Hartland Township Citizen Engagement and Priority Assessment
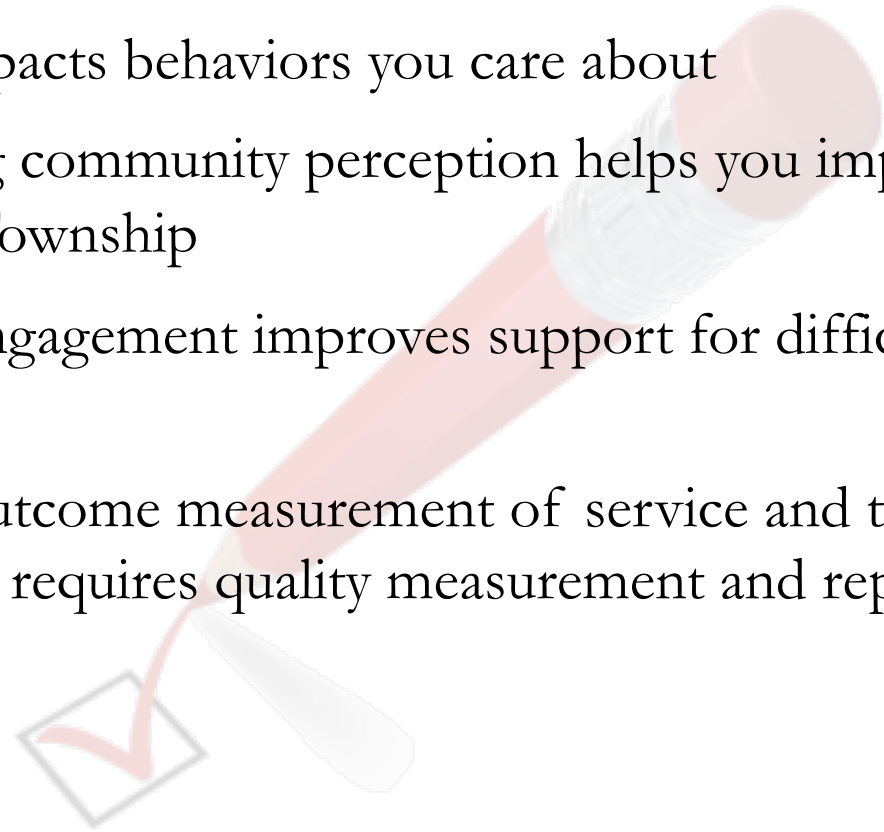
January 2015

2015162

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 citizen survey and 2014 business survey

- 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 and public safety options
- 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 from 2012 survey
- Benchmark performance against a standardized performance index statewide, regionally and nationally
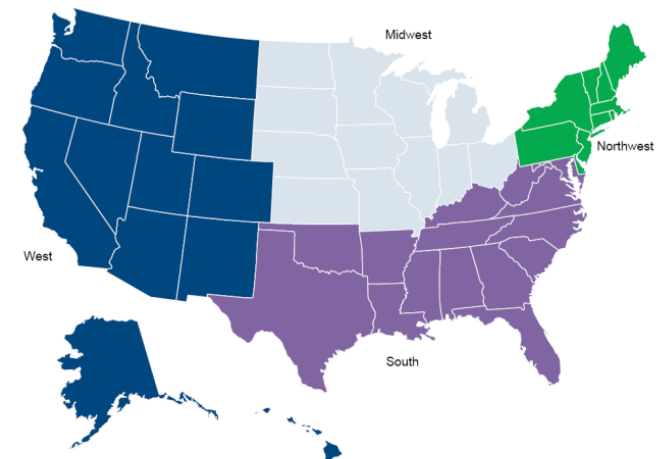
Bottom Line

- The Township has strong performance and exceeds state, regional and national benchmarks in many dimensions

- 2012 Hartland ACSI Score = 72

- 2015 Hartland ACSI Score = 74

    - 2015 Michigan = 60

    - 2015 Midwest = 61

    - 2015 National = 61

- Areas where efforts to improve will further strengthen scores:

    - **2015 Drivers:**   **2012 Drivers:**
    - Economic Health   Parks and Recreation
    - Local Government Management   Public Schools
    - Property Taxes   Local Government Management
    - Parks and Recreation   Economic Health

- Top 4 service/program funding priorities (same as 2012):

    - Road maintenance, Law enforcement, Fire response, Emergency medical response

- 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, type of home and zip code

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
2015 Public Safety Questions

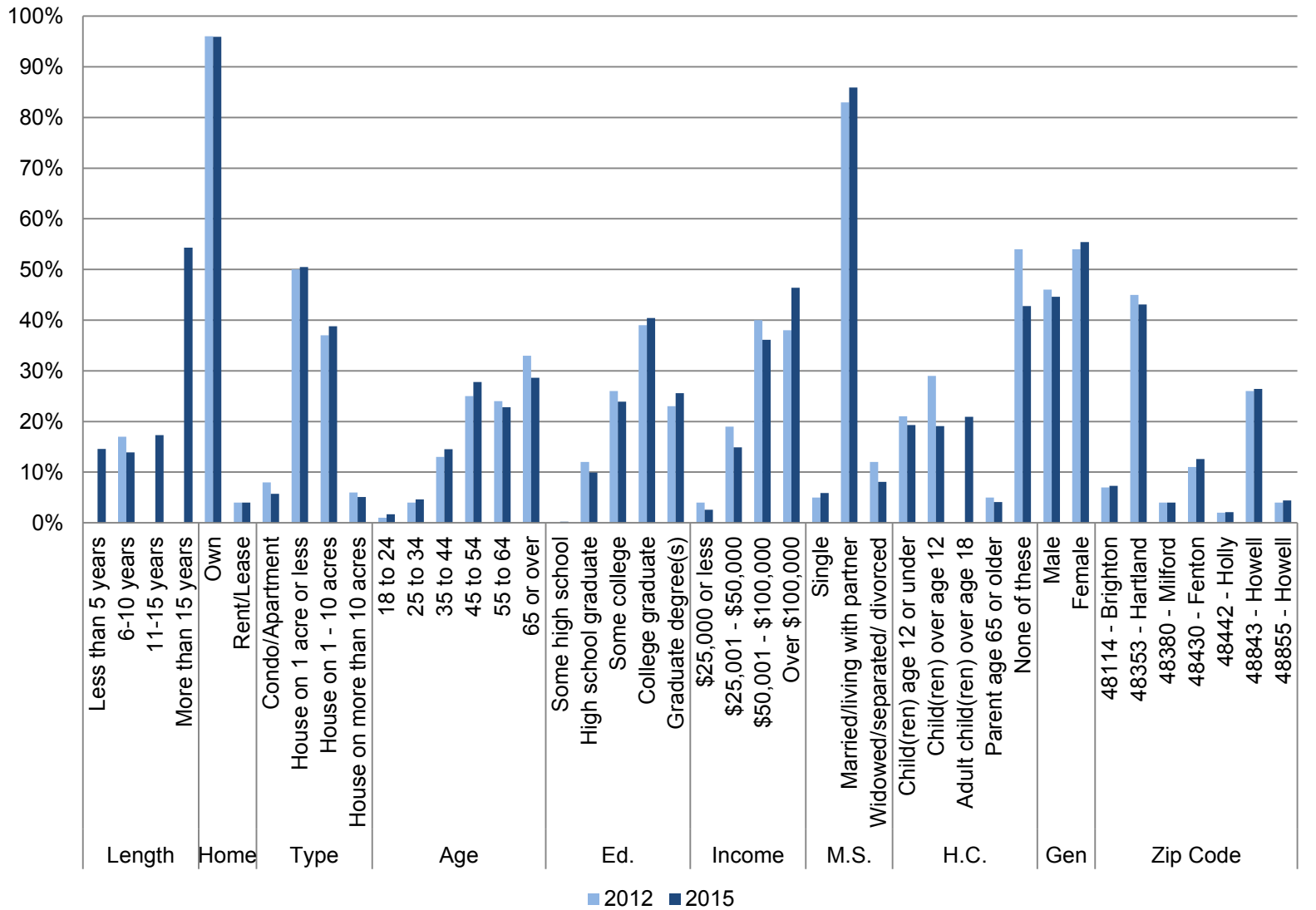|		Current Public Safety Services in Township			
		Level of safety you feel in the community	Level of police protection in Hartland Township	Level of police protection provided by the Livingston County Sheriff's Department	Level of police protection by the Michigan State Police
2015 Overall		8.4	6.8	7.1	6.8
Length of Residency	Less than 5 years	8.8	7.3	7.3	6.9
	6-10 years	8.7	7.3	7.3	6.9
	11-15 years	8.4	6.4	6.9	6.6
	More than 15 years	8.3	6.8	7.0	6.8
Do you own or rent/lease your residence?	Own	8.4	6.8	7.0	6.8
	Rent/Lease	8.9	7.2	7.6	7.0
Age	18 to 24	8.6	7.9	7.9	7.7
	25 to 34	8.8	7.3	7.4	7.4
	35 to 44	8.8	6.8	6.9	6.3
	45 to 54	8.5	6.8	7.1	6.6
	55 to 64	8.2	6.9	7.0	7.1
	65 or over	8.2	6.6	6.9	6.7
Zip Code	48114 - Brighton	8.5	6.8	6.9	6.9
	48353 - Hartland	8.4	6.8	7.1	6.7
	48380 - Milford	8.8	6.6	7.3	6.7
	48430 - Fenton	8.3	6.8	6.8	6.8
	48442 - Holly	9.0	8.2	8.4	7.8
	48843 - Howell	8.4	6.9	7.0	6.9
	48855 - Howell	8.5	6.6	7.2	7.2

Methodology

- Random sample of 1,860 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 November and December 2015 (same time frame as 2012)
- Used survey identification number to ensure valid response
- Exceptional response from 540 residents, providing a response rate of 29%, a conventional margin of error of +/- 4.1 percent in the raw data and an ACSI margin of error of +/- 1.7 percent (95% confidence)
  - 2012 = 758 responses, +/- 2.6 percent and +/- 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
  - Compared gender of respondents to Census and voter list, small skew towards males, but within 1% of Census and 3% of voter list

Respondent Profile – similar to 2012

Citizen Engagement Model

Citizen Experiences

Schools

Transportation

Fire/Emergency

Utility

Police

Taxes

Shopping

Local Government

Events

Economy

Parks/Rec

Library

Citizen Satisfaction=Value

CSI

› Overall Satisfaction
› Compared to expectations
› Compared to ideal

Outcome Behaviors

Remain

Recommend

Volunteer

Encourage Businesses

Support Admin

Community Image

**Where to improve
Where to invest next** ?

Results

Comparing 2012 and 2015
(High score = 100)

Areas with strong impact on overall engagement	2012 Hartland	2015 Hartland	Change from '12 to '15	
Transportation Infrastructure	55	45	⬇	-10
Fire and Emergency Medical Services	78	82	⬆	4
Utility Services	72	70	⬇	-2
Police Department	74	80	⬆	6
Property Taxes	63	62	⬇	-1
Public Schools	77	83	⬆	6
Local Government	65	67	⬆	2
Community Events	57	58	⬆	1
Economic Health	56	64	⬆	8
Parks and Recreation	73	74	⬆	1
Library	86	83	⬇	-3
ACSI Score	72	74	⬆	2
Community Image	74	75	⬆	1

Community Satisfaction to Benchmarks
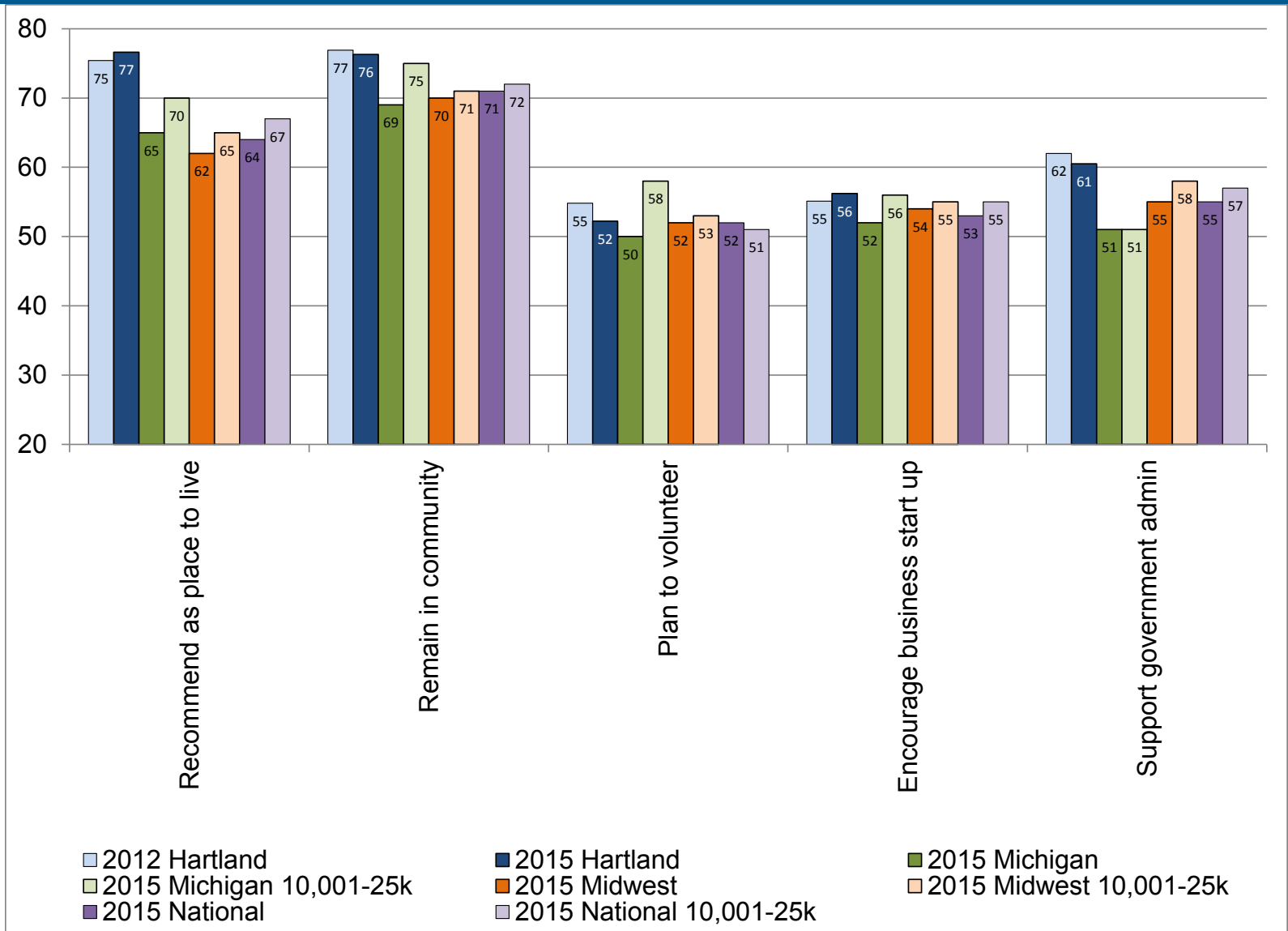
(High score = 100)

Outcome Behaviors to Benchmarks

(High score = 100)

Community Image to Benchmarks
(High score = 100)

Chart data:

Category	2012 Hartland	2015 Hartland	2015 Michigan	2015 Michigan 10,001-25k	2015 Midwest	2015 Midwest 10,001-25k	2015 National	2015 National 10,001-25k
Overall Community Image	74	75	66	70	66	66	66	68
Safe place to live	82	85	75	80	73	77	74	78
Enjoyable for children	81	84	70	77	71	73	71	73
Enjoyable for young adults	67	69	64	63	65	64	65	66
Enjoyable for seniors	79	79	69	74	71	73	72	75
Enjoyable place for everyone else	77	79	66	69	67	63	69	67

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Physically attractive: 70, 71, 62, 63, 61, 60, 64, 64
Great place to live: 78, 80, 68, 74, 70, 72, 70, 73
Great place for business: 60, 66, 56, 68, 58, 55, 59, 58
Growing responsibly: 67, 69, 59, 61, 58, 58, 60, 61
Safe place to bike and walk: 52, 56, 66, 73, 68, 66, 65, 65
A perfect community for me: 72, 74, 63, 64, 62, 61, 65, 67

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Quality of Life Components to Benchmarks

(High score = 100)

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

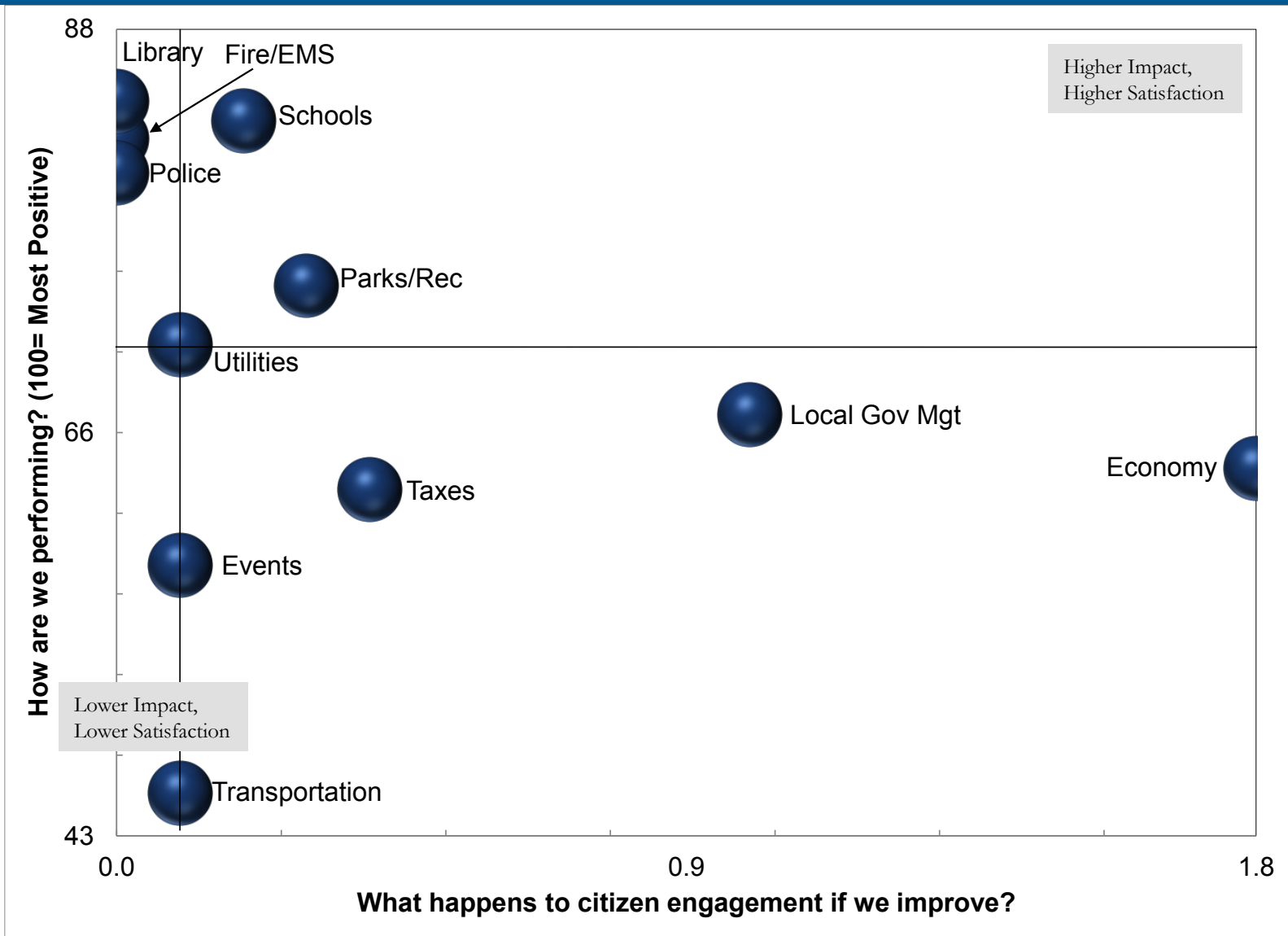| Category	2012 Hartland	2015 Hartland	2015 Michigan	2015 Michigan 10,001-25k	2015 Midwest	2015 Midwest 10,001-25k	2015 National	2015 National 10,001-25k
Overall Local Government	65	67	55	54	55	59	55	58
Overall Community Events	57	58	58	60	58	56	58	56
Overall Economic Health	56	64	51	49	54	53	52	54
Overall Parks and Recreation	73	74	69	76	70	73	68	71
Overall Library	86	83	79	83	77	77	77	76

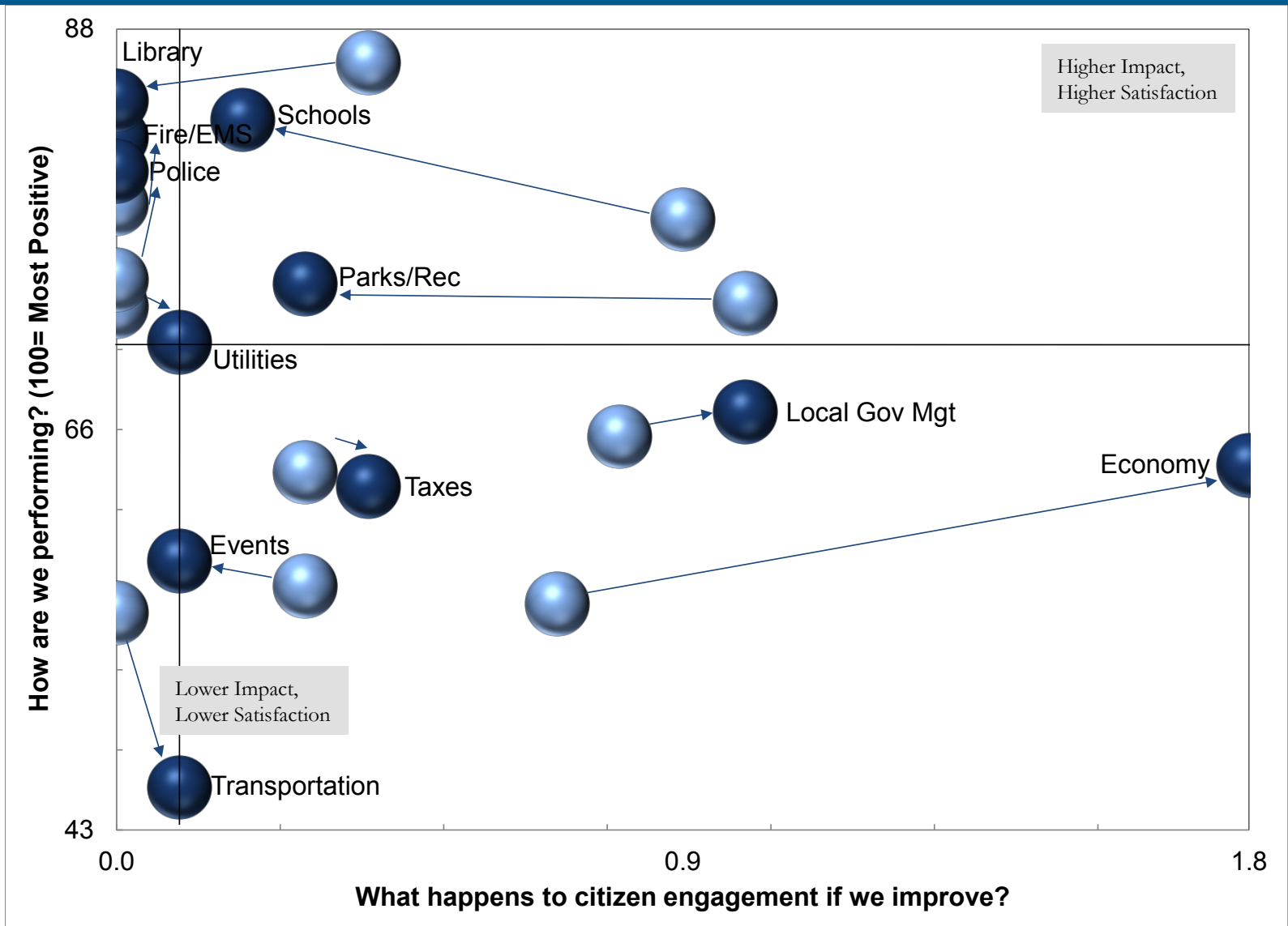| Perceived Performance ↑	High scoring areas that do not currently have a large impact on engagement relative to the other areas. Action: May show over investment or under communication.	High impact areas where the Township received high scores from citizens. They have a high impact on engagement if 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 relatively low score. Action: Prioritize investment to drive positive changes in outcomes.

Impact →

Economic Health

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Categories: Overall 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

Local Government Management

Chart data:

Category	2012 Hartland	2015 Hartland	2015 Michigan	2015 Michigan 10,001-25k	2015 Midwest	2015 Midwest 10,001-25k	2015 National	2015 National 10,001-25k
Overall Local Government	65	67	55	54	55	59	55	58
Leaders are trustworthy	68	72	57	53	57	62	57	61
Well managed government	68	69	56	57	56	59	56	60
Well trained employees	70	73	60	67	58	63	59	62
Effective communication	61	65	55	52	54	58	58	55
Wisely spent money	59	62	50	47	49	52	50	55
Open to citizen ideas	59	65	50	50	51	52	52	56
Website meets needs	65	68	54	53	54	58	59	57
Responding to resident questions and needs	67		54	55	51	49	53	56
Enforcing appearance/safety codes for residential/business properties	67		57	60	53	60	55	57
Hours of operation (Township Offices)	68	71						

Property Taxes

Chart values by category:

Overall Property Taxes: 63, 62, 58, 53, 56, 63, 58, 61

Fairness of appraisals: 60, 64, 55, 46, 55, 59, 58, 59

Adequacy of tax and utility bill payment options: 69, 74, 74, 73, 71, 77, 72, 73

Fairness of tax levels: 60, 65, 57, 55, 54, 58, 57, 59

Quality received for taxes: 53, 56, 55, 50, 52, 57, 55, 57

Communication on how tax dollars are used: 55, 49, 42, 44, 57, 46, 49

Data to support property appraisals: 55, 61

Ease of understanding the bills: 73, 77

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Parks and Recreation

Legend:
- 2012 Hartland
- 2015 Hartland
- 2015 Michigan
- 2015 Michigan 10,001-25k
- 2015 Midwest
- 2015 Midwest 10,001-25k
- 2015 National
- 2015 National 10,001-25k

Category	2012 Hartland	2015 Hartland	2015 Michigan	2015 Michigan 10,001-25k	2015 Midwest	2015 Midwest 10,001-25k	2015 National	2015 National 10,001-25k
Overall Parks and Recreation	73	74	69	76	70	73	68	71
Facilities meet your needs	71	73	72	78	72	71	69	71
Facility maintenance	75	76	72	80	74	77	71	74
Quality and variety of programs	73	73	64	73	66	69	65	69

Planning & Budget Direction

Preferred Options

Budget Priorities
Percent selecting, select top seven (7) for prioritization

Chart — Budget Priorities, percent selecting (2012 vs 2015):

Priority	2012	2015
Road maintenance	71%	78%
Law enforcement	71%	68%
Fire response	65%	59%
Emergency medical response	63%	59%
Pave new roads	43%	54%
Adding safety/bike/walk paths	45%	46%
Economic development	41%	38%
Adding limestone to dirt roads	36%	36%
Dust control on dirt roads	30%	34%
Parks	34%	30%
Recreation facilities	24%	28%
Trash/recycling service	24%	25%
Communication (web, cable)	20%	22%
Water/sewer service	20%	16%
Code enforcement	16%	16%
Sidewalk repair	11%	13%
Recreation programming	11%	13%

Preferred Options for All Services

Public Safety

Rating the *<u>current</u>* public safety levels in the Township

Level of support for public safety options

Keep Livingston County Sheriff's patrol at the same level as most of our neighboring townships

Strongly Oppose	Oppose	Neutral	Support	Strongly Support
2%	7%	28%	45%	17%

Increase the level of police presence in Hartland

Strongly Oppose	Oppose	Neutral	Support	Strongly Support
3%	9%	37%	33%	18%

62% support or strongly support | *51% support or strongly support*

Regardless of support or opposition: 72% contract with LCS, 40% establish authority, 33% introduce millage

Category	Percentage
Contract with the Livingston County Sheriff's office to increase police protection in Hartland Township	69%
Establish a regional police authority to increase police protection in Hartland Township	41%
Introduce millage proposal for increased police protection in Hartland Township	36%

N = 264

Future Options

In which area(s) should the Township focus for development?
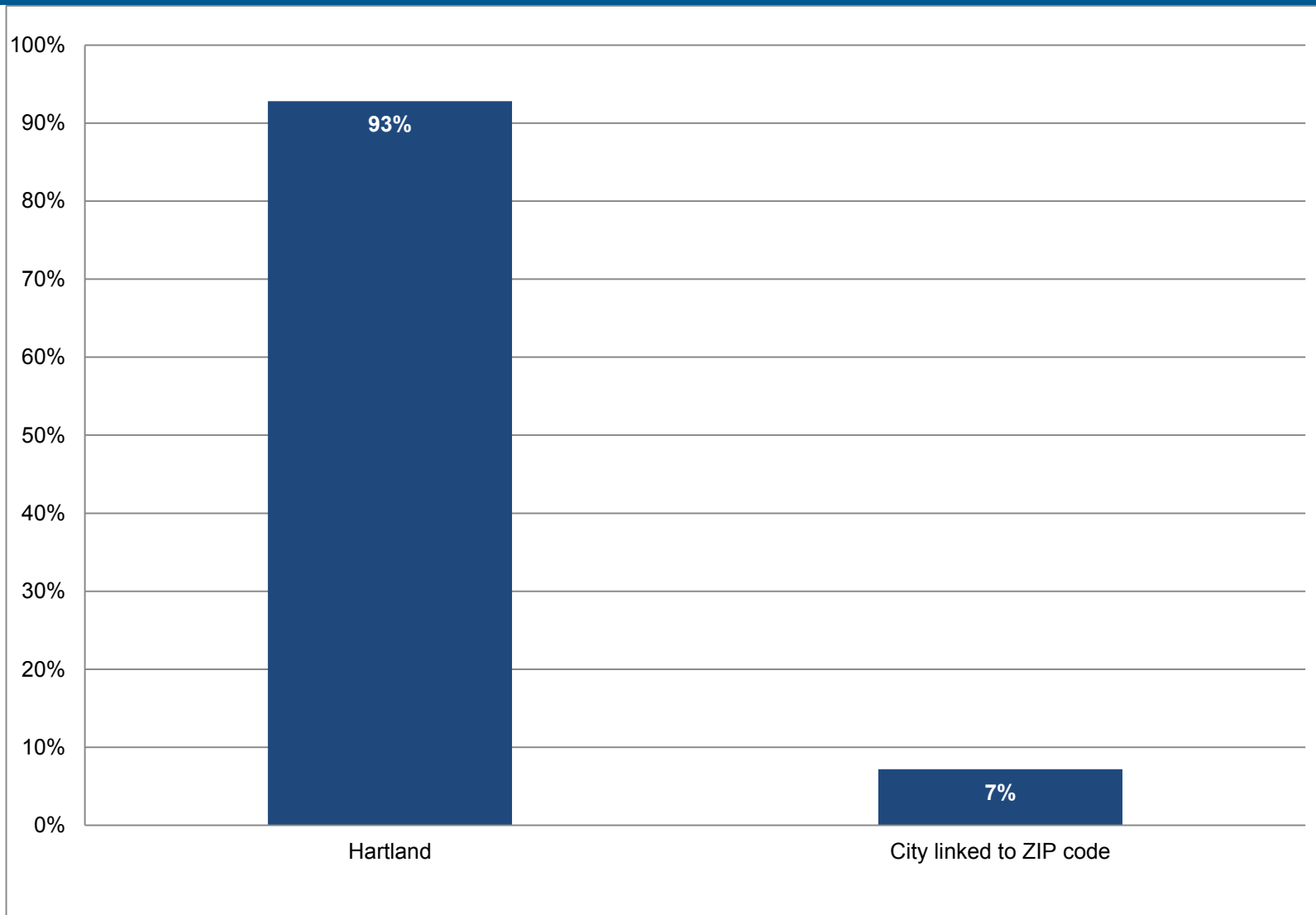
Community Brand

Level of agreement with community branding questions
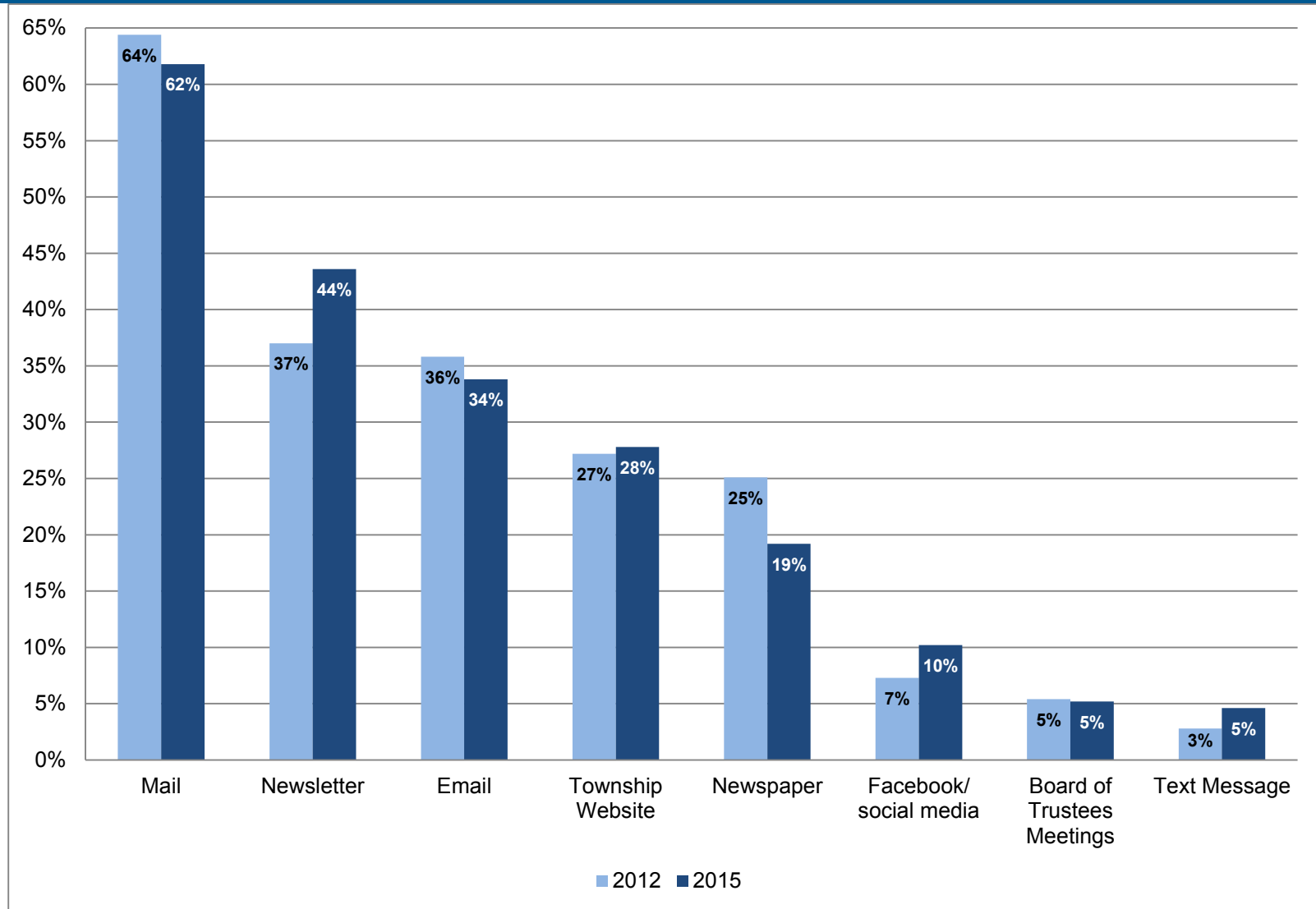
Which do you call home?

Communications

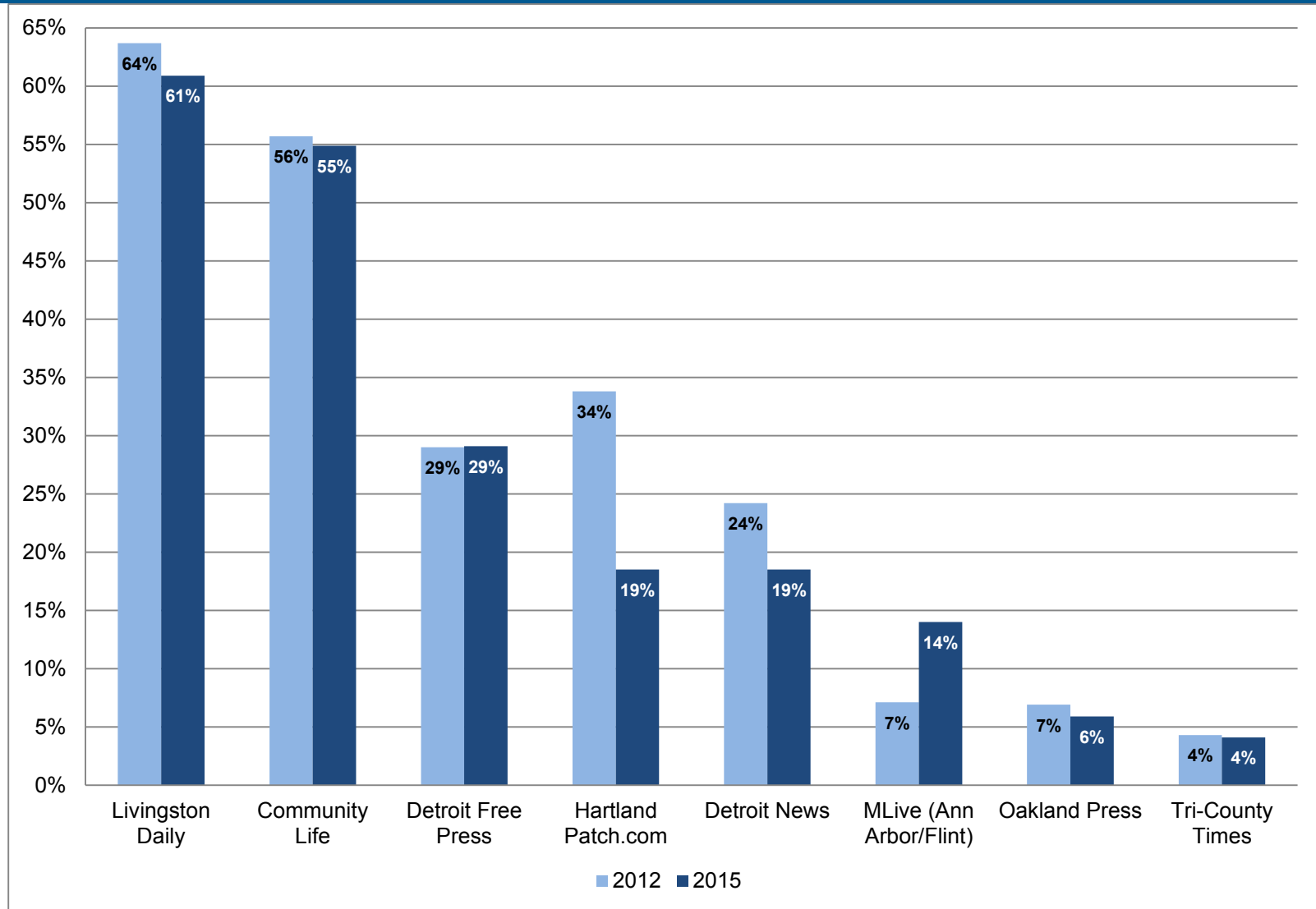# How do you prefer to receive information from the Township?

A bar chart comparing 2012 and 2015 responses:

Method	2012	2015
Mail	64%	62%
Newsletter	37%	44%
Email	36%	34%
Township Website	27%	28%
Newspaper	25%	19%
Facebook/social media	7%	10%
Board of Trustees Meetings	5%	5%
Text Message	3%	5%

Communication Preference by Age

Legend: Text message · Facebook/ social media · Newsletter · Newspaper · Board Meeting · Twp Website · Email · Mail

Category	25 to 34	35 to 44	45 to 54	55 to 64	65 or over
Text message	8%	8%	6%	2%	3%
Facebook/ social media	33%	18%	16%	5%	2%
Newsletter	54%	37%	44%	40%	50%
Newspaper	21%	11%	19%	18%	24%
Board Meeting		3%	6%	3%	9%
Twp Website	42%	32%	39%	20%	21%
Email	42%	42%	36%	31%	30%
Mail	63%	62%	51%	66%	69%

What newspaper/website do you read for local news?

	Livingston Daily	Community Life	Detroit Free Press	Hartland Patch.com	Detroit News	MLive (Ann Arbor/Flint)	Oakland Press	Tri-County Times
2012	64%	56%	29%	34%	24%	7%	7%	4%
2015	61%	55%	29%	19%	19%	14%	6%	4%

Community Assets Usage

Legend: Never, 1 to 6 times a year, More than 6 times a year

Asset	Never	1 to 6 times a year	More than 6 times a year
Hartland Township Hall	22%	74%	4%
Hartland Township Website	33%	60%	7%
Parks & Rec programs and facilities	29%	36%	35%
Cromaine District Library	19%	38%	44%
Community message board	75%	21%	4%
Township meeting broadcast	77%	20%	3%

Utilities

Utility services from Hartland Township

Rating utilities by type provided by Township

Telecommunications in Hartland Township

Additional comments

Themes:

1. **Roads –** fix and repair, re-pave roads
2. **Community –** good community, small town charm, great place to live
3. **Taxes –** taxes are high, expand tax base – more businesses
4. **Restaurants –** more restaurants in downtown area, upscale/sit down, no more fast food

Note: See full list of comments for context

Implementing Results

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.

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.