CobaltCommunityResearch

Supporting Decisions | Inspiring Ideas

Hartland Township Business Engagement and Priority Assessment

April 2014

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

Study Goals

- Support budget and strategic planning decisions
- Identify which aspects of the business environment have the strongest relationship with businesses' overall satisfaction
- Establish baseline measures
- Explore what Hartland can provide to help attract and retain businesses

Bottom Line

- Hartland Business ACSI Score = 46 on a 100-point scale
  - Hartland Citizen ACSI Score = 72 (2013)
- There are several areas where improvement can have significant impact on engaging the business community:
  - Regulatory environment
  - Township government management
  - Cooperative and collaborative environment
  - Economic health
- Hartland as a community to live in scored very well
- Majority of businesses expect their company's revenues to grow in 2015
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: length of business in community, type of office space, where they do business, number of employees, anticipated revenues, anticipated employment levels and industry type

Sample:

Think about doing business in Hartland Township and rate it based on the following dimensions. Scale from 1 to 10

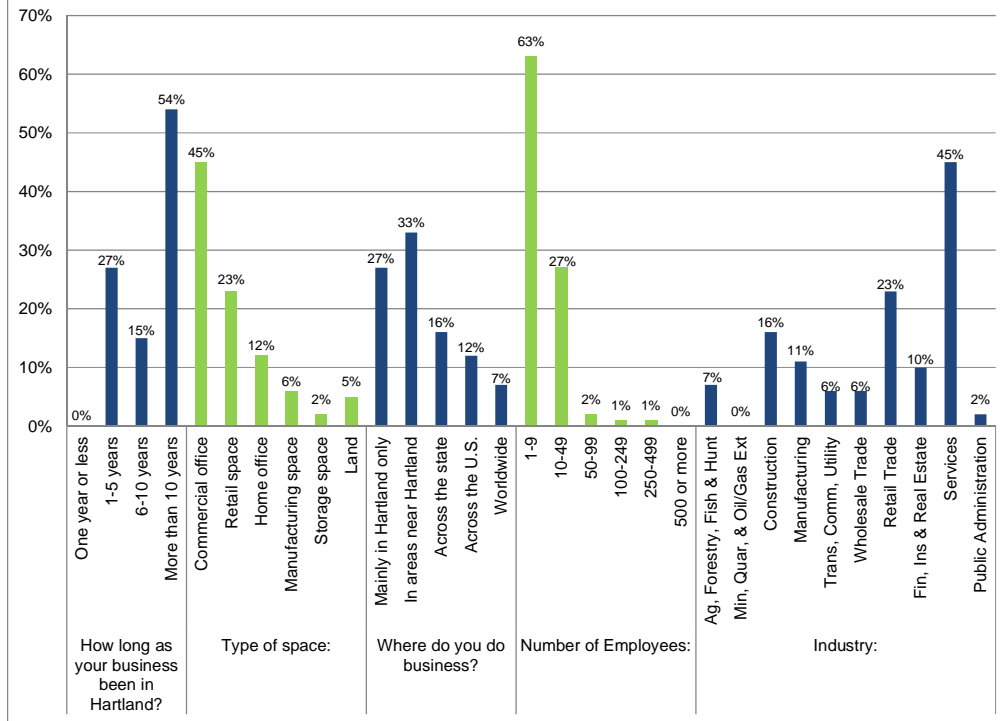|		A safe place to live	Physically attractive	A great place to live	A great place to have a business	Growing responsibly	A perfect community for me	Overall satisfaction	Extent of meeting expectations	Comparison to ideal community	ACSI Score (Scale = 1 to 100)
					Hartland Township is...				ACSI Dimensions & Score		
	Overall Satisfaction/Level of Agreement	8.4	7.2	7.7	5.8	5.9	6.3	5.5	4.9	4.9	46
How long has your business been in Hartland?	One year or less	-	-	-	-	-	-	-	-	-	-
	1-5 years	8.4	7.0	7.2	5.0	5.4	5.8	5.1	4.3	4.0	39
	6-10 years	9.0	7.5	7.8	5.8	6.2	5.8	5.4	5.1	4.3	44
	More than 10 years	8.2	7.2	7.9	6.1	6.1	6.6	5.7	5.1	5.3	49
What type of space do you use for your place of business?	Commercial office	8.2	7.8	8.1	6.5	6.5	6.9	5.7	5.2	5.2	49
	Retail space	8.6	6.3	7.2	5.7	5.9	5.8	5.9	5.2	4.6	48
	Home office	9.4	8.1	8.7	5.6	5.3	7.1	5.2	4.6	5.0	44
	Manufacturing space	6.5	4.2	5.0	4.4	5.0	2.7	4.8	4.4	3.8	37
	Storage space	9.0	8.5	8.5	3.5	5.0	5.5	1.0	3.0	4.0	17
	Land	8.5	6.5	6.3	3.3	3.3	3.5	3.3	2.8	2.5	21
Where do you do business?	Mainly in Hartland only	8.4	7.7	8.1	6.1	6.2	7.0	6.0	5.0	5.1	49
	In the areas near Hartland	8.3	7.1	7.9	5.6	5.5	5.9	5.5	4.8	4.6	45
	Across the state	8.3	6.8	6.8	4.9	5.0	5.3	4.2	3.9	3.7	33
	Across the U.S.	8.8	7.6	8.3	7.3	7.2	7.3	6.9	6.1	6.1	60
	Worldwide	7.4	5.8	7.0	5.5	6.3	6.4	5.0	5.2	5.0	45

Methodology

- Assessment was sent to 342 businesses
- Conducted using two mailings in March and April of 2014
- Valid response from 84 businesses, giving a very solid response rate of 25% and providing a conventional margin of error of +/- 7.8 percent in the raw data (90% confidence)
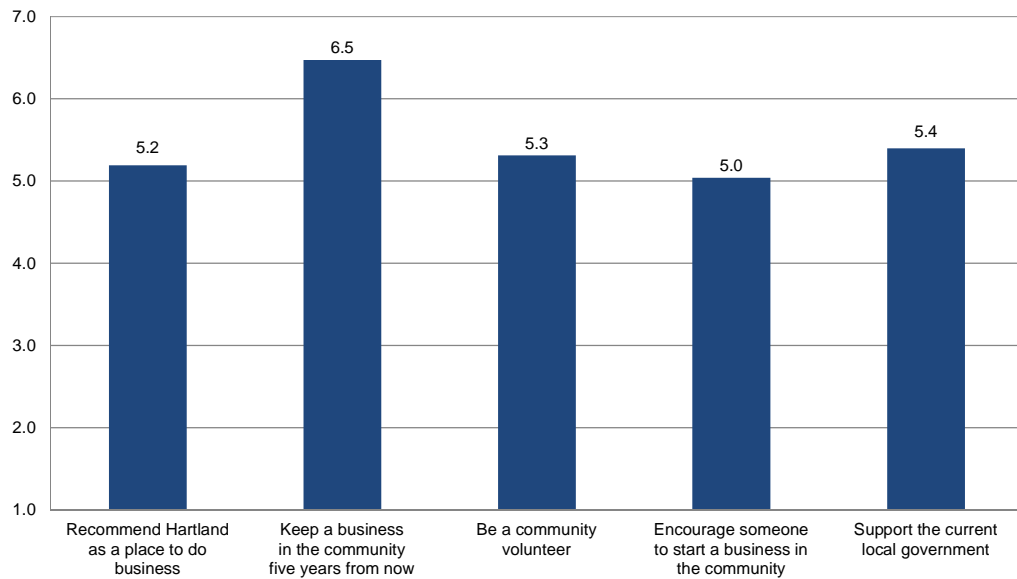
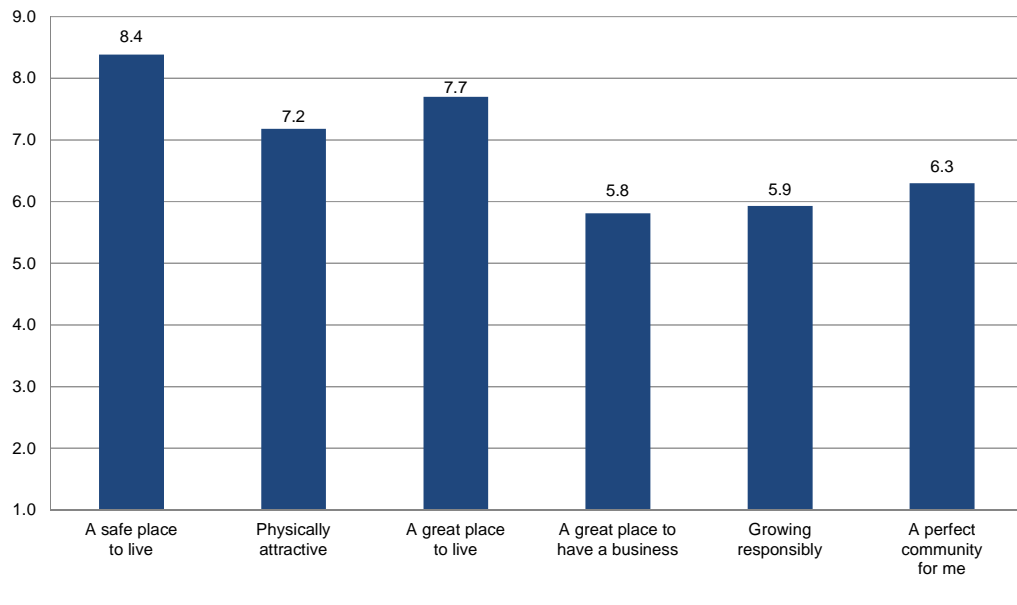# Respondent Profile

Results

Outcome Behaviors
(High score = 10)

5.2	6.5	5.3	5.0	5.4
Recommend Hartland as a place to do business	Keep a business in the community five years from now	Be a community volunteer	Encourage someone to start a business in the community	Support the current local government

Community Image
(High score = 10)

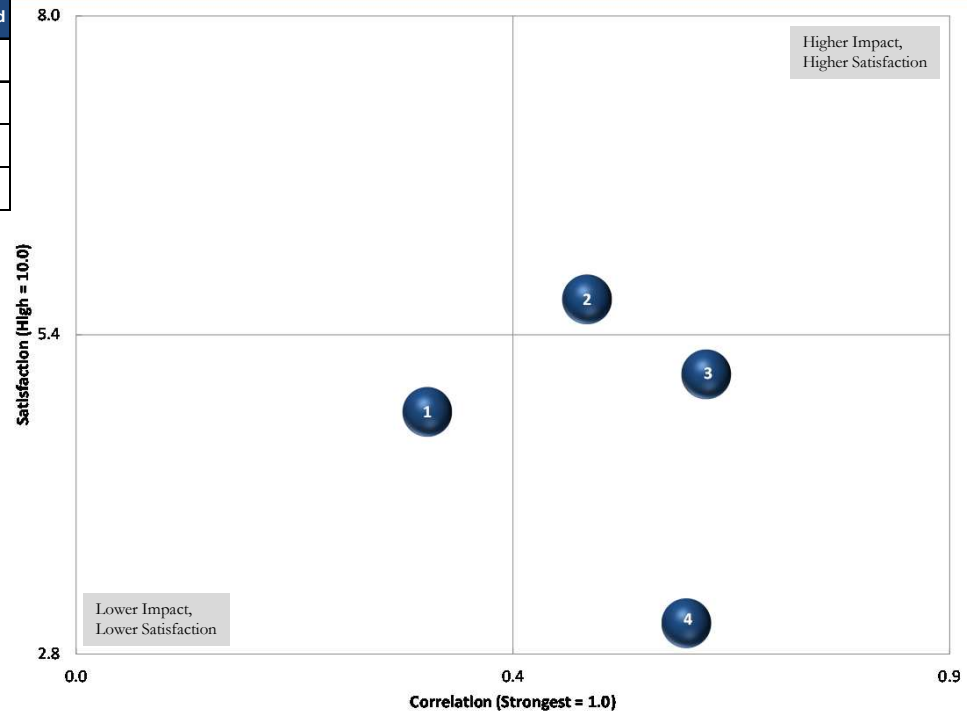| Category	Score
A safe place to live	8.4
Physically attractive	7.2
A great place to live	7.7
A great place to have a business	5.8
Growing responsibly	5.9
A perfect community for me	6.3

Perceived Performance →

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

Impact on Satisfaction →

Overall Strategic Priority Map
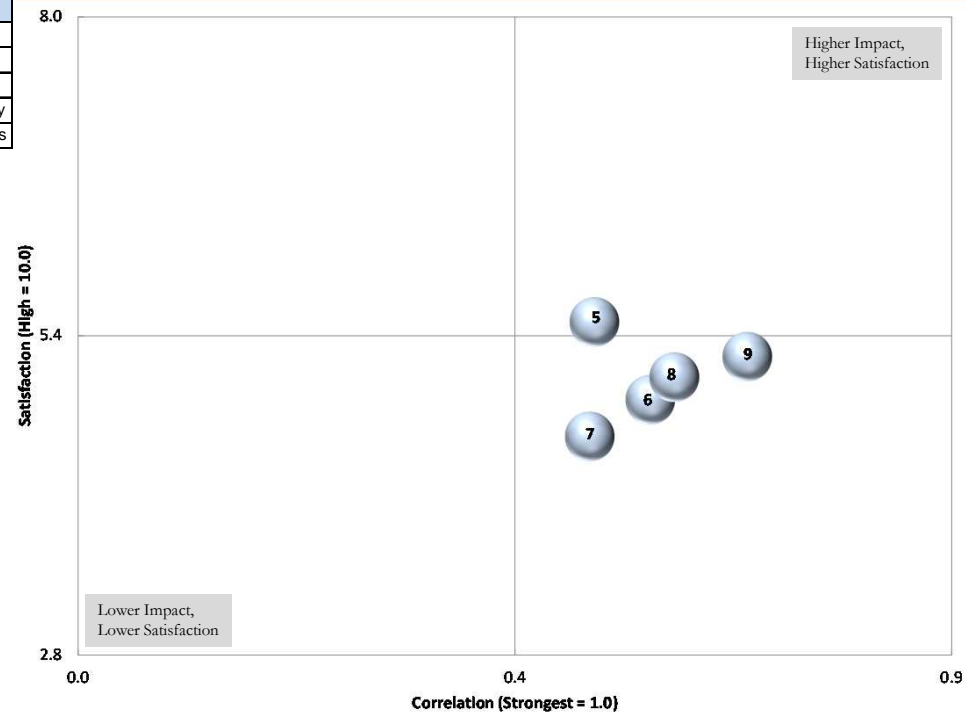
Characteristics of Hartland
- Economic Health
- Business Infrastructure
- Labor Market
- Housing Market
- Business Space
- Cooperative & Collaborative Environment
- Emergency Services
- Transportation Infrastructure
- Utility Services
- Township Government Management
- Regulatory Environment

Strategic Priority Map:
Characteristics of Hartland Township

Characteristics of Hartland
1. Unemployment rate is decreasing
2. Property values are increasing
3. There are more businesses in Hartland
4. Community regularly checks in with businesses

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

8.0

5.4

2.8

0.0

0.4

0.9

Strategic Priority Map:
Economic Health

Economic Health
5. Cost of living
6. Quality of jobs
7. Availability of jobs
8. Strength of local economy
9. Stability of property values

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

8.0

5.4

2.8

0.0

0.4

0.9

Strategic Priority Map:
Business Infrastructure

Business Infrastructure

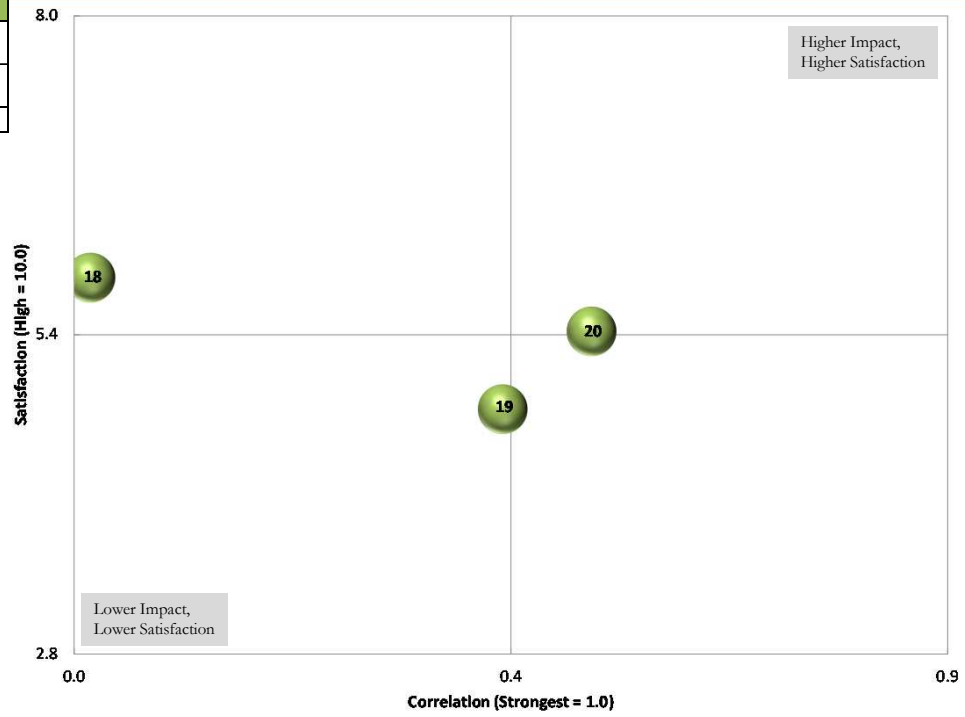| |
|---|
| 10. Availability of services to support business growth |
| 11. Distance from major markets |
| 12. Cell phone reception |
| 13. Speed of your internet connection |
| 14. Variety of options available for internet access |

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

8.0

5.4

2.8

0.0   0.4   0.9
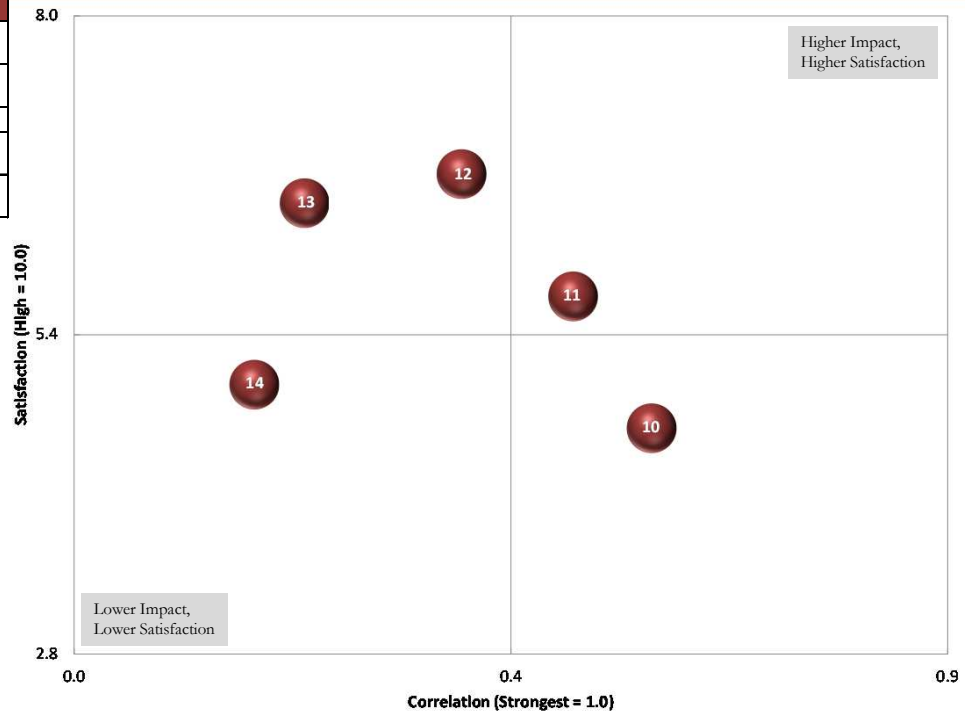
Strategic Priority Map:
Labor Market

Labor Market

15. Availability of affordable, quality child care
16. Quality of life
17. Quality of local schools

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

8.0

5.4

2.8

0.0   0.4   0.9
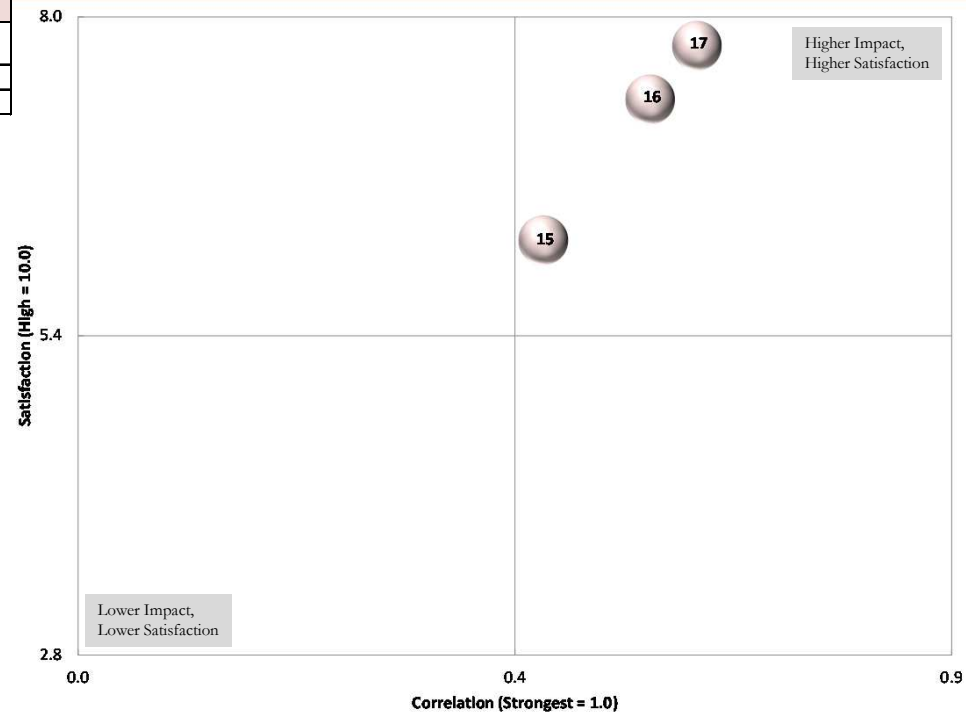
Strategic Priority Map:
Housing Market

Housing Market

Housing Market
18. Availability of homes to purchase
19. Availability of residential rental space
20. Affordability of housing

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

8.0

5.4

2.8

0.0   0.4   0.9

18

20

19

Strategic Priority Map:
Business Space

Business Space

21. Availability of working space for businesses

22. Affordability of working space for businesses

23. Availability of land for development

24. Affordability of land for development
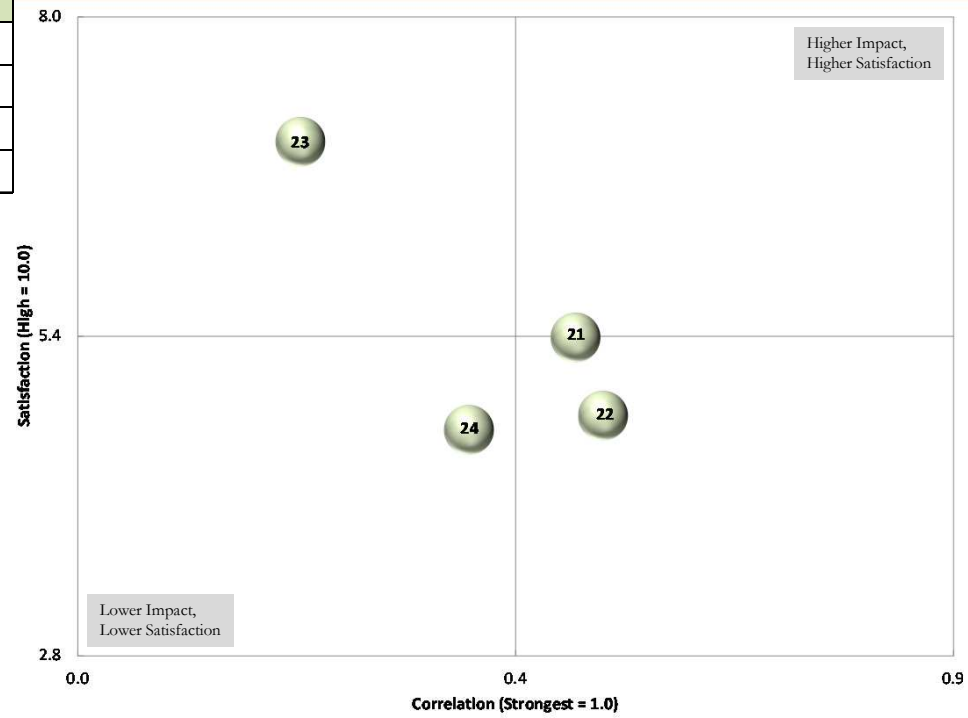
Strategic Priority Map:
Cooperative and Collaborative Environment
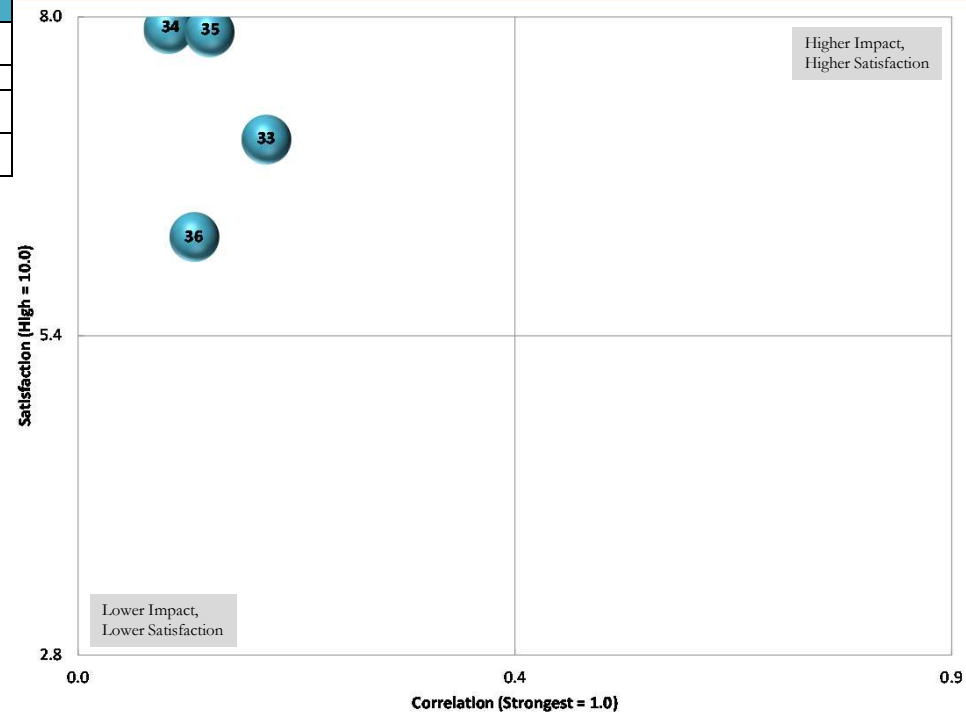
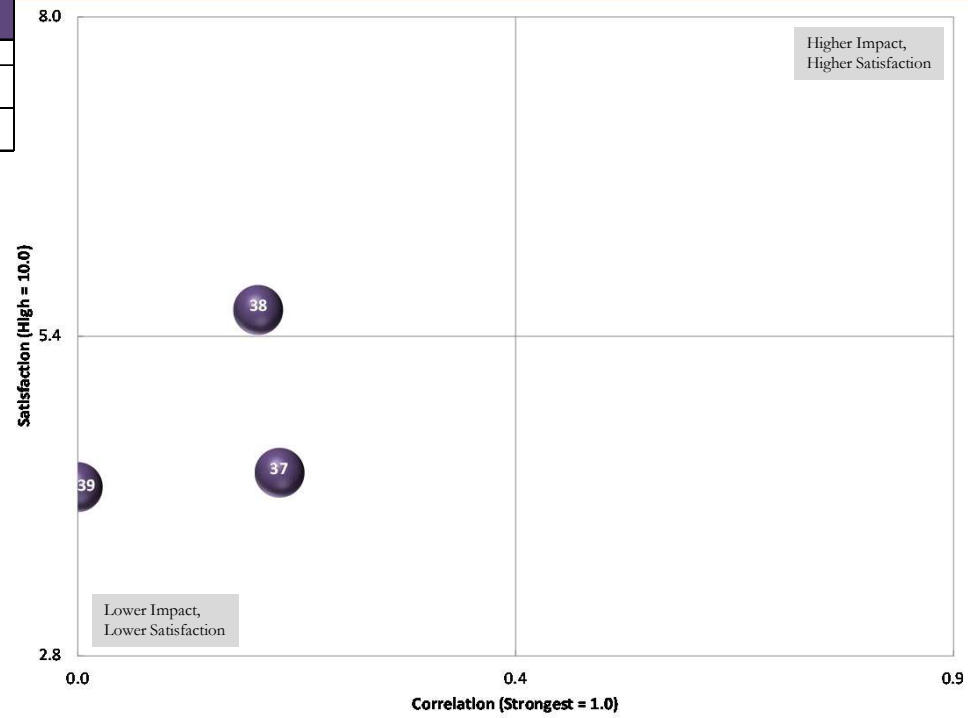| Cooperative & Collaborative Environment |
|---|
| 25. Effectiveness of HACC in business community |
| 26. HACC's responsiveness to member needs |
| 27. Township's welcoming attitude toward businesses |
| 28. Helpfulness of Township website for information for businesses |
| 29. Community-provided administrative and marketing support for businesses |
| 30. Opportunities to participate in community planning |
| 31. Opportunities to network with other business leaders |
| 32. Involvement of area K-12 public school systems |
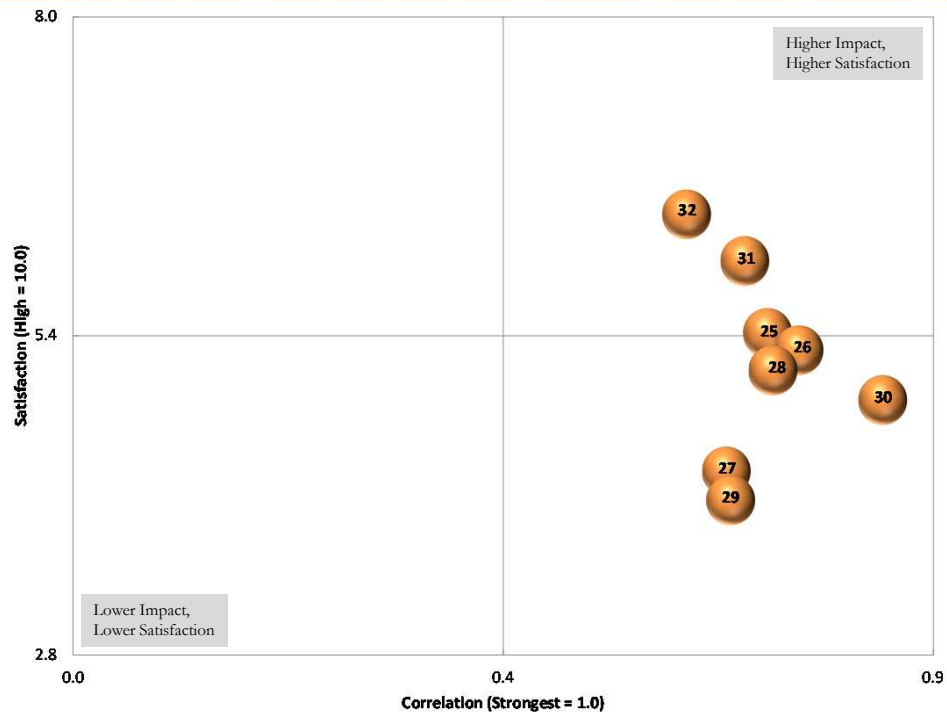
Strategic Priority Map:
Emergency Services

Emergency Services

Emergency Services
33. Adequate coverage for the community
34. Quick response to fires
35. Quick response to medical emergencies
36. Quick response to law enforcement emergencies

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

8.0

5.4

2.8

0.0   0.4   0.9

Strategic Priority Map:
Transportation Infrastructure

Transportation Infrastructure
37. Road maintenance
38. Amount of traffic congestion on the roads
39. Accommodation for bicycle and foot traffic

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

Strategic Priority Map:
Utility Services

Utility Services
40. Water quality
41. Reliable electrical service
42. Adequacy of utility infrastructure to support businesses
43. Fairness of water/sewer rates and acquisition fees

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)
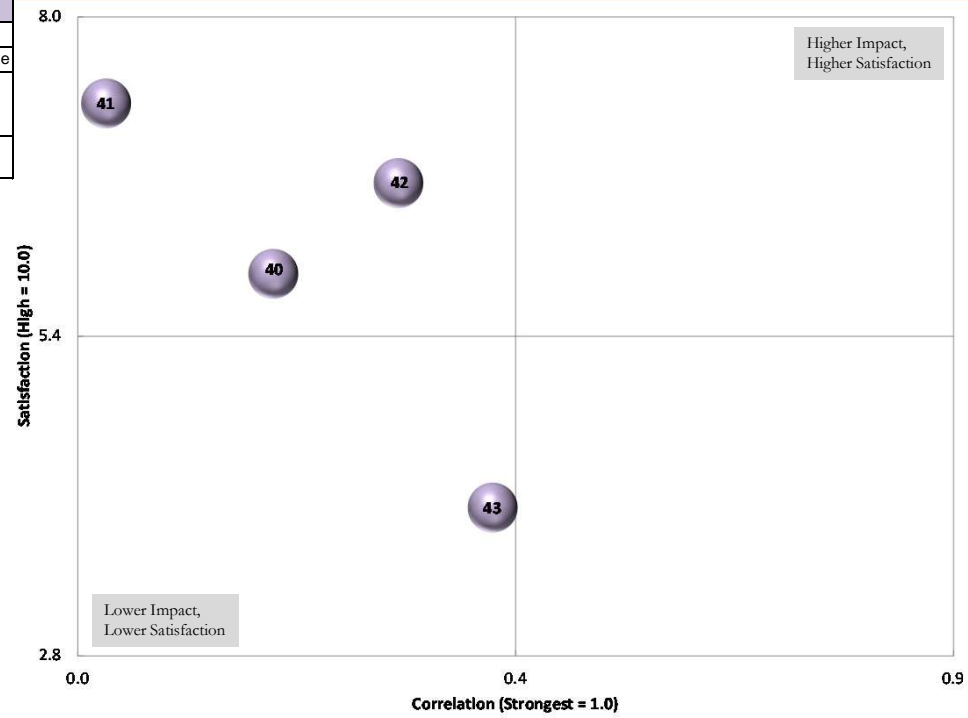
Strategic Priority Map:
Township Government Management

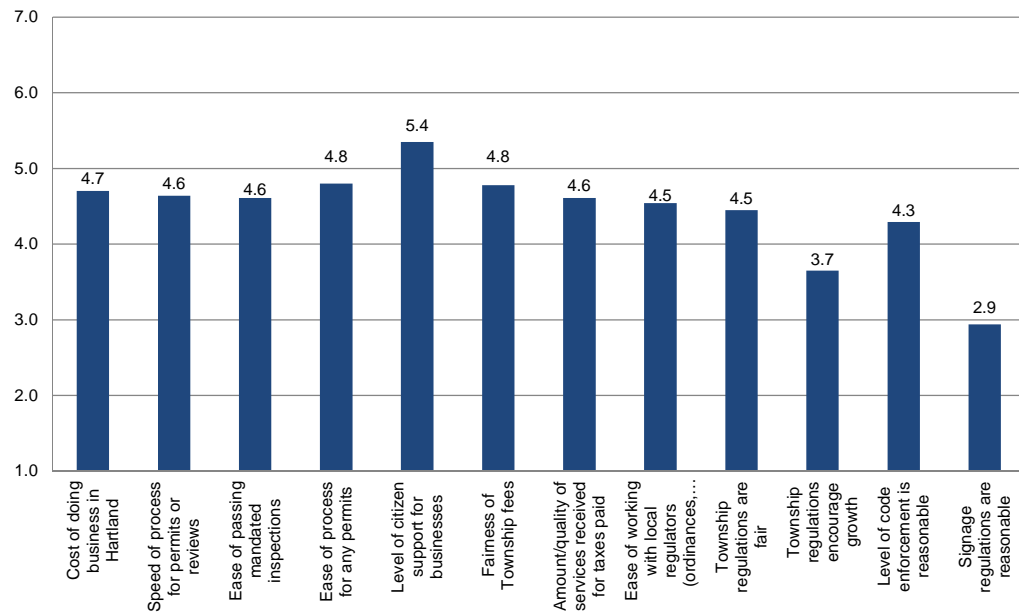| Township Government Management |
| --- |
| 44. Having leaders who are trustworthy |
| 45. Being well-managed |
| 46. Having employees who are well-trained |
| 47. Communicating effectively to the community |
| 48. Spending dollars wisely |
| 49. Being open to your ideas and involvement |
| 50. Level of fairness |
| 51. Level of knowledge |
| 52. Ease of reaching the appropriate person |
| 53. Responsiveness to your concerns |

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)
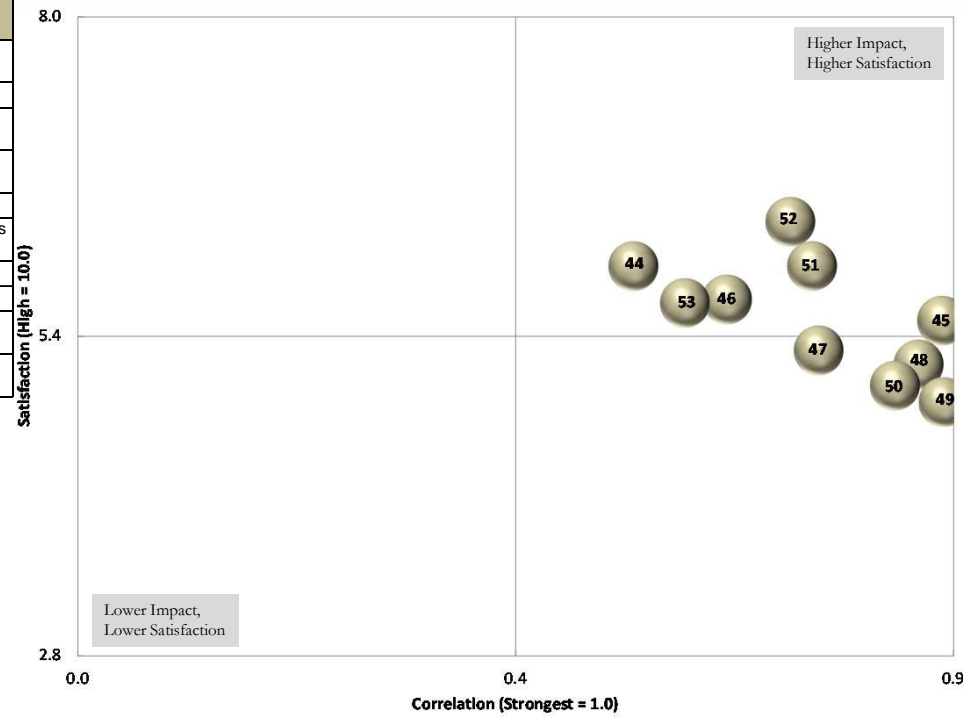
Strategic Priority Map:
Regulatory Environment

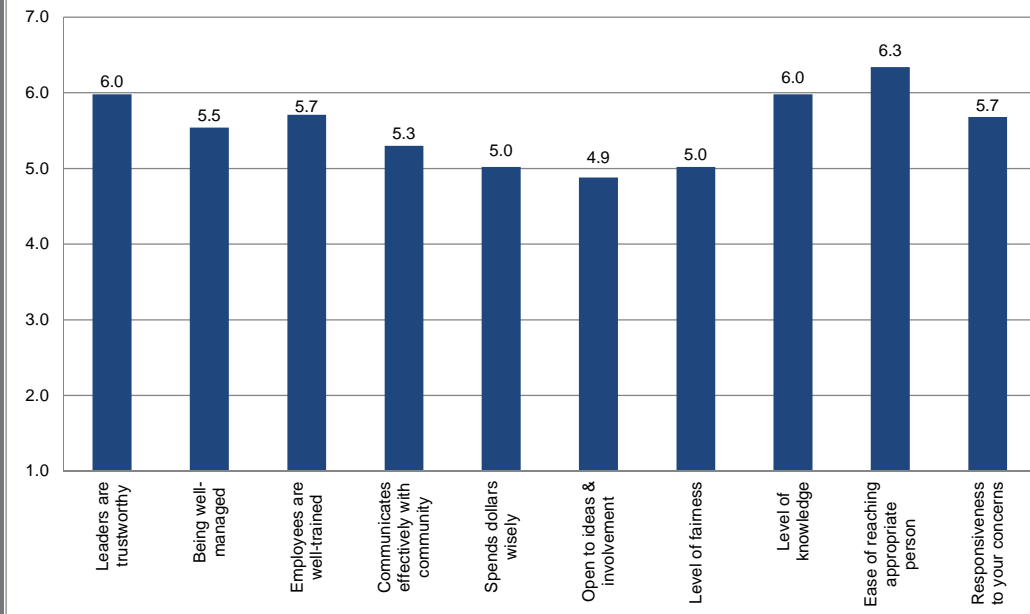| Regulatory Environment |
|---|
| 54. Cost of doing business in Hartland |
| 55. Speed of process for any needed permits or reviews |
| 56. Ease of passing mandated inspections |
| 57. Ease of process for any needed permits |
| 58. Level of citizen support for businesses |
| 59. Fairness of Township fees |
| 60. Amount and quality of services you receive for the local taxes paid |
| 61. Ease of working with local regulators (ordinances, zoning, permits, etc.) |
| 62. Township regulations are fair |
| 63. Township regulations encourage growth |
| 64. Level of code enforcement is reasonable |
| 65. Signage regulations are reasonable |

Higher Impact, Higher Satisfaction

Lower Impact, Lower Satisfaction

Satisfaction (High = 10.0)

Correlation (Strongest = 1.0)

Category	Value
Cost of doing business in Hartland	4.7
Speed of process for permits or reviews	4.6
Ease of passing mandated inspections	4.6
Ease of process for any permits	4.8
Level of citizen support for businesses	5.4
Fairness of Township fees	4.8
Amount/quality of services received for taxes paid	4.6
Ease of working with local regulators (ordinances,…	4.5
Township regulations are fair	4.5
Township regulations encourage growth	3.7
Level of code enforcement is reasonable	4.3
Signage regulations are reasonable	2.9

Drivers of Satisfaction and Behavior:
Township Government Management

Chart values (scale 1.0 to 7.0):

Category	Value
Leaders are trustworthy	6.0
Being well-managed	5.5
Employees are well-trained	5.7
Communicates effectively with community	5.3
Spends dollars wisely	5.0
Open to ideas & involvement	4.9
Level of fairness	5.0
Level of knowledge	6.0
Ease of reaching appropriate person	6.3
Responsiveness to your concerns	5.7
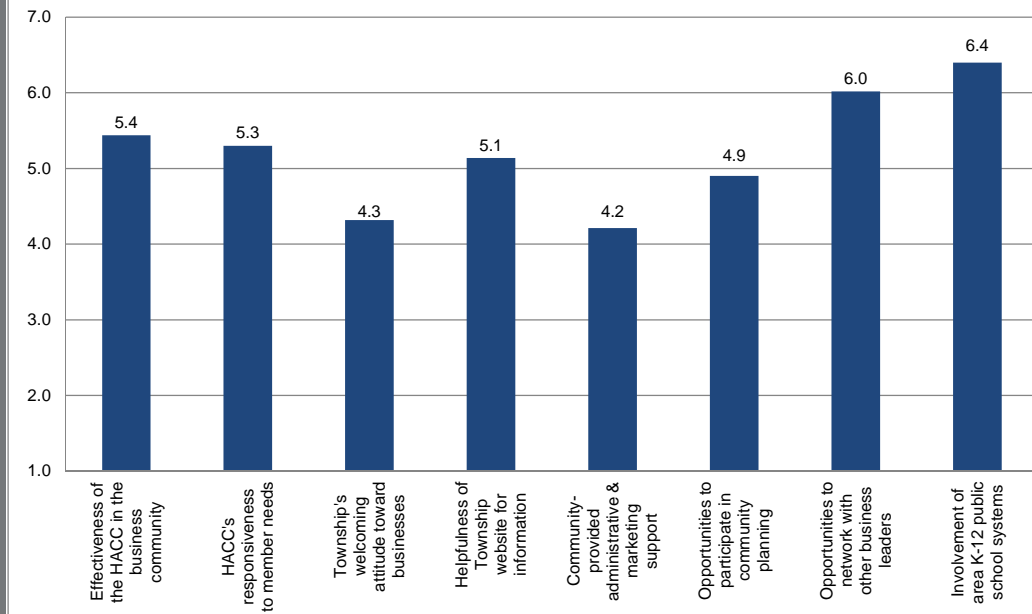
Drivers of Satisfaction and Behavior:
Economic Health
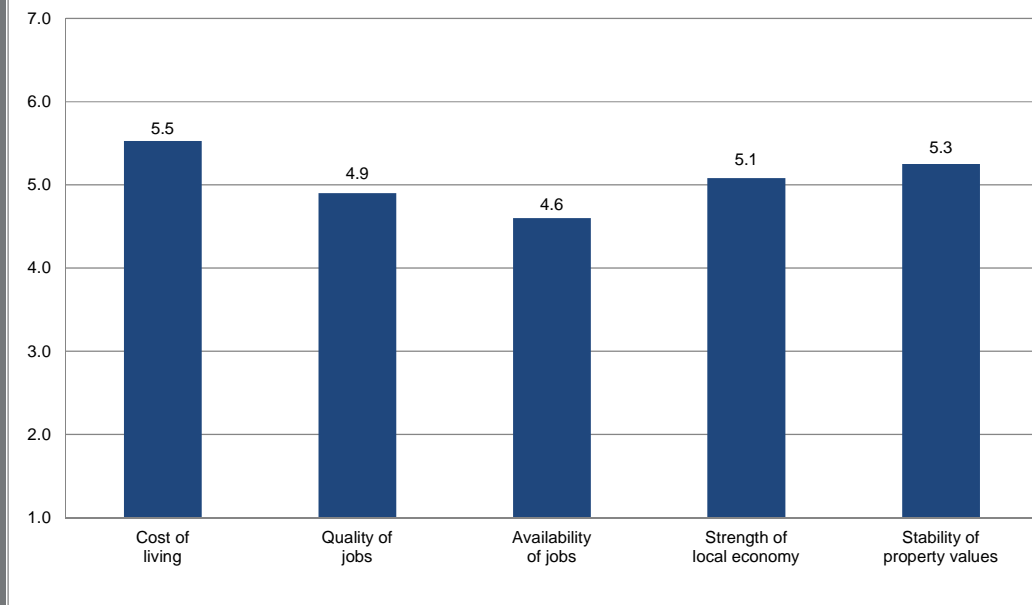
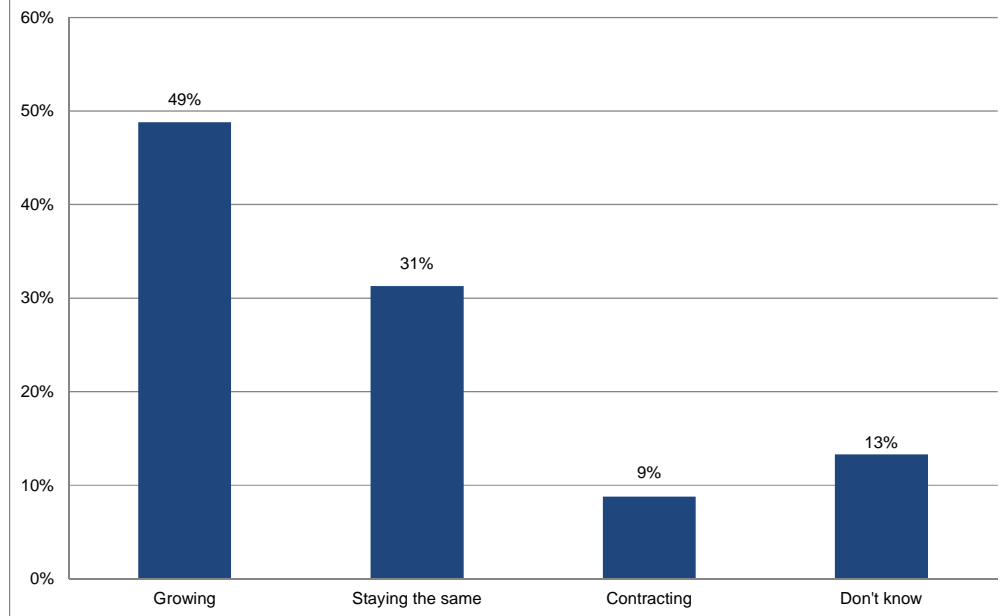# Planning

Communication Preference
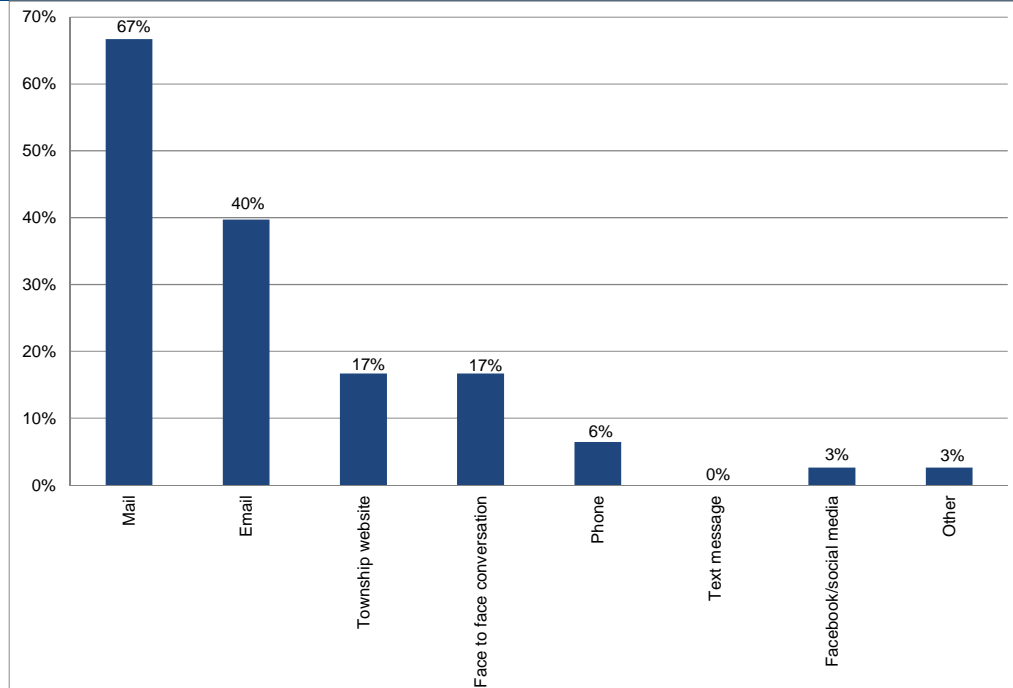
Did you know the Township has a customer engagement specialist on staff to assist businesses?
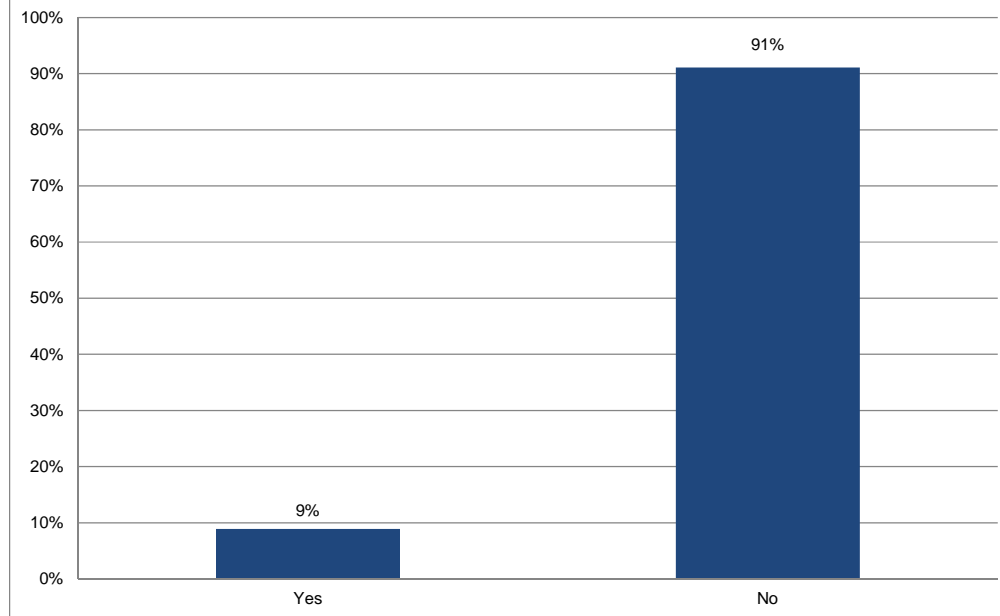
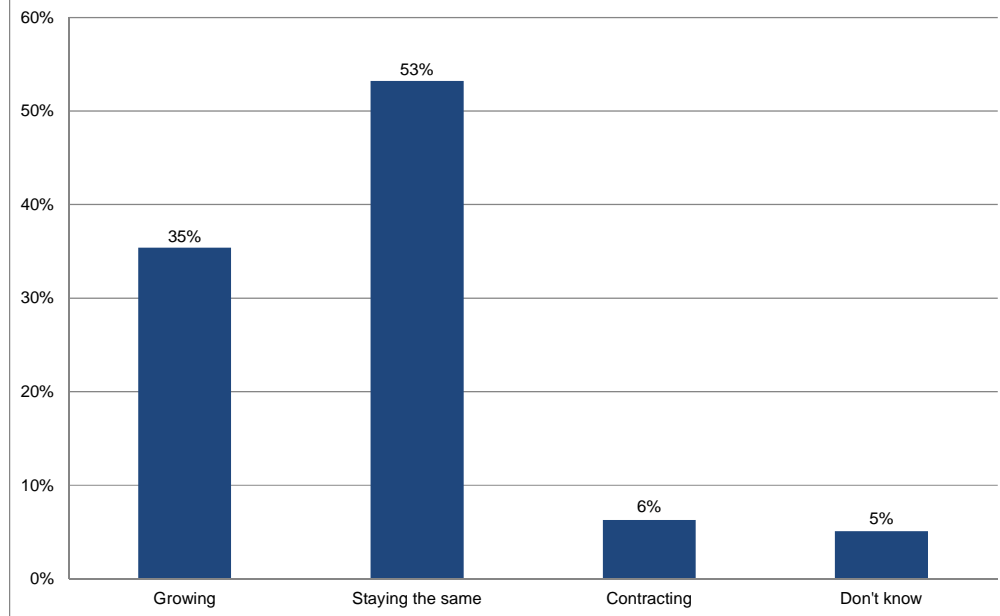# In 2015, what are you anticipating for your company's *revenues*?

Bar chart:
- Growing: 49%
- Staying the same: 31%
- Contracting: 9%
- Don't know: 13%

In 2015, what are you anticipating for your company's _employment levels_?

Open Ended Comments – Word Clouds

Word Cloud:
List any legislative or regulatory issues negatively impacting your business

Top Themes:
1. Signs/temporary signage
2. Water rates

Top Themes:

1. Brighton
2. Milford
3. Howell

What are three things Hartland Township does well to attract and retain businesses?

Top Themes:
1. Community (Hartland as a place to live)
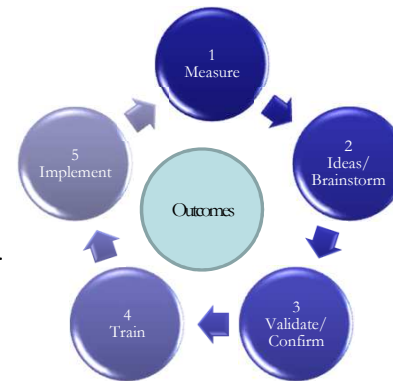2. Schools
3. Location

Implementing Results

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 business leaders 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.

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

Your businesses want you to succeed.