

Hartland Township Citizen Engagement and Priority Assessment

December 2019





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
- Partnered with Township on 2012 and 2015 citizen surveys



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
- Gather public feedback on planning and zoning issues
- 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 strong performance and exceeds state, regional and national benchmarks in many dimensions
- 2015 Hartland Overall ACSI Score = 74
- 2019 Hartland Overall ACSI Score = 73
Michigan = 63 | Midwest = 62 | National = 61

	2012 Hartland	2015 Hartland	2019 Hartland	MI Benchmark 10,001-25,000	MI Benchmark Overall	Midwest Benchmark	U.S. Benchmark 10,001-25,000	U.S. Benchmark Overall	Hartland Change 2015 to 2019
Fire and Emergency Medical Services	78	82	83	81	82	82	79	81	➡ 1
Public Schools	77	83	83	53	67	67	63	63	➡ 0
Transportation	55	45	45	52	58	60	56	56	➡ 0
Utility Services	72	70	70	79	76	73	71	73	➡ -1
Police Department	74	80	84	74	75	75	70	75	⬆️ 4
Property Taxes	63	62	58	65	61	59	57	58	⬇️ -4
Shopping Opportunities	66	64	58	68	68	62	69	70	⬇️ -6
Local Government	65	67	65	55	58	59	51	56	➡ -2
Community Events	57	58	53	52	58	59	61	59	⬇️ -5
Economic Health	56	64	67	54	59	59	53	55	⬆️ 4
Parks and Recreation	73	74	78	63	70	69	66	68	⬆️ 4
Library	86	83	88	72	82	80	75	80	⬆️ 5
Community Satisfaction	72	74	73	55	63	62	60	61	➡ -1
Community Image	74	75	77	59	68	66	69	67	➡ 2

Main Drivers Denoted in Green



Bottom Line

- Budget priority: Road repair and improvement was the highest rated item
- Zoning: Strong interest in tighter regulations for properties in disrepair
- Development: Majority would like more focus on residential development (although restaurants were mentioned often in comments)
- Police services: Ratings improved over 2015, and residents want to maintain services at the same level as neighboring communities
- Potential millage: Majority support fire and road millage



Preserving Voice: Looking Into Detail

Sample:

Hartland Township
2019 Core ACSI Scores
High score = 100

		Economic Health	Living costs	Quality of jobs	Affordability of housing	Availability of jobs	Stability of property values	Strength of local economy	Shopping opportunities in Hartland Township	Parks and Recreation	Facilities meet your needs	Facility maintenance	Quality and variety of recreational programs	Library	Hours of operation	Adequacy of resources
Age	18 to 24	67	70	62	70	56	72	72	64	79	76	83	78	86	87	86
	25 to 34	55	59	48	47	47	69	62	57	76	79	77	71	79	81	77
	35 to 44	65	78	57	67	52	76	73	51	83	86	86	79	87	89	86
	45 to 54	66	73	64	67	59	73	71	54	80	81	82	77	86	84	87
	55 to 64	60	68	50	54	50	72	72	57	74	73	77	71	86	88	84
	65 or over	63	67	52	61	56	72	72	62	76	76	79	74	92	91	92
Household Income	\$25,000 or less	56	48	26	53	44	72	81	70	89	100	100	67	81	78	83
	\$25,001 to \$50,000	57	58	46	53	52	63	66	59	76	74	78	76	91	92	89
	\$50,001 to \$100,000	65	67	58	62	57	73	73	62	80	82	83	76	89	90	89
	Over \$100,000	65	74	59	63	56	76	73	56	79	79	81	76	86	87	86
Household Composition	Child(ren) age 12 or under	63	72	58	61	51	76	74	50	83	84	84	80	90	91	89
	Child(ren) over age 12	65	72	63	64	58	73	70	51	80	83	82	76	87	87	87
	Adult child(ren) over age 18	61	67	57	59	52	70	70	53	78	80	82	71	86	87	84
	Parent age 65 or older	82	86	81	73	86	84	89	74	83	82	87	81	93	94	91
	None of these	63	68	52	60	53	72	71	61	75	74	78	72	88	88	89
Gender	Male	66	71	57	62	58	76	73	63	78	78	80	76	87	88	87
	Female	61	67	54	58	51	70	71	53	78	79	81	73	88	89	88

Checked Scores that Vary by Demographics

Consistent Scores Regardless of Demographics

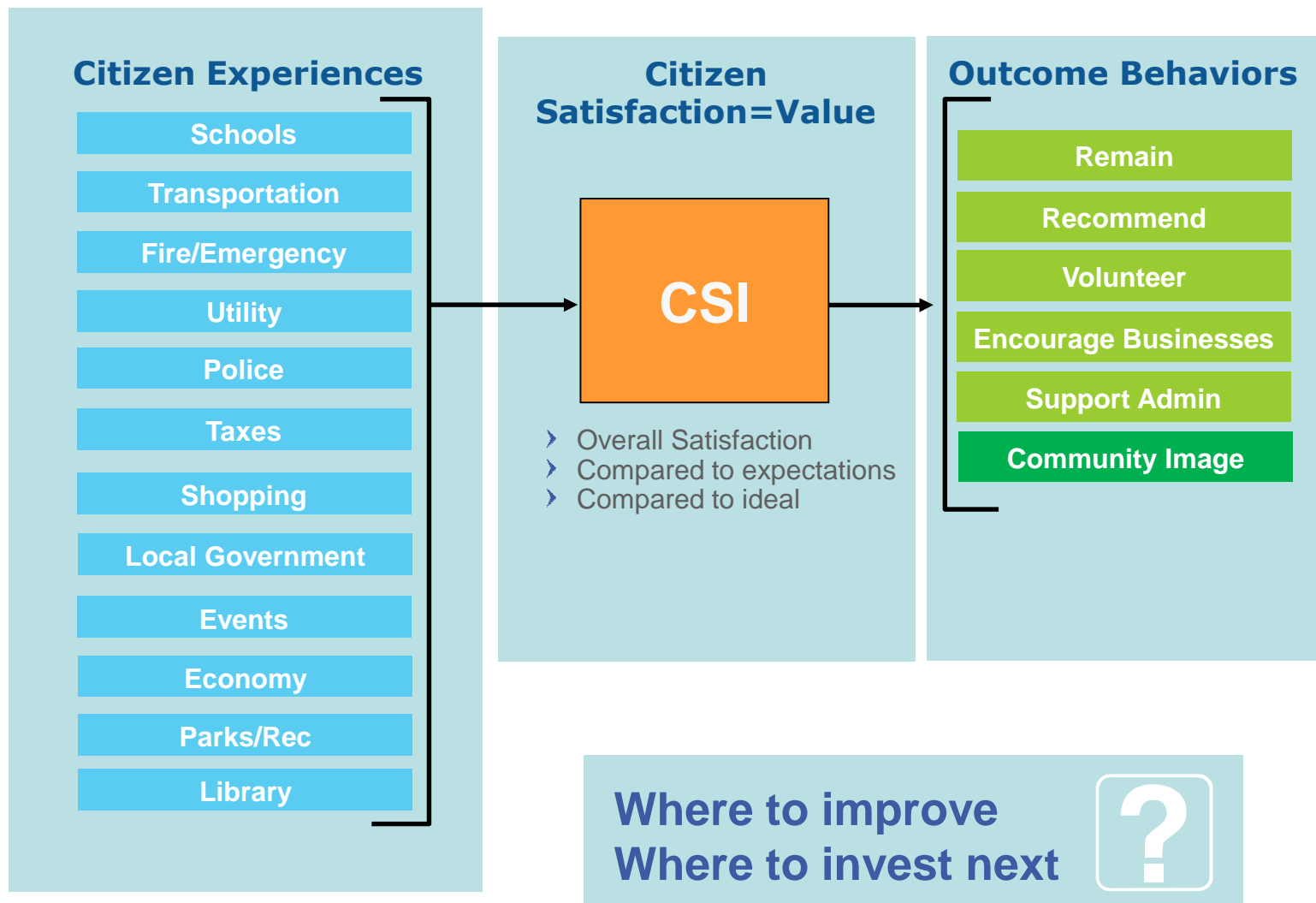


Methodology

- Random sample of 1,500 residents drawn from voter 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 October and November 2019
- Used survey identification number to ensure valid response
- Solid response from 342 residents, providing a response rate of 23%, a conventional margin of error of +/- 5% in the raw data and an ACSI margin of error of +/- 2% (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
 - Very similar response pattern as in prior surveys, but a somewhat higher representation of long-term residents (67% of responses compared with 54% in 2015)



Citizen Engagement Model



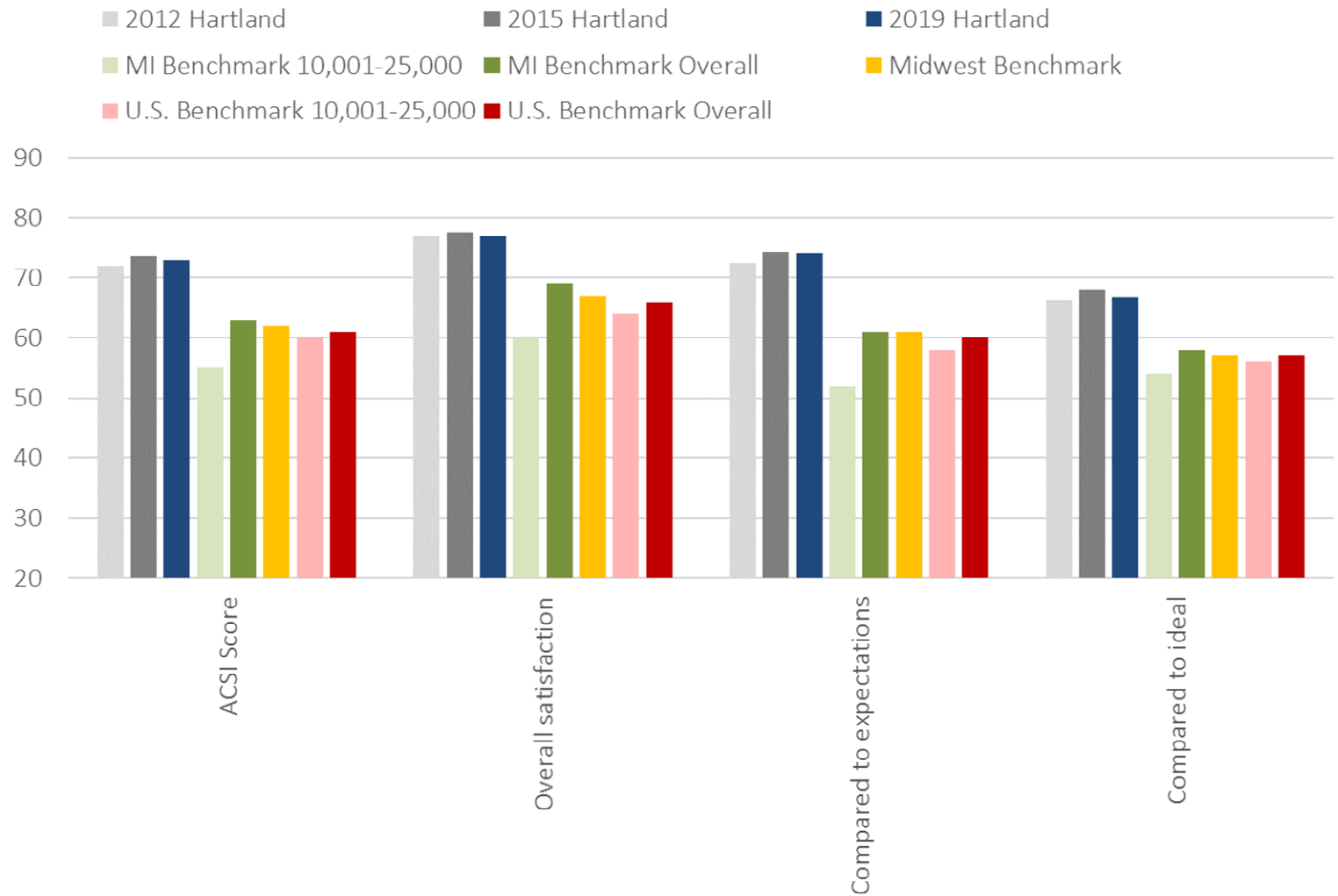
Results





Community Satisfaction to Benchmarks

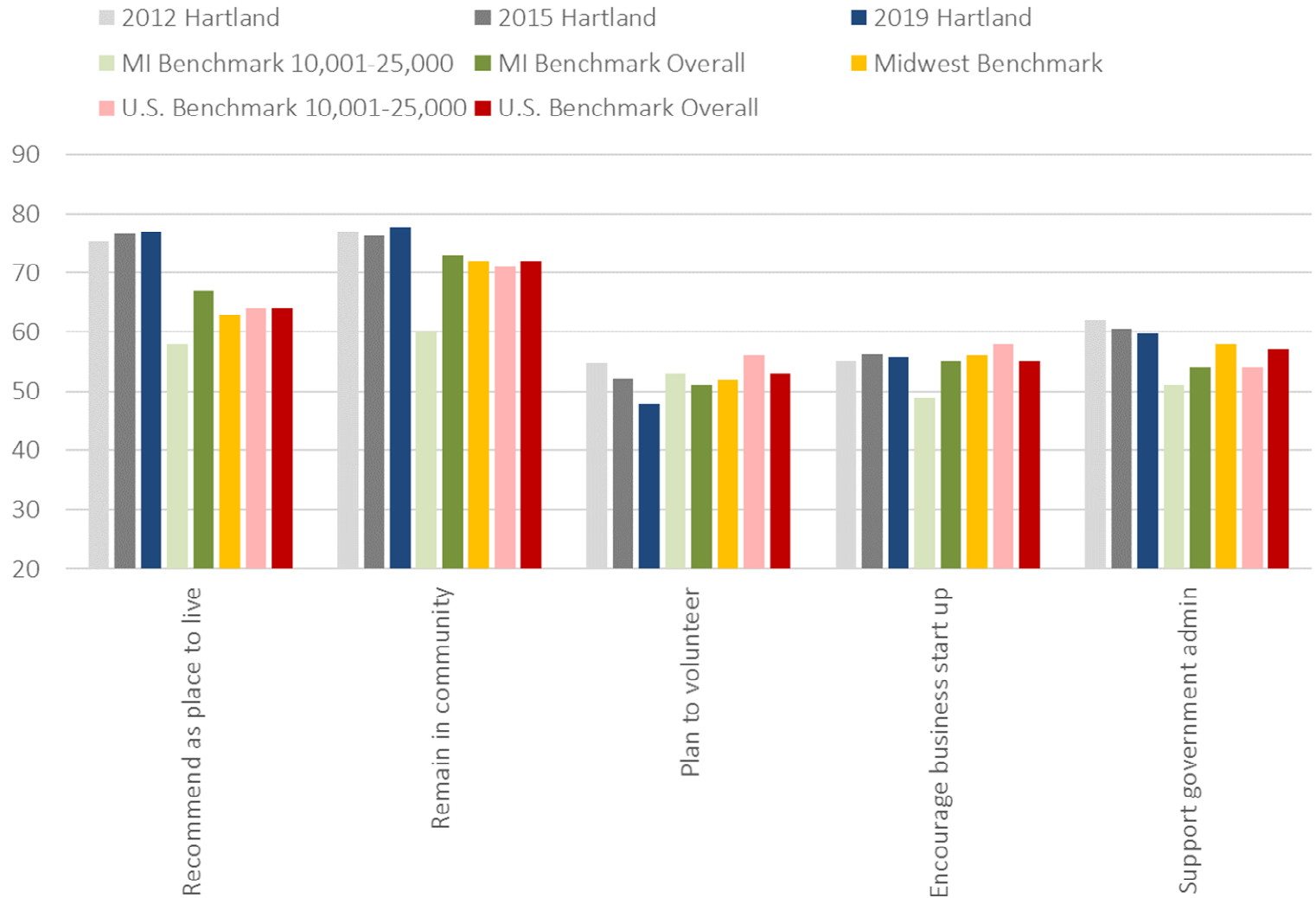
(High score = 100)





Outcome Behaviors to Benchmarks

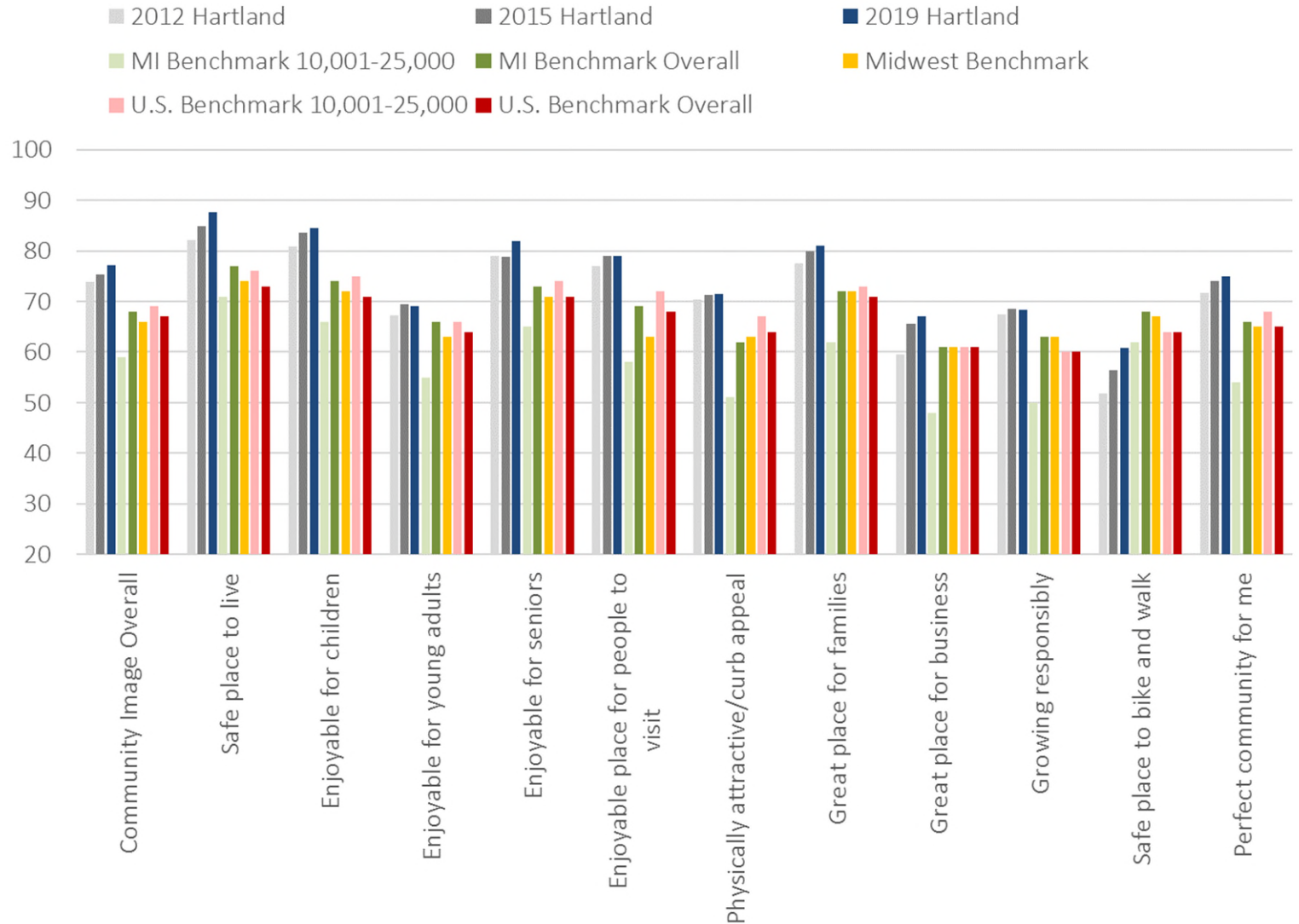
score = 100)





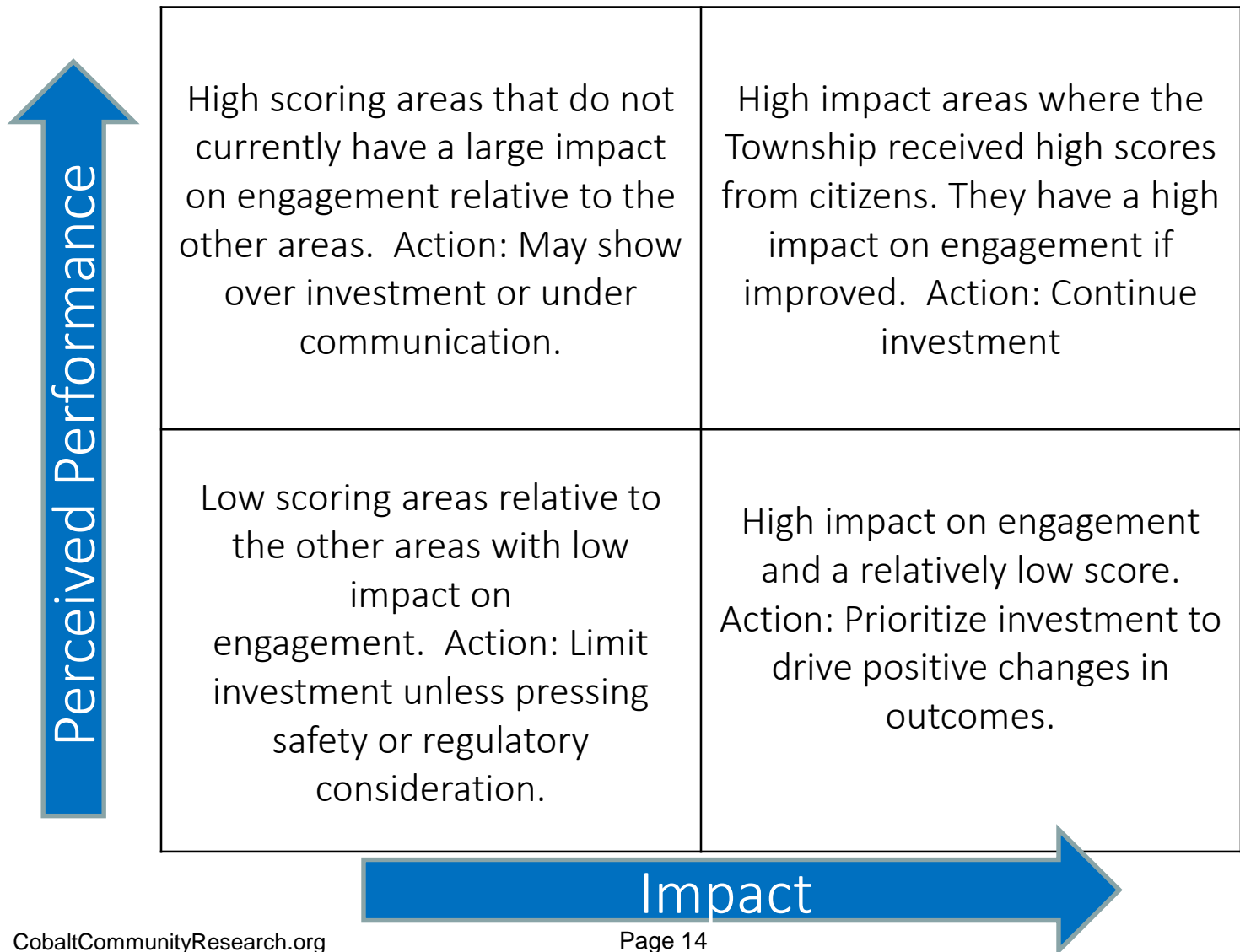
Community Image to Benchmarks

(High score = 100)



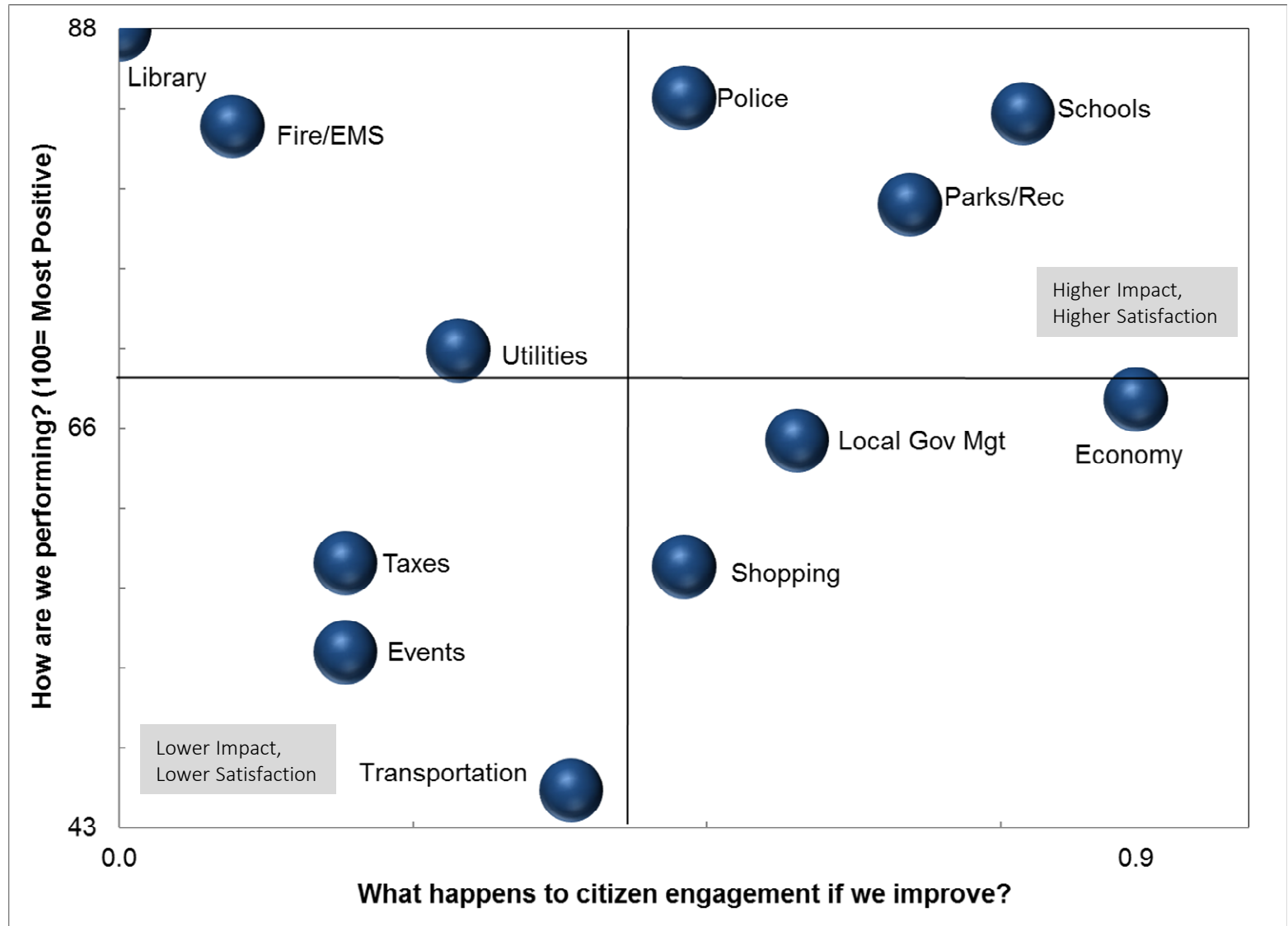


Understanding the Charts: Community Questions – Long-term Drivers



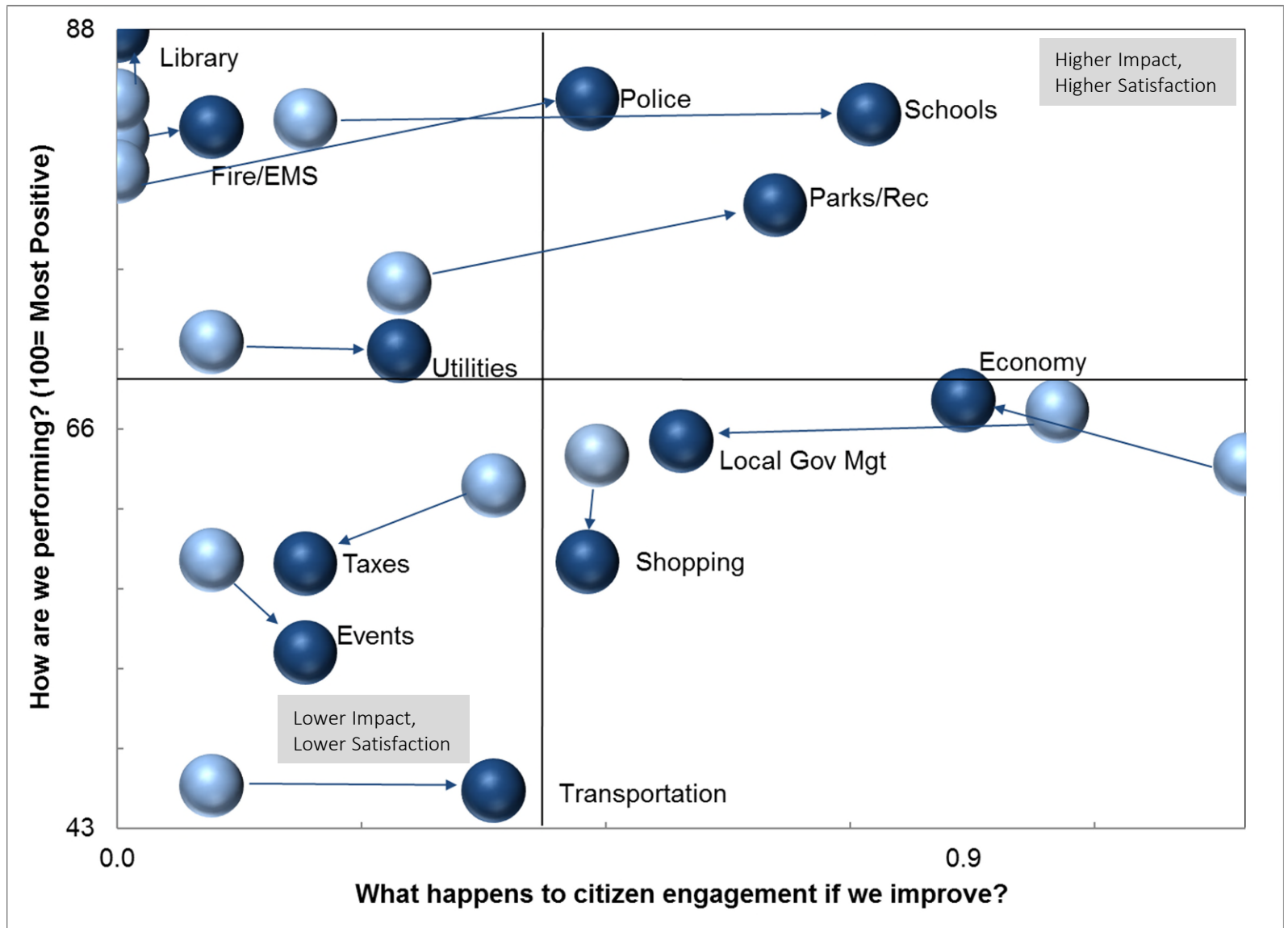


Drivers of Satisfaction and Behavior: Strategic Priorities



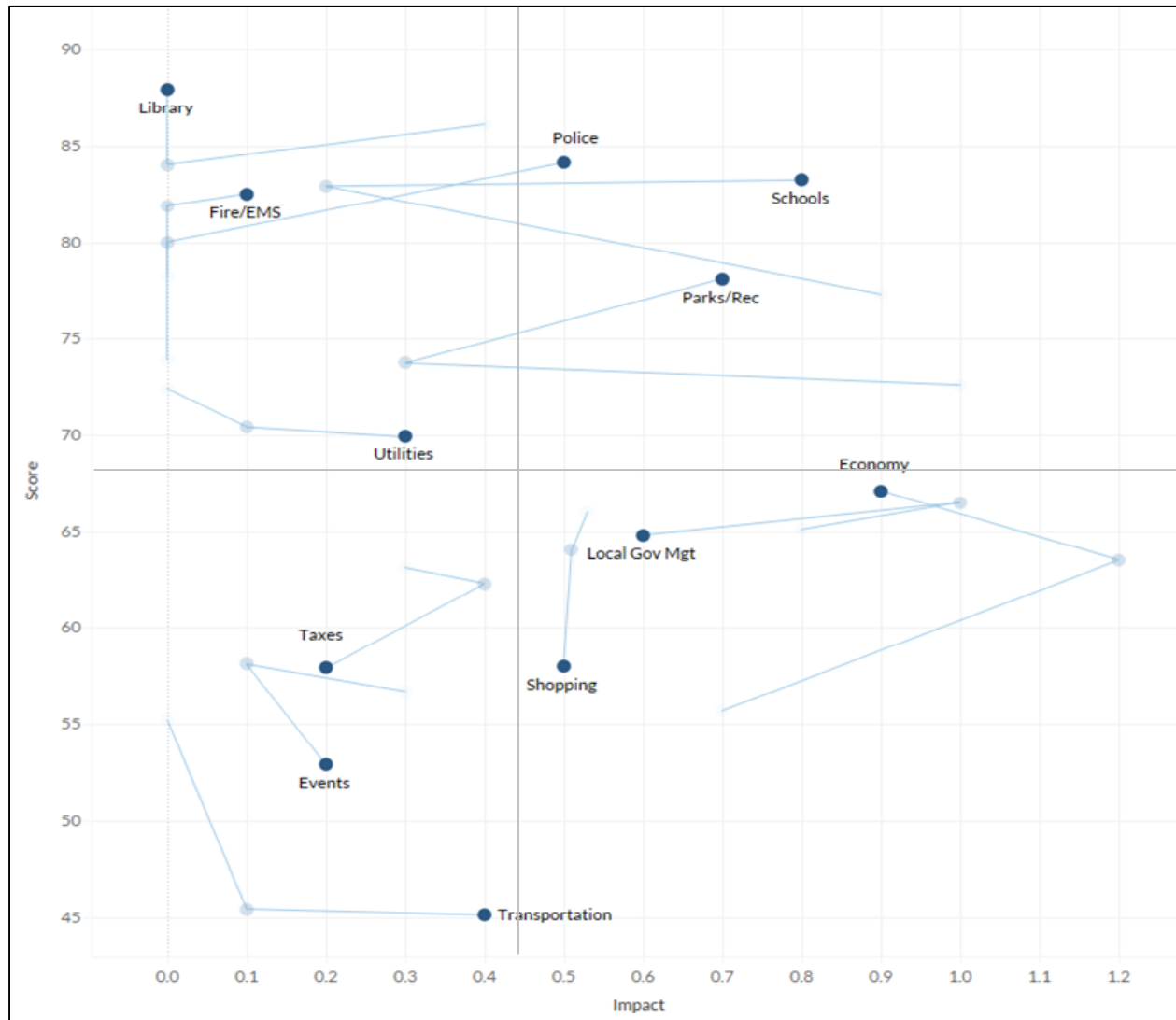


Drivers of Satisfaction and Behavior: Strategic Priorities compared to 2015



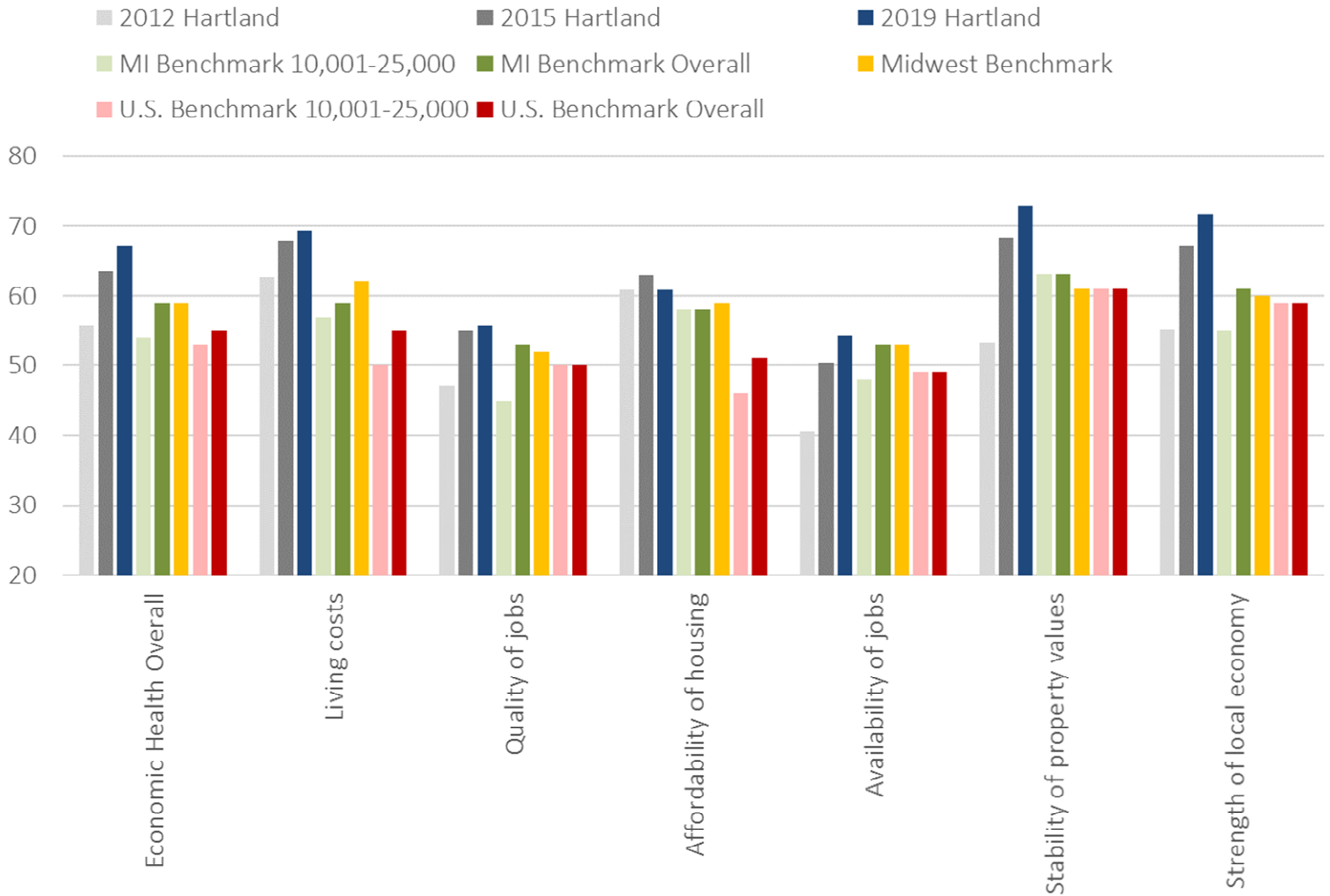


Strategic Priorities from 2012



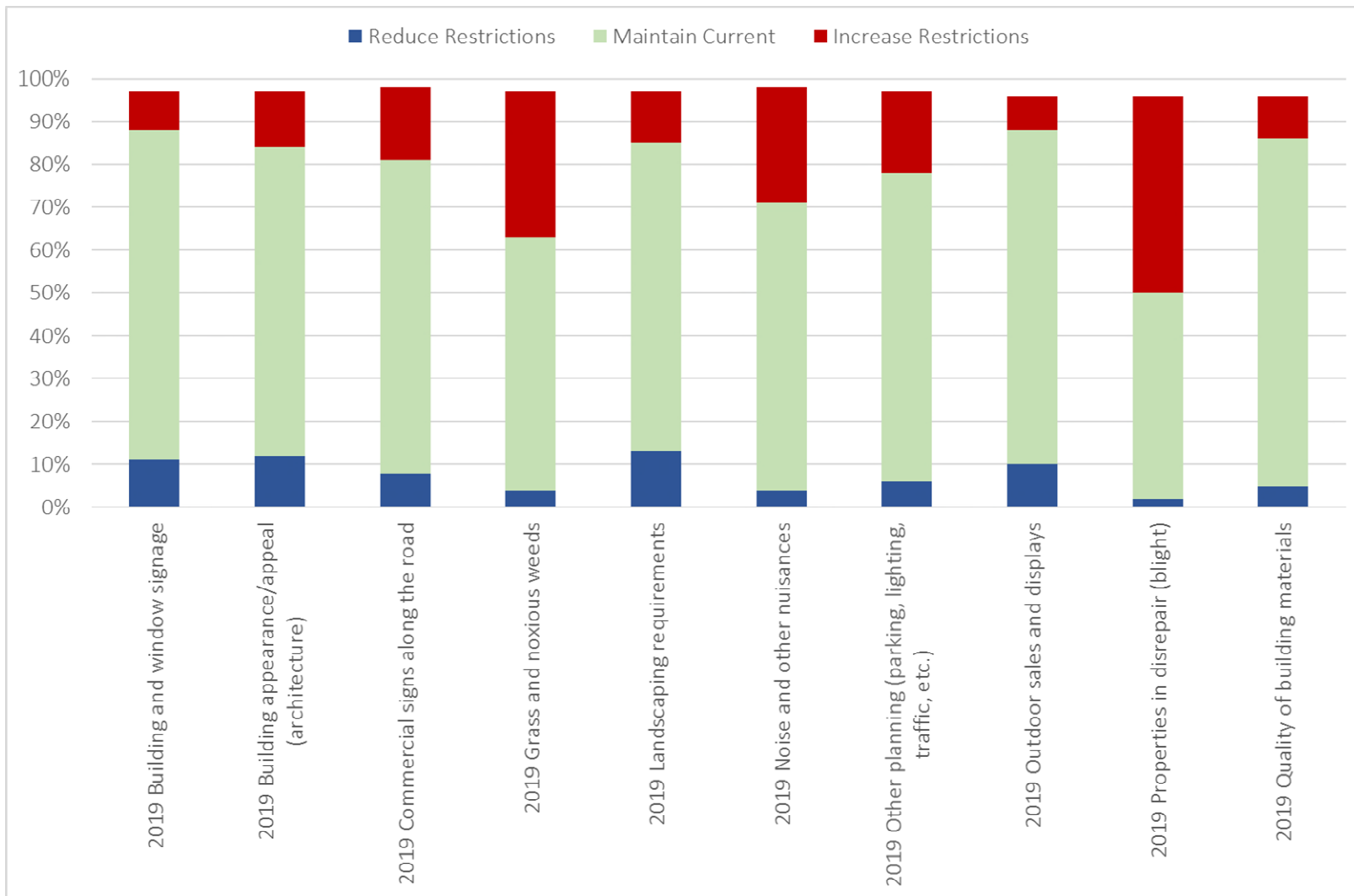


Drivers of Satisfaction and Behavior: Economic Health



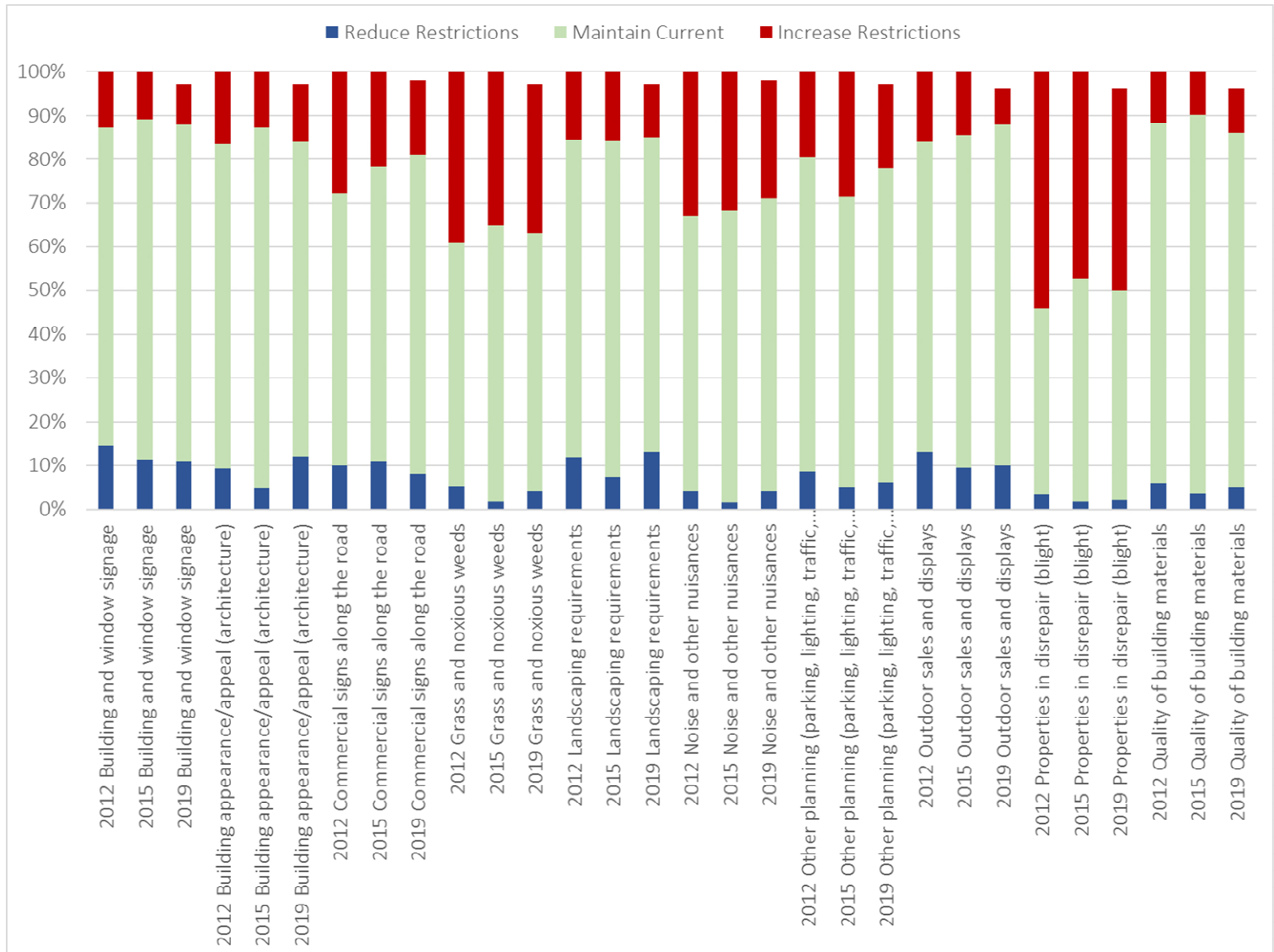


Planning and Zoning Changes



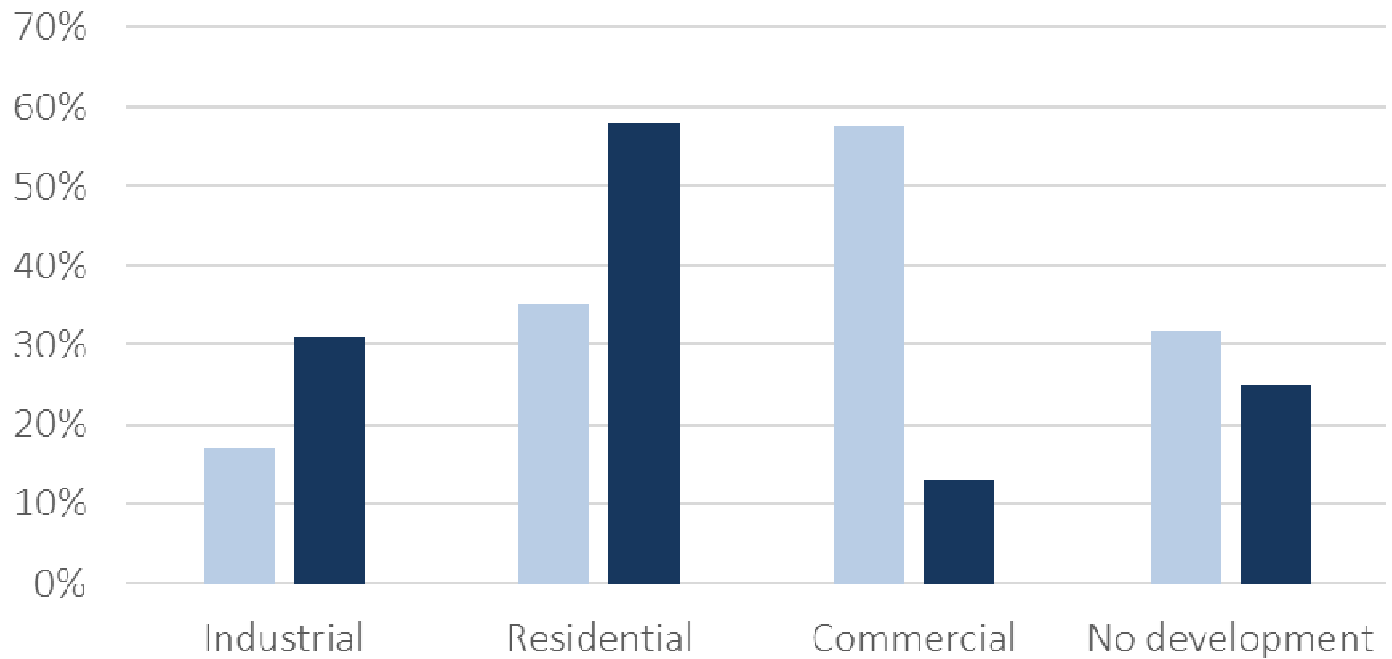


Planning and Zoning Changes



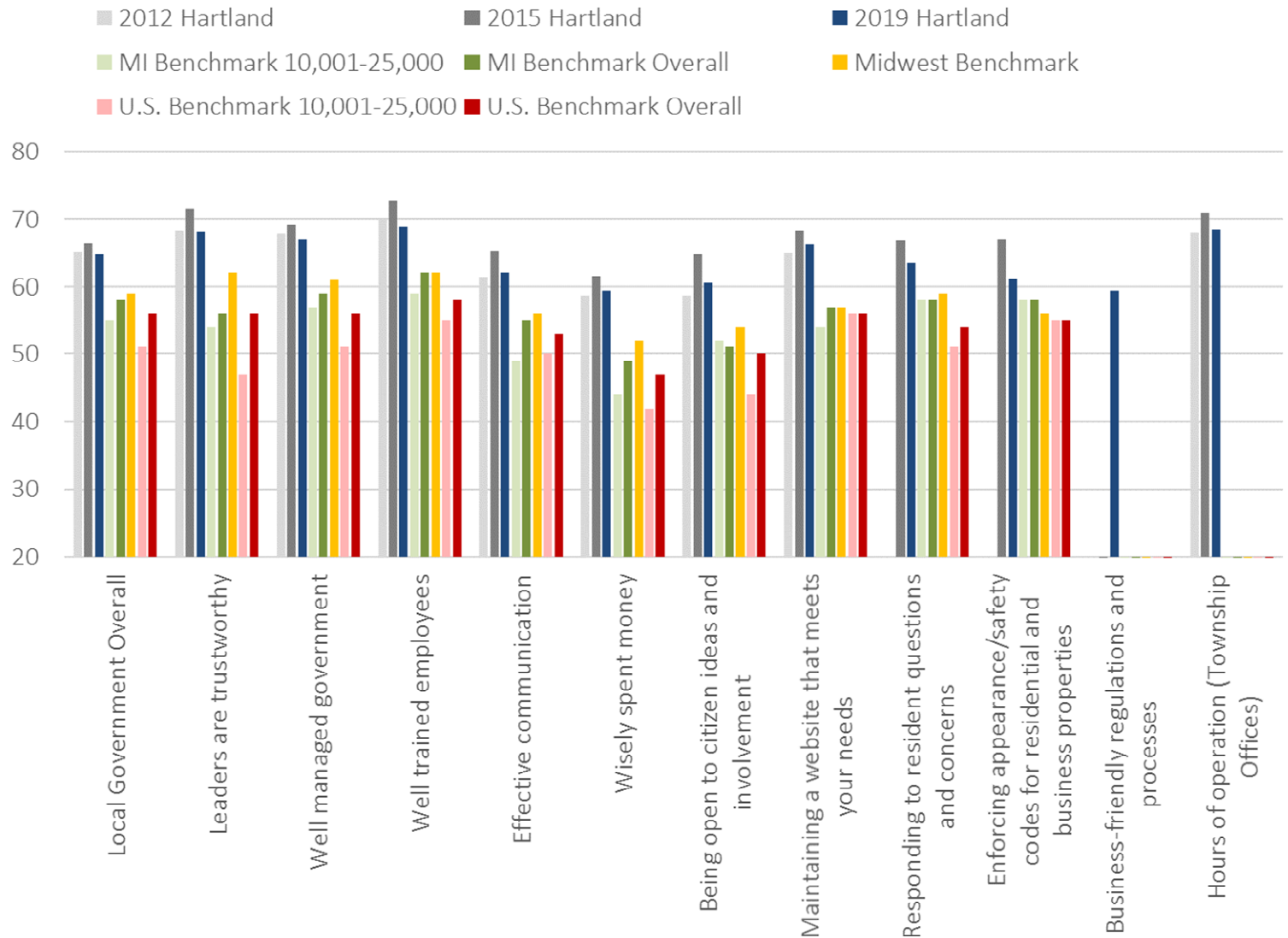


Where to focus development



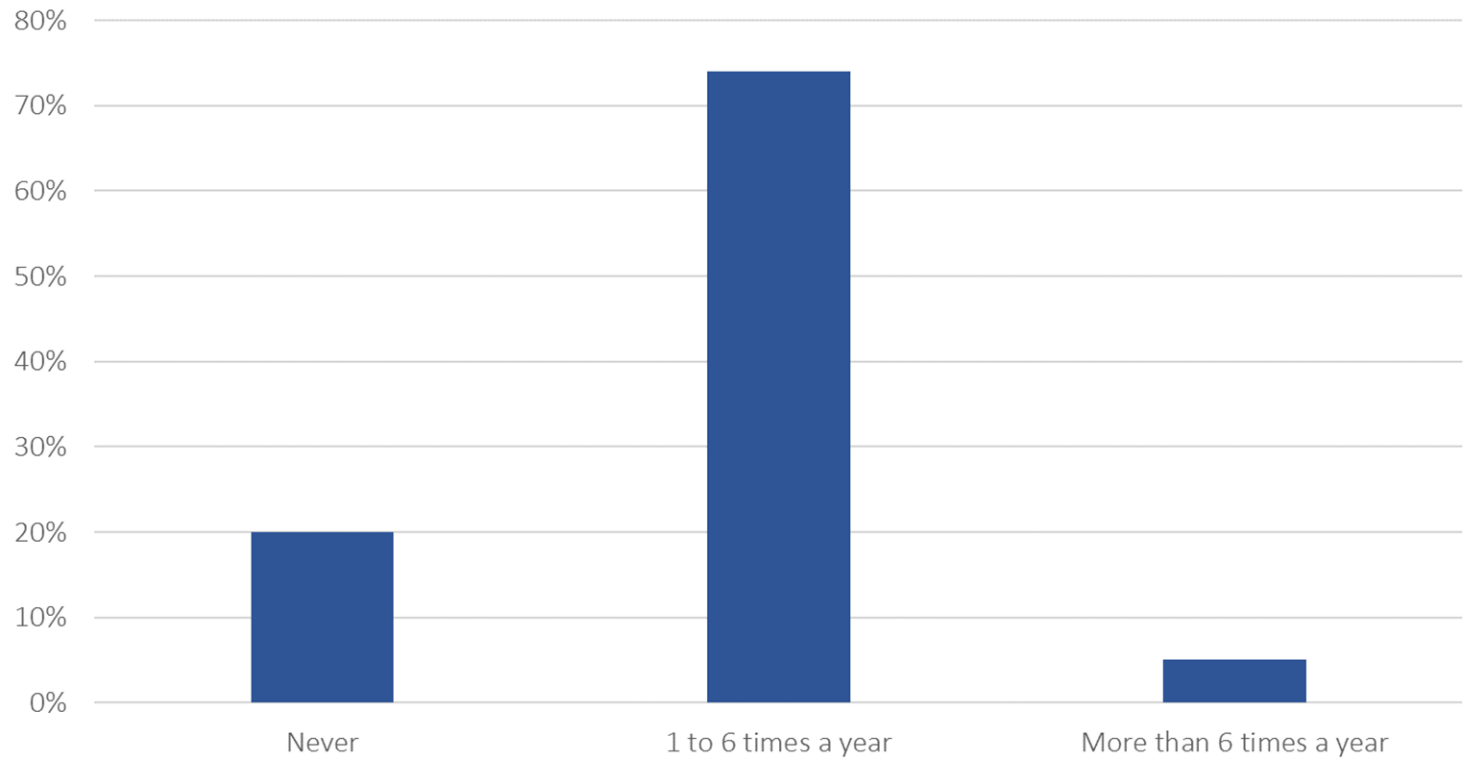


Drivers of Satisfaction and Behavior: Local Government Management





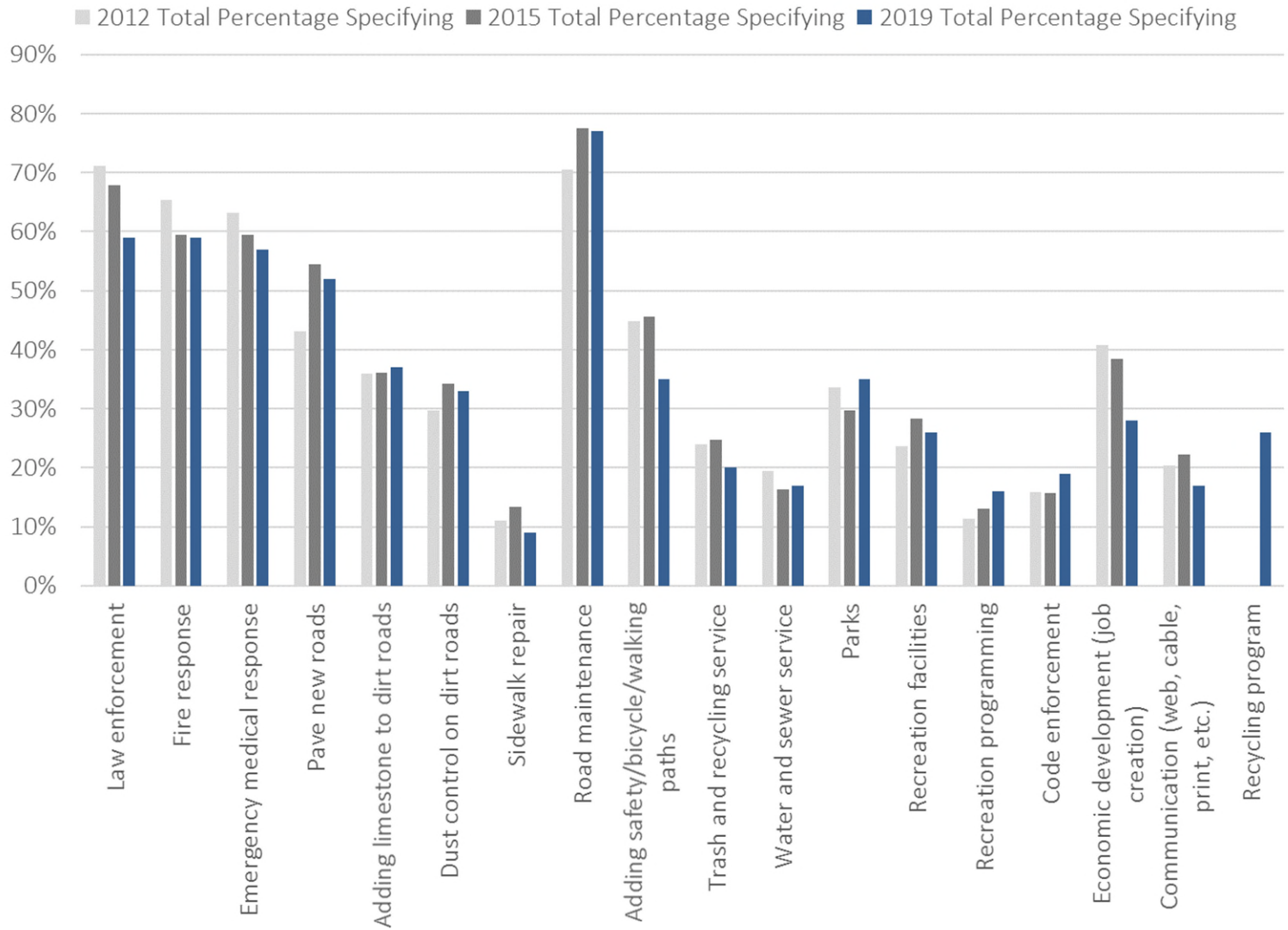
Use of Township Hall





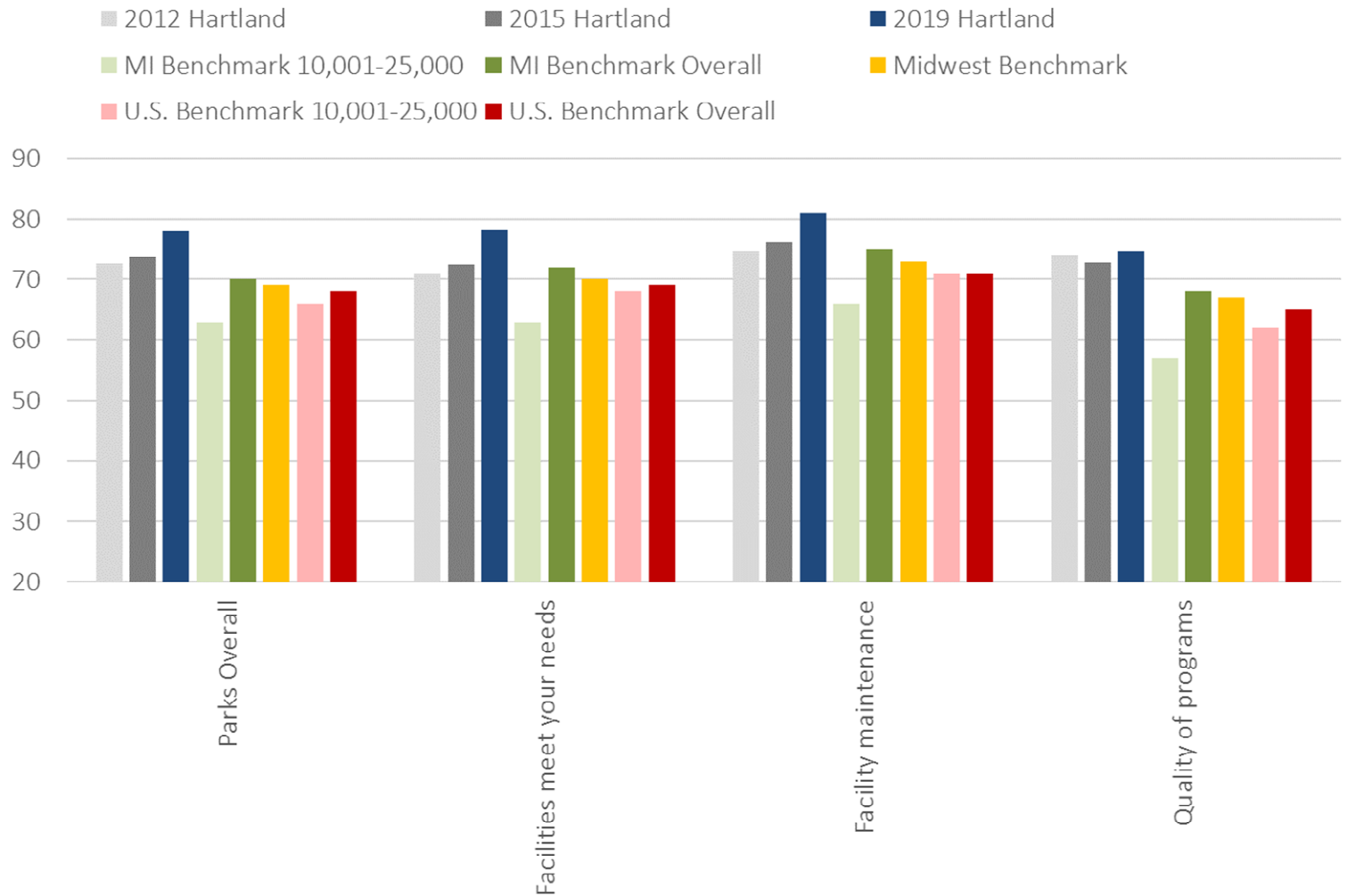
Budget Priorities

Percent selecting, select top seven (7) for prioritization



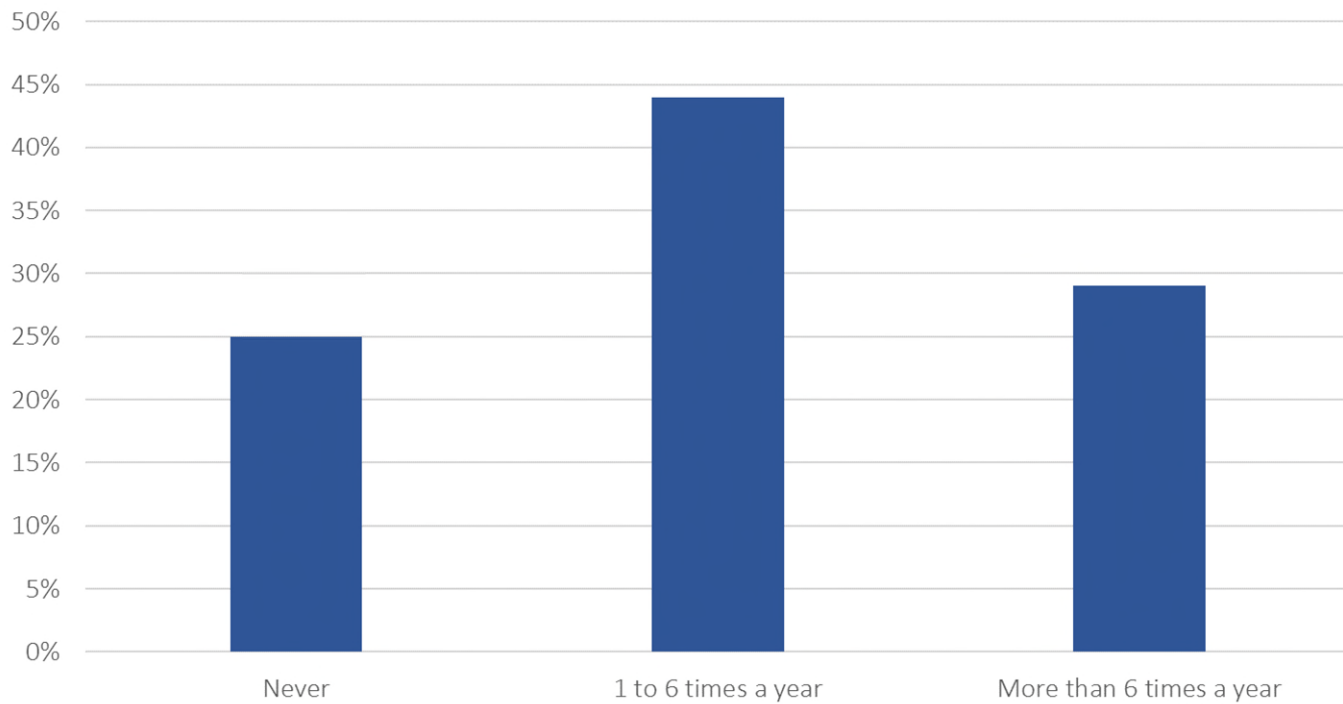


Drivers of Satisfaction and Behavior: Parks and Recreation



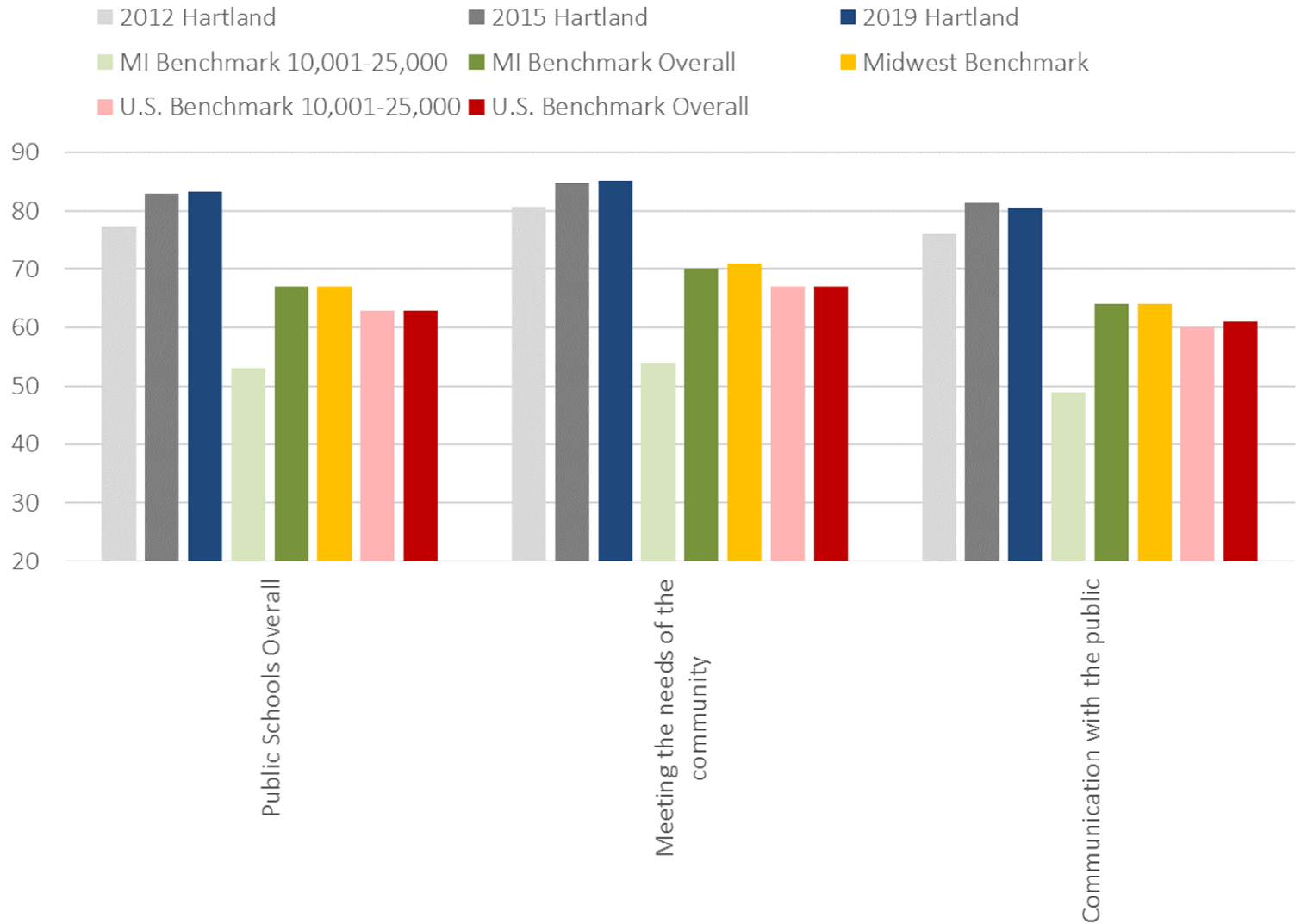


Use of Parks



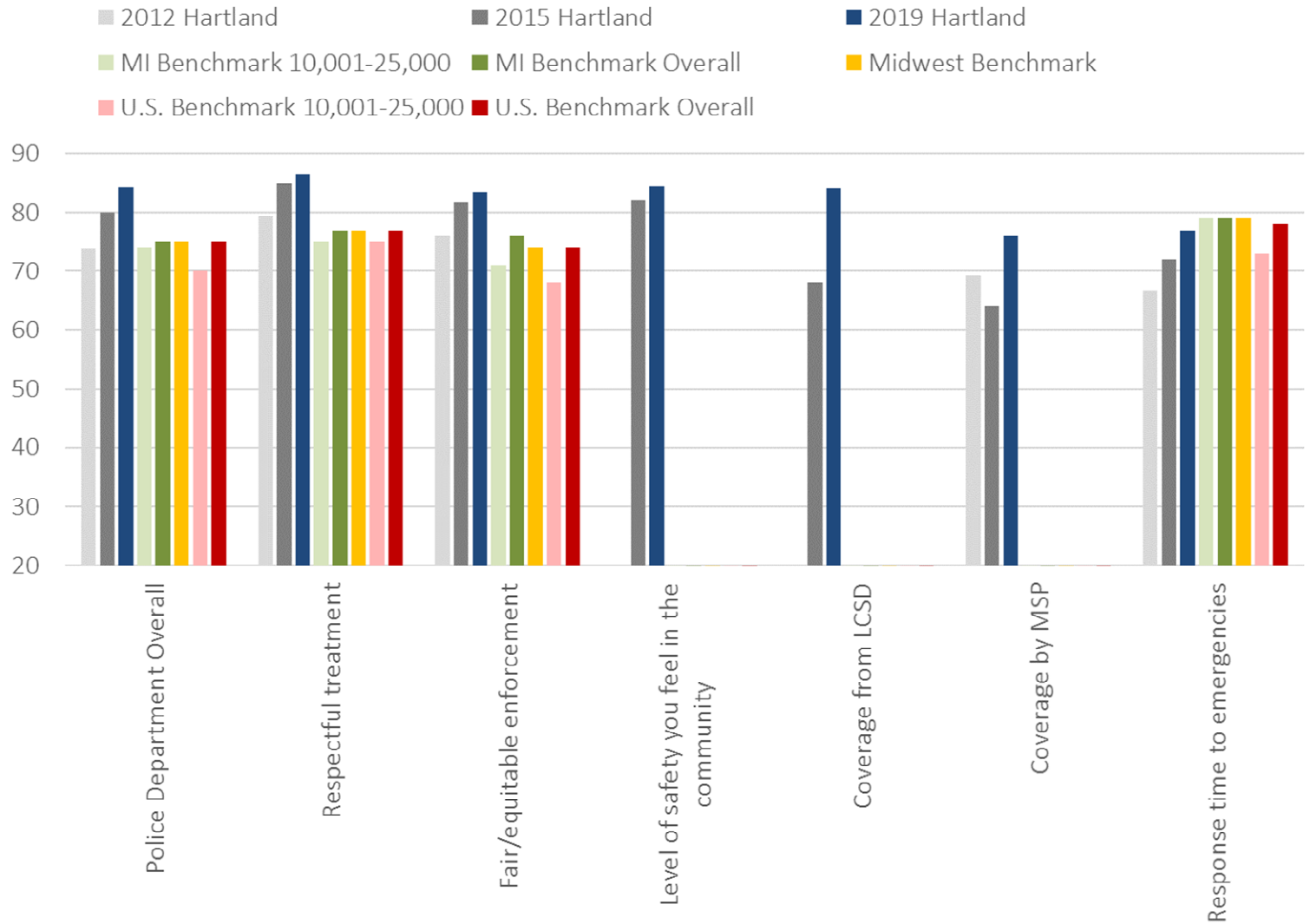


Drivers of Satisfaction and Behavior: Public Schools



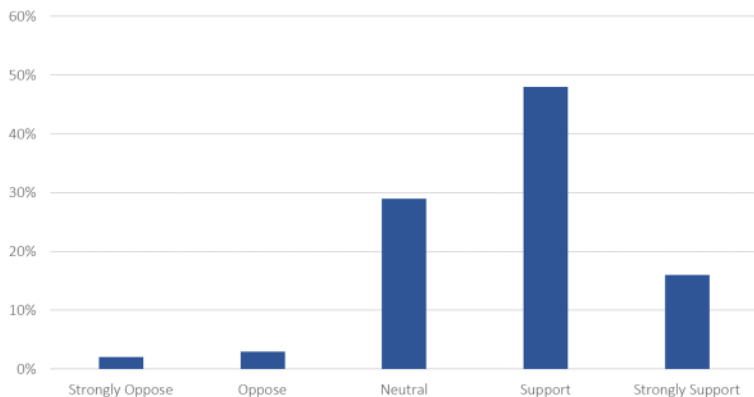


Drivers of Satisfaction and Behavior: Police Services

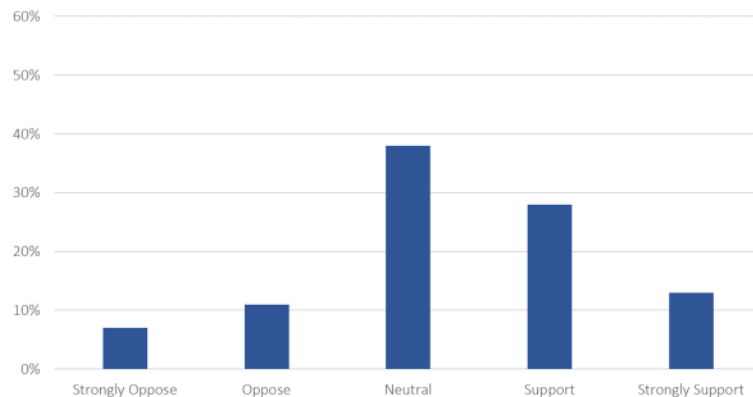




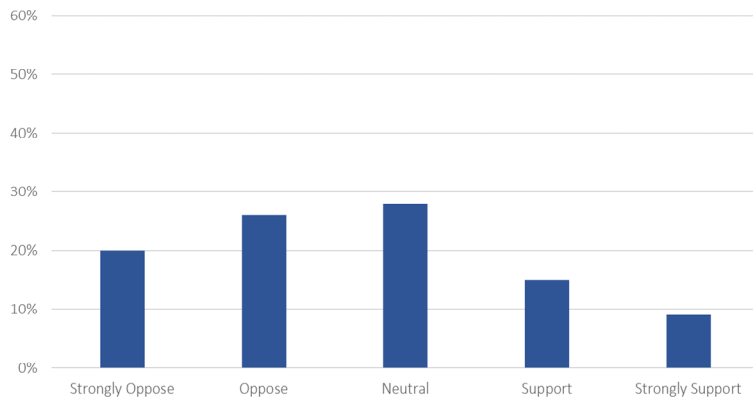
Public Safety Options



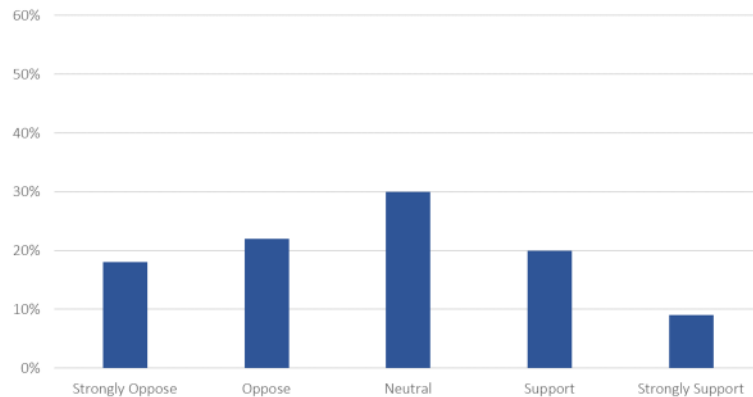
Keep LCSD's patrol at same level as neighboring townships



Contract with LCSD to increase police services in Hartland Township



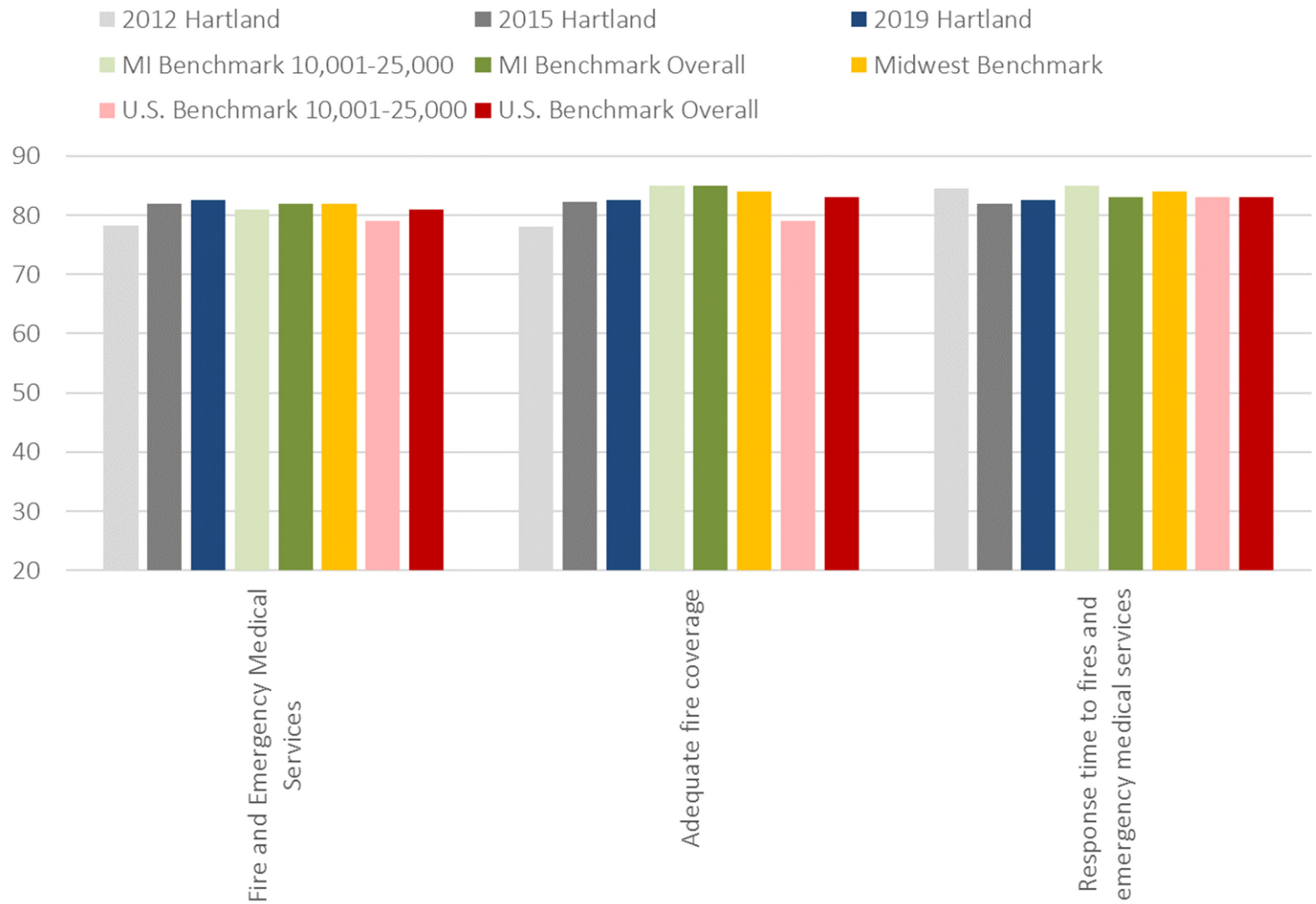
Start a Hartland Township Police Department to increase police services



Vote for a millage to fund increased police services in Hartland Township

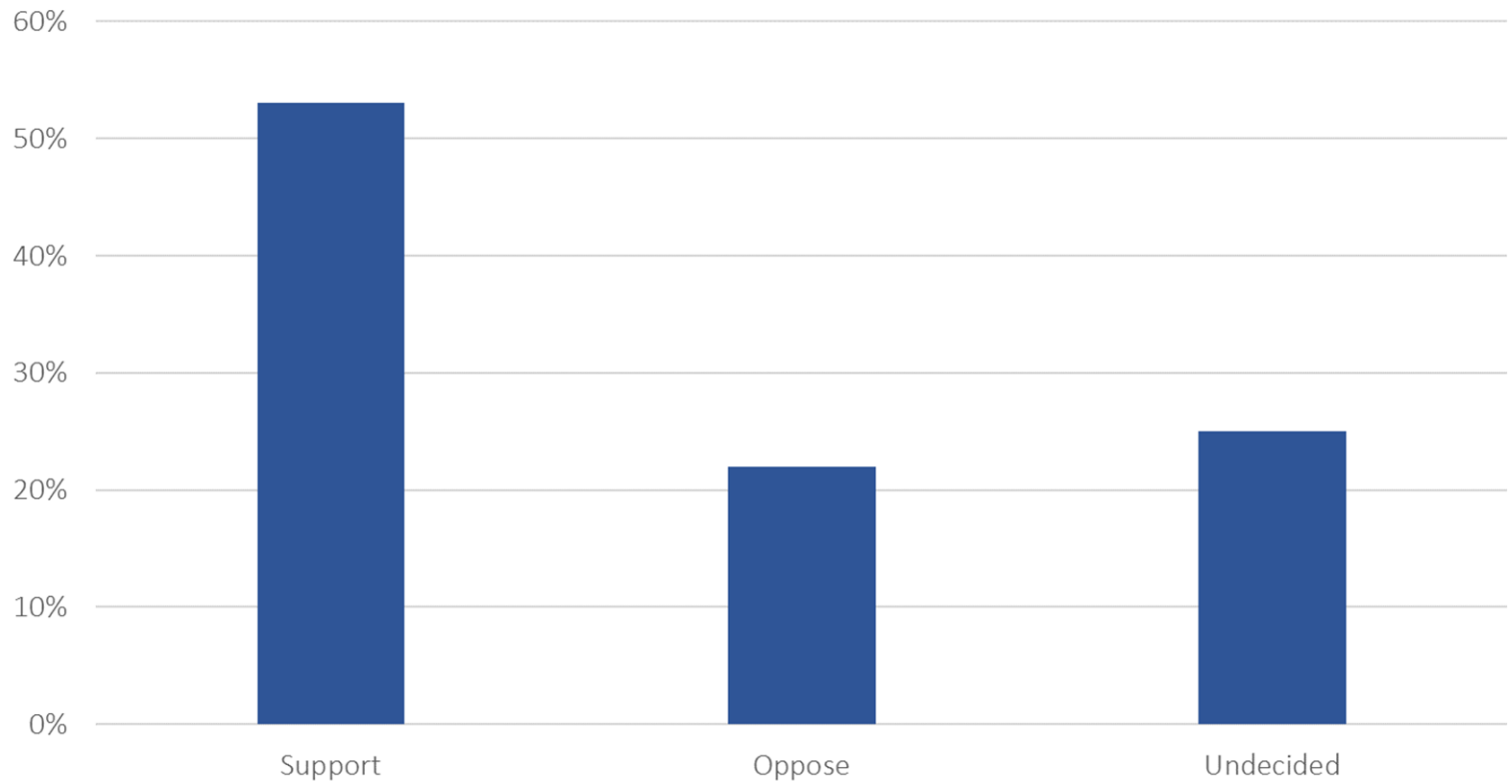


Fire Services





Fire Operating Millage

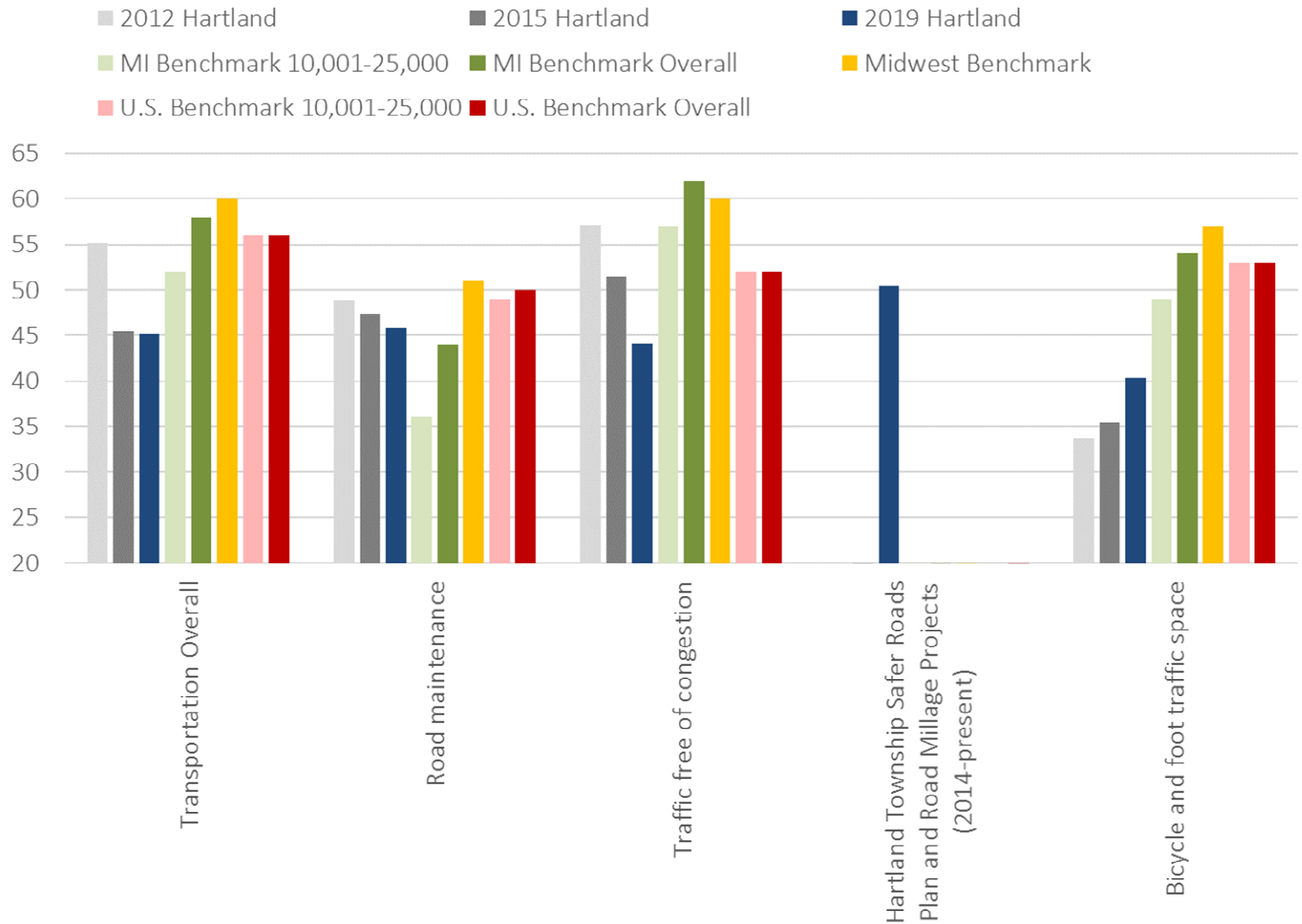




Transportation Questions

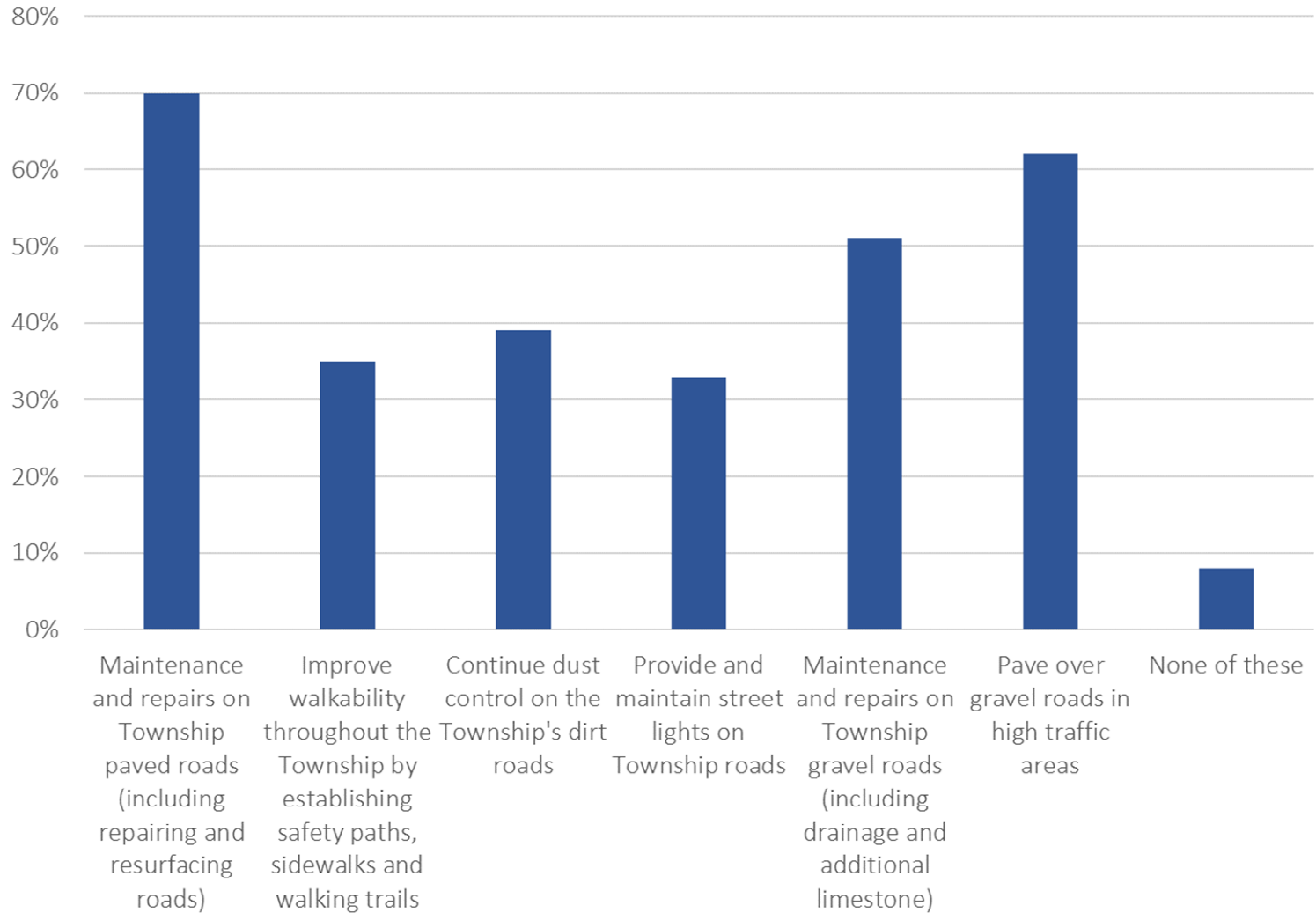


Transportation Scores



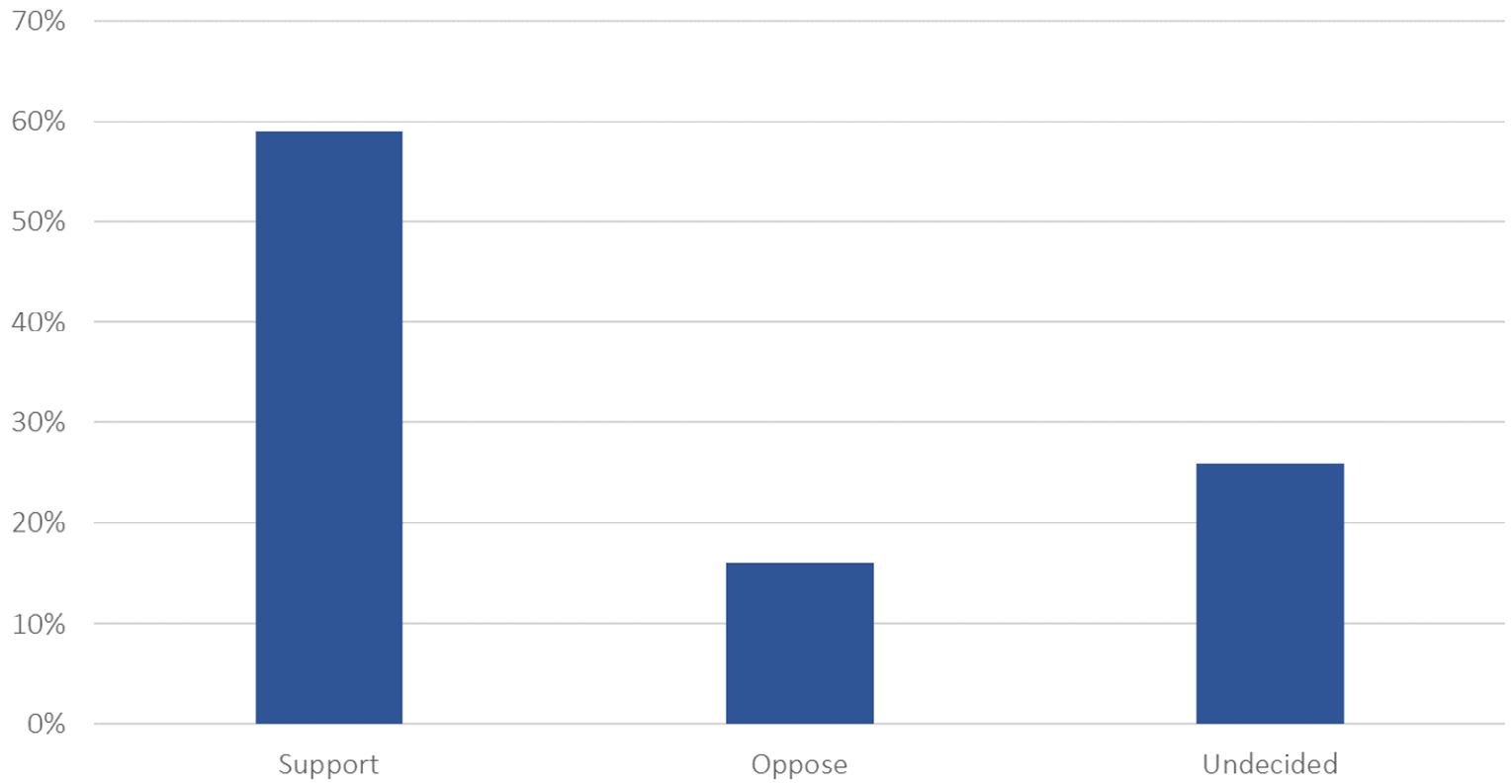


Potential Road Millage Renewal Inclusions





Support for Road Renewal Millage





Road Millage Support Elements

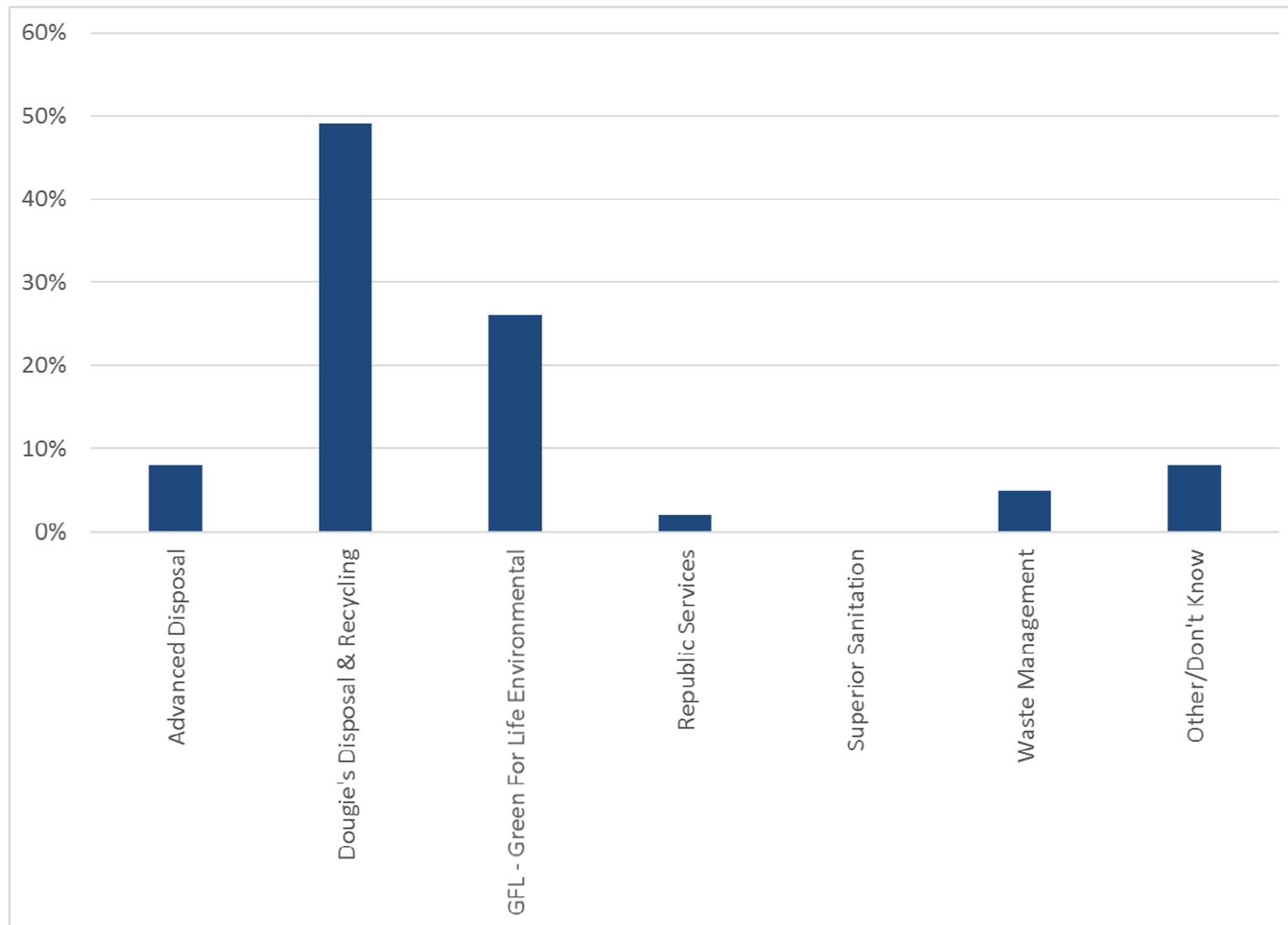
	Support	Oppose	Undecided
Overall	59%	16%	26%
Maintenance and repairs on Township paved roads (including repairing and resurfacing roads)	83%	39%	60%
Improve walkability throughout the Township by establishing safety paths, sidewalks and walking trails	44%	6%	29%
Continue dust control on the Township's dirt roads	48%	16%	31%
Provide and maintain street lights on Township roads	42%	14%	24%
Maintenance and repairs on Township gravel roads (including drainage and additional limestone)	63%	22%	35%
Pave over gravel roads in high traffic areas	73%	31%	52%
None of these	0%	41%	7%



Trash and Recycling Services

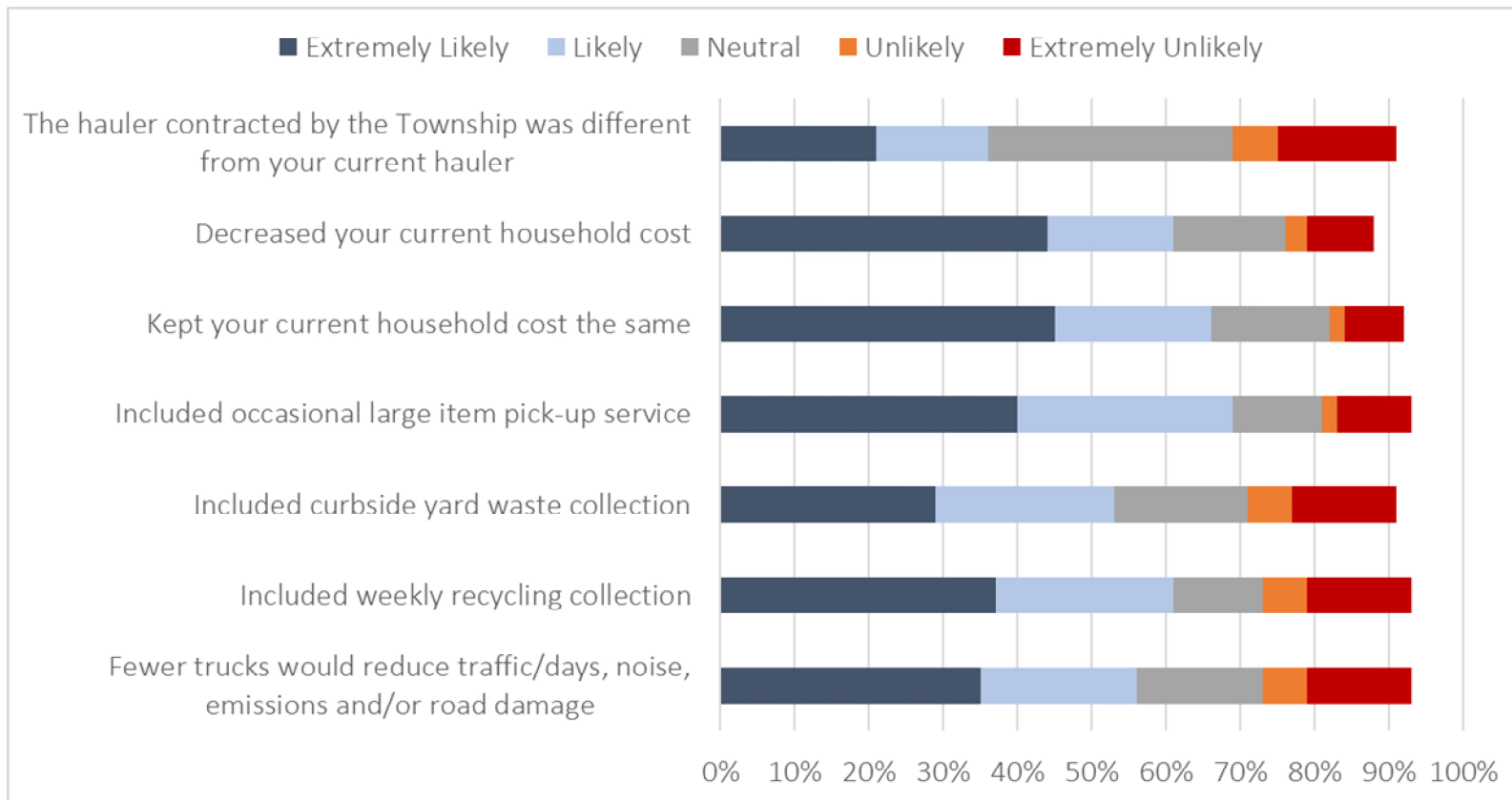


Current Hauler





Elements of Potential Single-Hauler Program

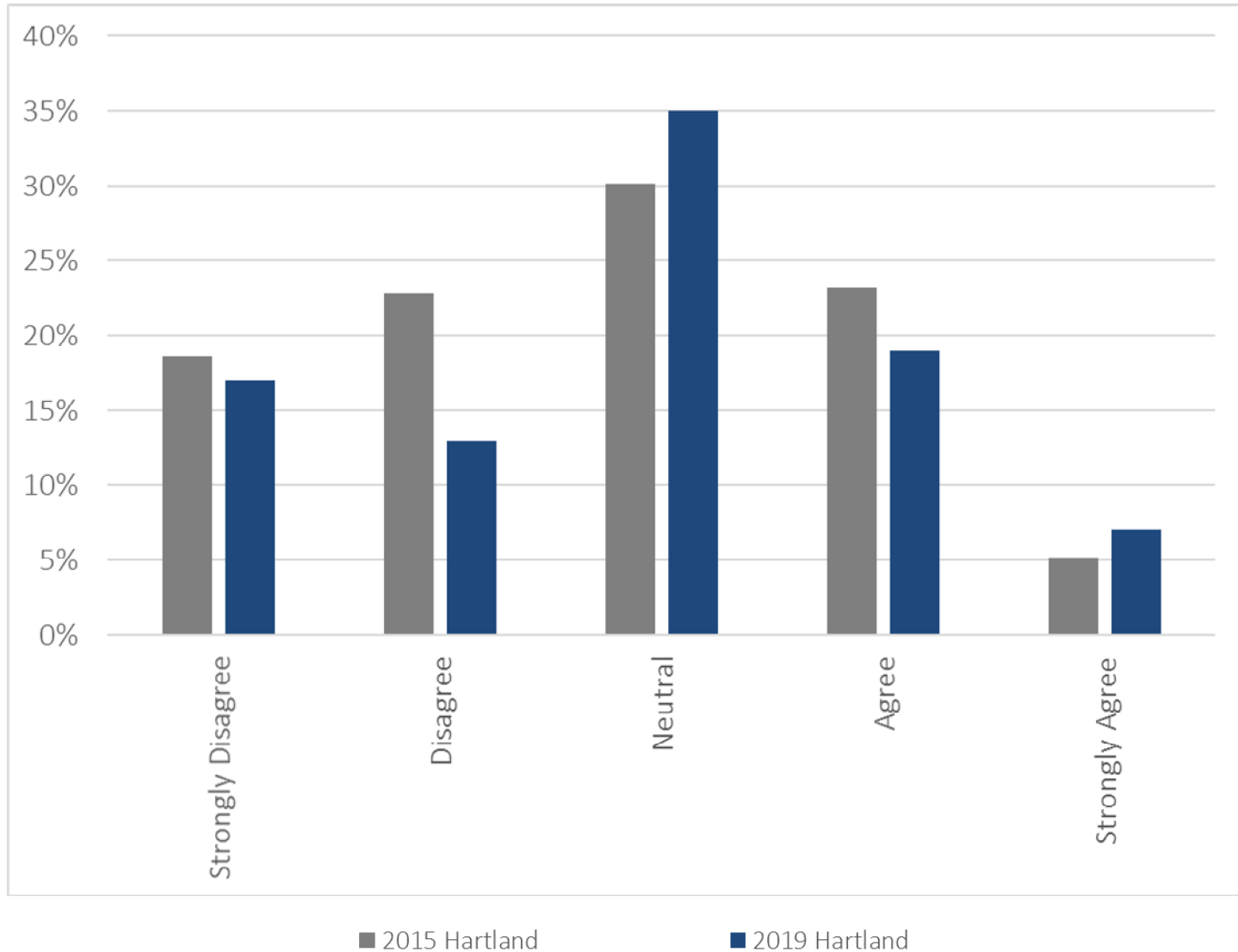




Communications

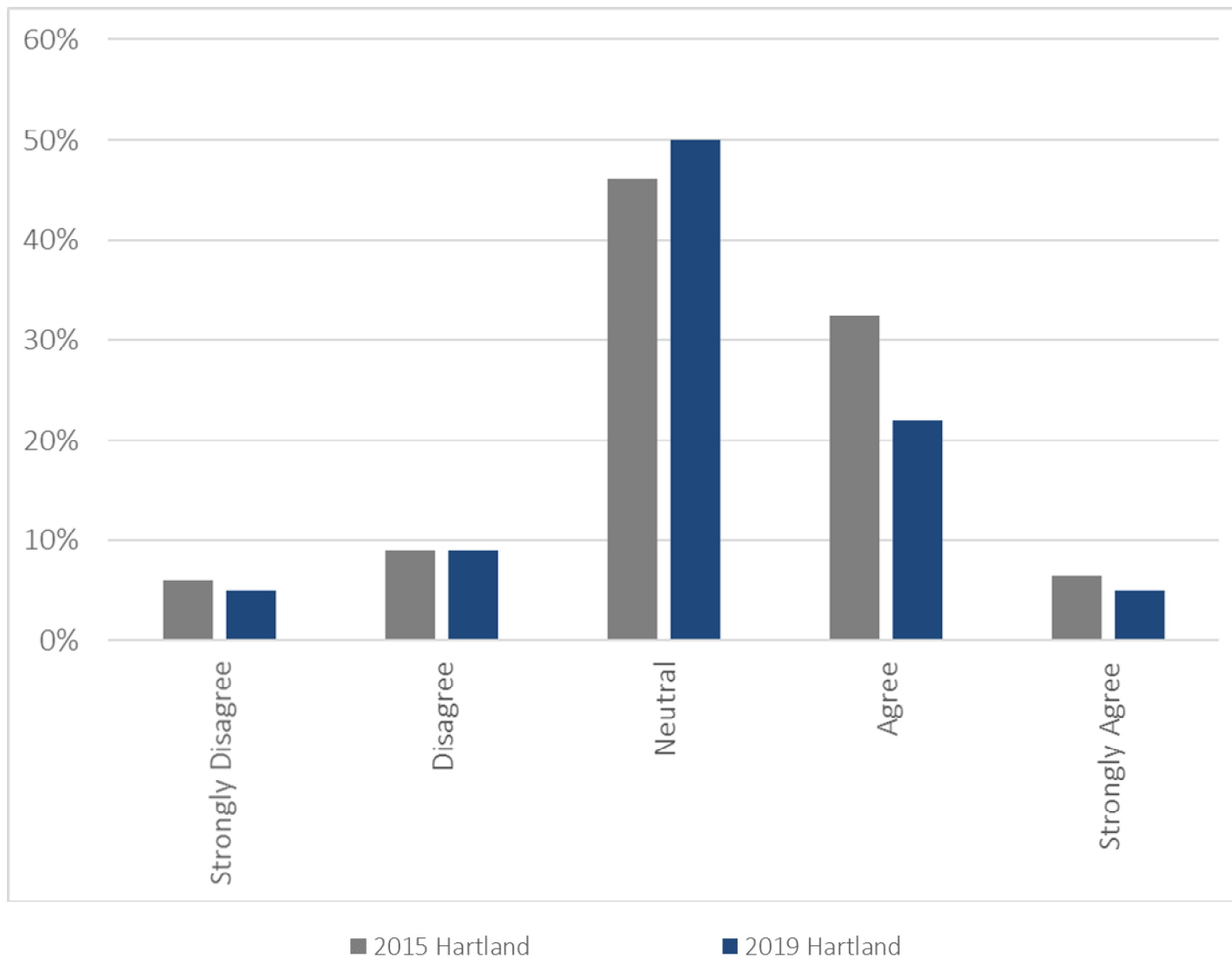


I have seen the Hartland branding: A Community Connected



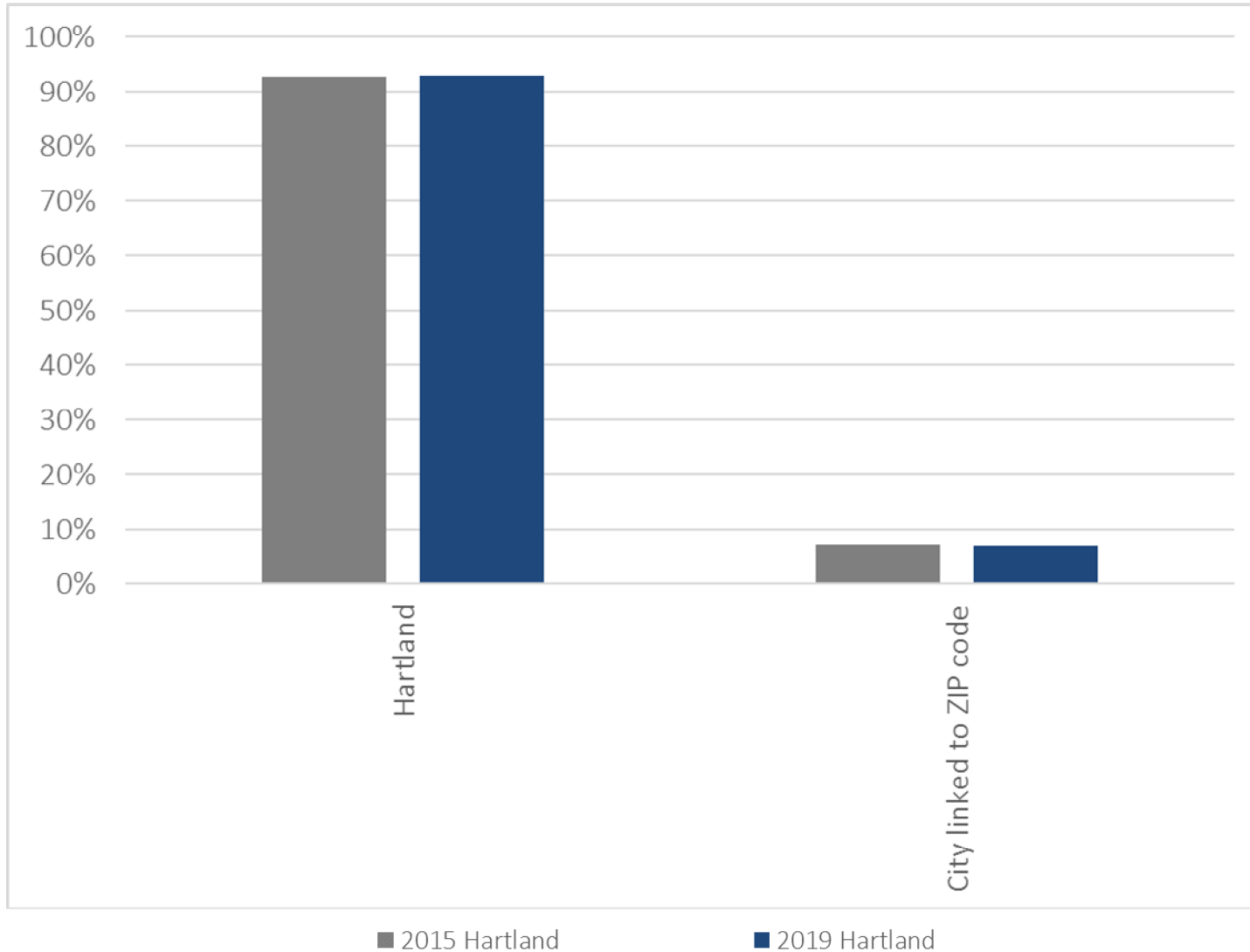


The logo and tagline accurately represent our community



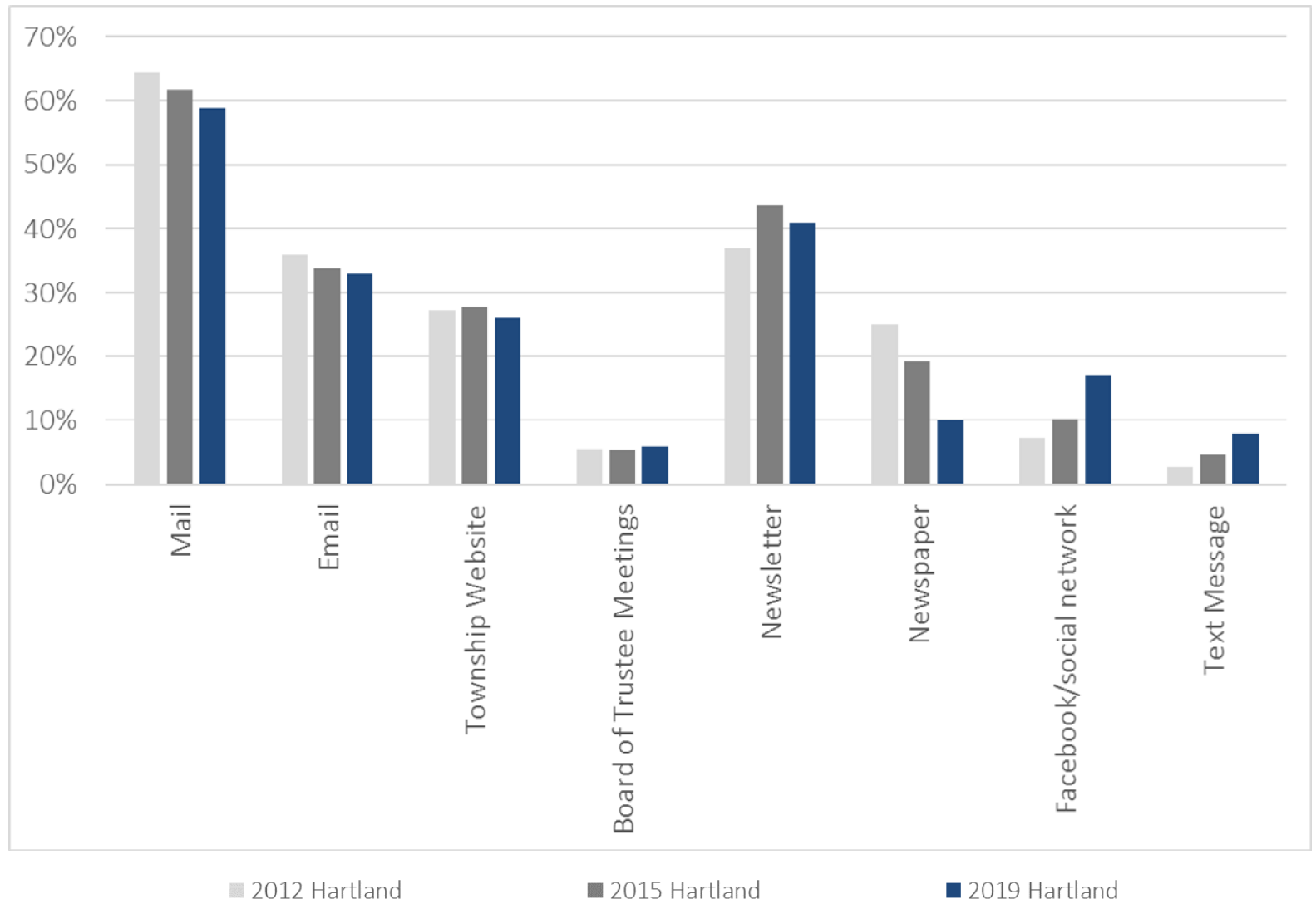


Which do you call home?



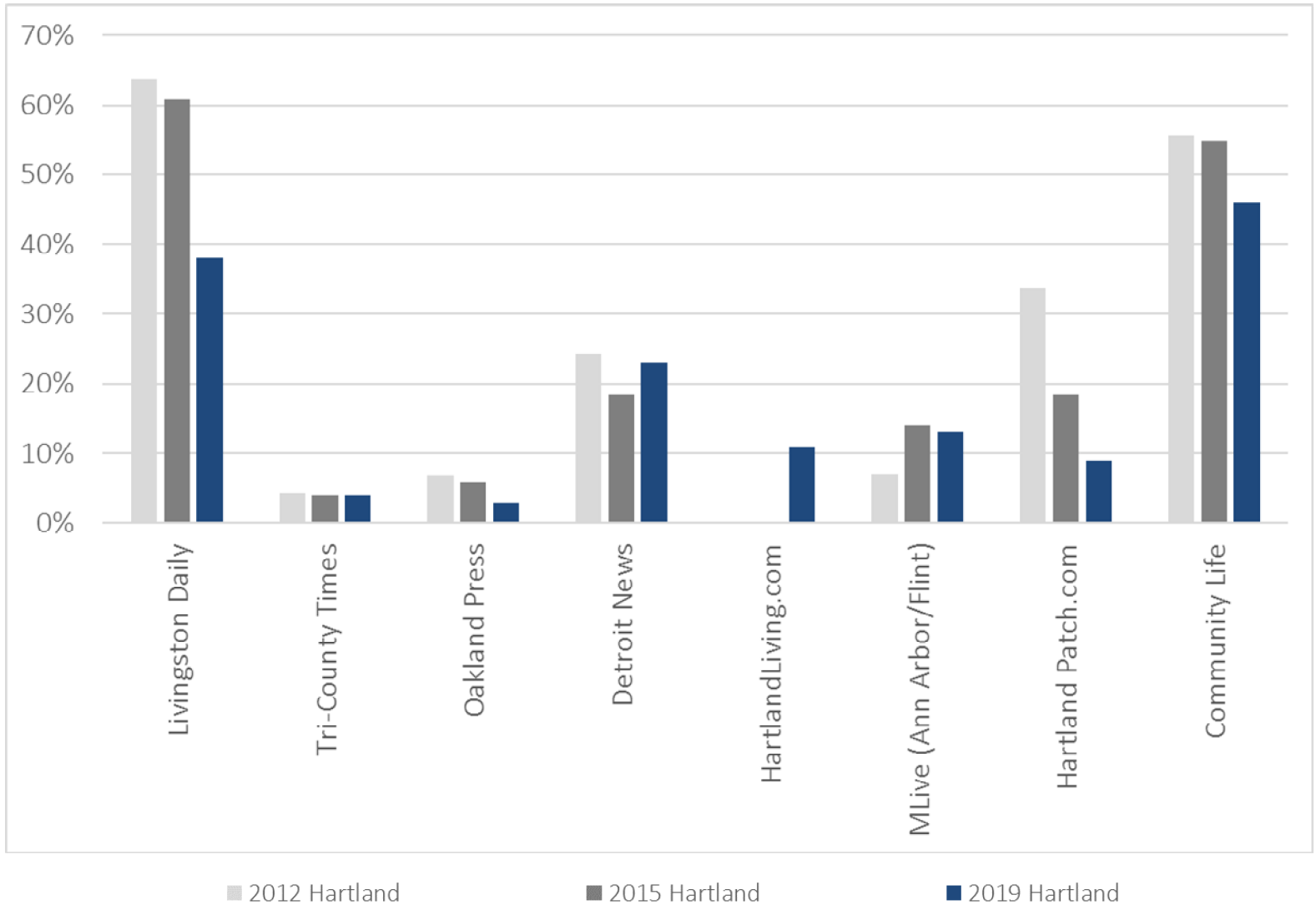


Communication Preference



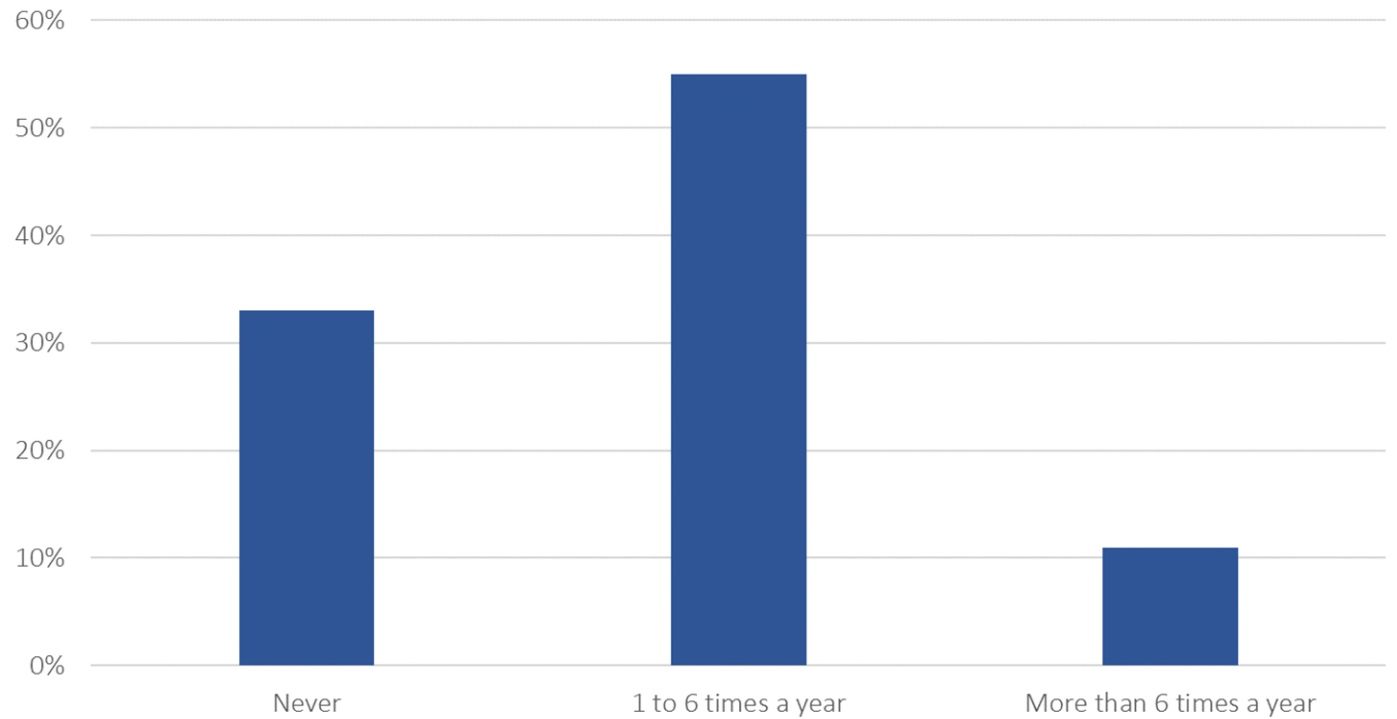


Preference for Township Information



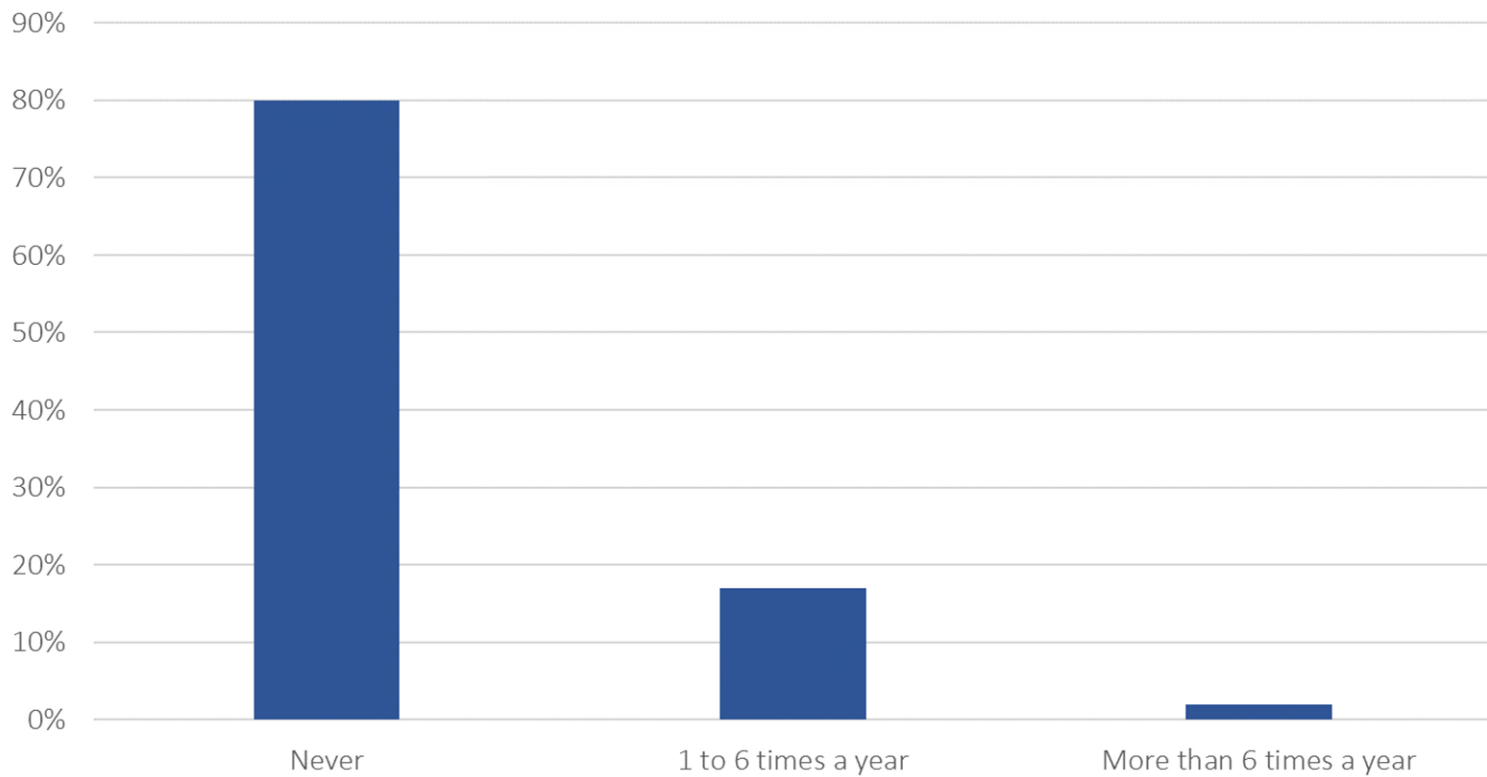


Use of Township Website



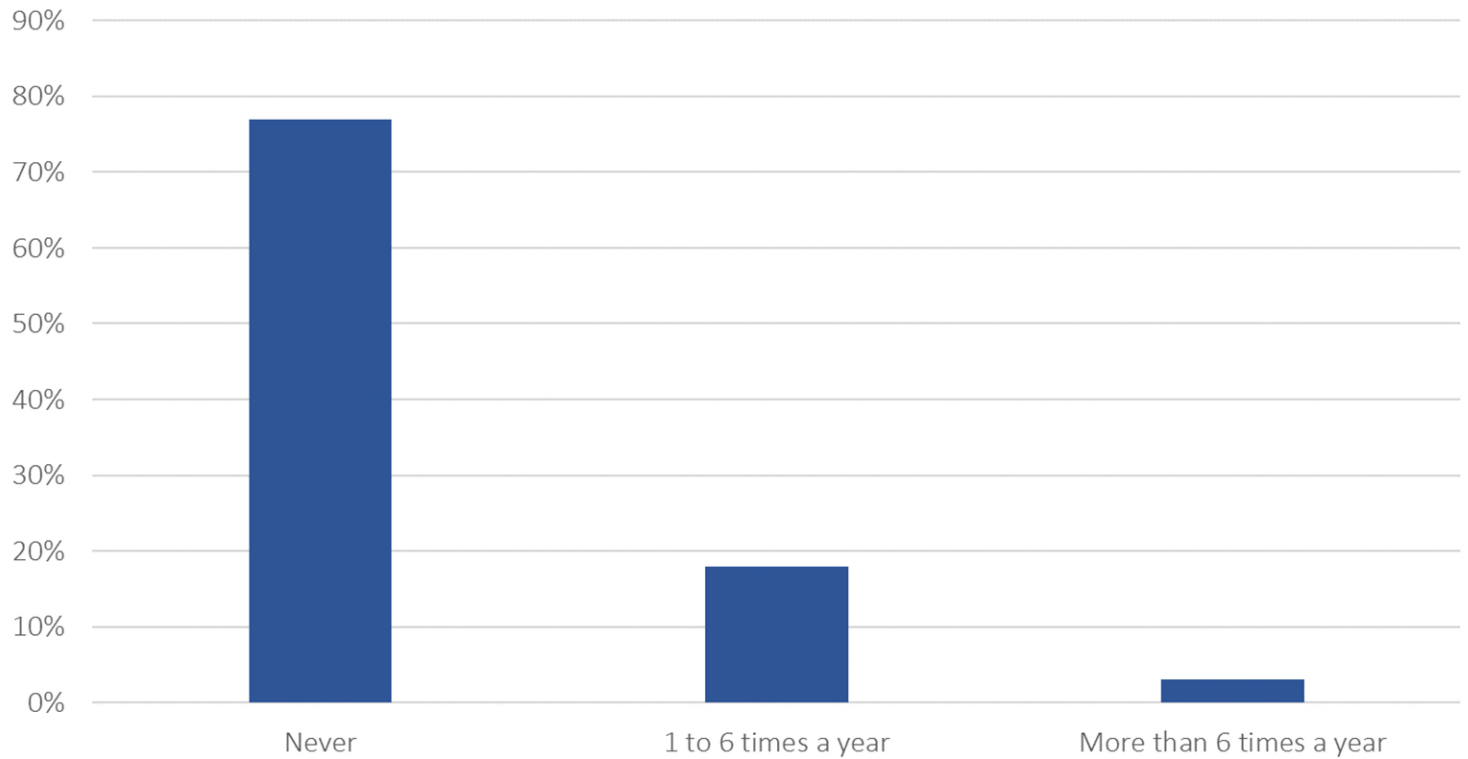


Use of Message Board



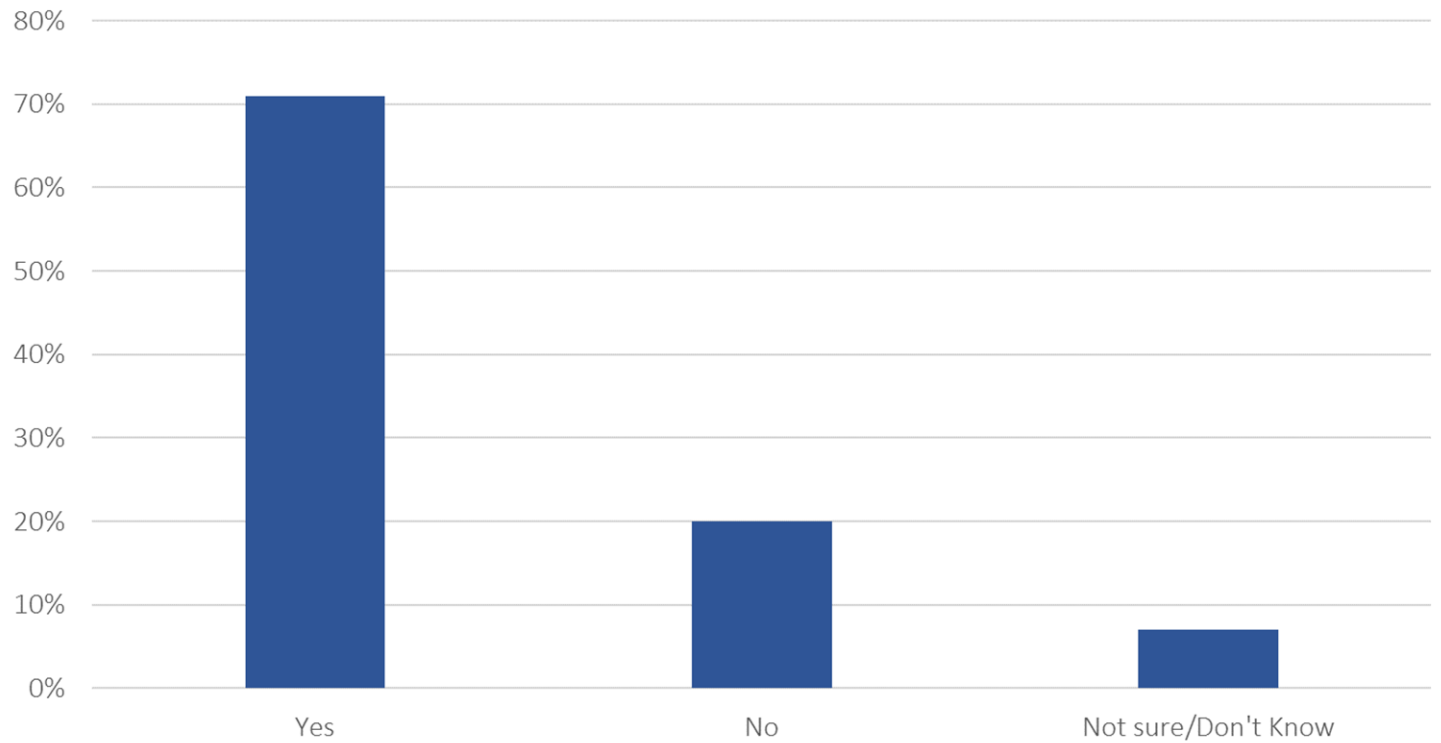


Watched Township Broadcast



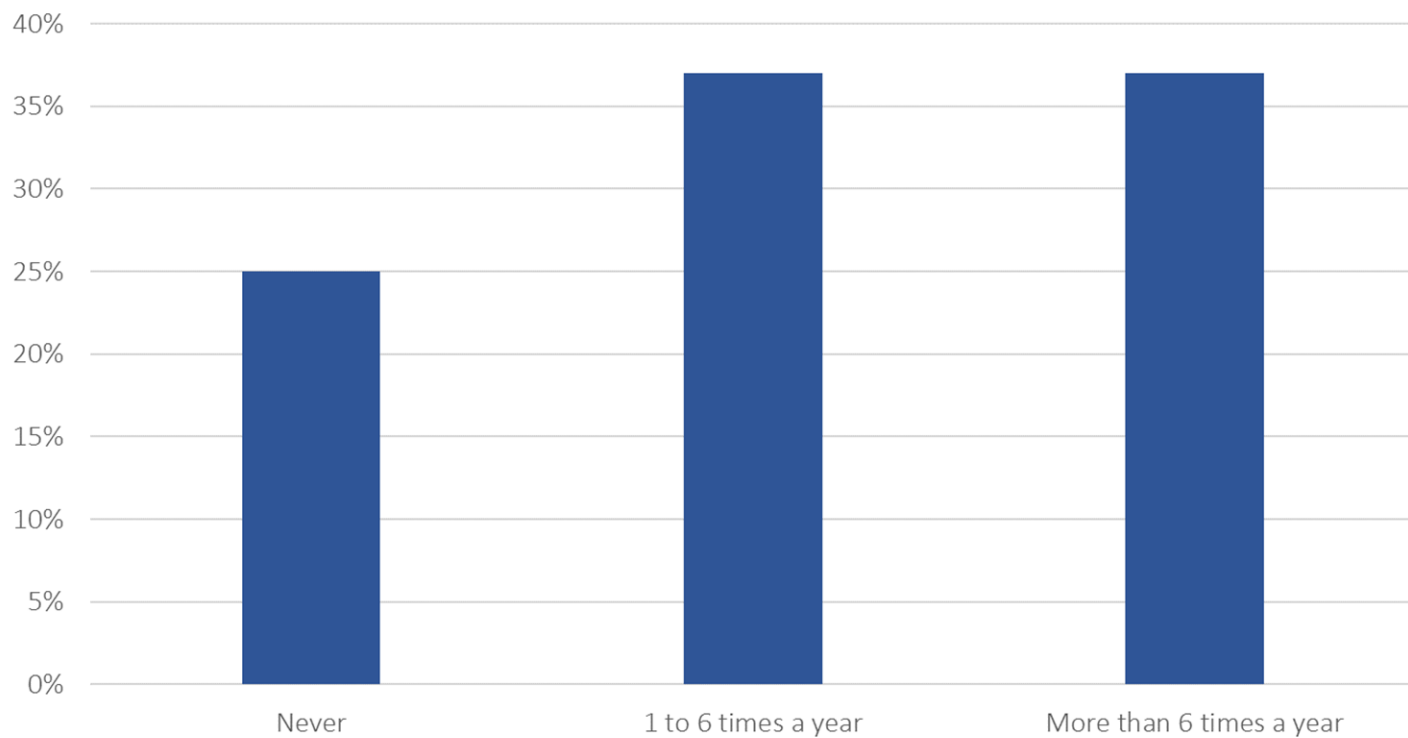


Have Library Card



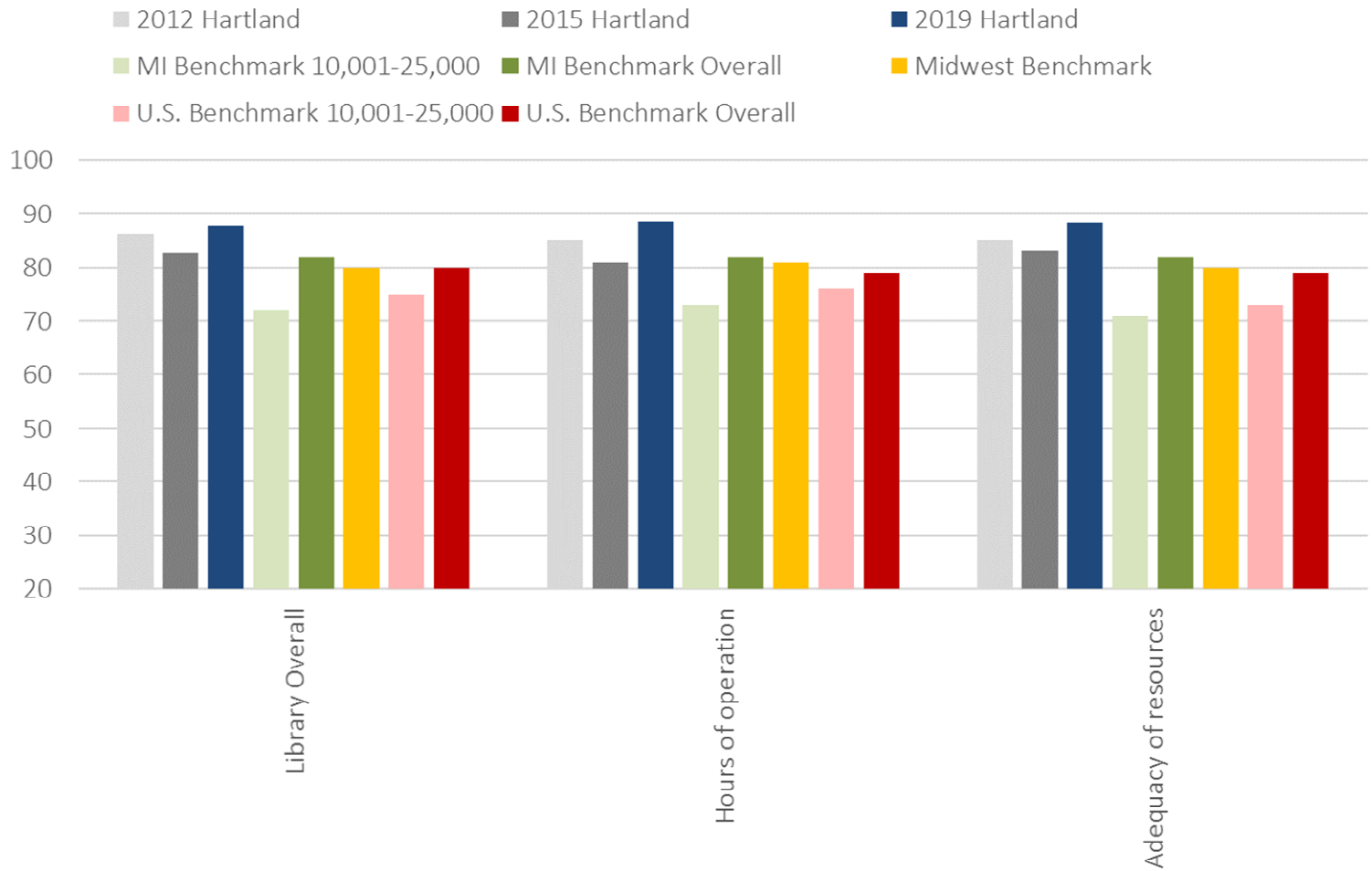


Use of Library





Library





Word Cloud: Additional comments

Themes:

1. Roads – Gravel roads in poor repair; grade more often; haven't gotten better with millage
2. Restaurants – Need more restaurant variety/breweries; no more fast food
3. Paved – More dirt roads should be paved



Note: See full list of comments for context



Implementing Results



Perception v Reality: Minimize Distortion or Fix Real Performance Issues

Perception gap:

Respondents rated based on a false idea or understanding. Address with communication strategy to change that perception.

Real performance issue:

Address with an improvement plan. When performance improves, it becomes a perception gap to address with a communication strategy.





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.

