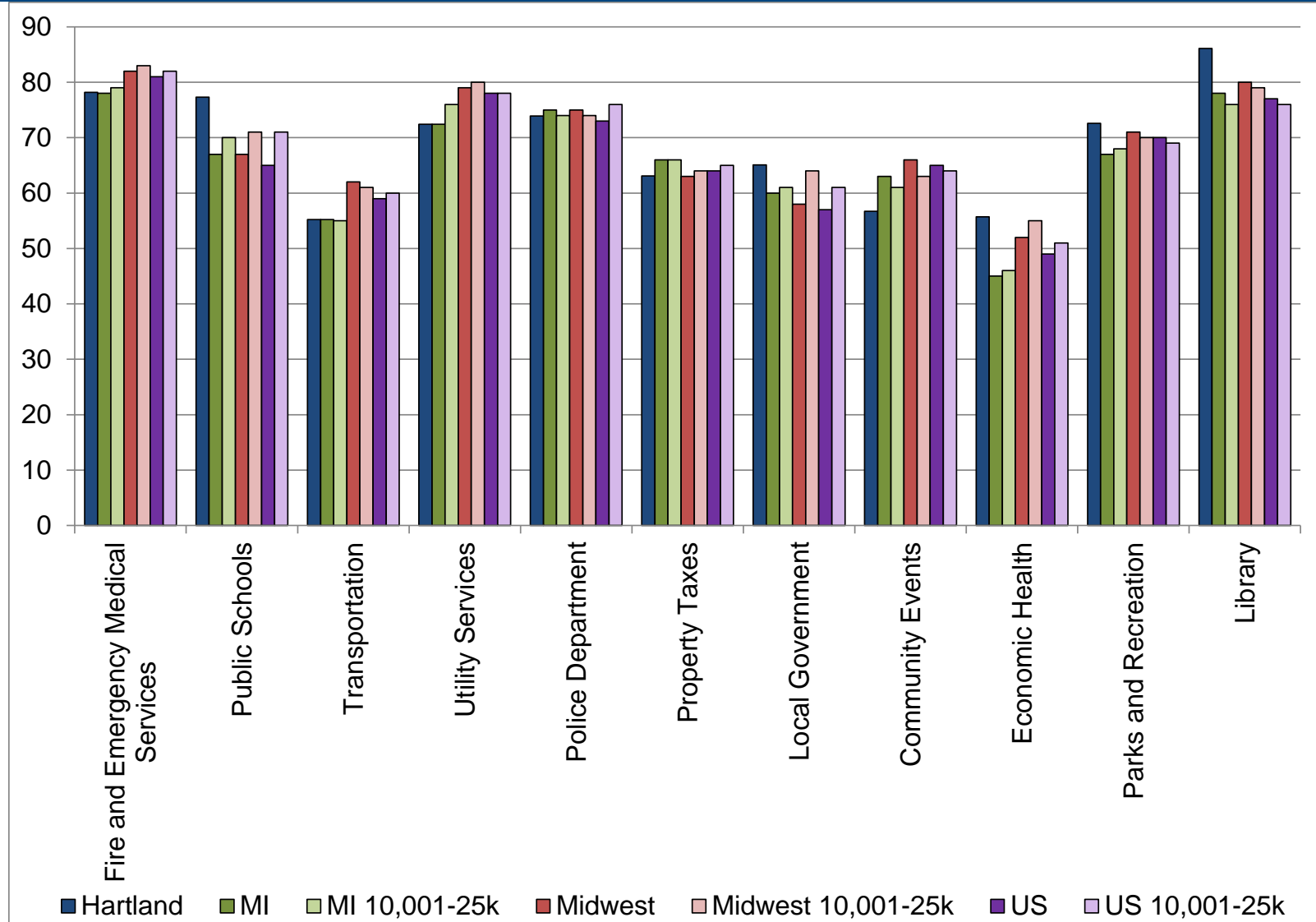
(High score = 100)





Quality of Life Components to Benchmarks

(High score = 100)





Understanding the Charts:

Community Questions – Long-term Drivers

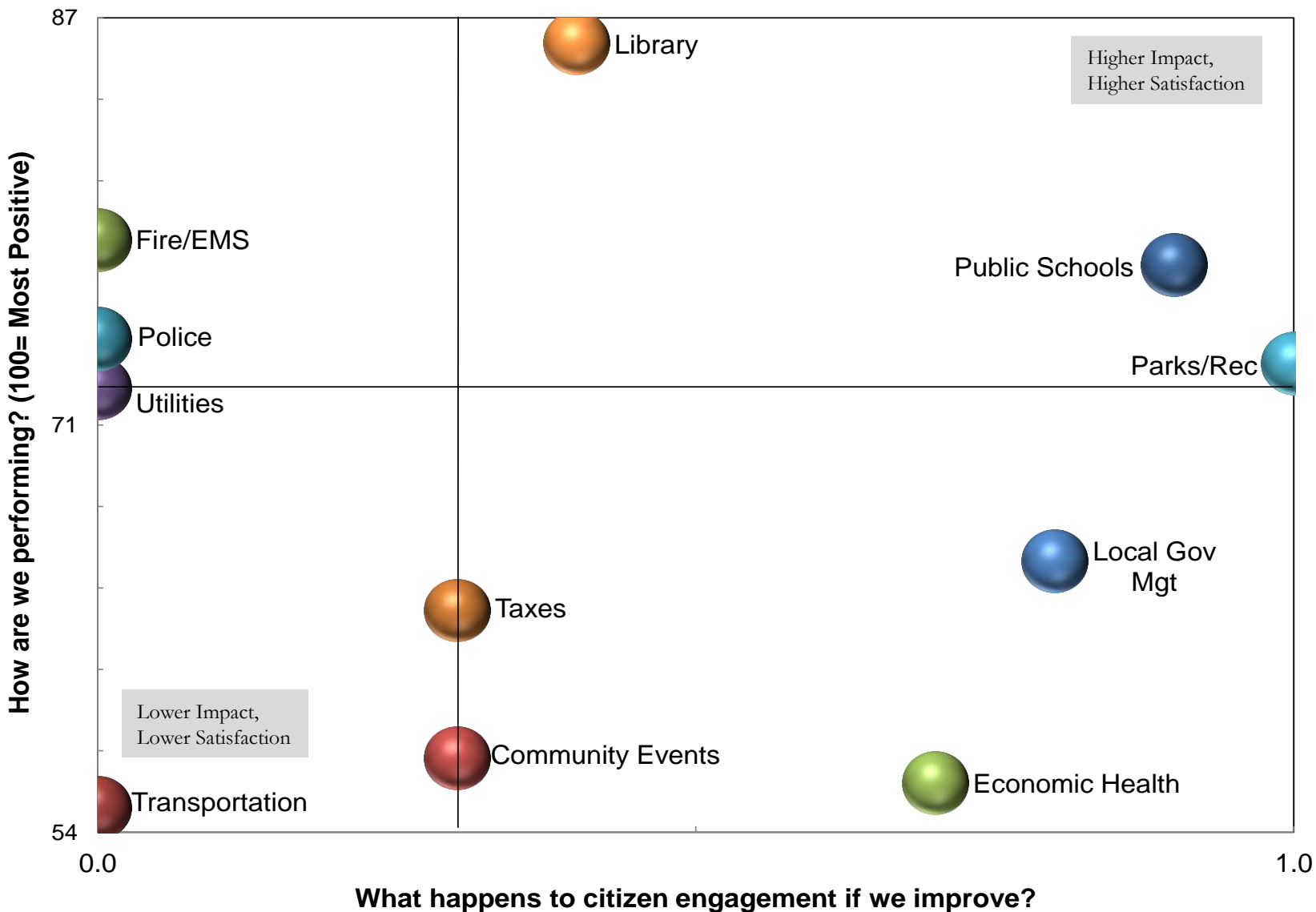
Perceived Performance

<p>High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.</p>	<p>High impact areas where the Township received high scores from citizens. They have a high impact on engagement if improved. Action: Continue investment</p>
<p>Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.</p>	<p>High impact on engagement and a relatively low score. Action: Prioritize investment to drive positive changes in outcomes.</p>

Impact

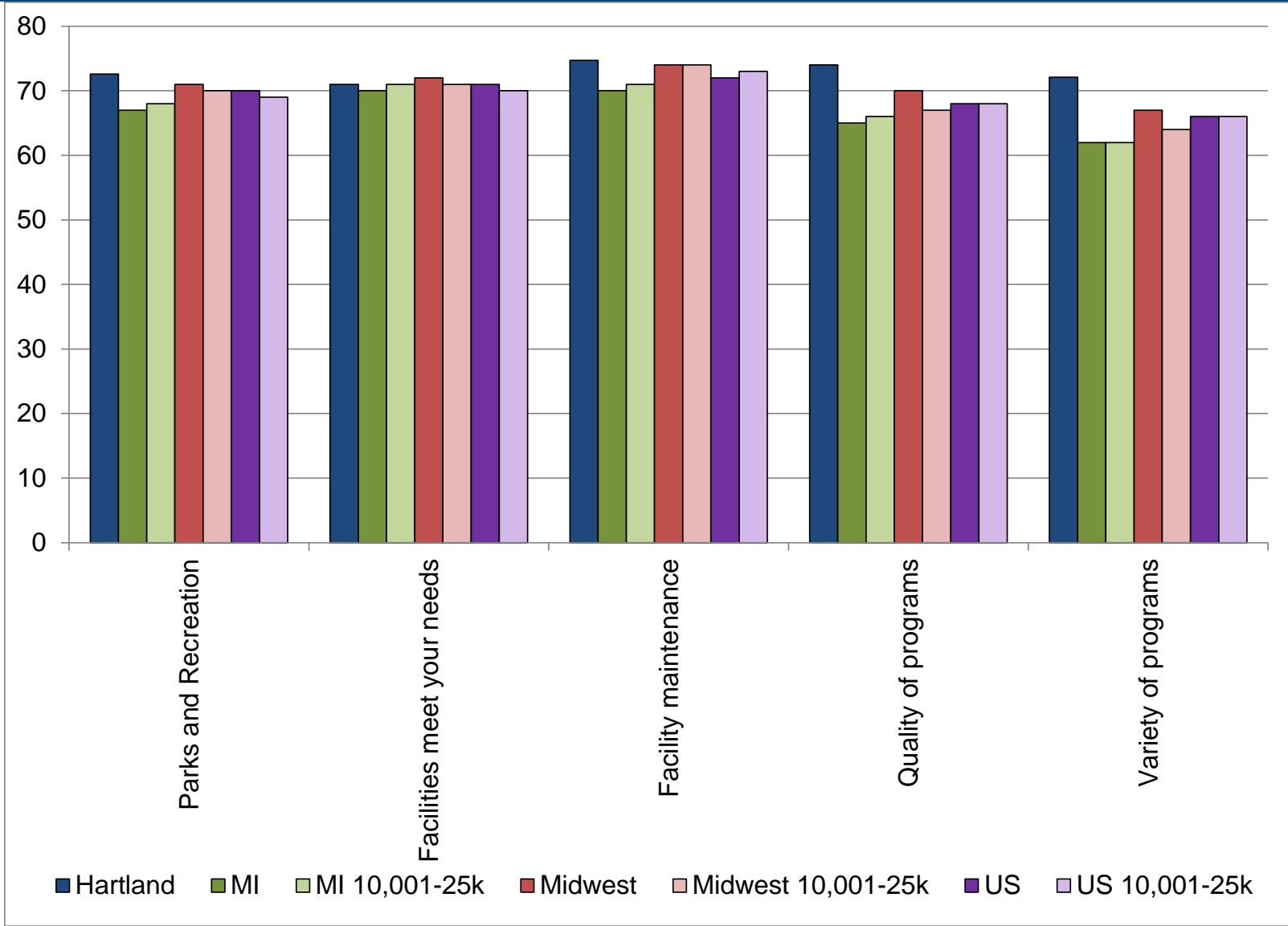


Drivers of Satisfaction and Behavior: Strategic Priorities



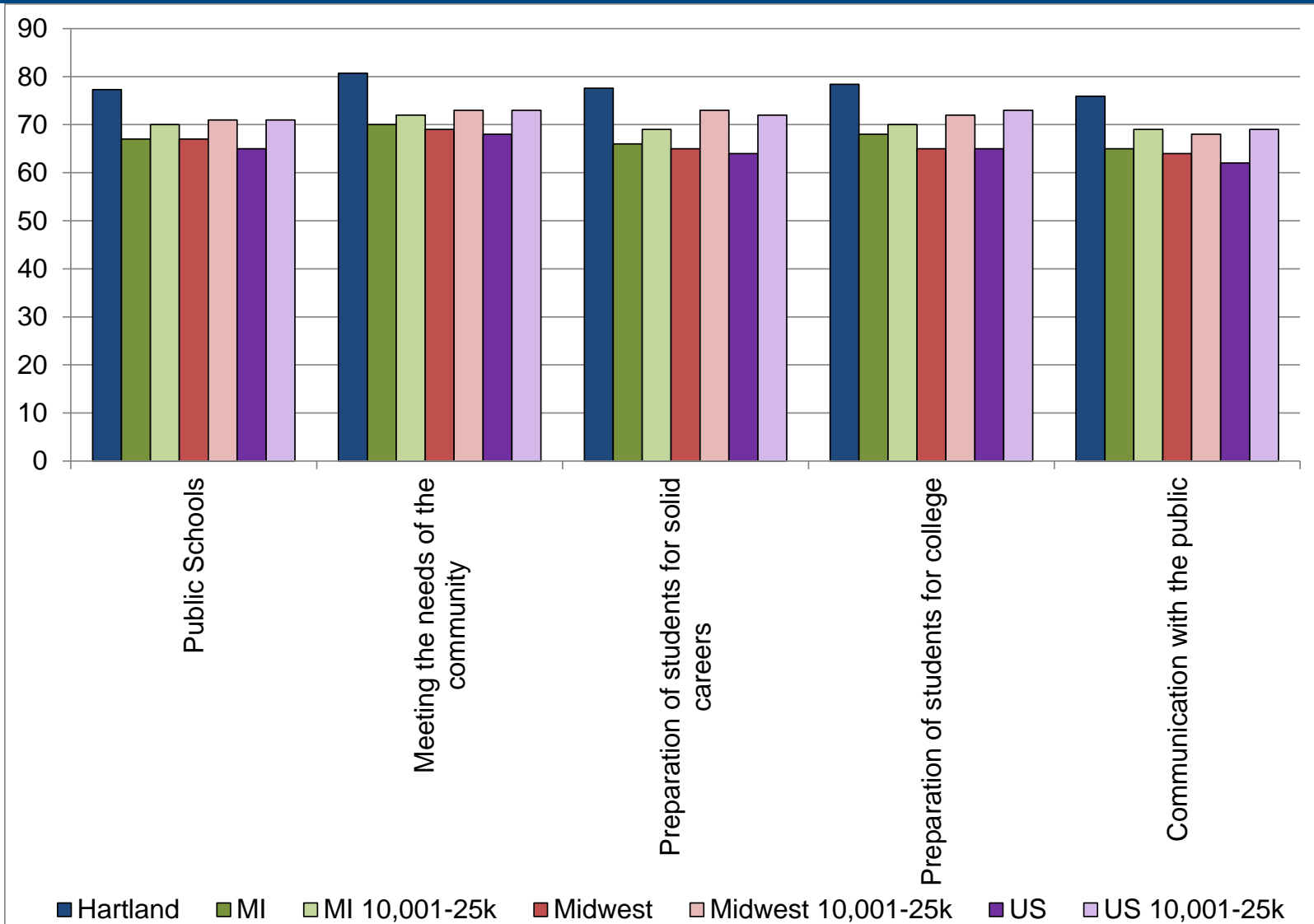


Drivers of Satisfaction and Behavior: Parks and Recreation



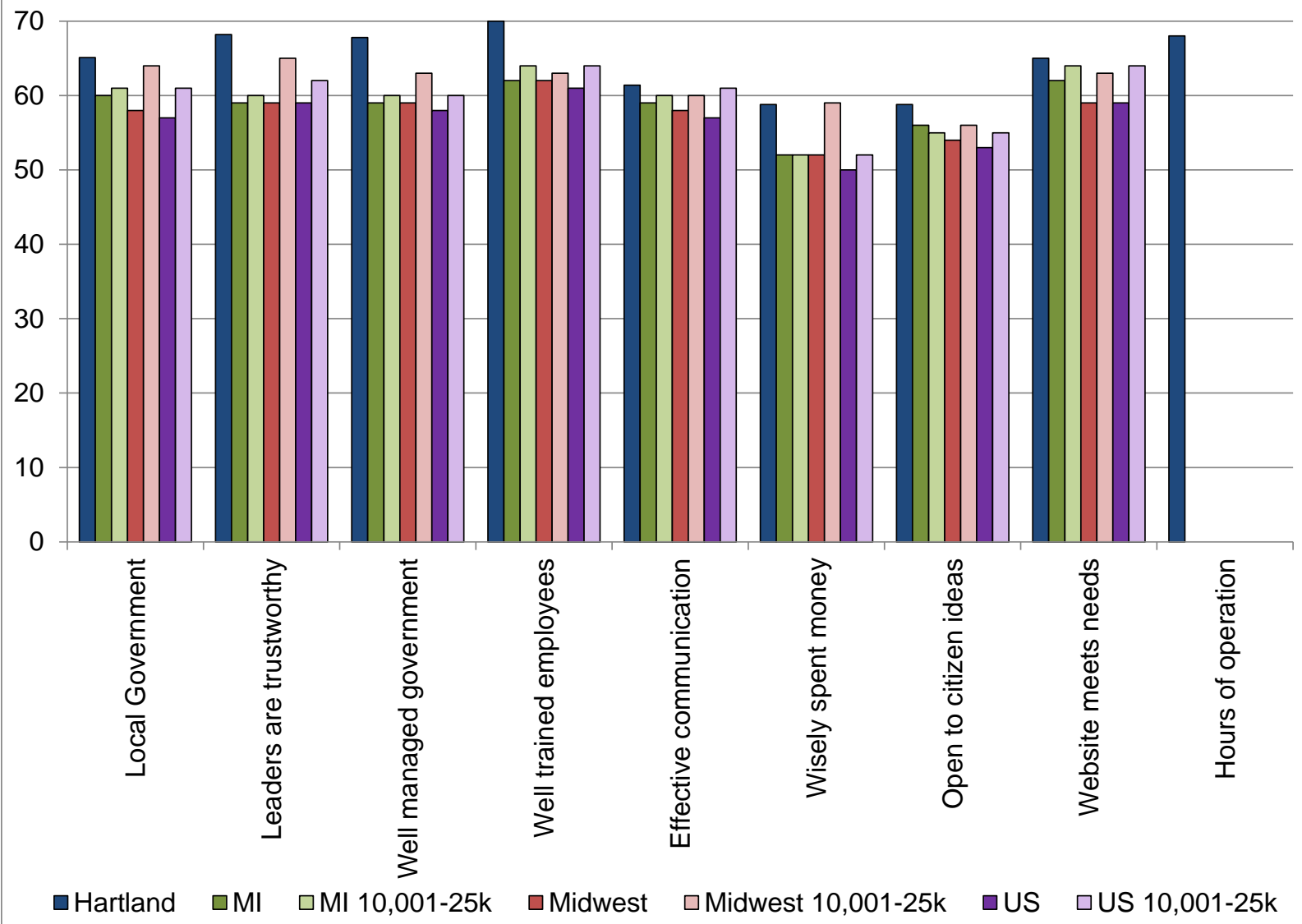


Drivers of Satisfaction and Behavior: Public Schools



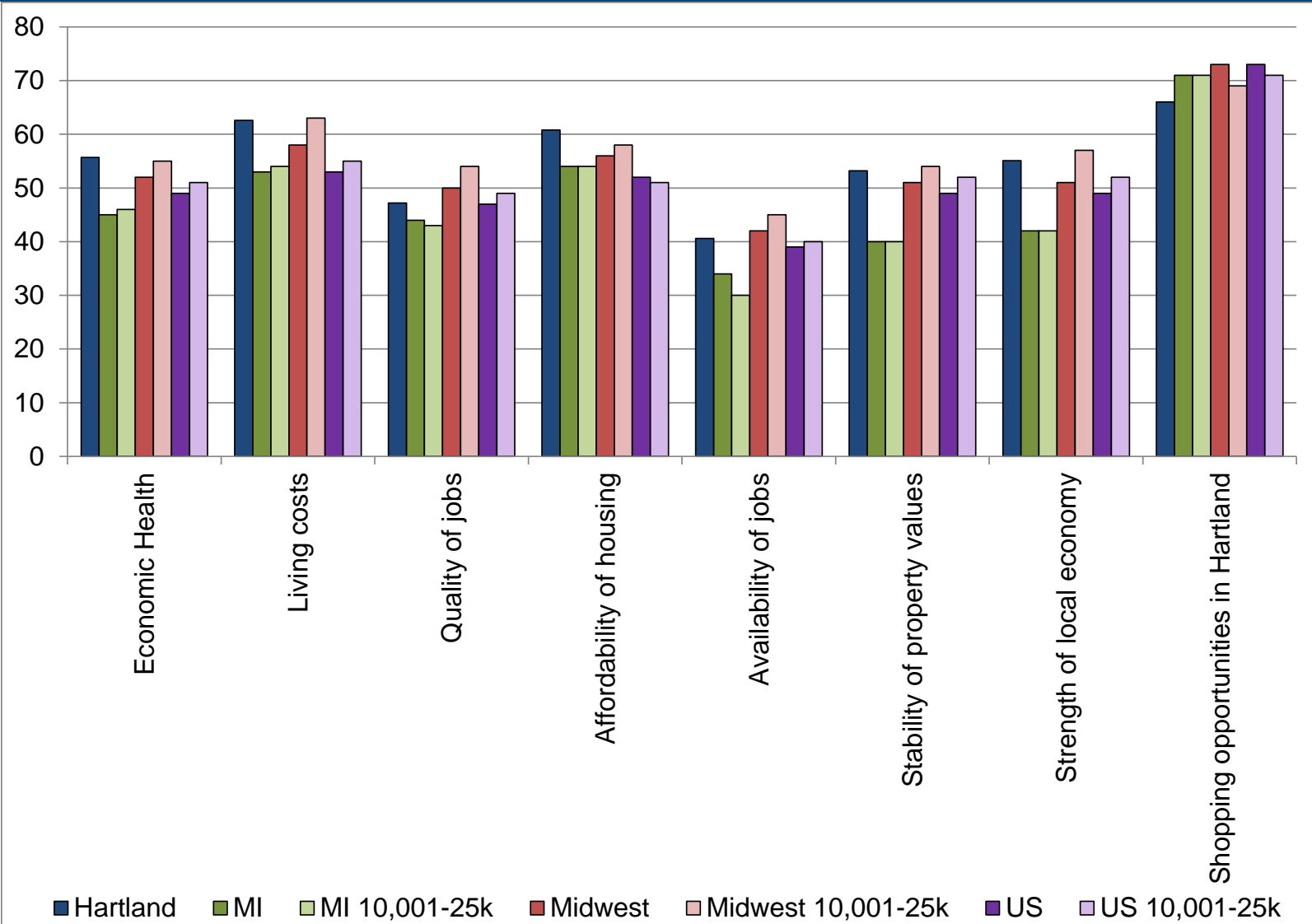


Drivers of Satisfaction and Behavior: Local Government Management



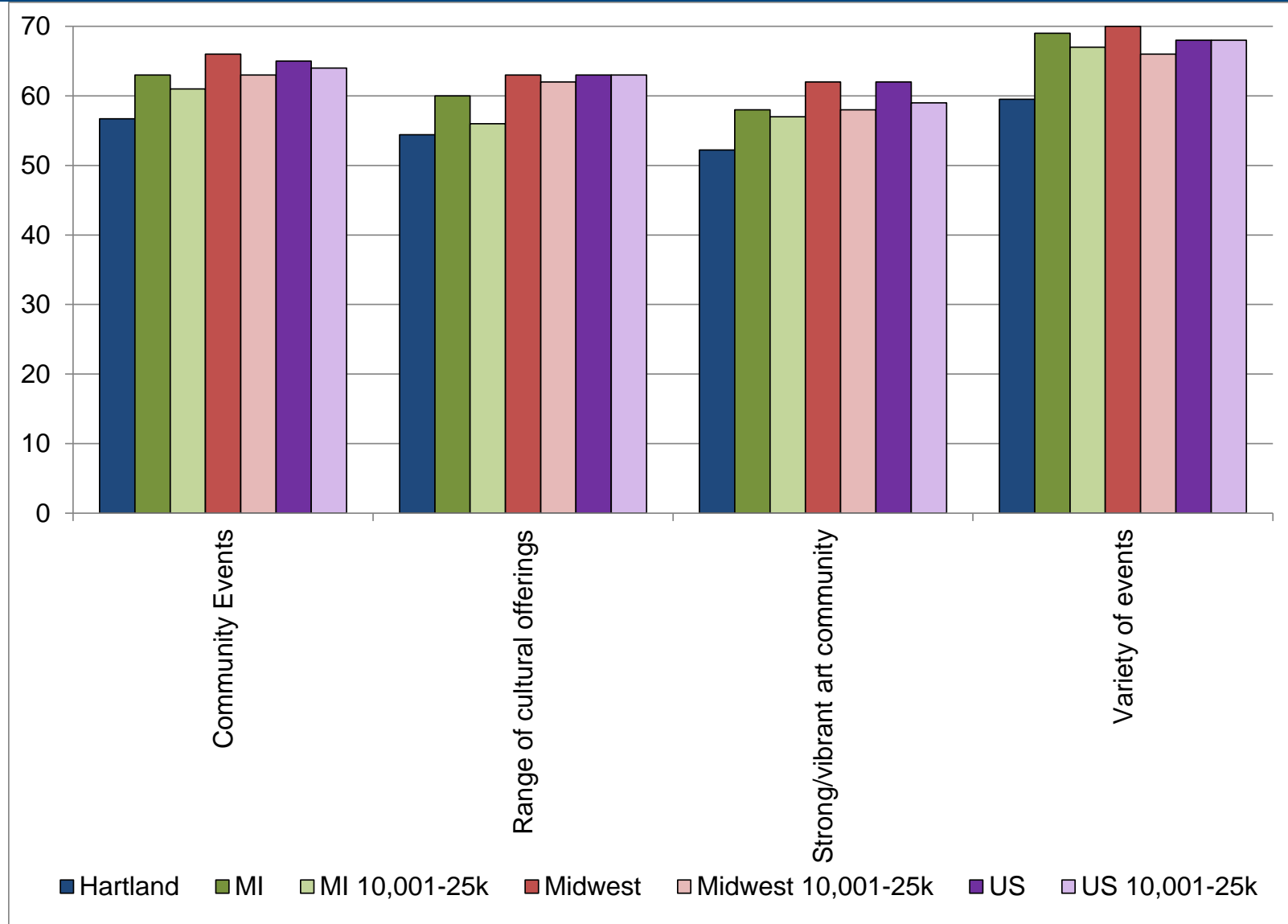


Drivers of Satisfaction and Behavior: Economic Health



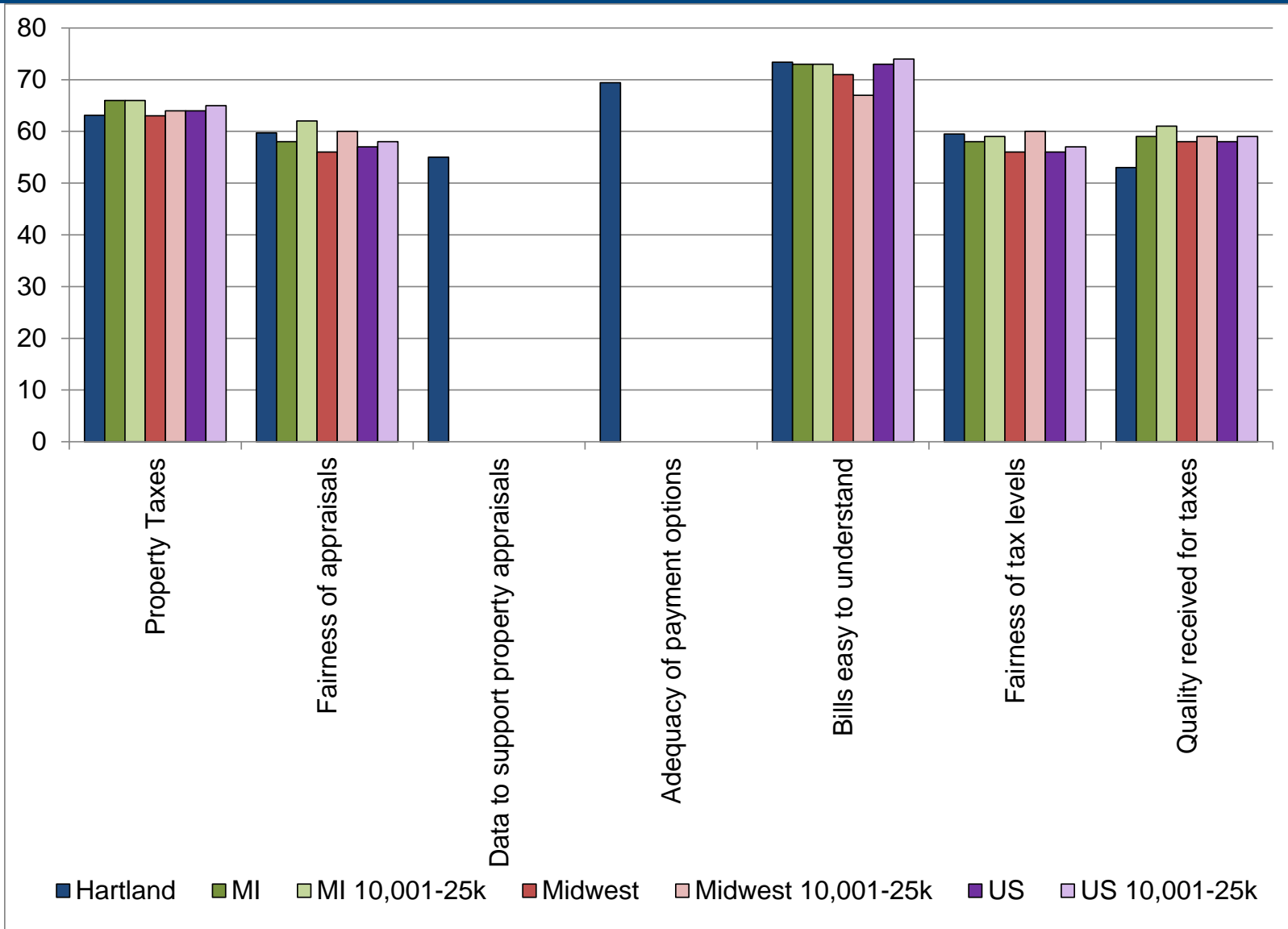


Drivers of Satisfaction and Behavior: Community Events





Drivers of Satisfaction and Behavior: Property Taxes



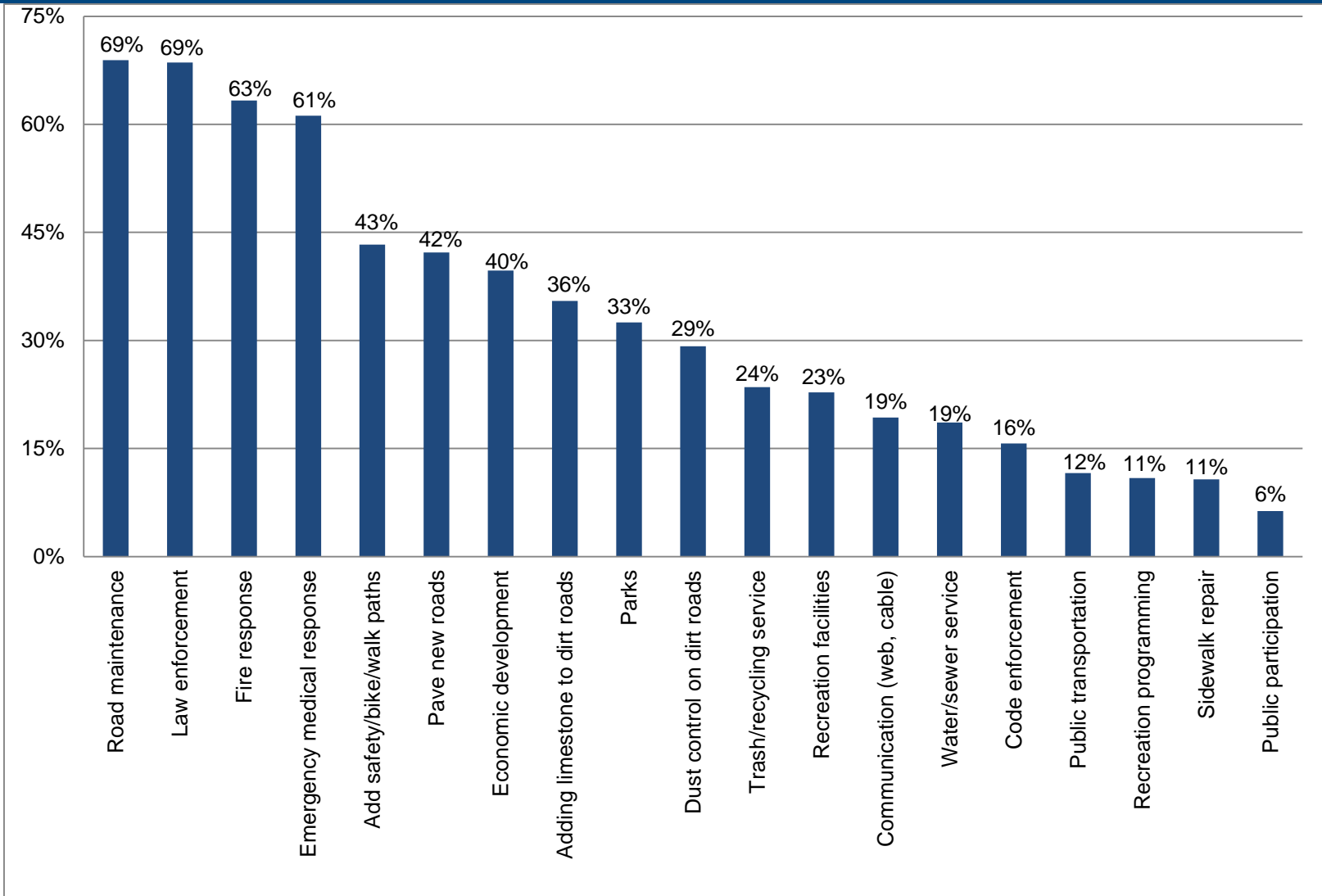


Budget Direction



Budget Prioritization

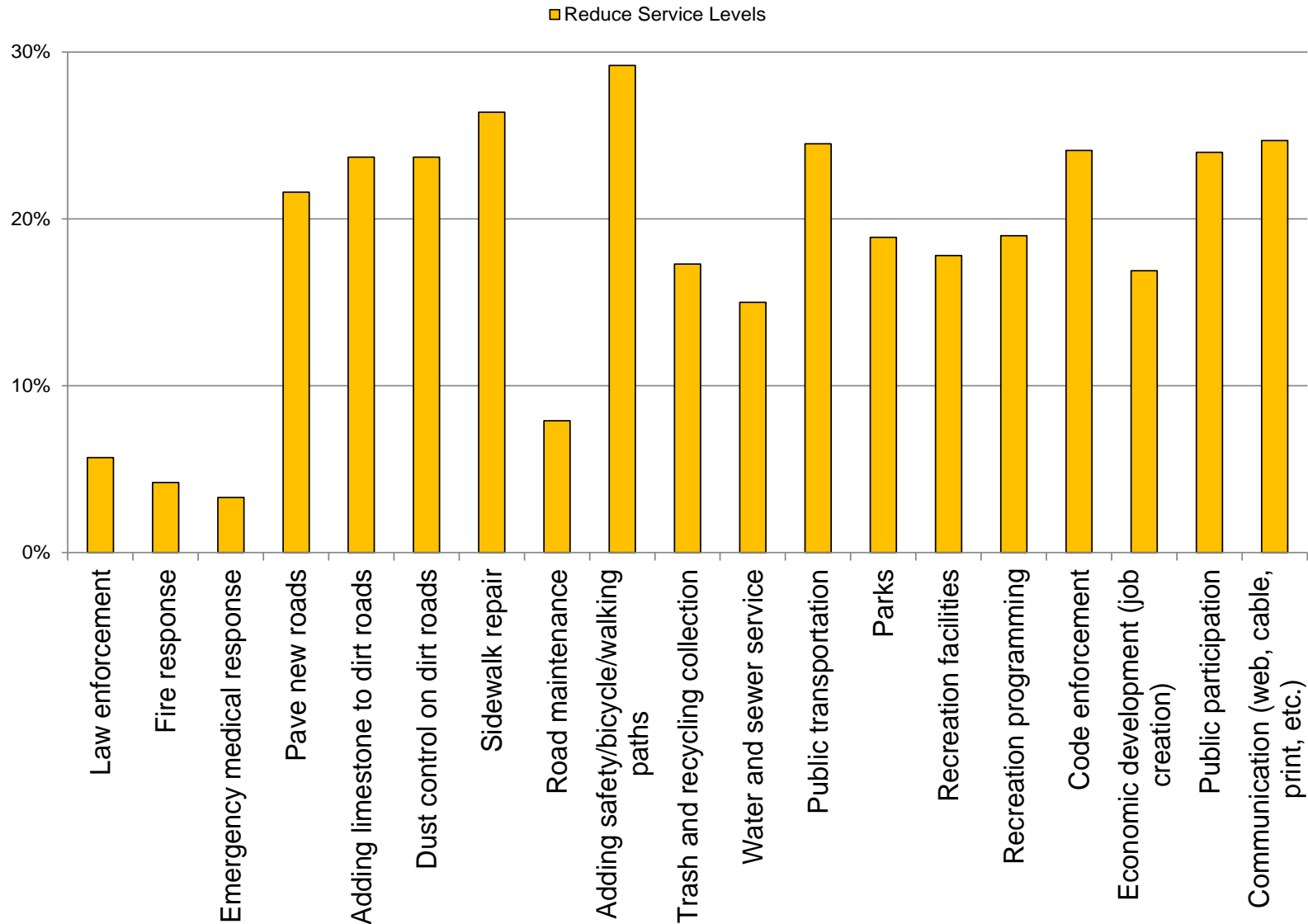
Percent selecting, could select top seven (7) for prioritization





Support for Budgetary Actions if Revenues Not Adequate to Maintain Current Service Levels

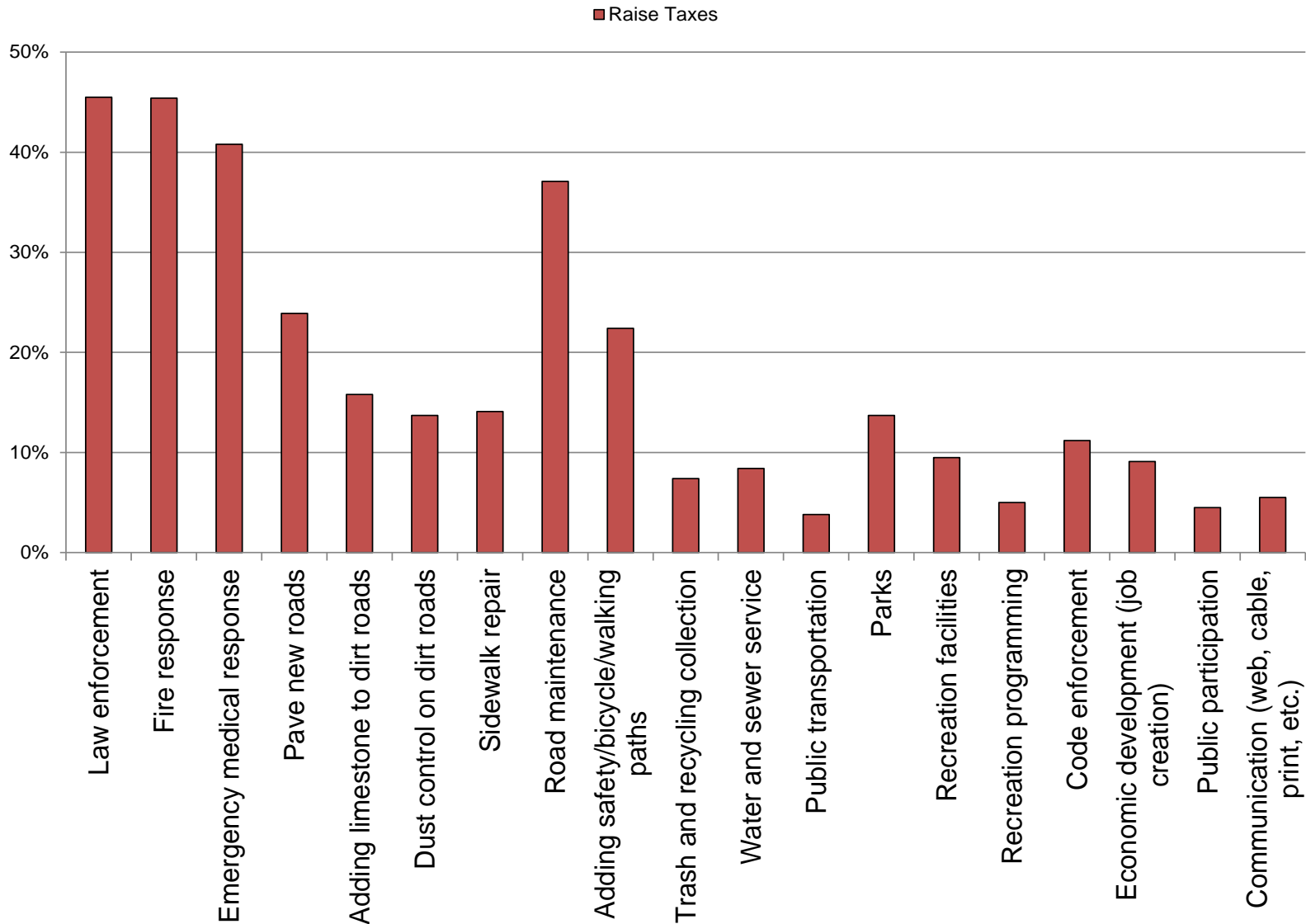
Reduce Service Levels





Support for Budgetary Actions if Revenues Not Adequate to Maintain Current Service Levels

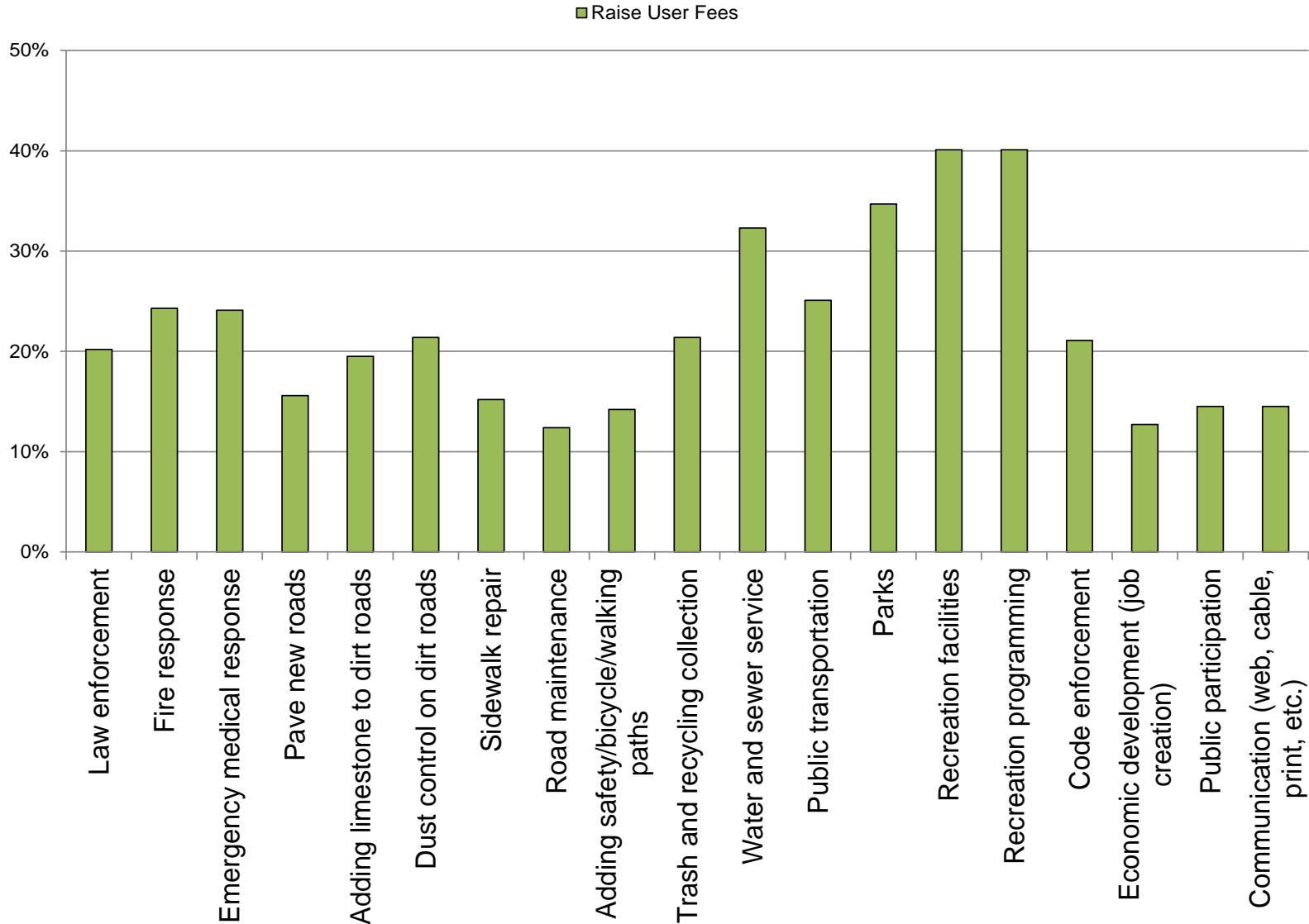
Raise Taxes





Support for Budgetary Actions if Revenues Not Adequate to Maintain Current Service Levels

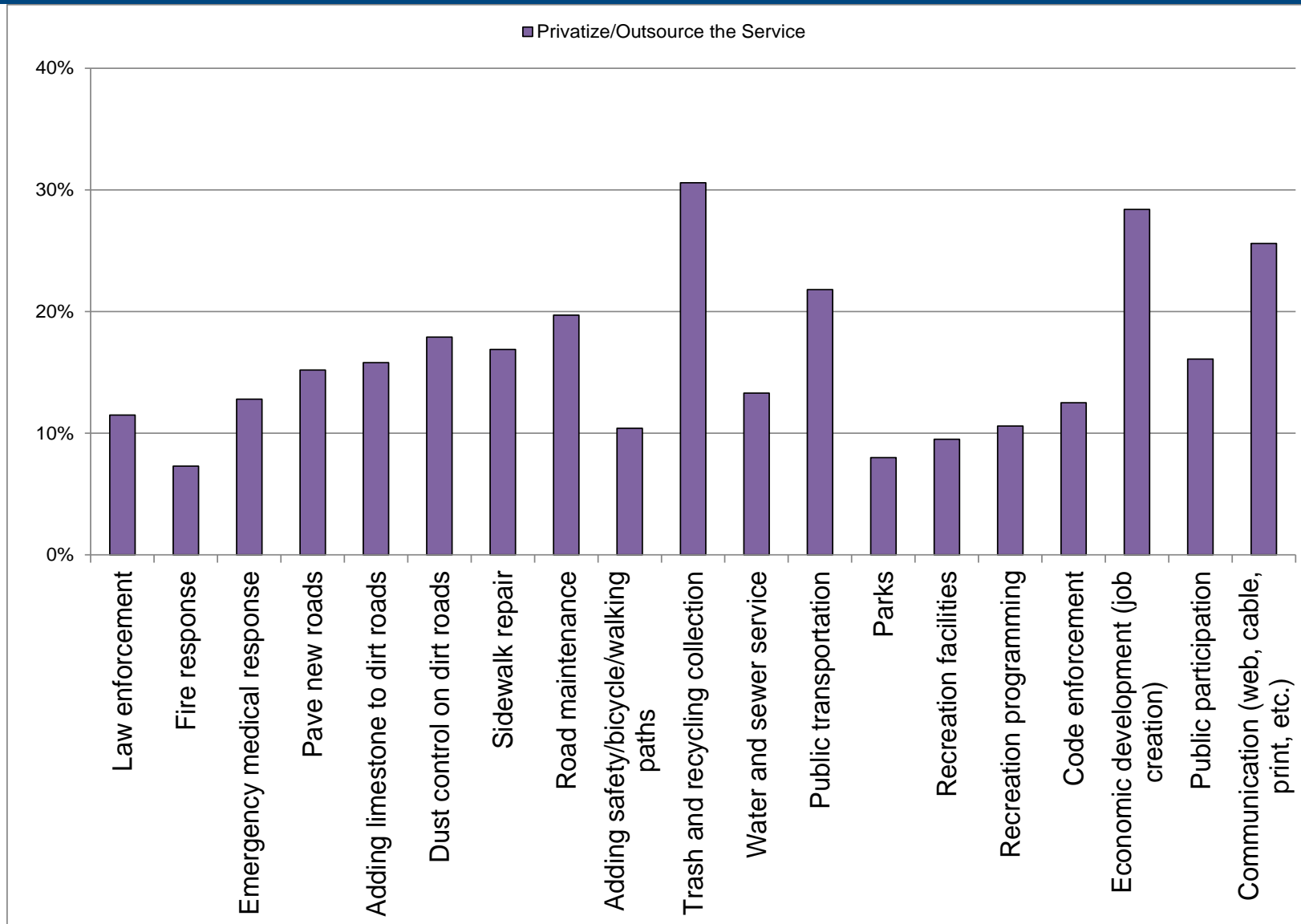
Raise User Fees





Support for Budgetary Actions if Revenues Not Adequate to Maintain Current Service Levels

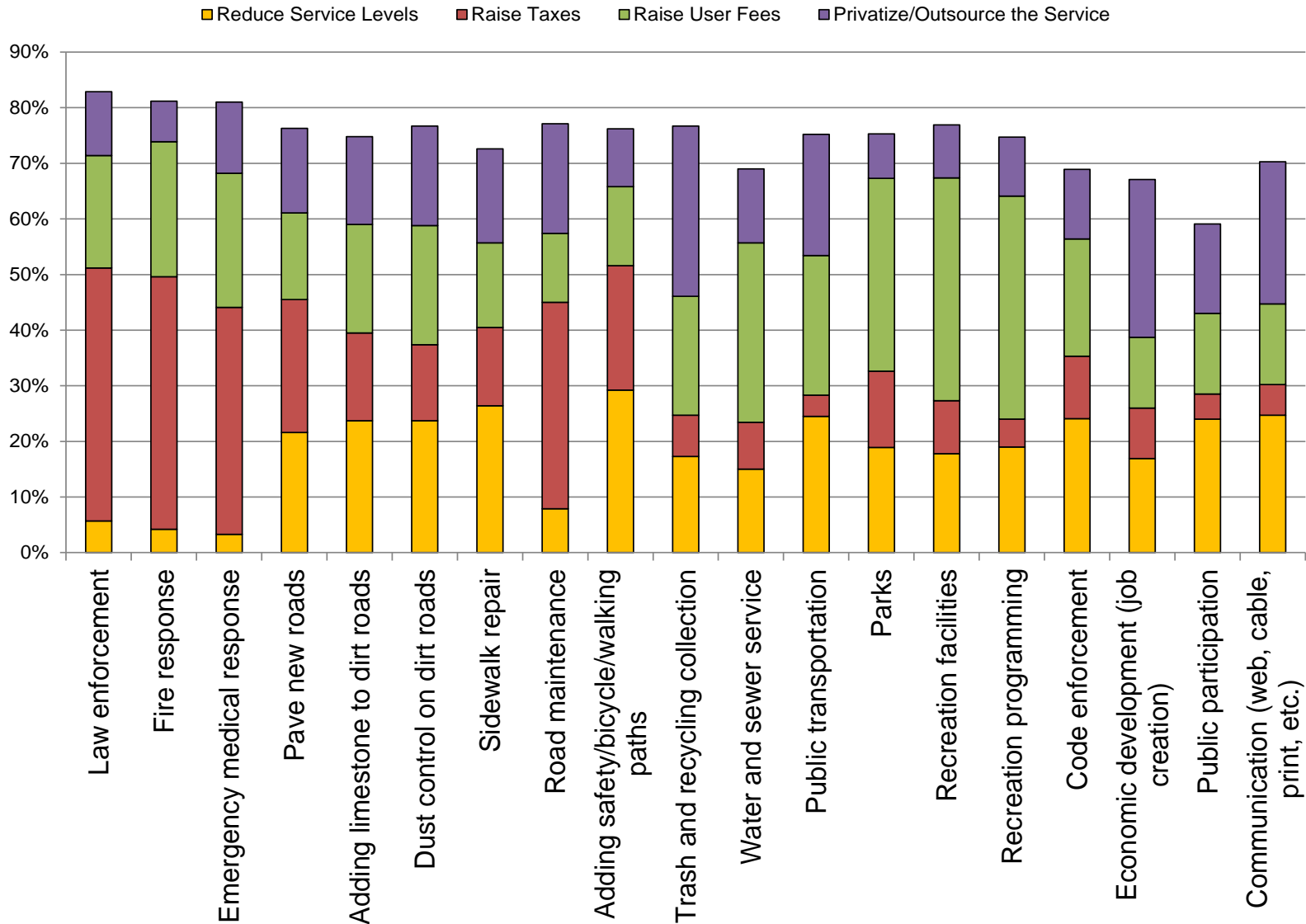
Privatize/Outsource the Service





Support for Budgetary Actions if Revenues Not Adequate to Maintain Current Service Levels

Preferred Options for All Services

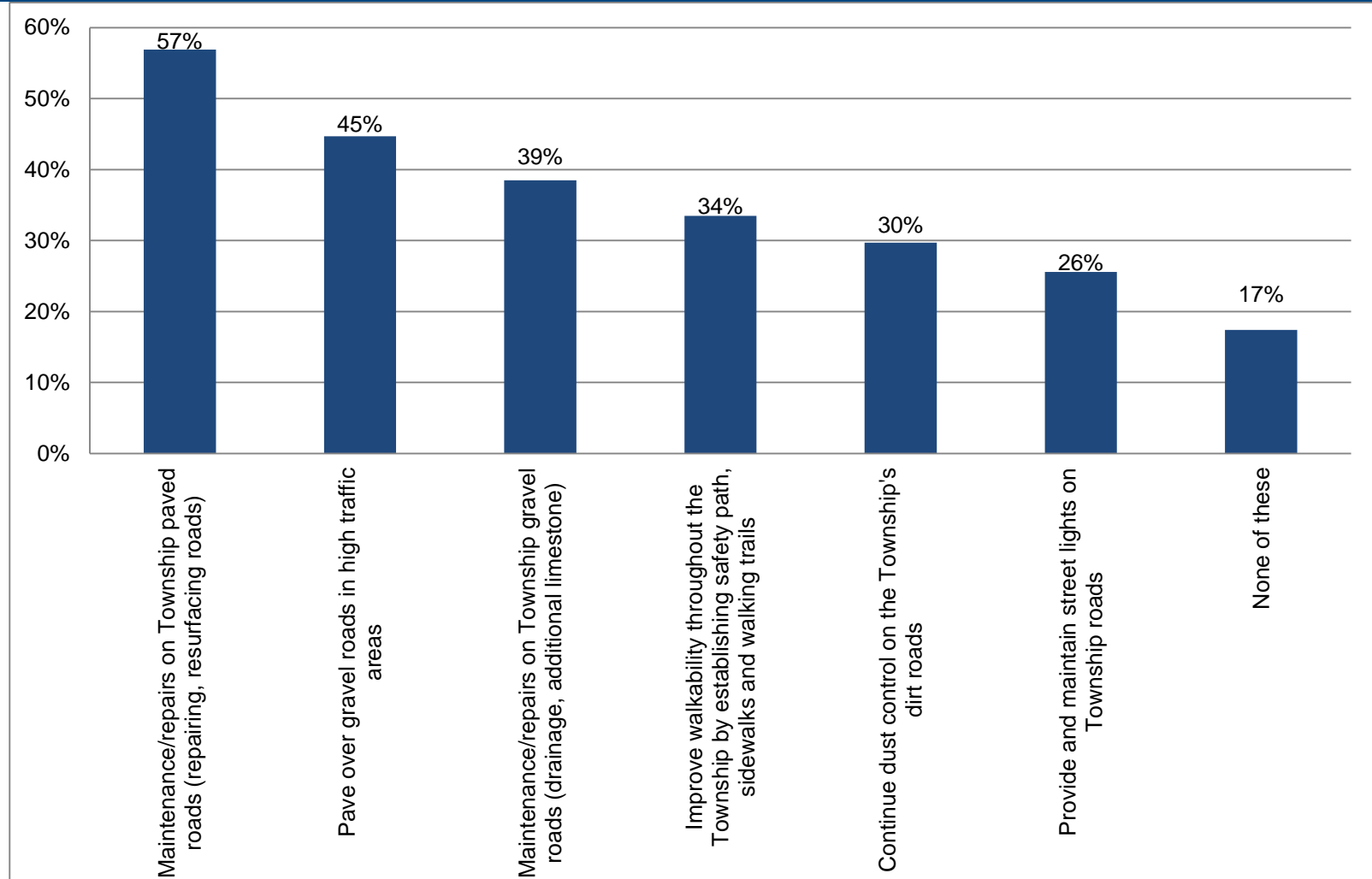




Millage Options

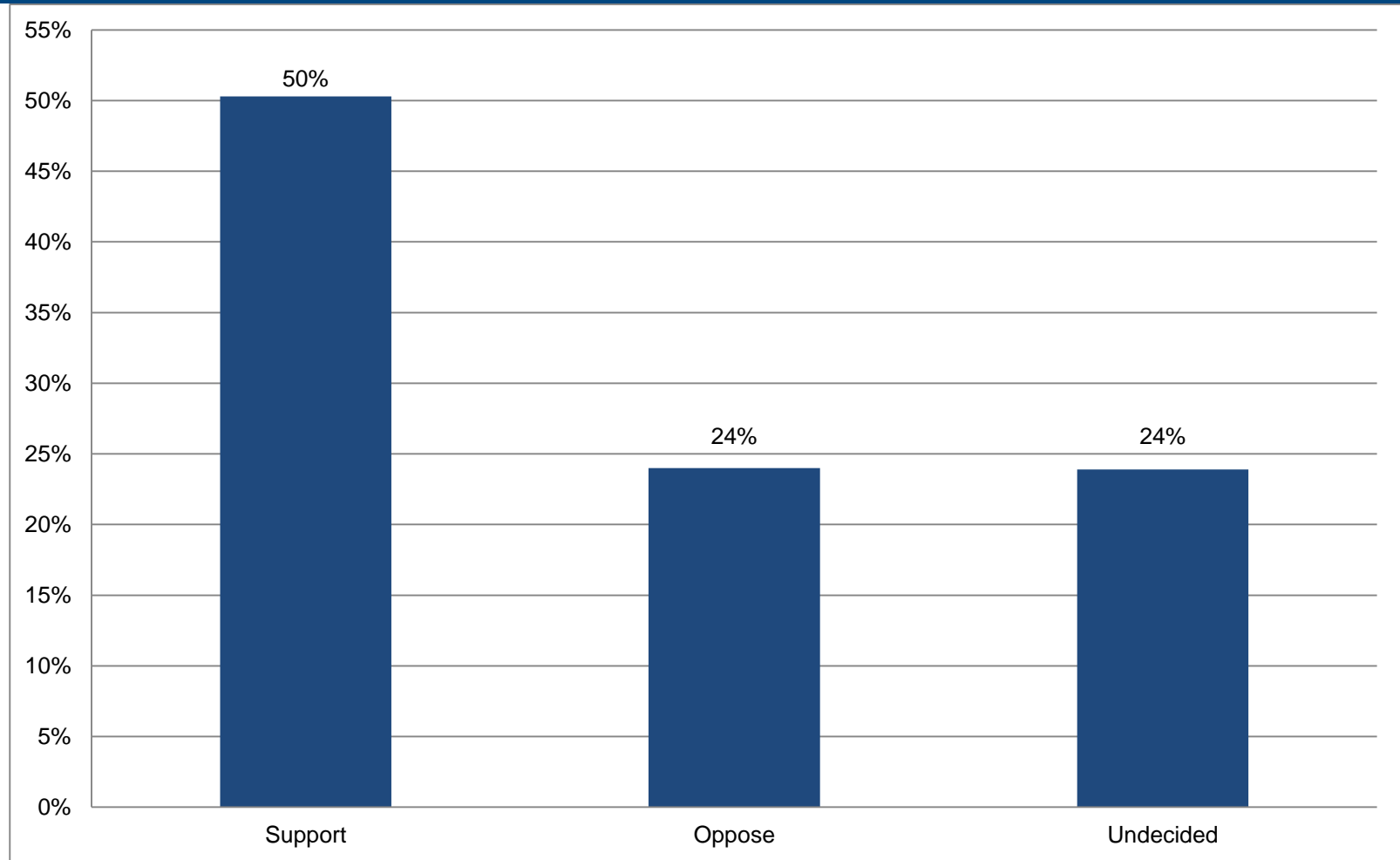


Which activities would you support in a potential millage?





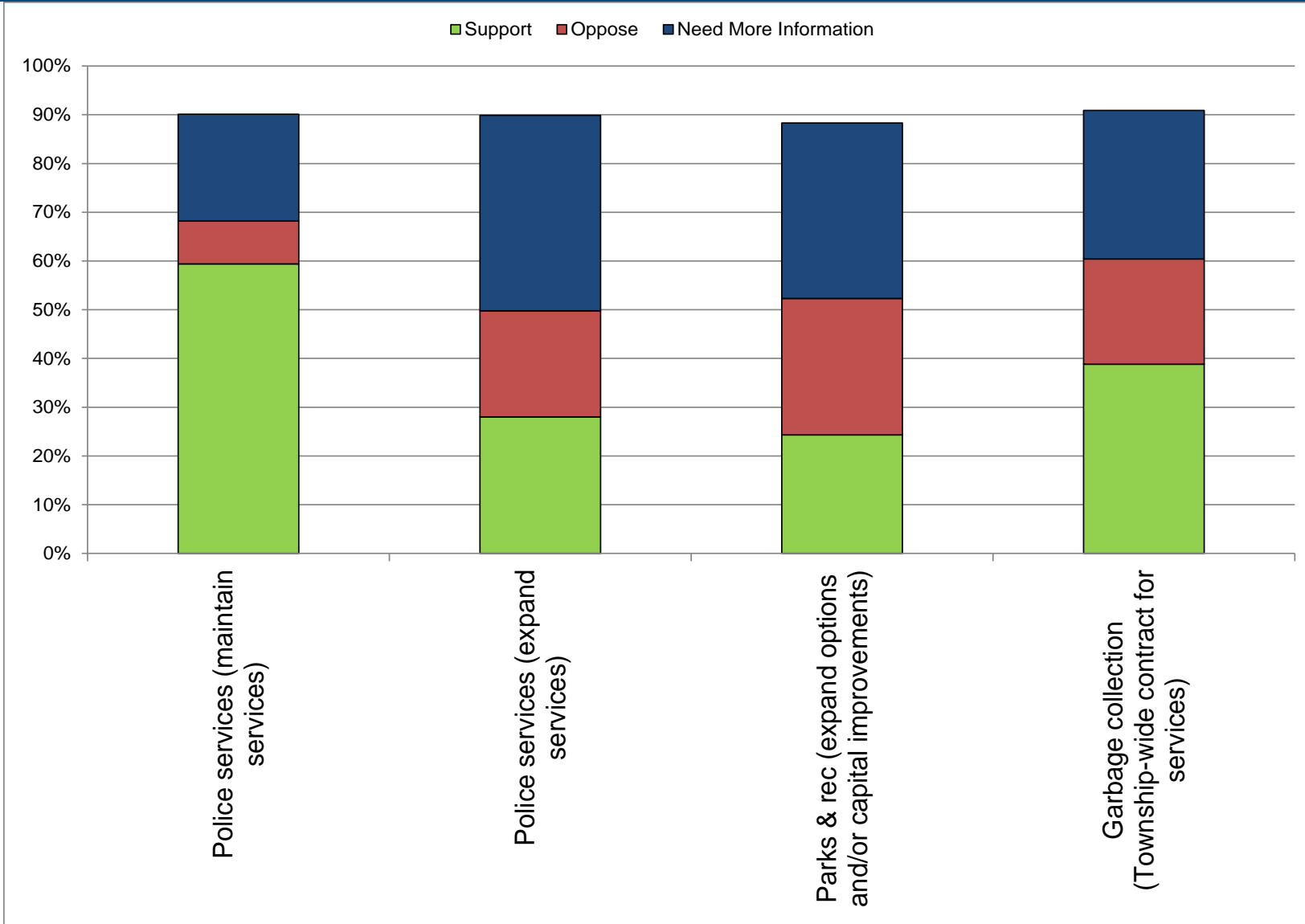
If election were in May 2013, would you likely support or oppose a road millage?





Support for Potential and Future Millage Options

Level of Support and Opposition

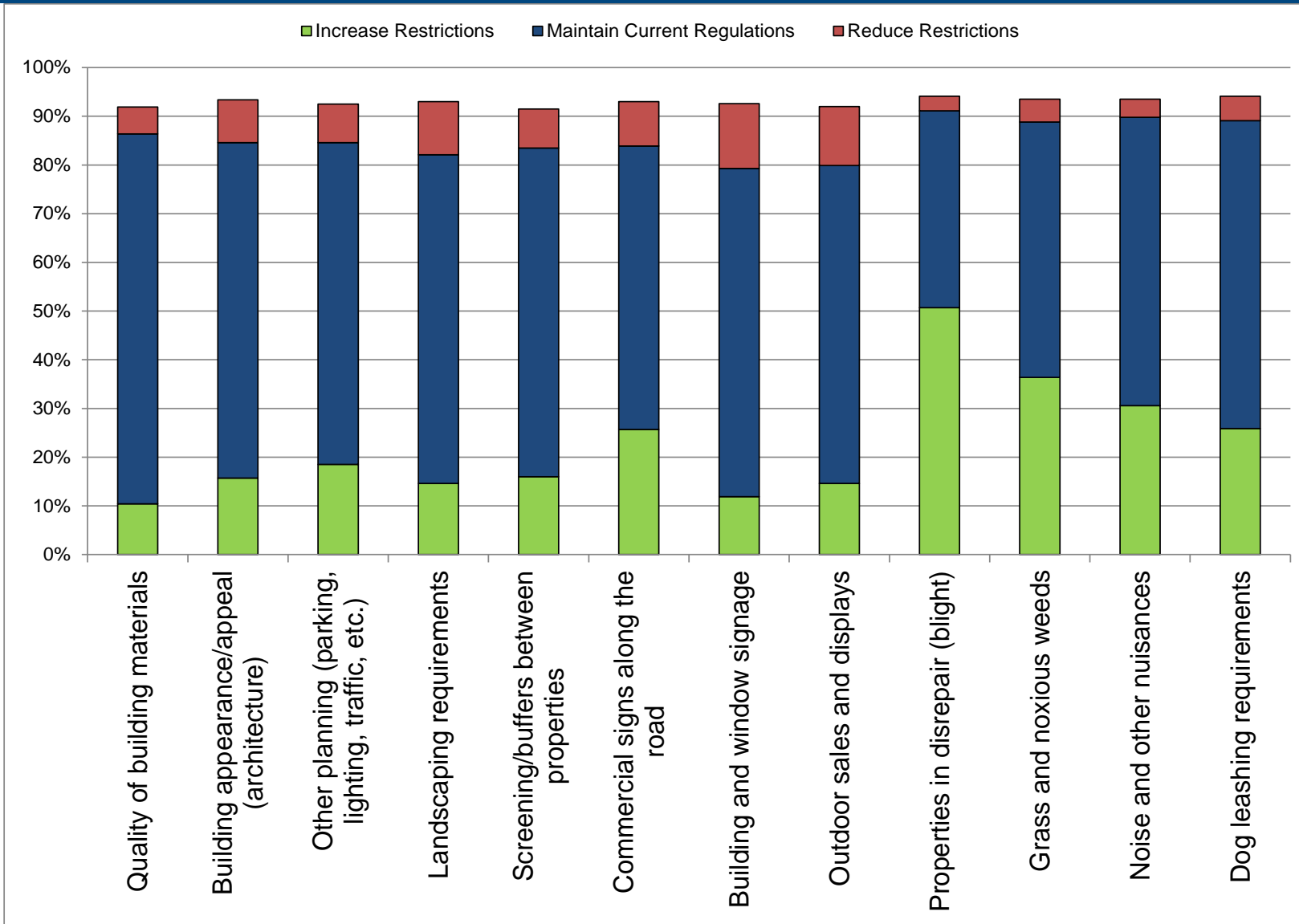




Planning

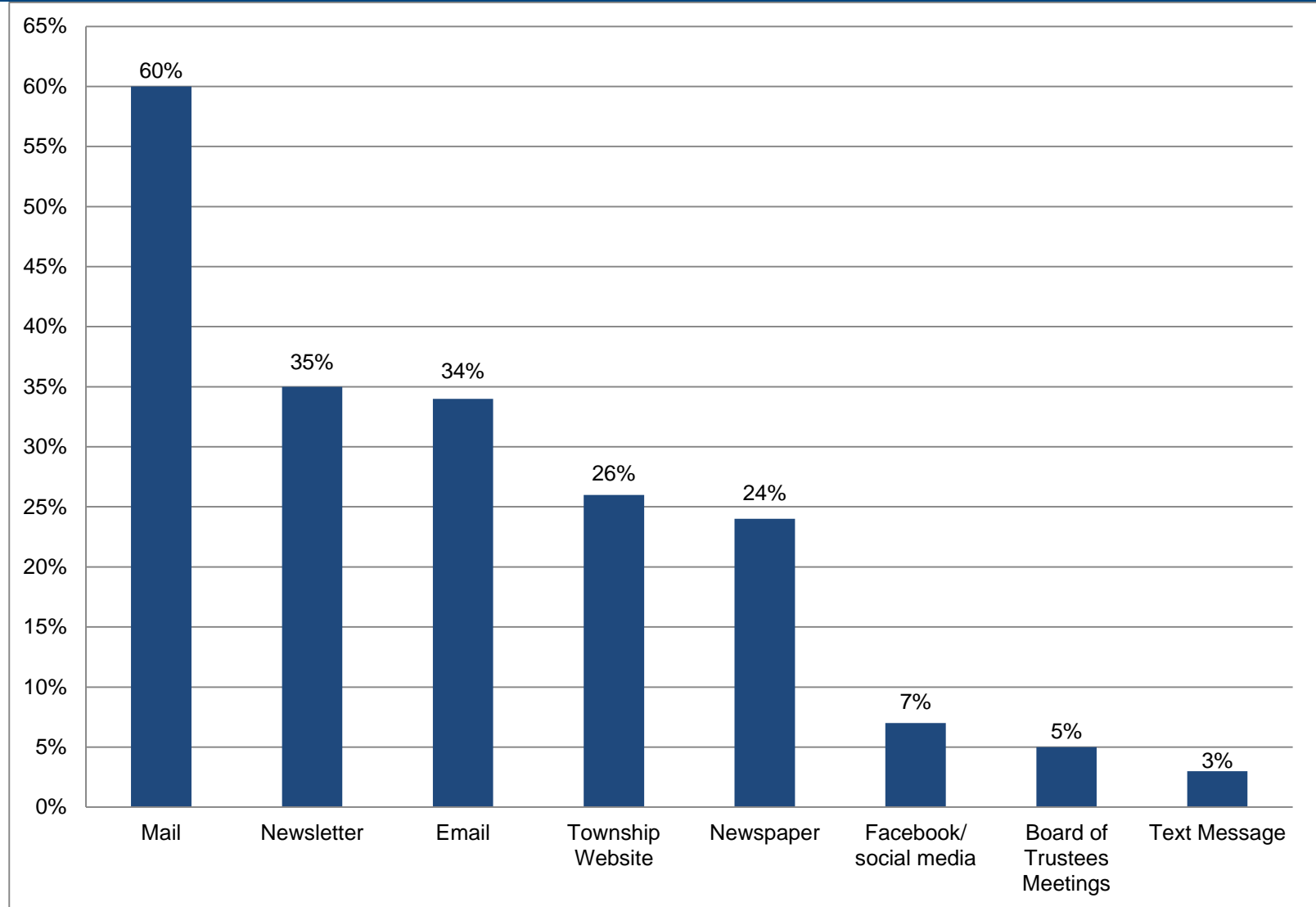


Support for Planning and Zoning Regulations Preferred Options



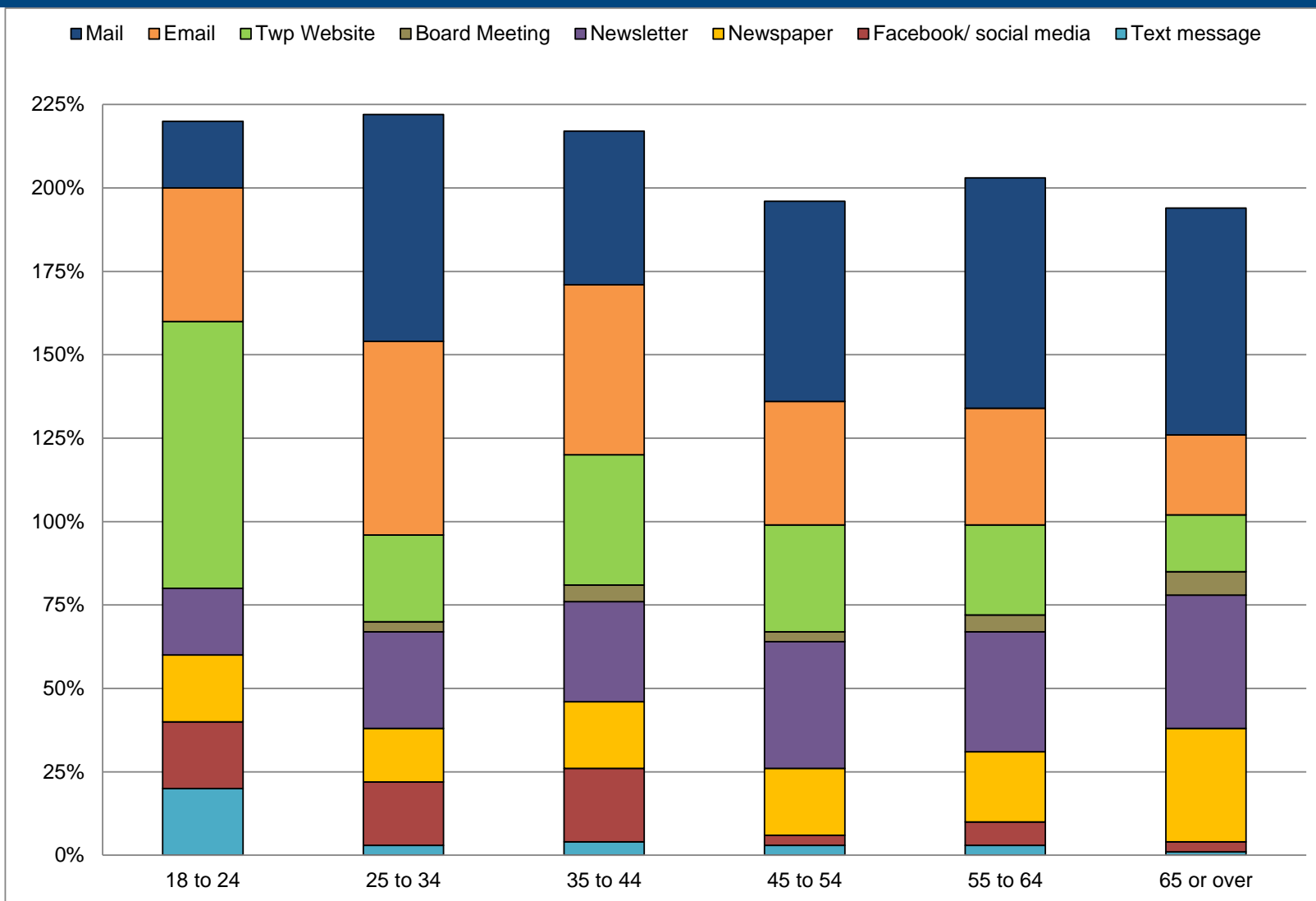


Communication Preference



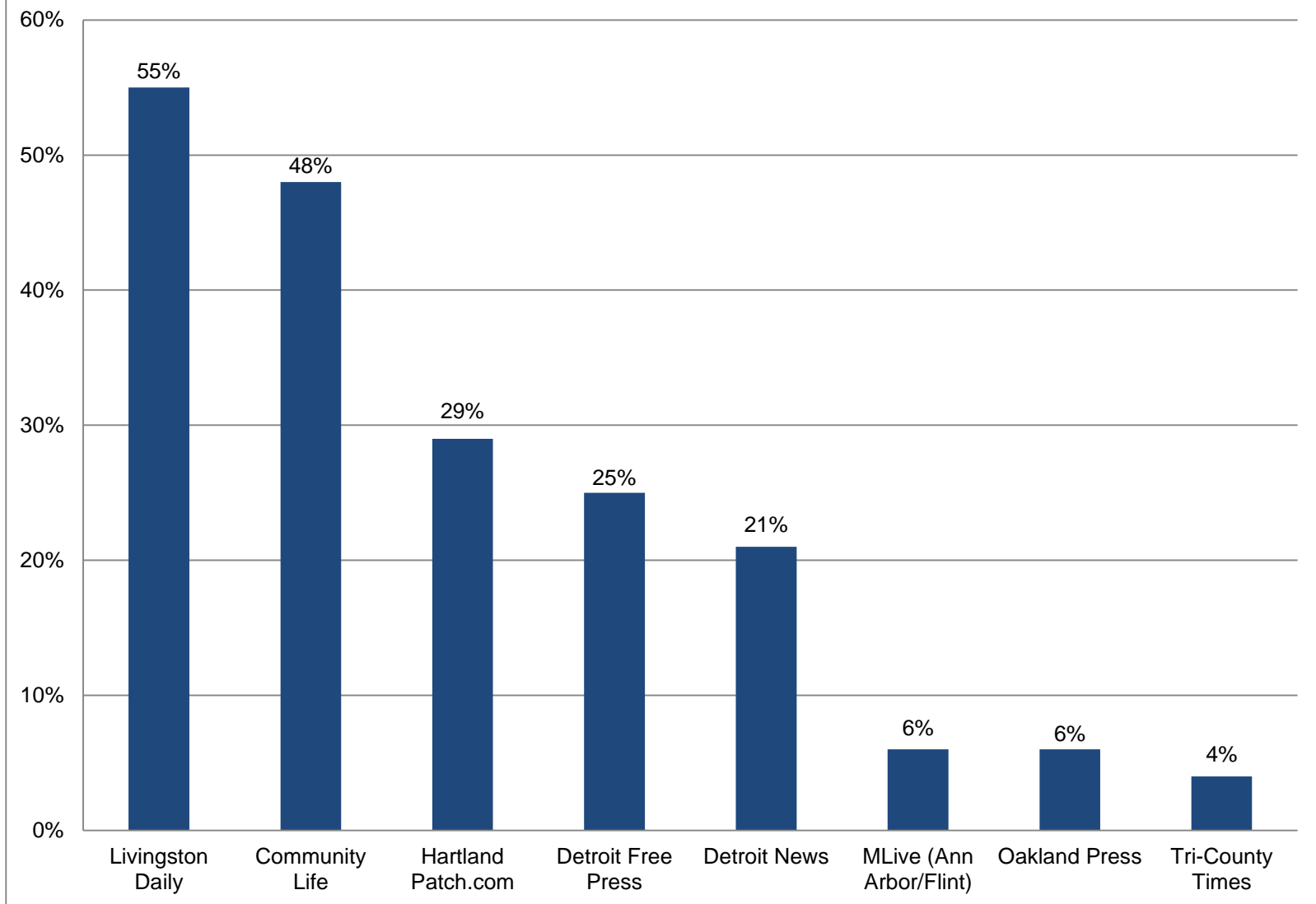


Communication Preference by Age



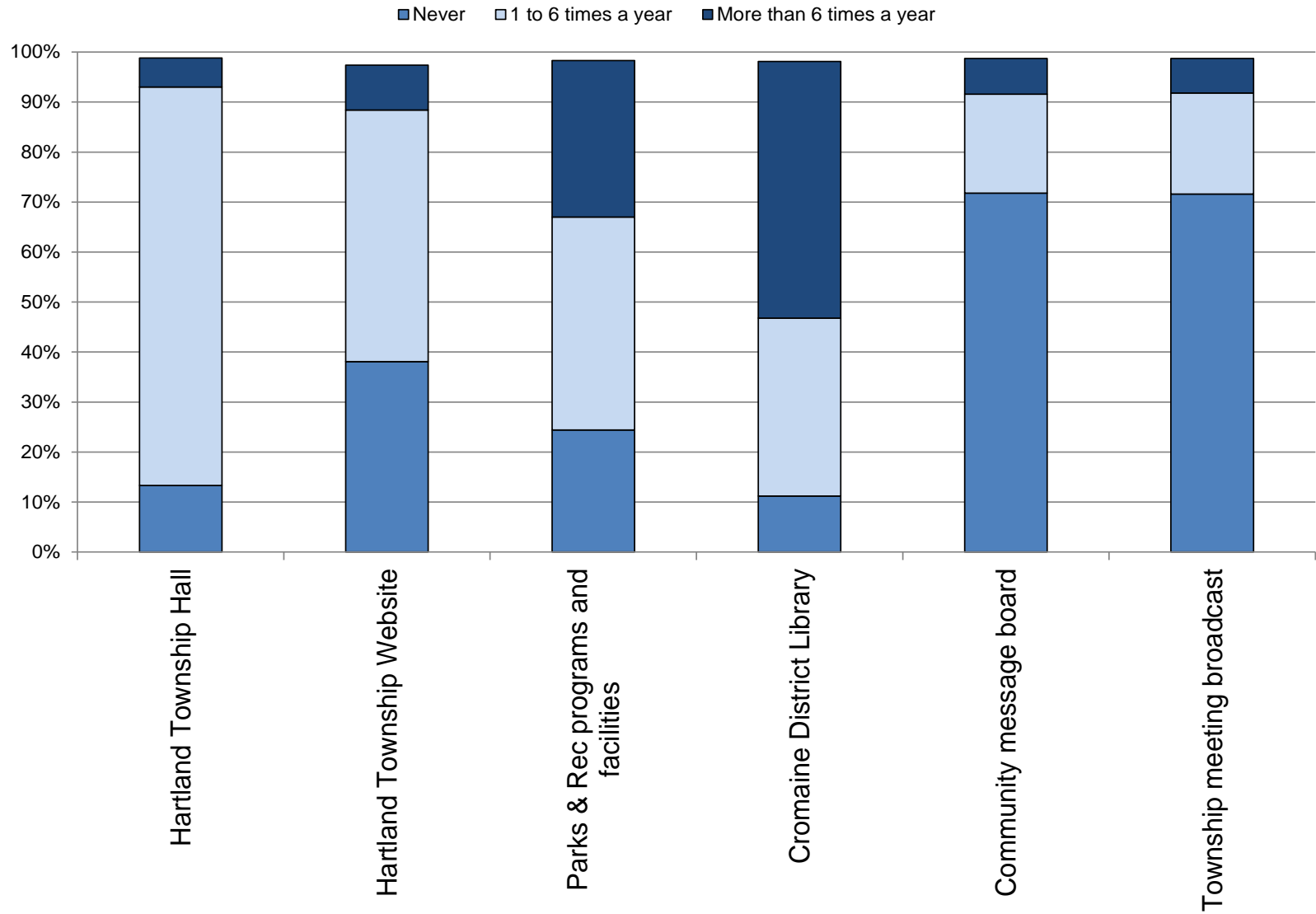


What newspaper/website do you read for local news?



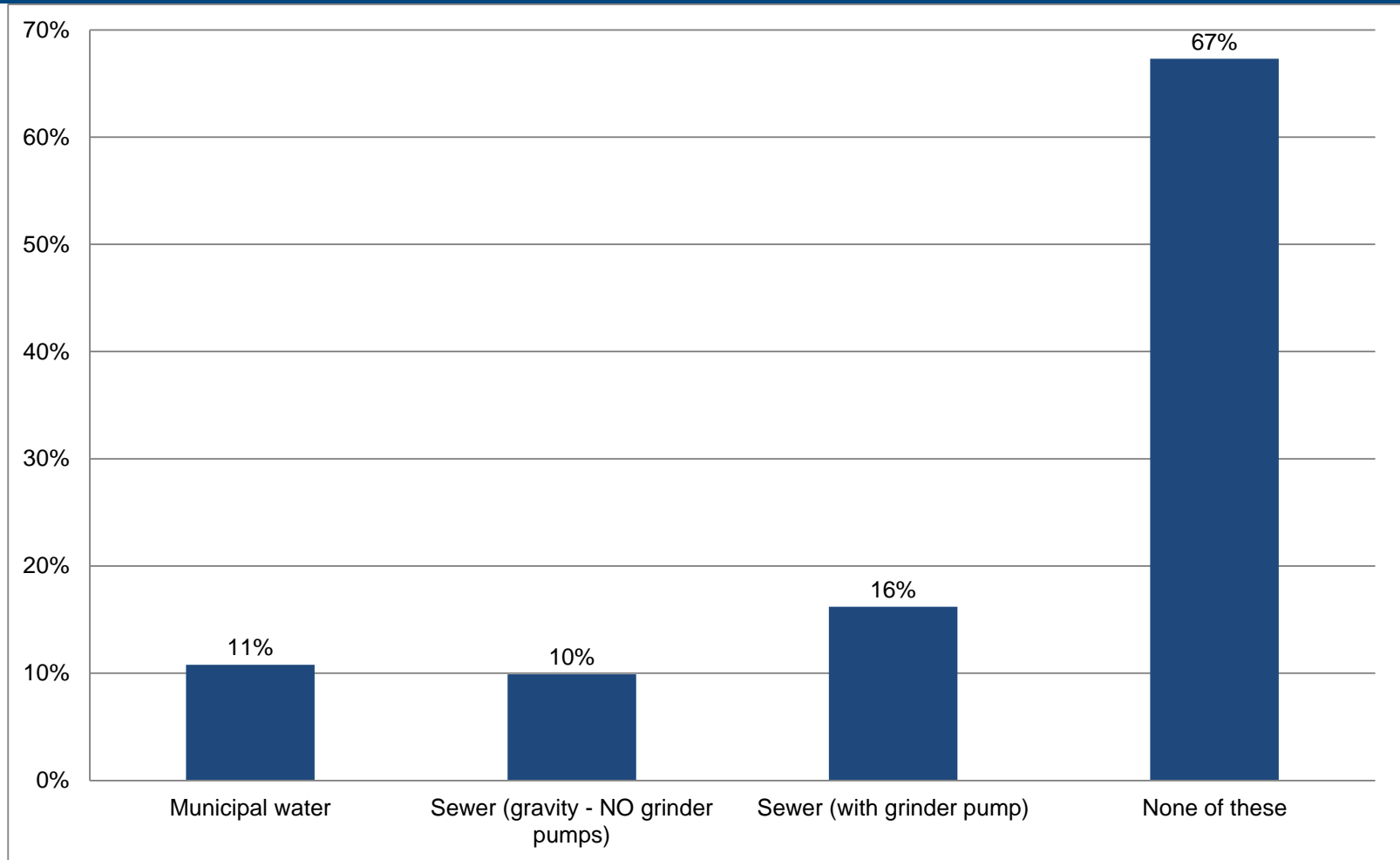


Community Assets Frequency



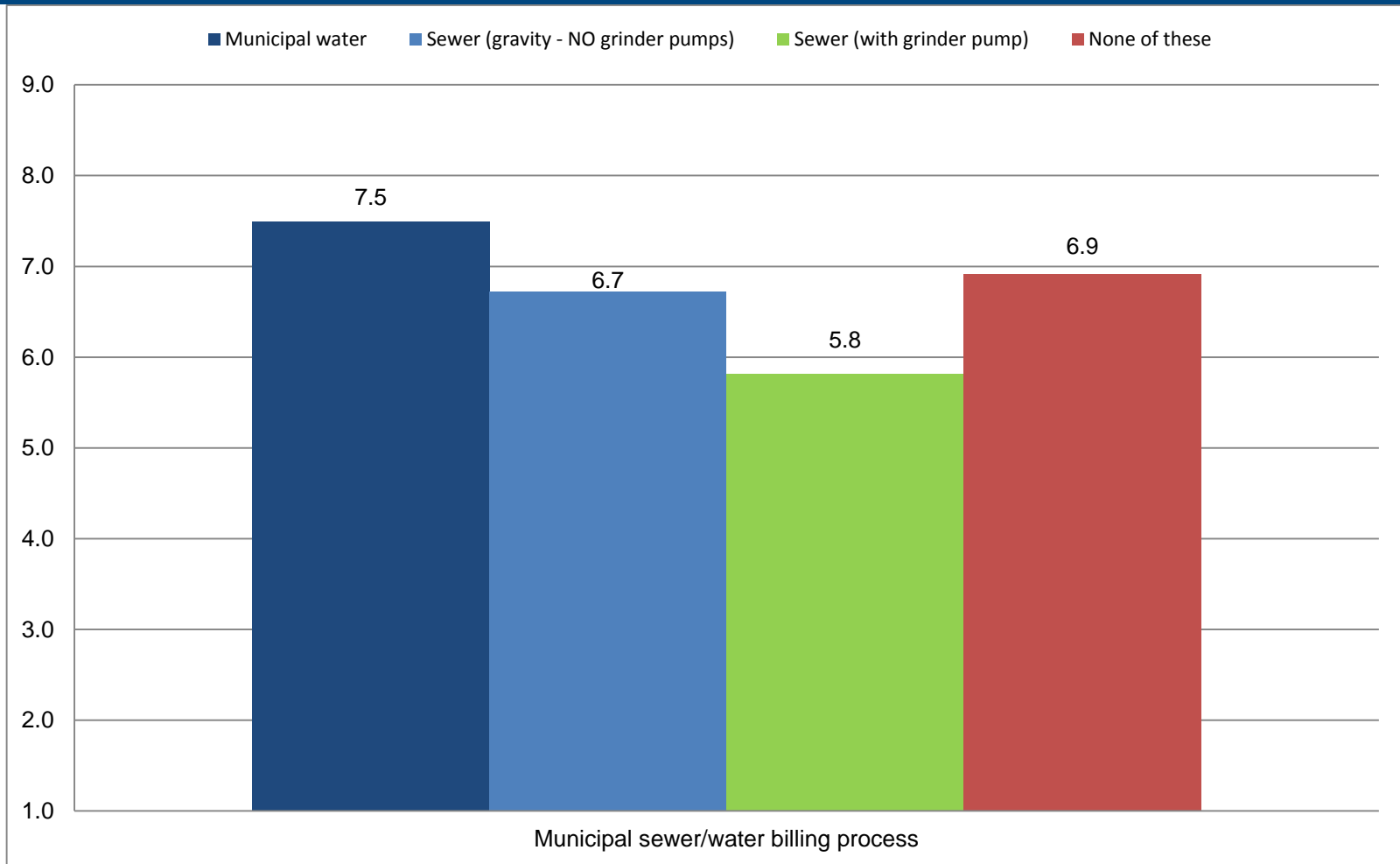


Utility Services from Hartland Township



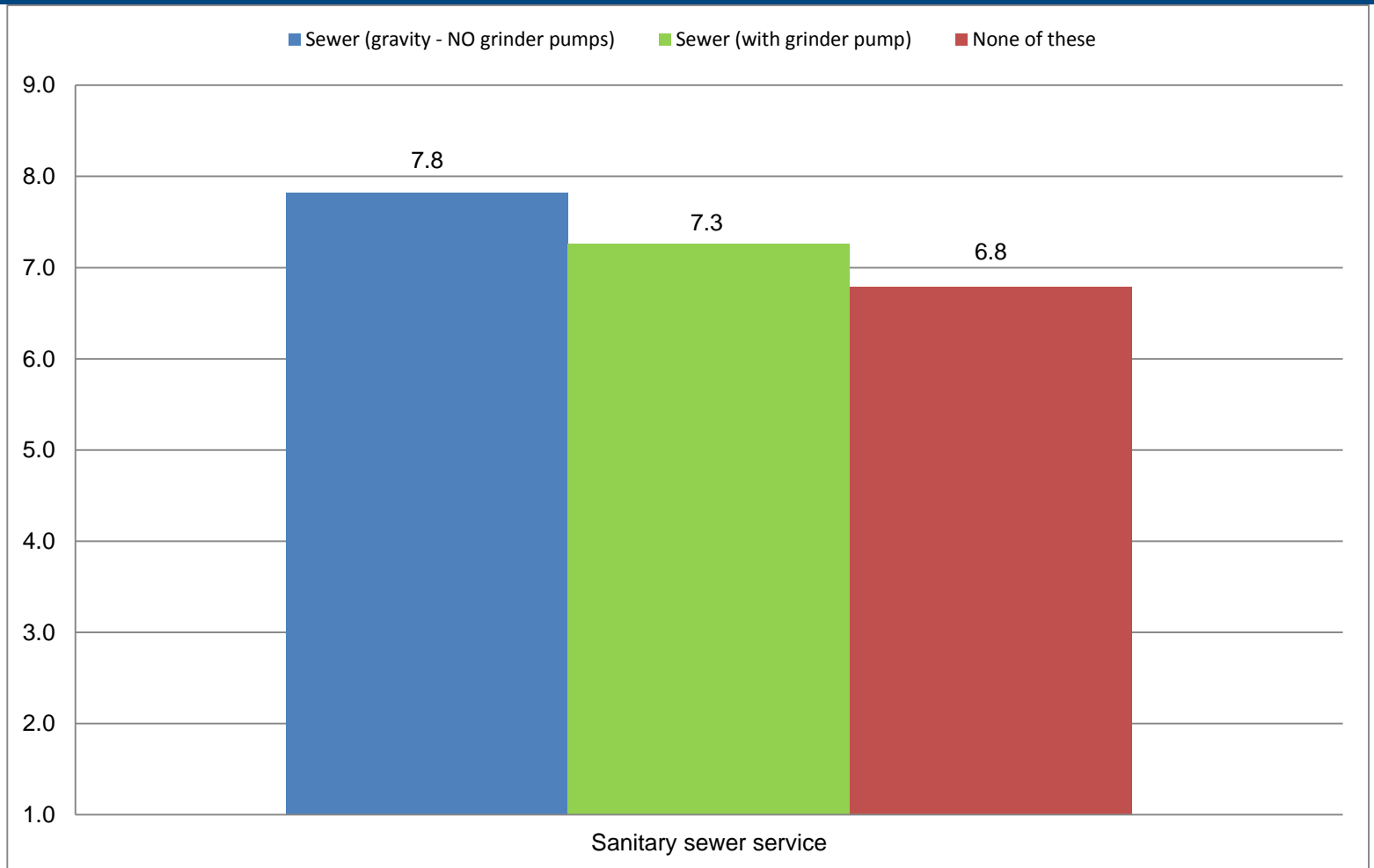


Municipal Sewer/Water Billing Process



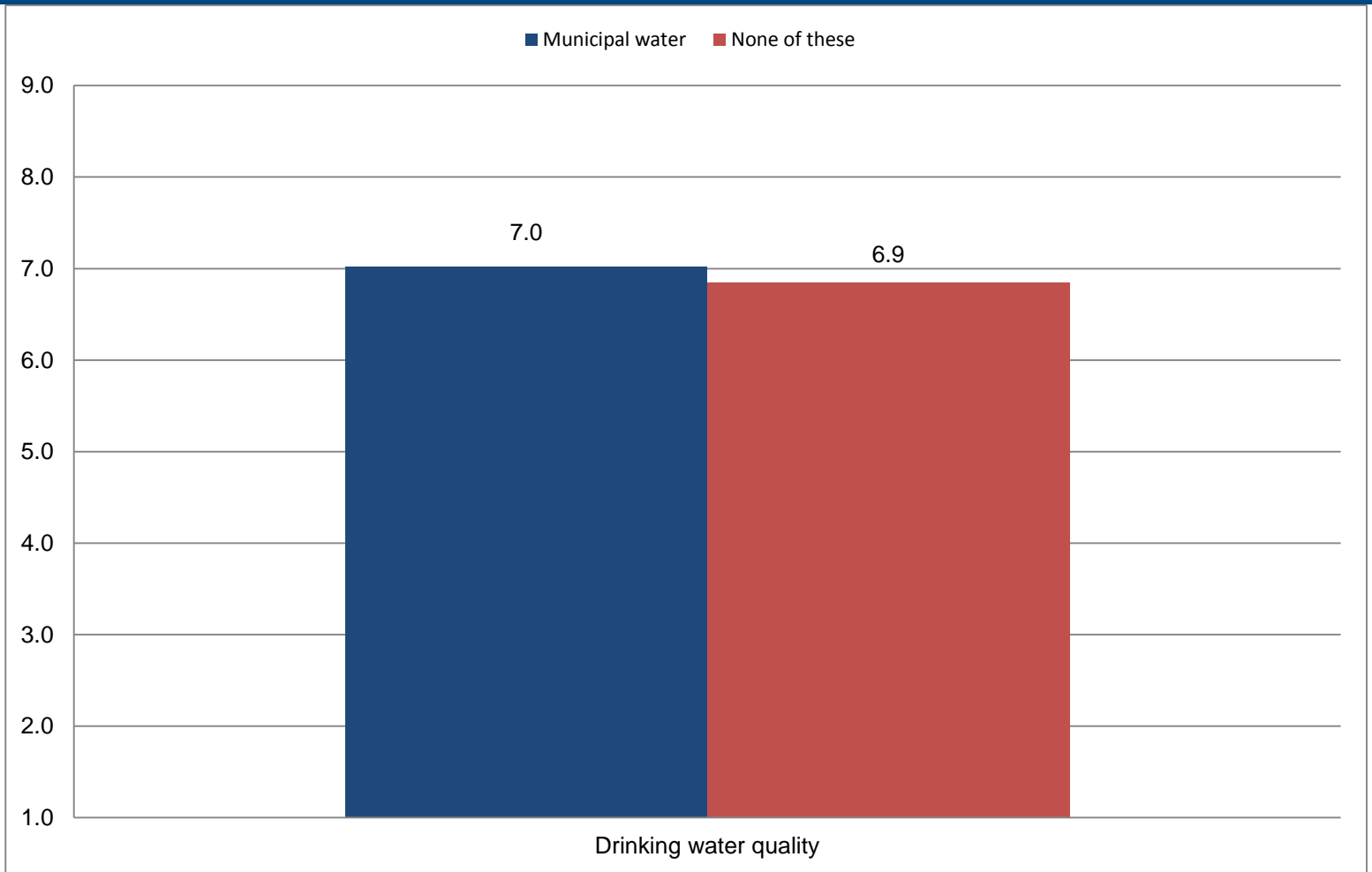


Sanitary Sewer Service



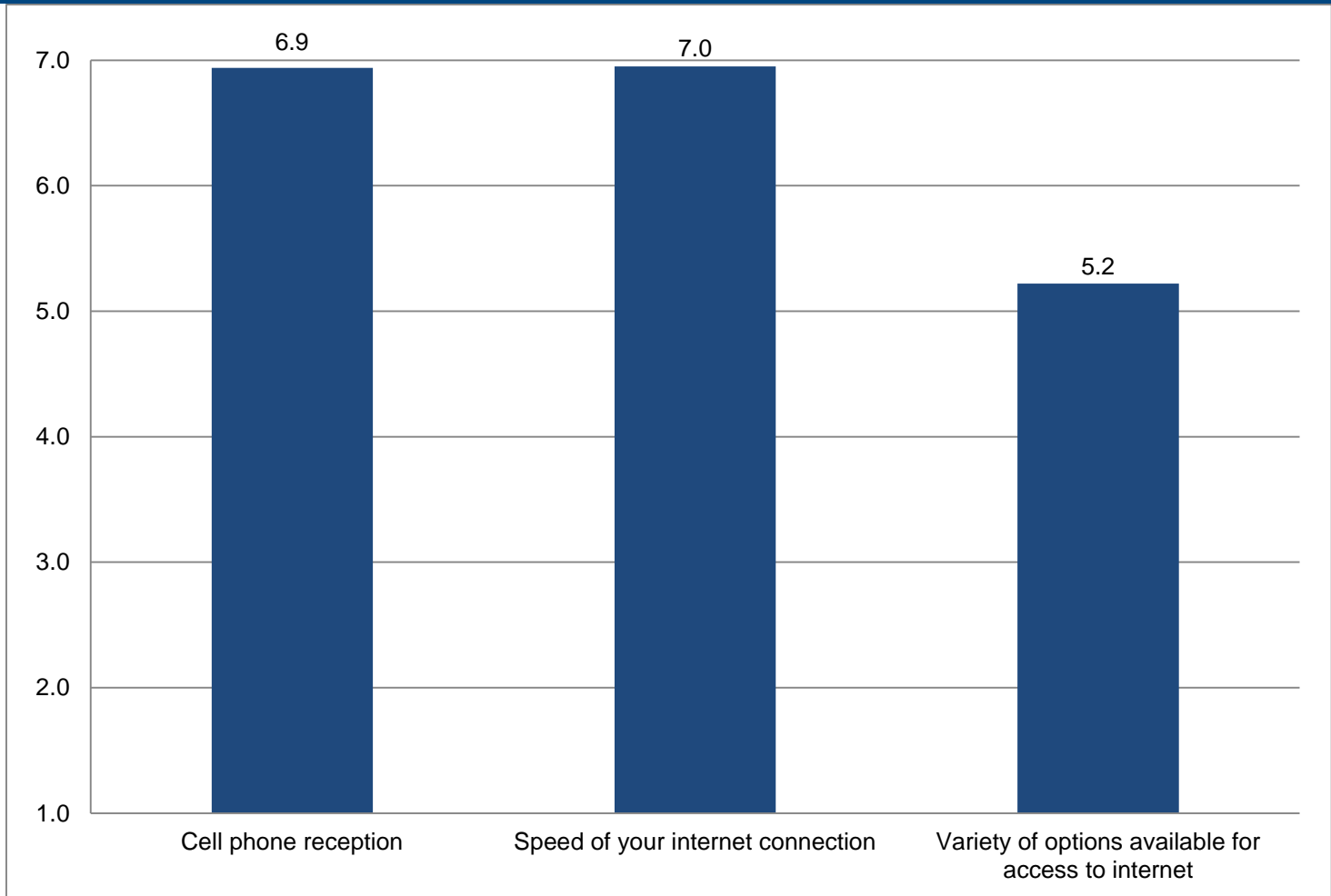


Drinking Water Quality





Telecommunications in Hartland Township





Implementing Results



Perception v Reality: Minimize Distortion or Fix Real Performance Issues



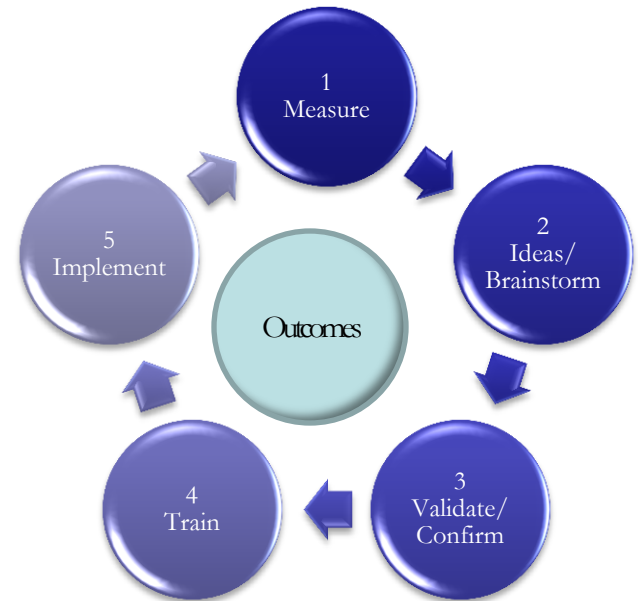


Strategy is About Action:

Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with residents and line staff – do the ideas and actions make sense. Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.





Be Clear About Your Strategic Outcomes

What are the characteristics of an ideal community through residents' eyes?

Your residents want you to succeed.