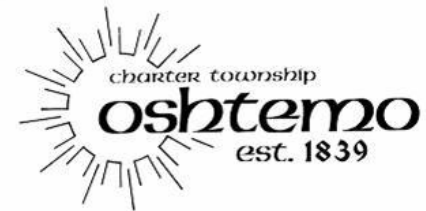


# Oshtemo Township Citizen Engagement and Priority Survey

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November 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
- Reliable data on community priorities aids in balancing demands of vocal minorities with the reality of limited resources
- Bottom line outcome measurement of service and trust: Good administration requires quality measurement and reporting

# Study Goals

- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service measures are understood
- Identify which aspects of community provide the greatest leverage on citizens' overall satisfaction
- Discover key outcome behaviors such as recommending the community, remaining in the community, volunteering and encouraging someone to start a business
- Determine support for planning and zoning regulations and future service opportunities

# Bottom Line

- Oshtemo Township overall ACSI score = 71
  - Michigan Local Governments = 60
  - Michigan Local Governments (Population 10,001-25,000) = 64
  - Michigan County Governments = 56
  - Michigan State Government = 45
- There are several areas where improvement can have significant impact on overall satisfaction:
  - Drivers:
    - Township government management
    - Economic health
    - Property taxes
    - Police services
    - Parks and recreation
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: sample or volunteer, years of residency, own/rent, age, education, income, marital status, household composition, gender and type of home

# Preserving Voice: Looking Into Detail

## Sample:

### Oshtemo Township 2013 Core Scores

		Fire & Emergency Medical Services	Fire coverage for the community	Response time to fires	Response time to medical emergencies	Transportation Infrastructure	Public transportation options	Street maintenance/repair	Accommodation for bicycle and foot traffic	Utility Services	Drinking water quality	Municipal sewer/water billing process	Garbage collection	Recycling service	Electrical and gas service reliability
2013 Overall Satisfaction - Sample		-	8.6	8.9	8.7	-	6.1	6.0	5.7	-	7.0	7.6	8.2	7.4	8.0
2013 Overall Satisfaction - Volunteer		-	5.1	4.8	4.5	-	6.8	4.8	5.9	-	8.0	8.7	7.6	6.9	6.4
Residency	One year or less	-	10.0	-	10.0	-	7.2	7.3	6.0	-	8.9	6.8	7.8	6.0	9.0
	1-5 years	-	8.9	9.0	8.4	-	6.5	6.2	5.3	-	6.8	7.2	8.4	6.6	8.0
	6-10 years	-	8.4	8.4	8.6	-	6.9	6.1	5.4	-	6.6	7.1	8.4	7.5	7.9
	11-20 years	-	8.6	9.0	8.7	-	5.3	5.5	5.6	-	6.8	7.4	7.8	7.1	7.9
	More than 20 years	-	8.6	8.9	8.8	-	5.7	6.2	6.3	-	7.6	8.4	8.5	8.1	8.1
Do you own or rent/lease your residence?	Own	-	8.5	8.9	8.8	-	6.0	6.0	5.7	-	7.1	7.6	8.3	7.5	8.0
	Rent/Lease	-	9.0	9.0	8.7	-	6.6	6.6	5.6	-	6.5	6.8	8.2	6.8	8.3
Age	18 to 24	-	8.7	8.0	9.0	-	6.1	6.0	6.6	-	6.3	6.5	7.7	8.6	8.3
	25 to 34	-	9.3	9.3	8.7	-	6.2	6.3	5.1	-	7.2	7.6	8.6	6.3	8.6
	35 to 44	-	9.0	8.9	8.6	-	7.1	6.7	5.8	-	6.9	6.5	7.4	5.5	7.8
	45 to 54	-	7.7	7.8	8.0	-	4.7	4.5	4.1	-	6.0	6.8	8.0	7.1	7.0
	55 to 64	-	8.6	9.0	9.0	-	6.3	6.1	6.2	-	7.3	8.0	8.5	7.9	8.0
	65 or over	-	8.8	9.0	8.9	-	6.3	6.3	6.0	-	7.5	8.1	8.4	7.9	8.4
Education	Some high school	-	10.0	10.0	10.0	-	7.5	4.0	6.0	-	4.5	5.0	6.7	8.3	8.0
	High school graduate	-	8.5	8.8	8.8	-	5.9	7.1	5.8	-	7.4	7.9	9.2	8.0	8.5
	Some college	-	8.7	8.9	8.6	-	7.1	6.4	6.5	-	7.0	7.6	8.1	7.2	8.4
	College graduate	-	8.7	9.2	9.2	-	5.8	5.9	5.4	-	6.7	7.5	8.3	7.4	7.7
	Graduate degree(s)	-	8.6	8.5	8.4	-	5.9	5.7	5.5	-	7.4	7.7	8.0	7.4	8.0

# Methodology

- Random sample of 1500 residents drawn from voter records
- Utilized [www.random.org](http://www.random.org), a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in September and October 2013
- Valid response from 308 residents, providing a conventional margin of error of +/- 5.5 percent in the raw data (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
- In addition to the random sample, there were 10 responses from volunteer respondents
- Compared responses by gender with that of the voter records, and difference is less than 2.3 percent

# Results

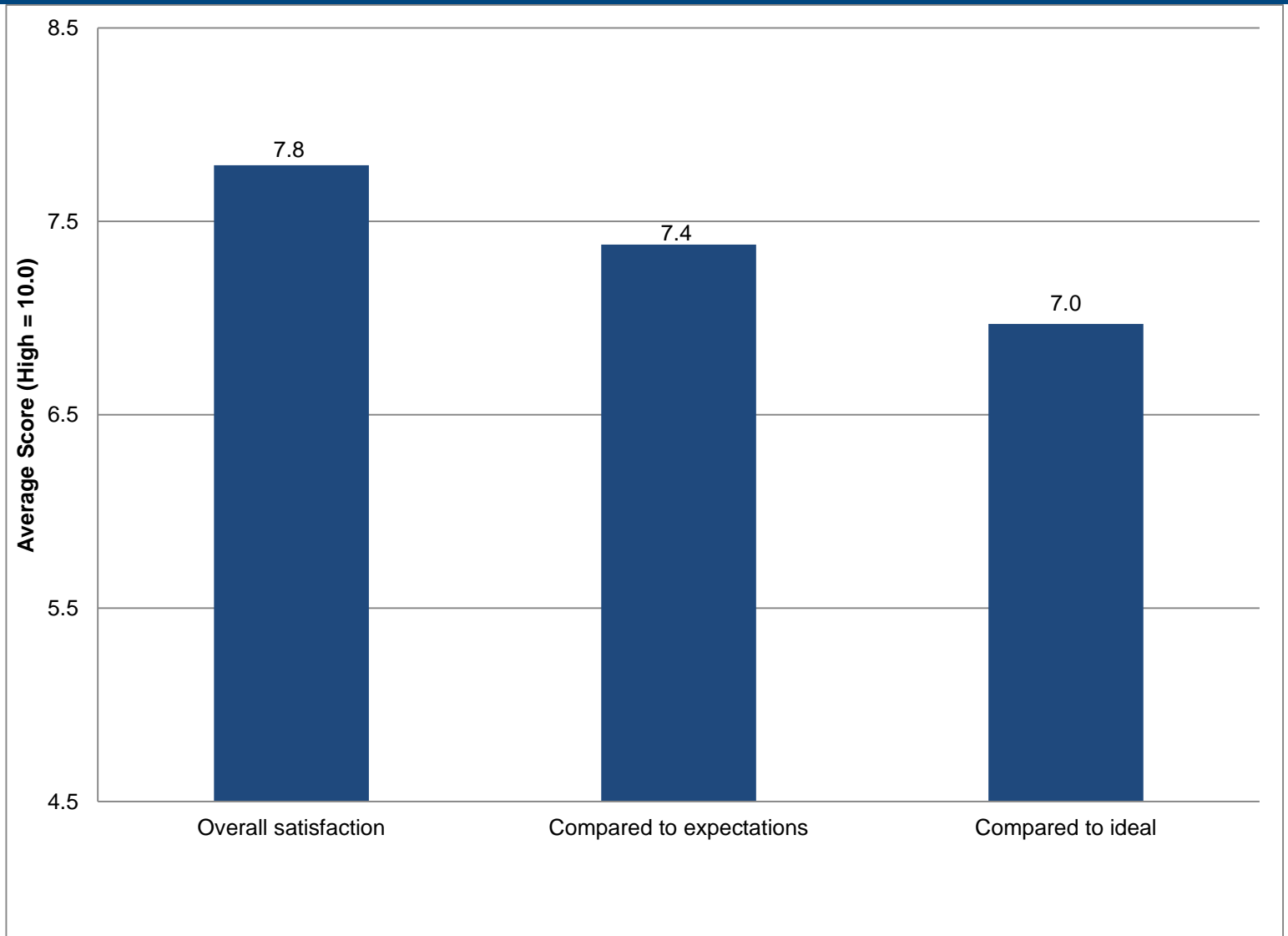






# ACSI Dimensions

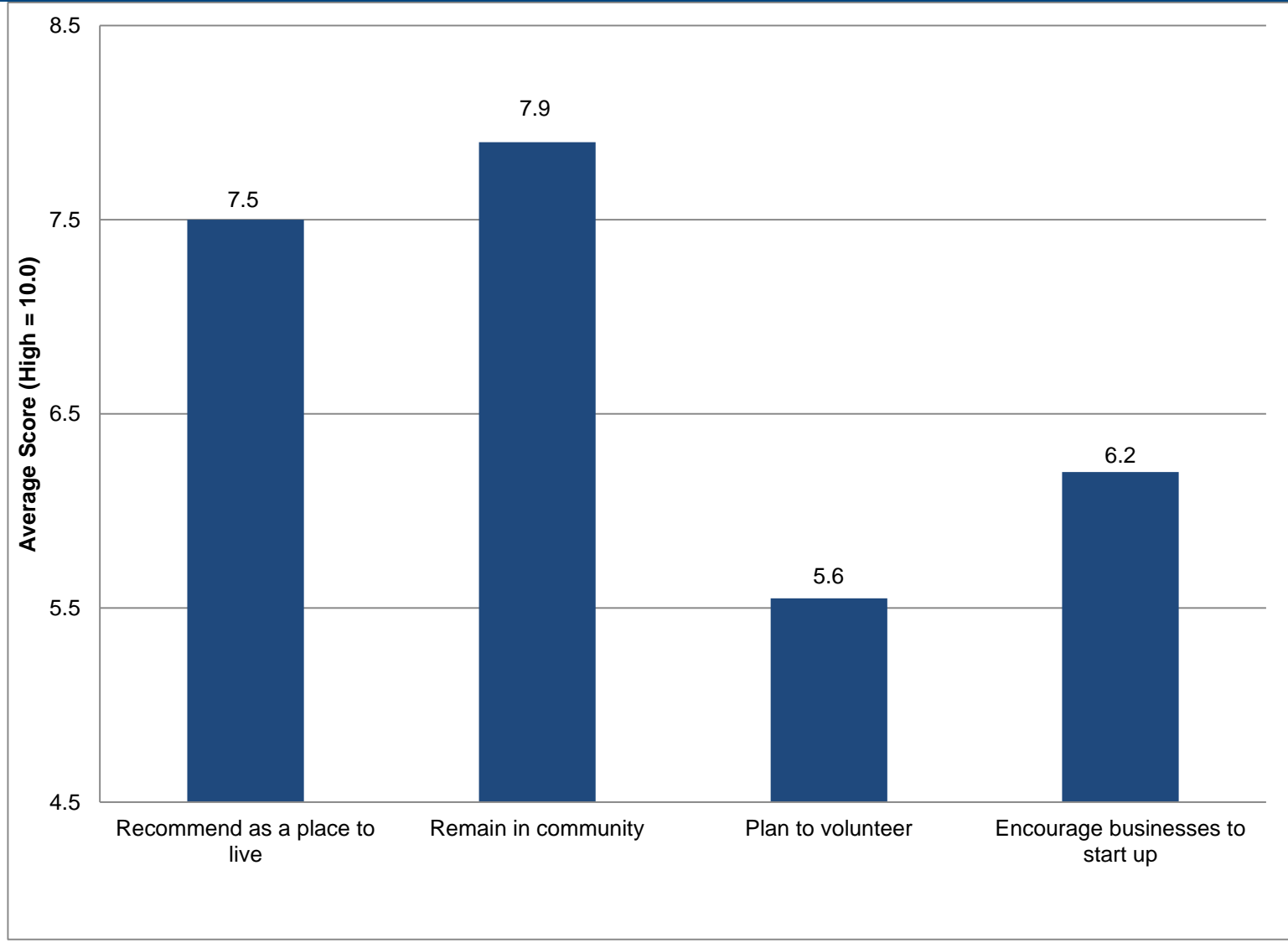
(High score = 10)





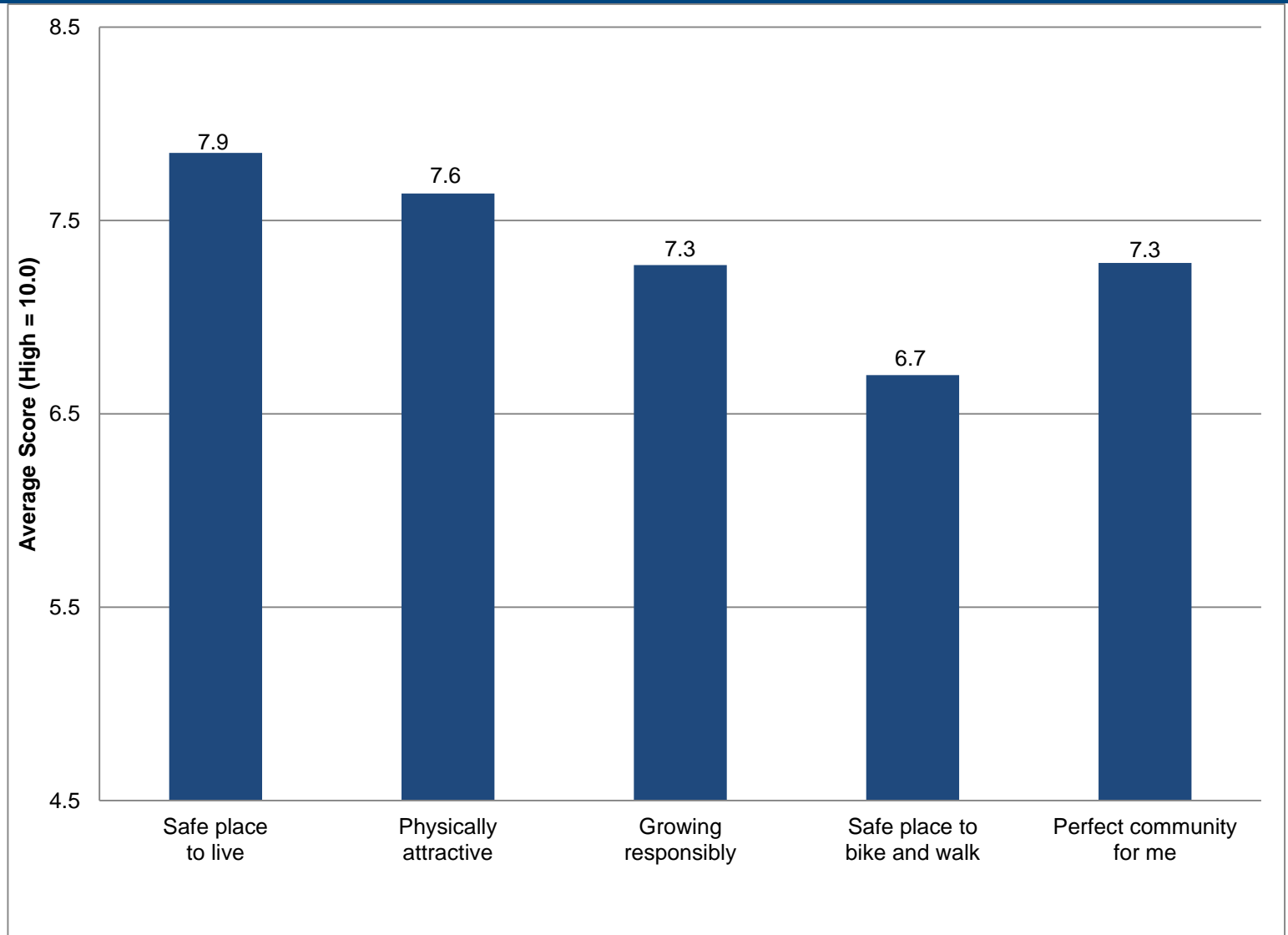
# Outcome Behaviors

(High score = 10)

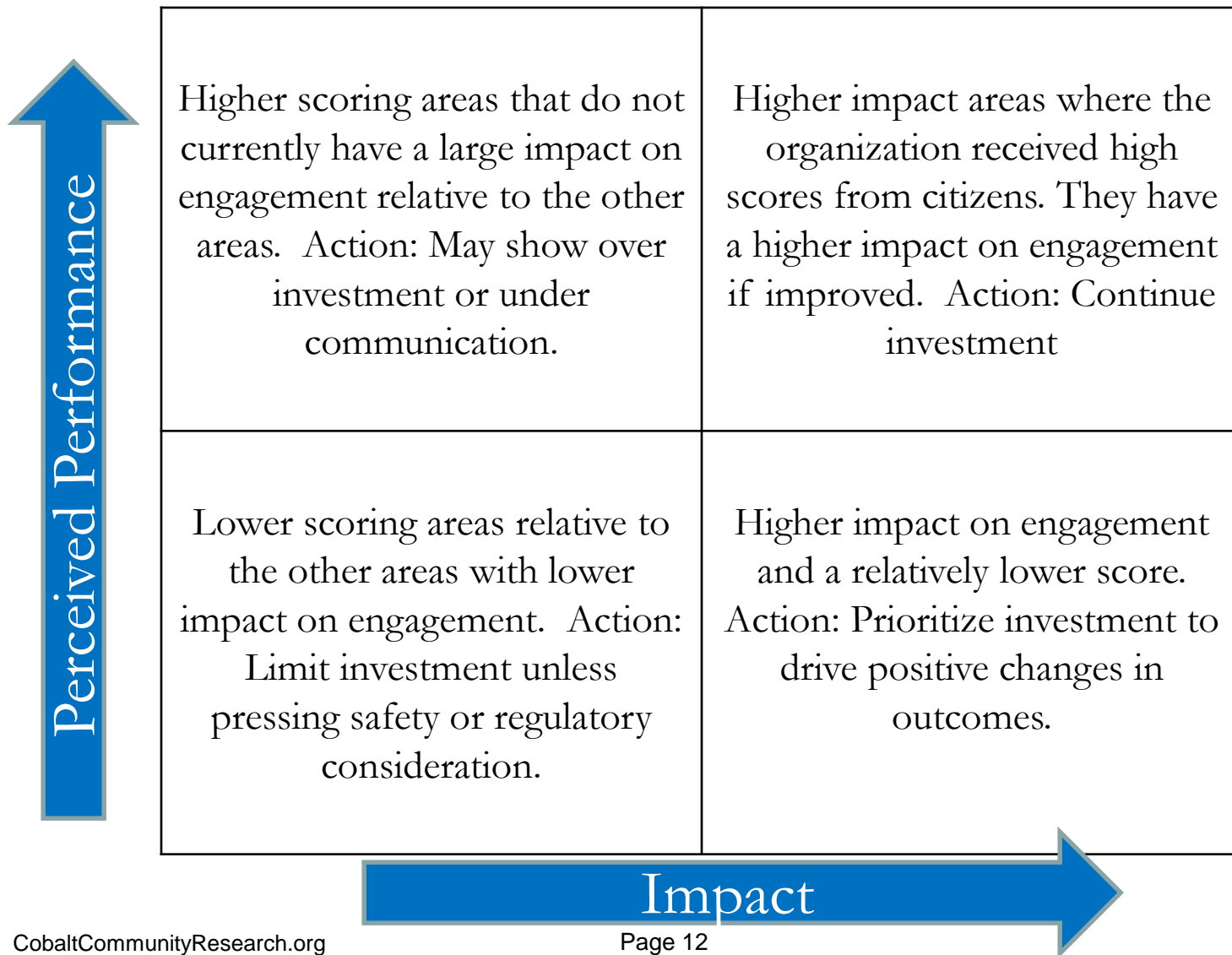


# Community Image

(High score = 10)



# Understanding the Charts: Community Questions – Long-term Drivers

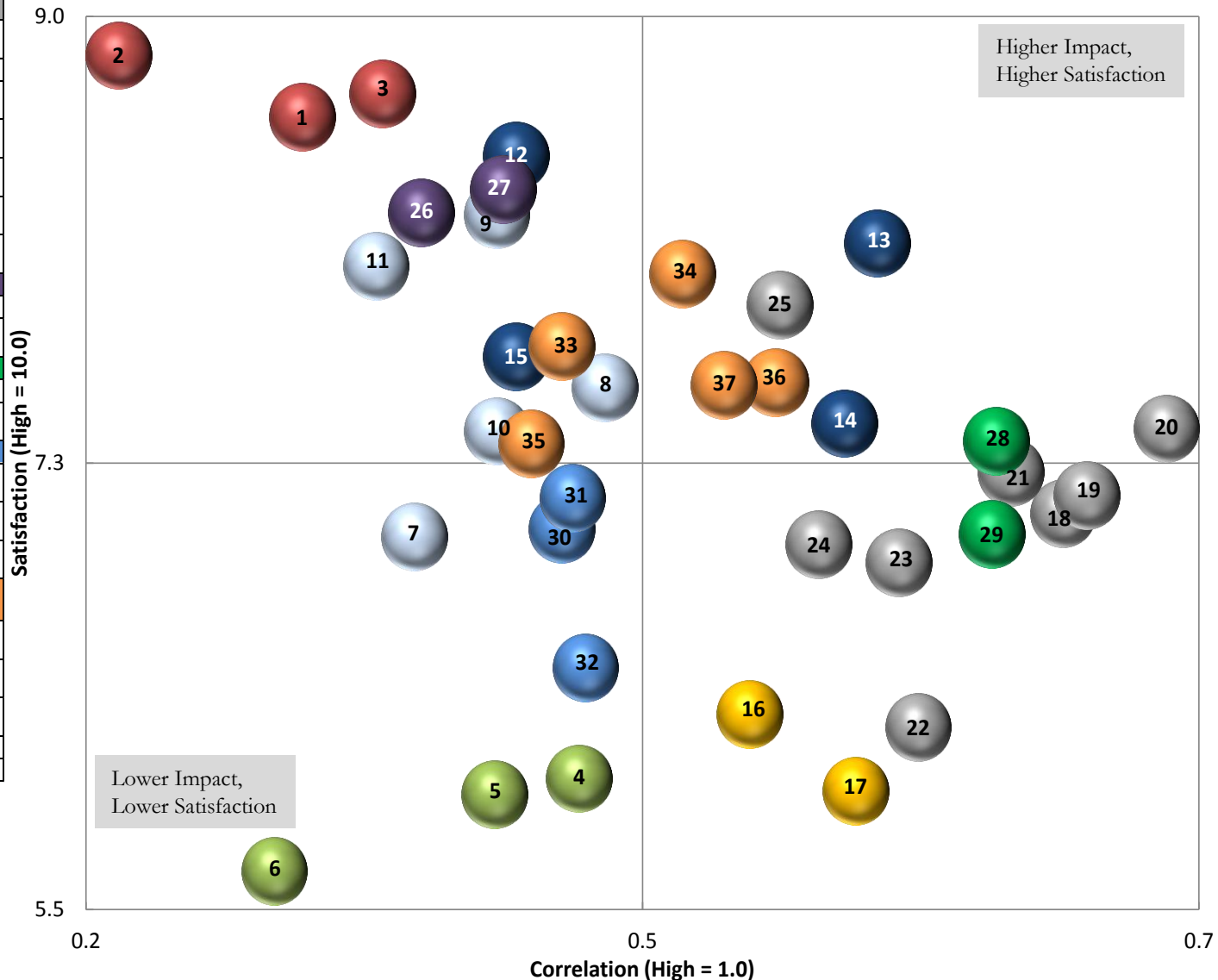




# Drivers of Satisfaction: Strategic Priorities

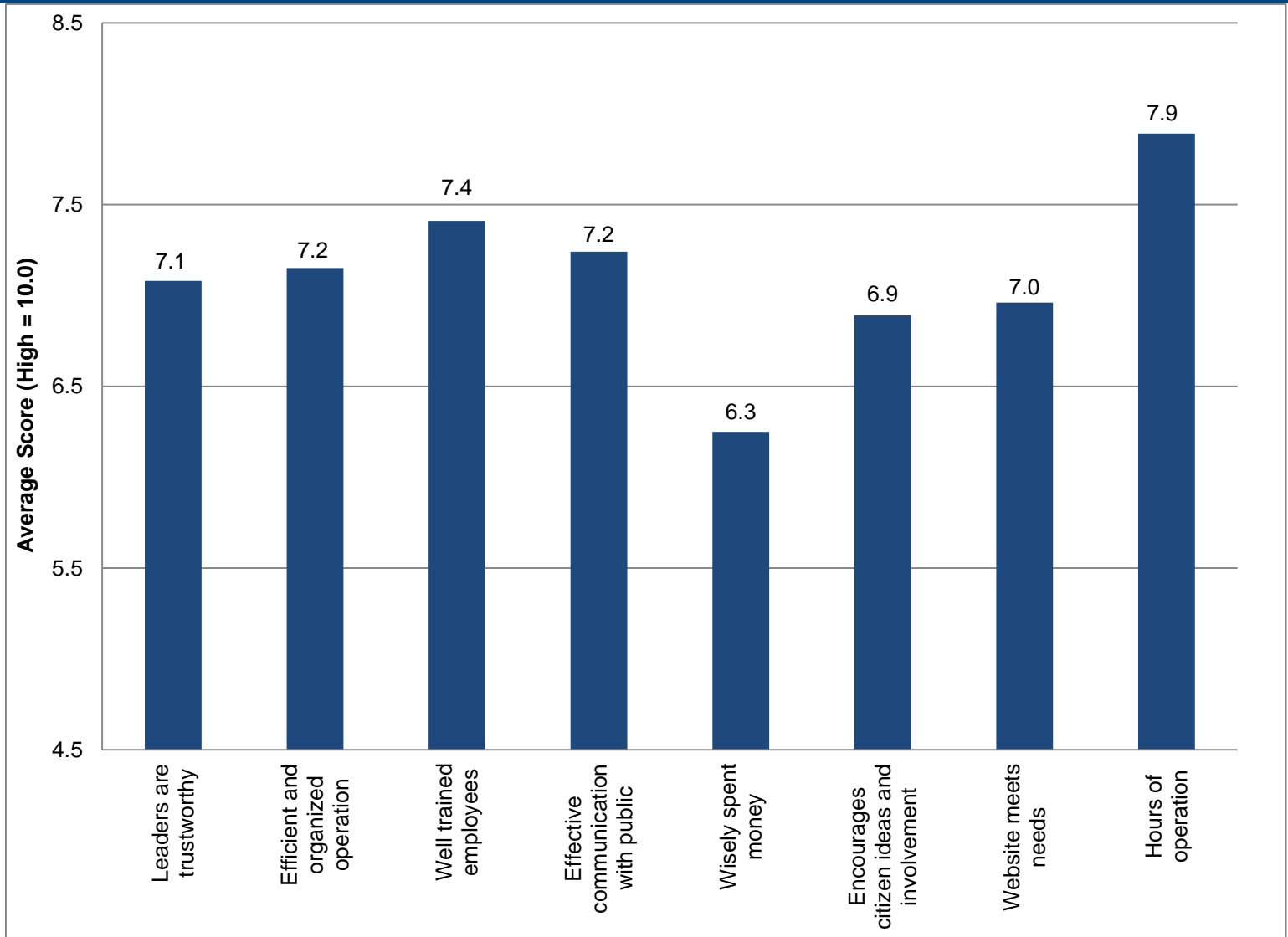
<b>Fire &amp; EMS</b>
1. Fire coverage
2. Response time to fires
3. Response time to emergencies
<b>Transportation Infrastructure</b>
4. Public transportation options
5. Street maintenance/repair
6. Accommodation for bike/foot traffic
<b>Utility Services</b>
7. Drinking water quality
8. Municipal sewer/water billing process
9. Garbage collection
10. Recycling service
11. Electrical and gas service reliability
<b>Police Services</b>
12. Respectful treatment of citizens
13. Fair/equitable enforcement
14. Safety education
15. Response time to calls for service
<b>Property Taxes</b>
16. Fairness of property appraisals
17. Amount/quality of services for taxes paid
<b>Township Government</b>
18. Trustworthy leaders

<b>Township Government</b>
19. Efficient and organized operation
20. Well-trained employees
21. Communicates effectively with community
22. Spends dollars wisely
23. Encourages citizen's ideas/involvement
24. Maintains a website that meets your needs
25. Hours of operation (Township offices)
<b>Library Services</b>
26. Hours of operation
27. Adequate resources
<b>Economic Health</b>
28. Affordability of housing
29. Stability of property values
<b>Telecommunications</b>
30. Cell phone reception
31. Speed of your internet connection
32. Variety of internet access options
<b>Parks and Recreation</b>
33. Facilities meet your needs
34. Quality of facilities
35. Variety of facilities
36. Public safety/security
37. Access for the disabled



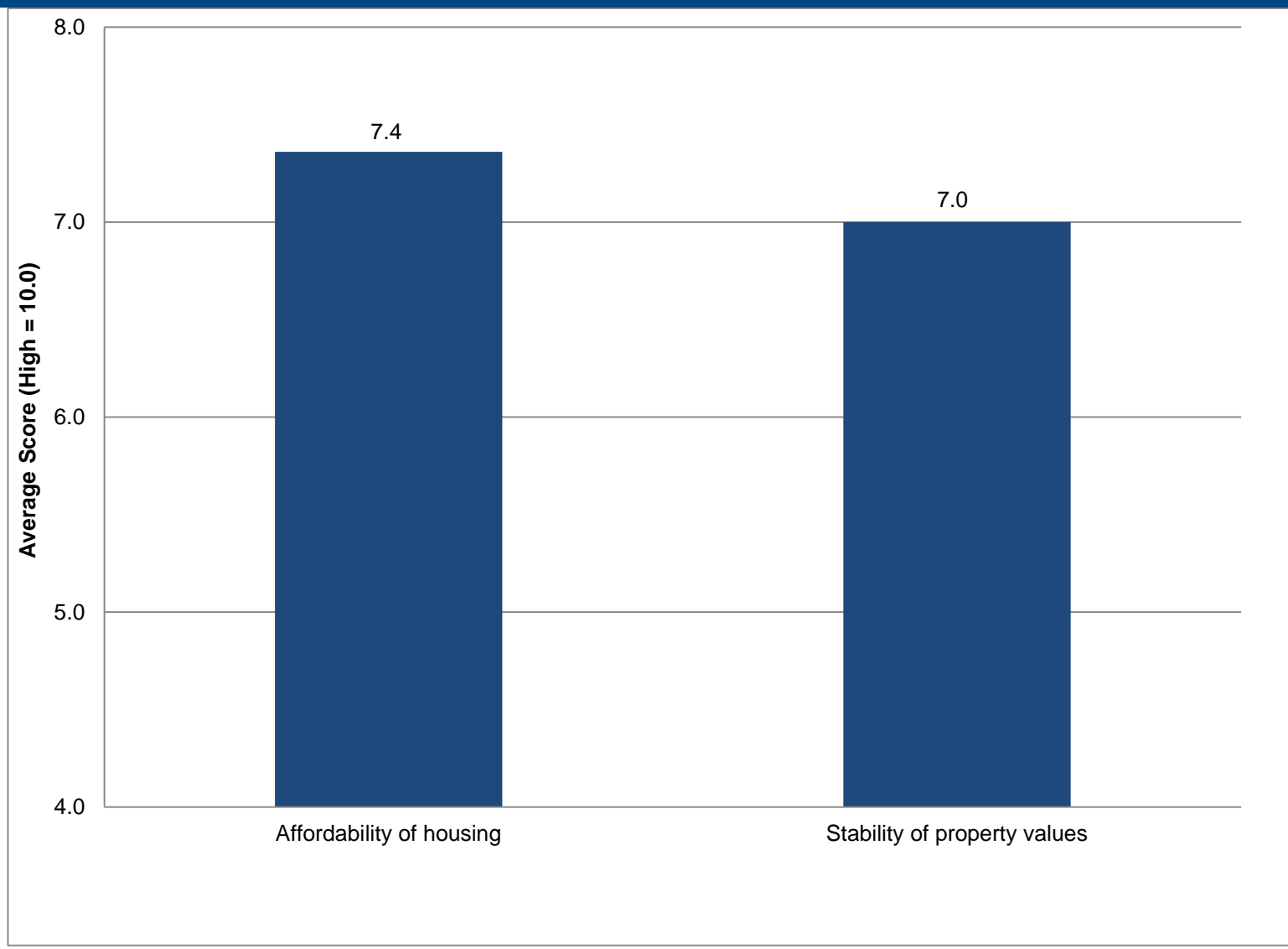


# Drivers of Satisfaction: Township Government Management



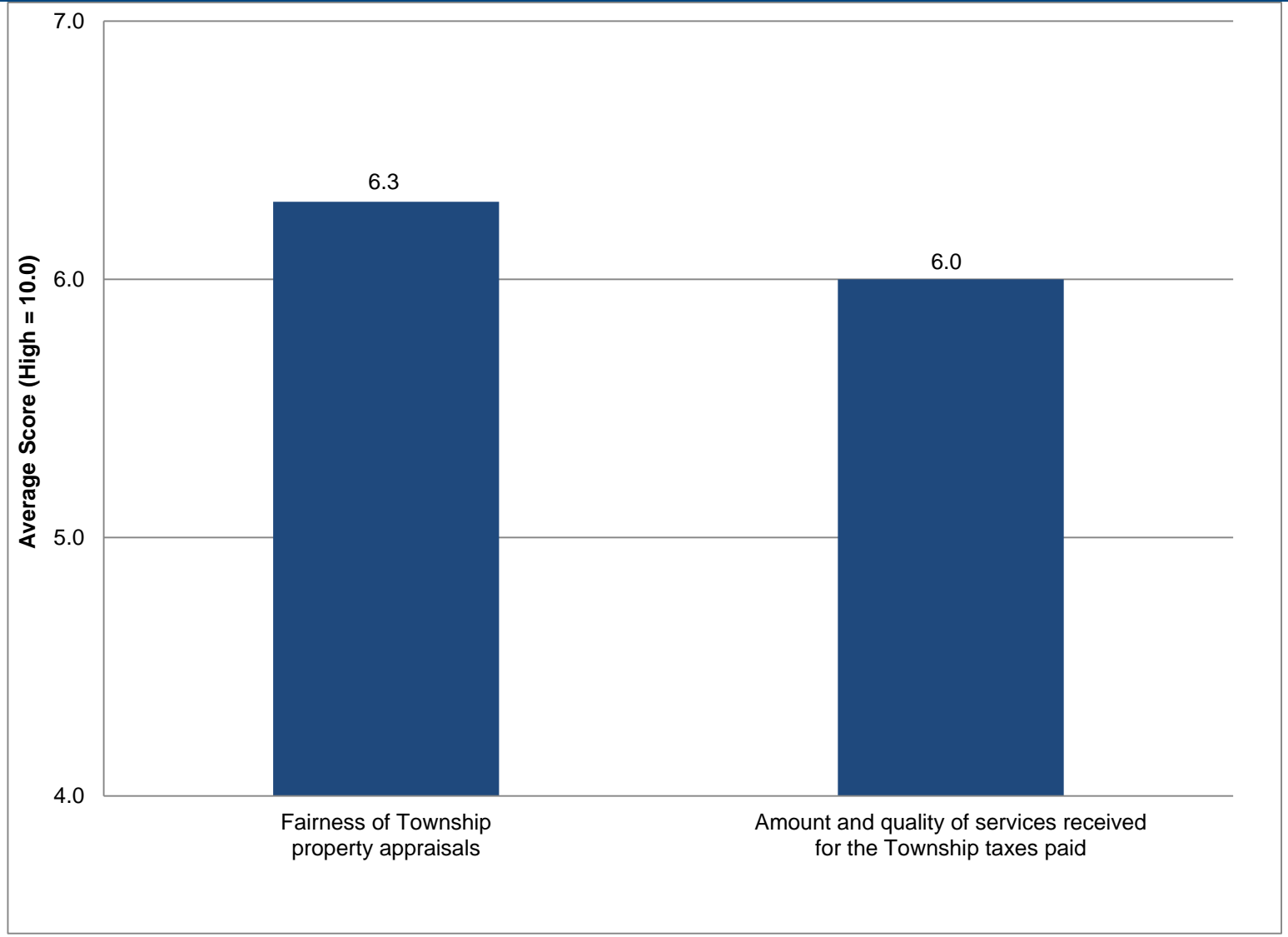


# Drivers of Satisfaction: Economic Health



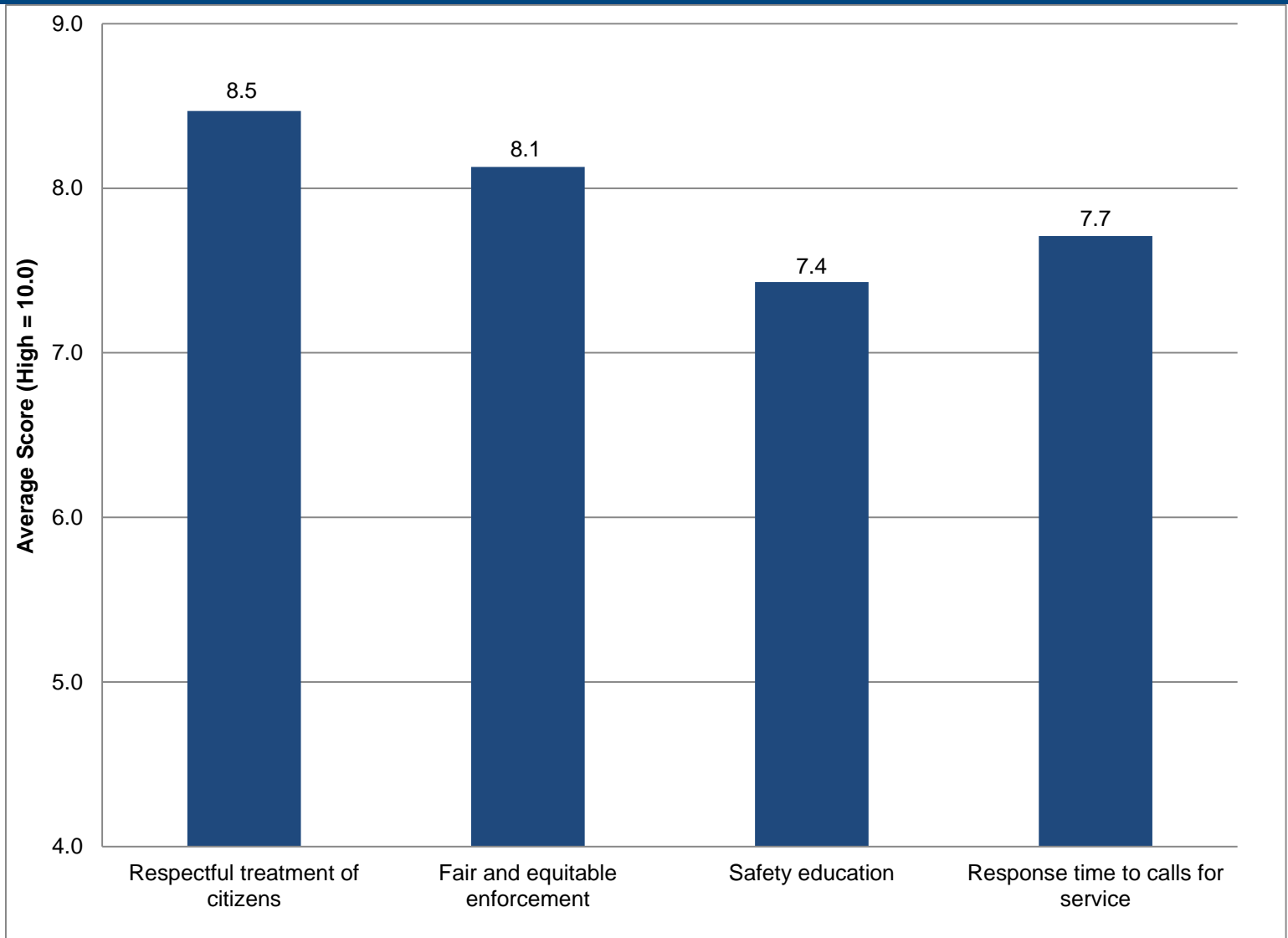


# Drivers of Satisfaction: Property Taxes



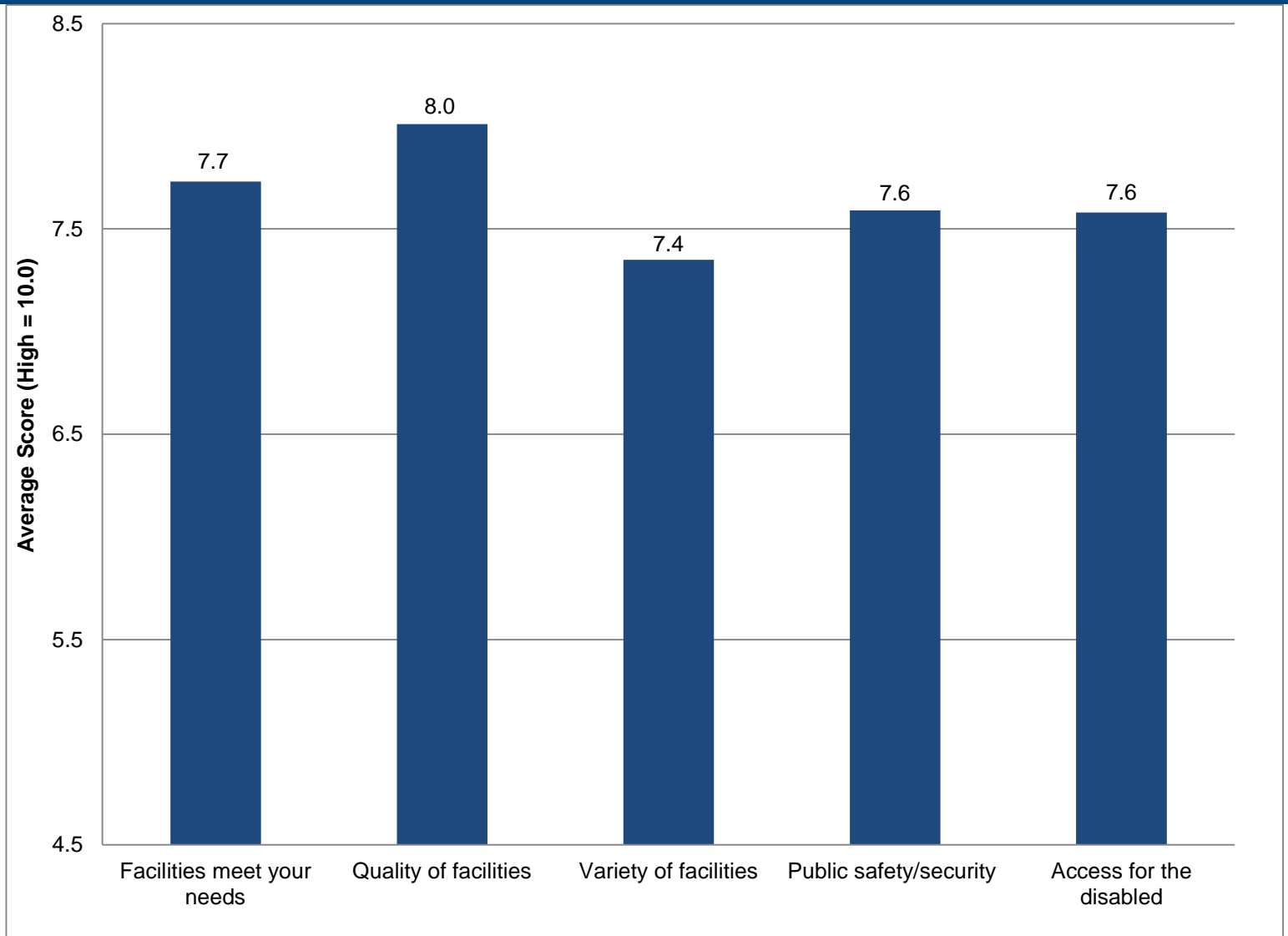


# Drivers of Satisfaction and Behavior: Police Services



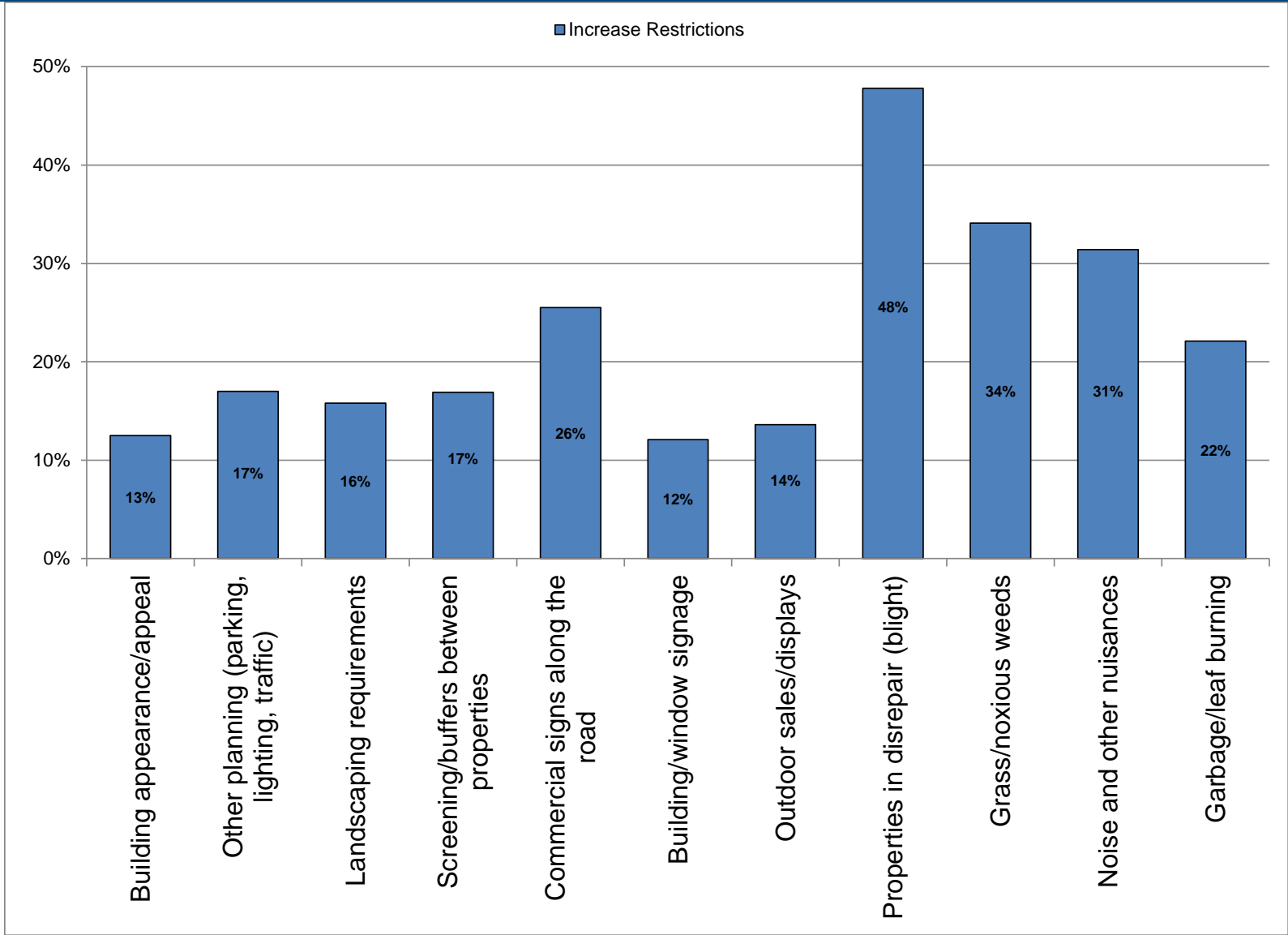


# Drivers of Satisfaction: Parks and Recreation



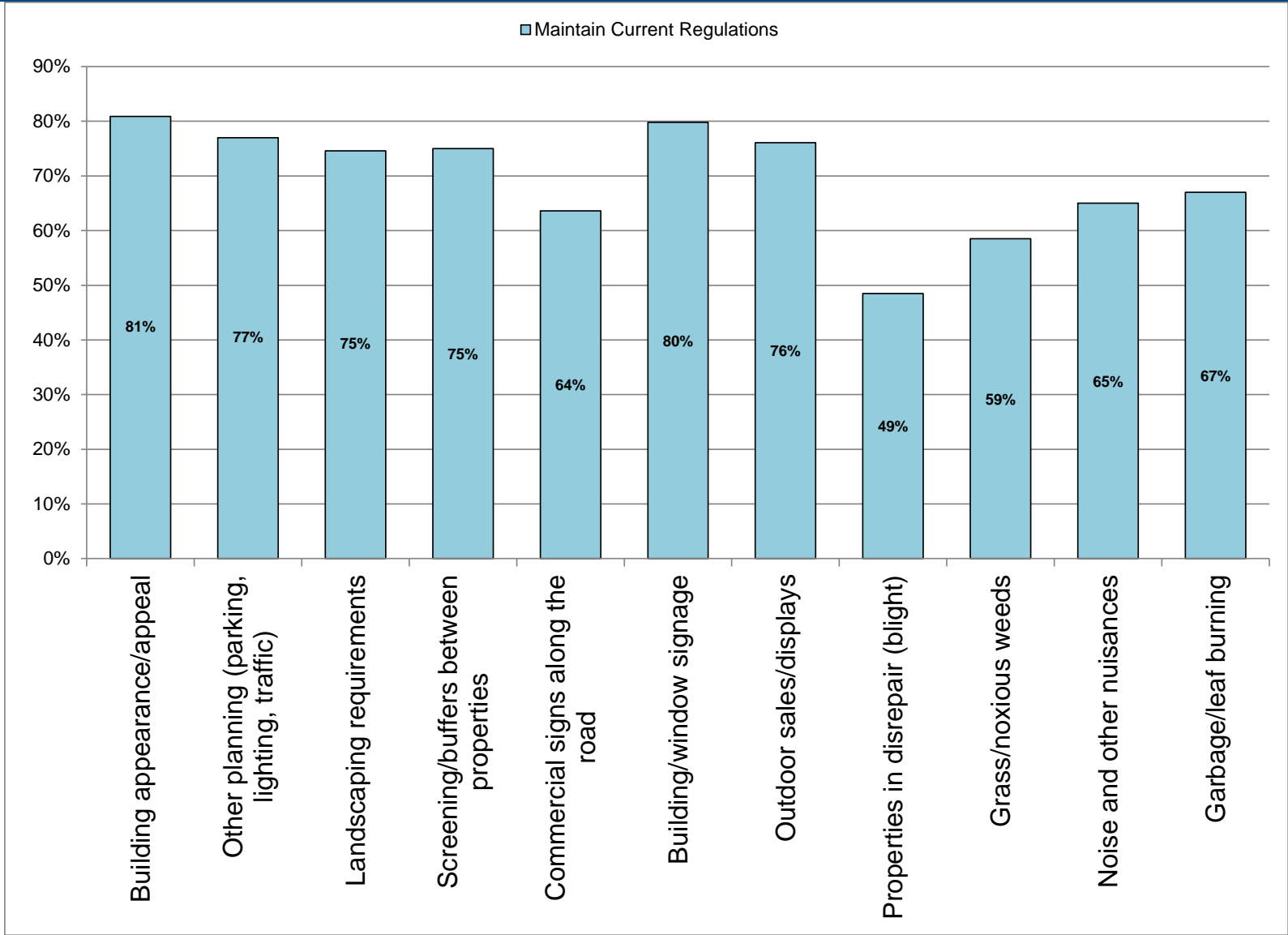
# Planning and Zoning

# Planning & Zoning: Increase Restrictions

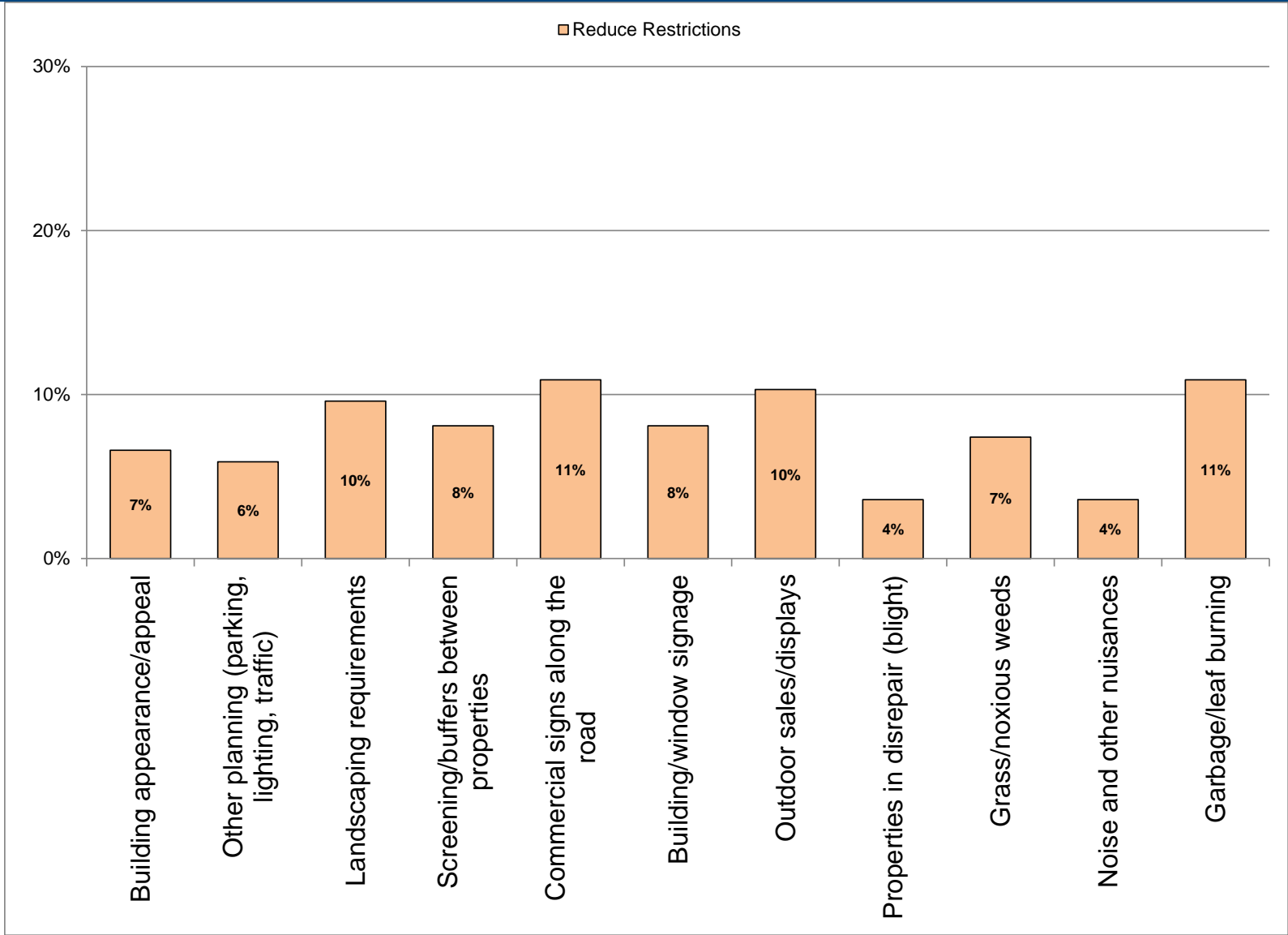




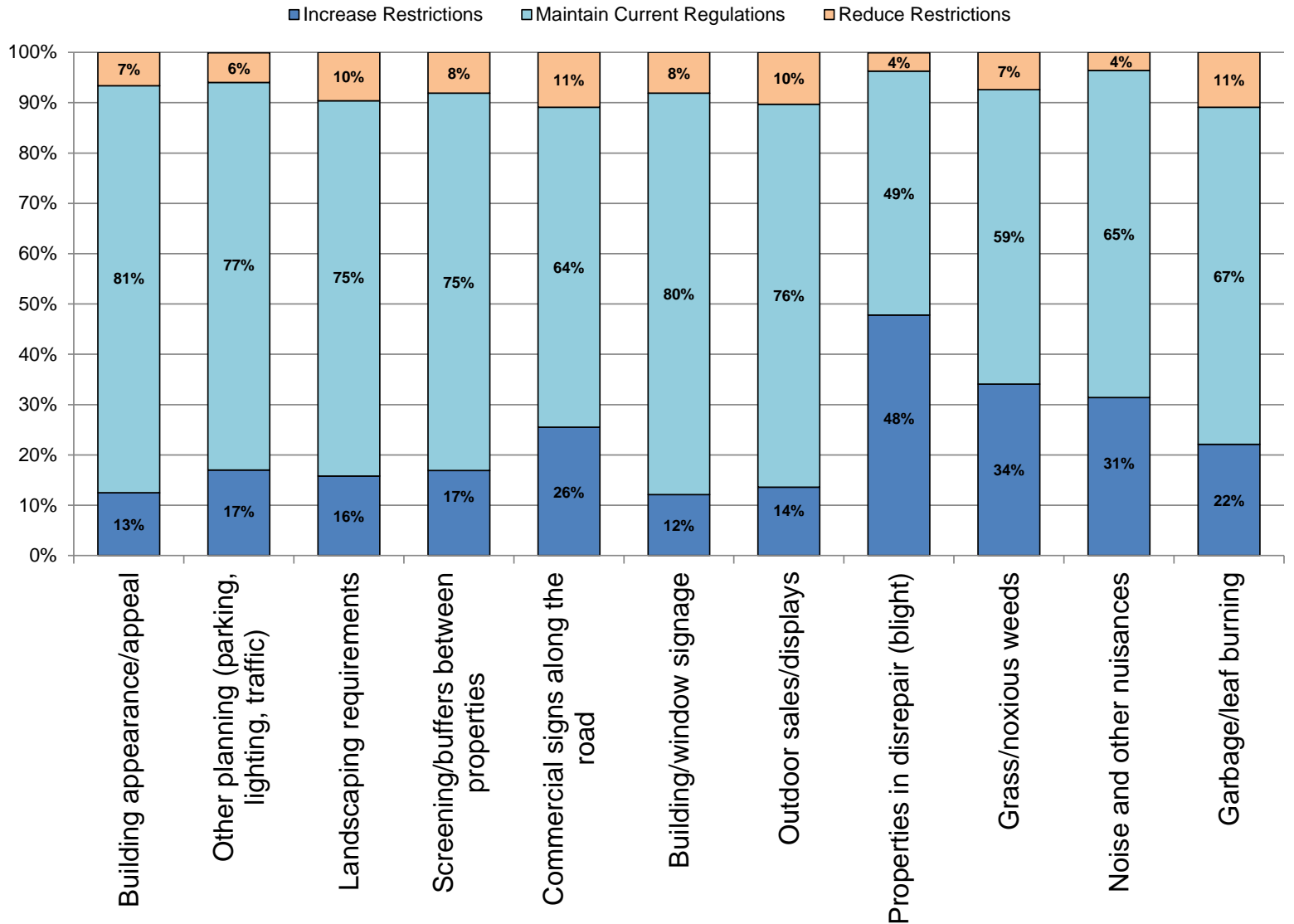
# Planning & Zoning: Maintain Current Regulations



# Planning & Zoning: Reduce Restrictions



# Planning & Zoning: Combined



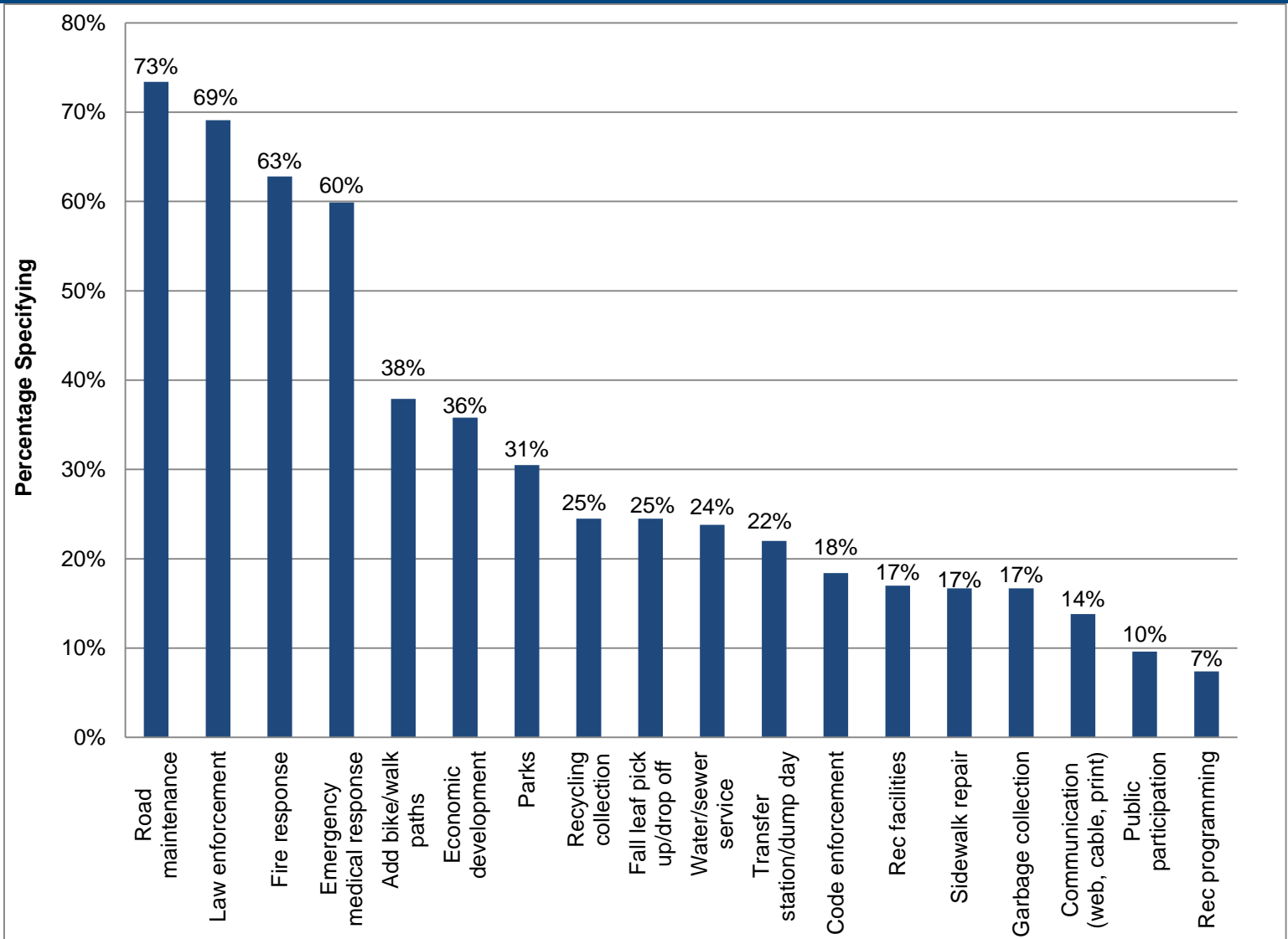
# Budget Priorities and Support





# Budget Prioritization

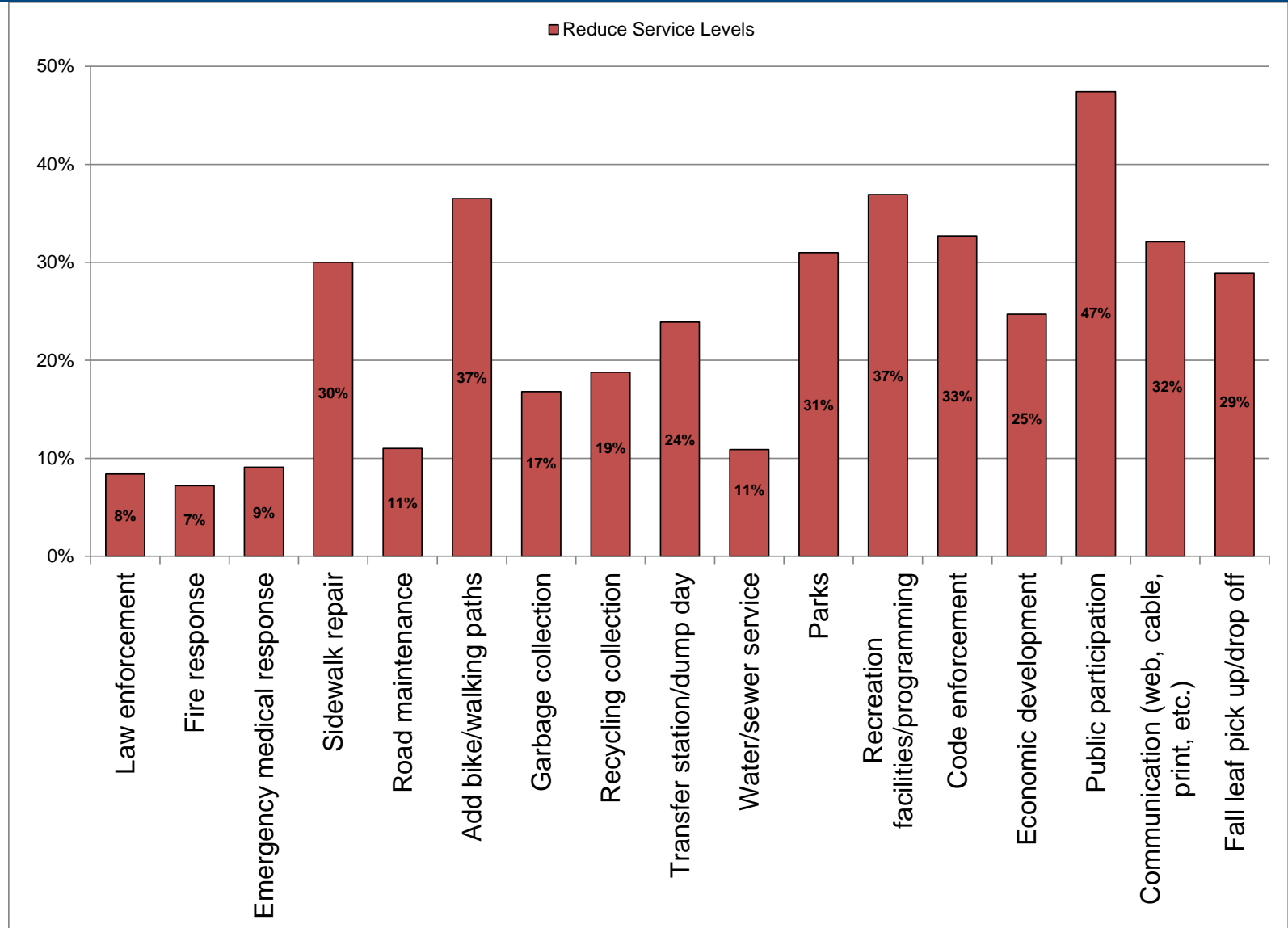
Percent selecting, could select top (7) for prioritization





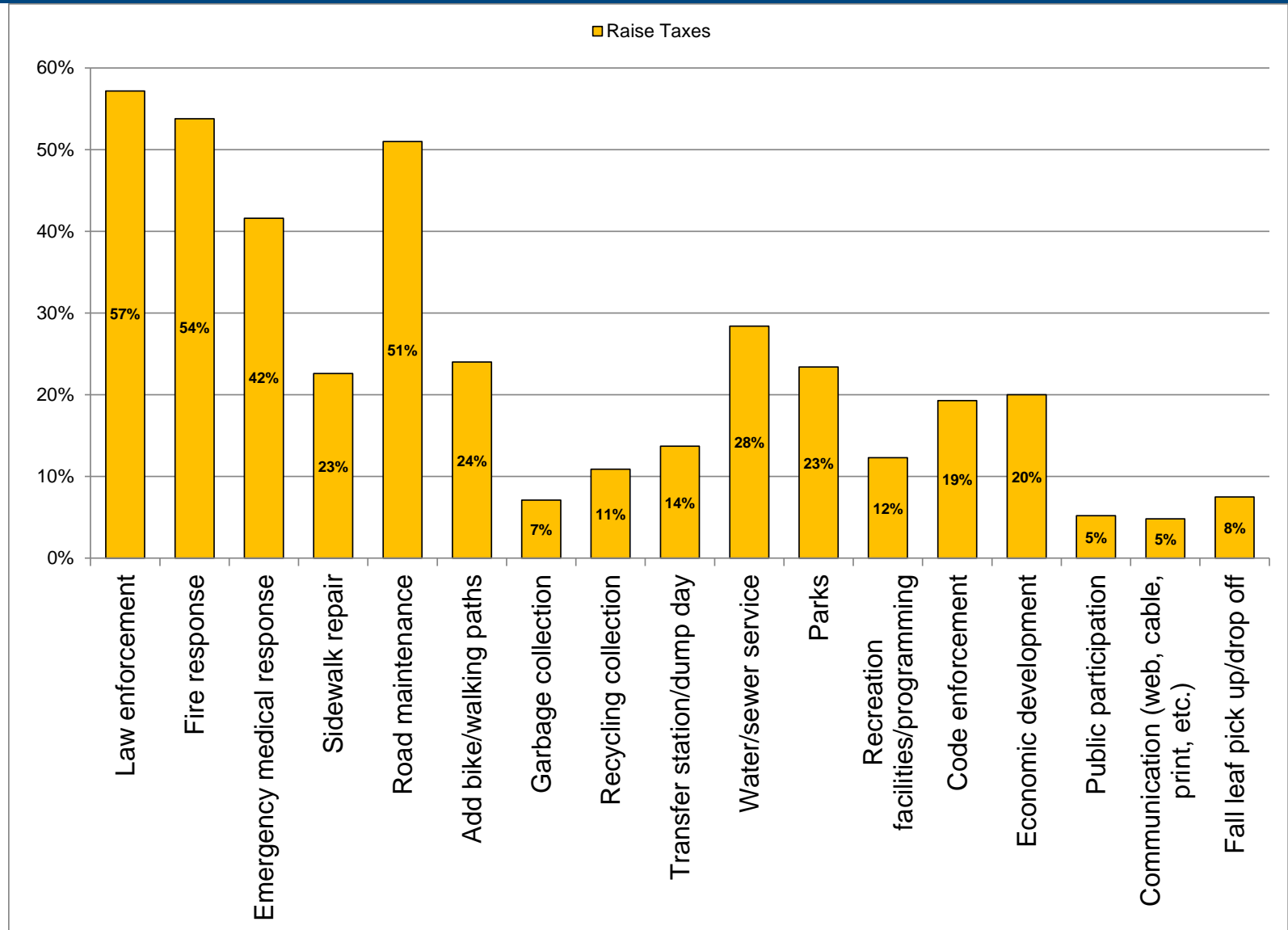
# Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

## Reduce Service Levels



# Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

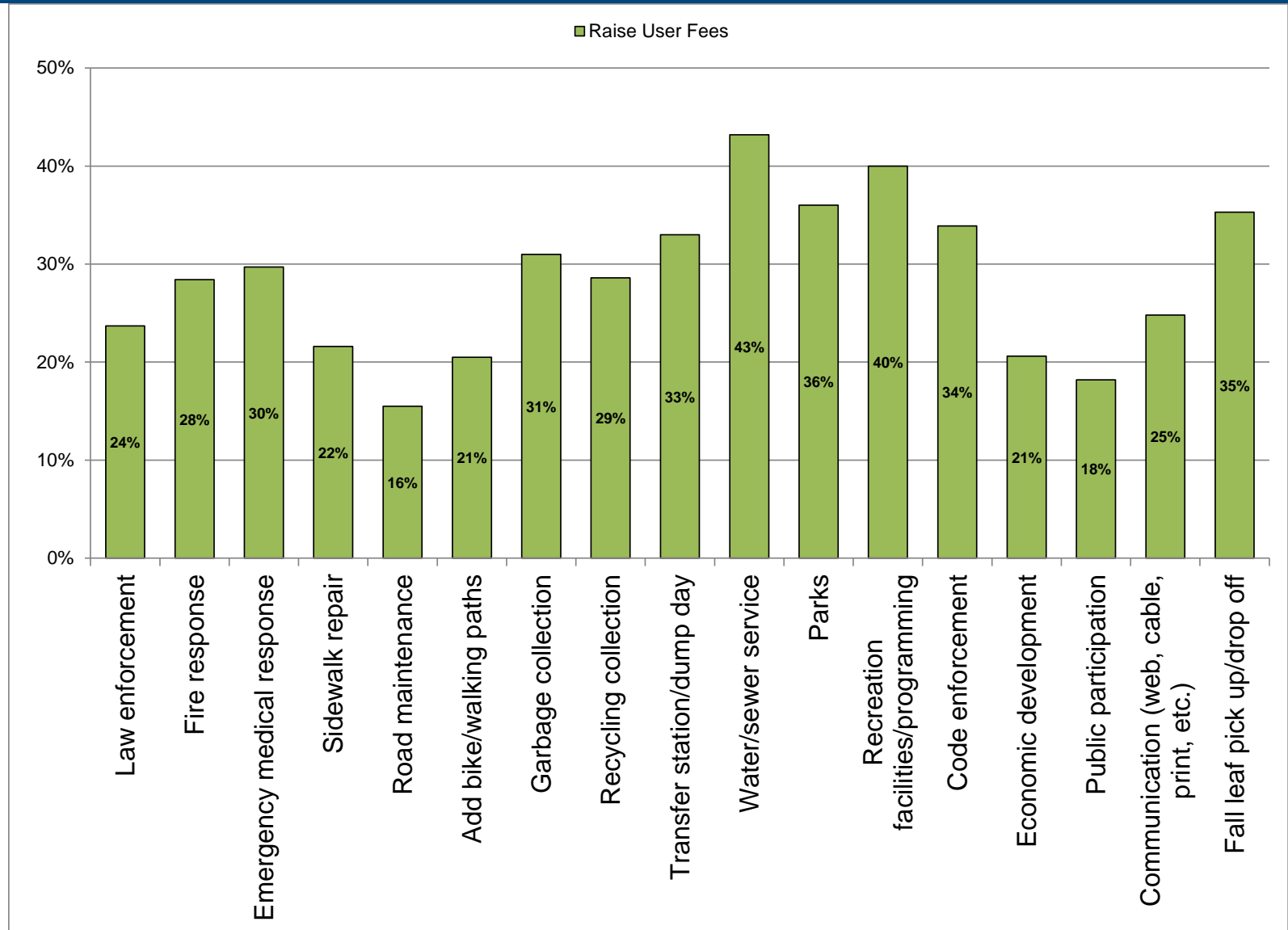
## Raise Taxes





# Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

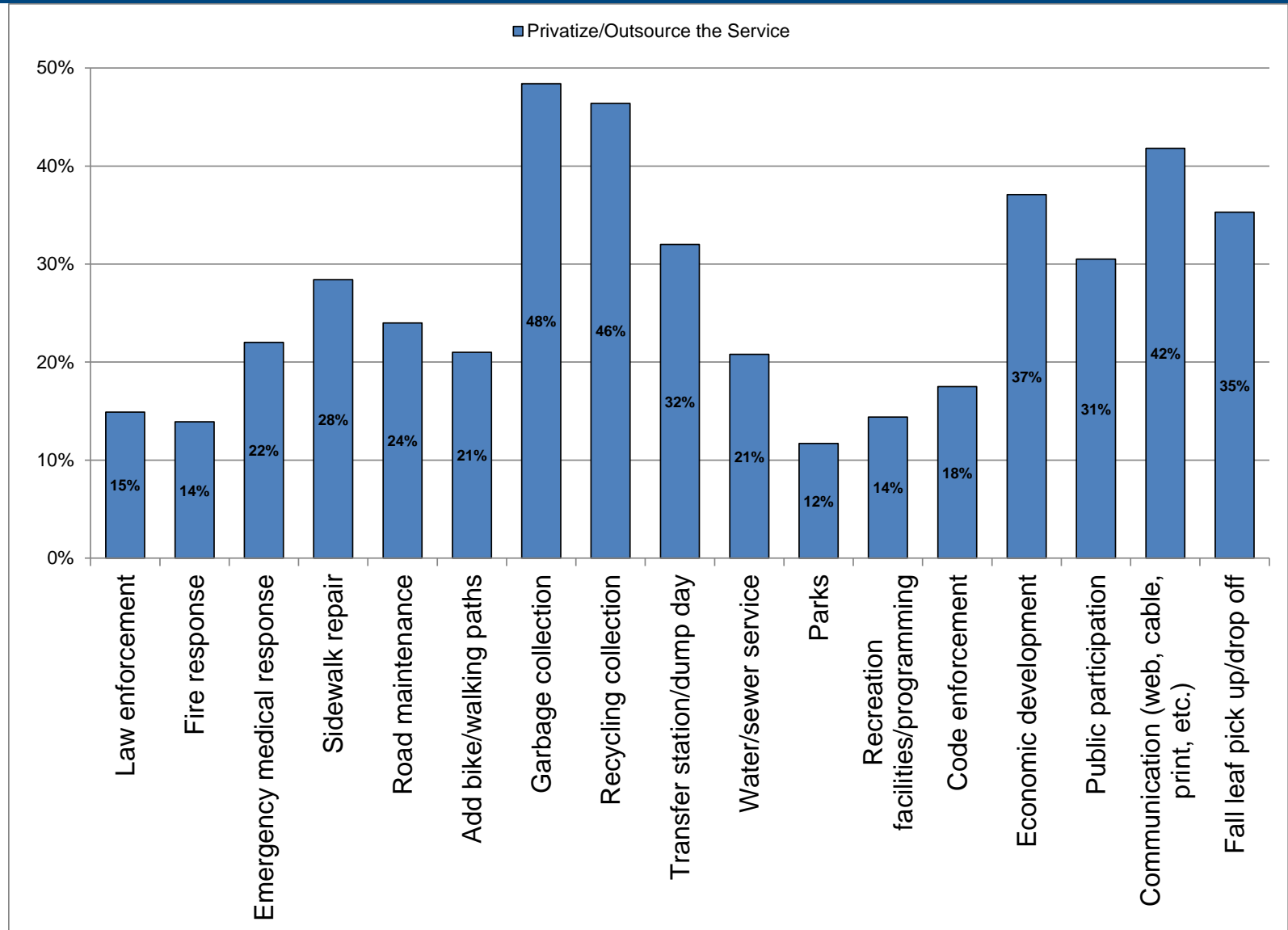
## Raise User Fees





# Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

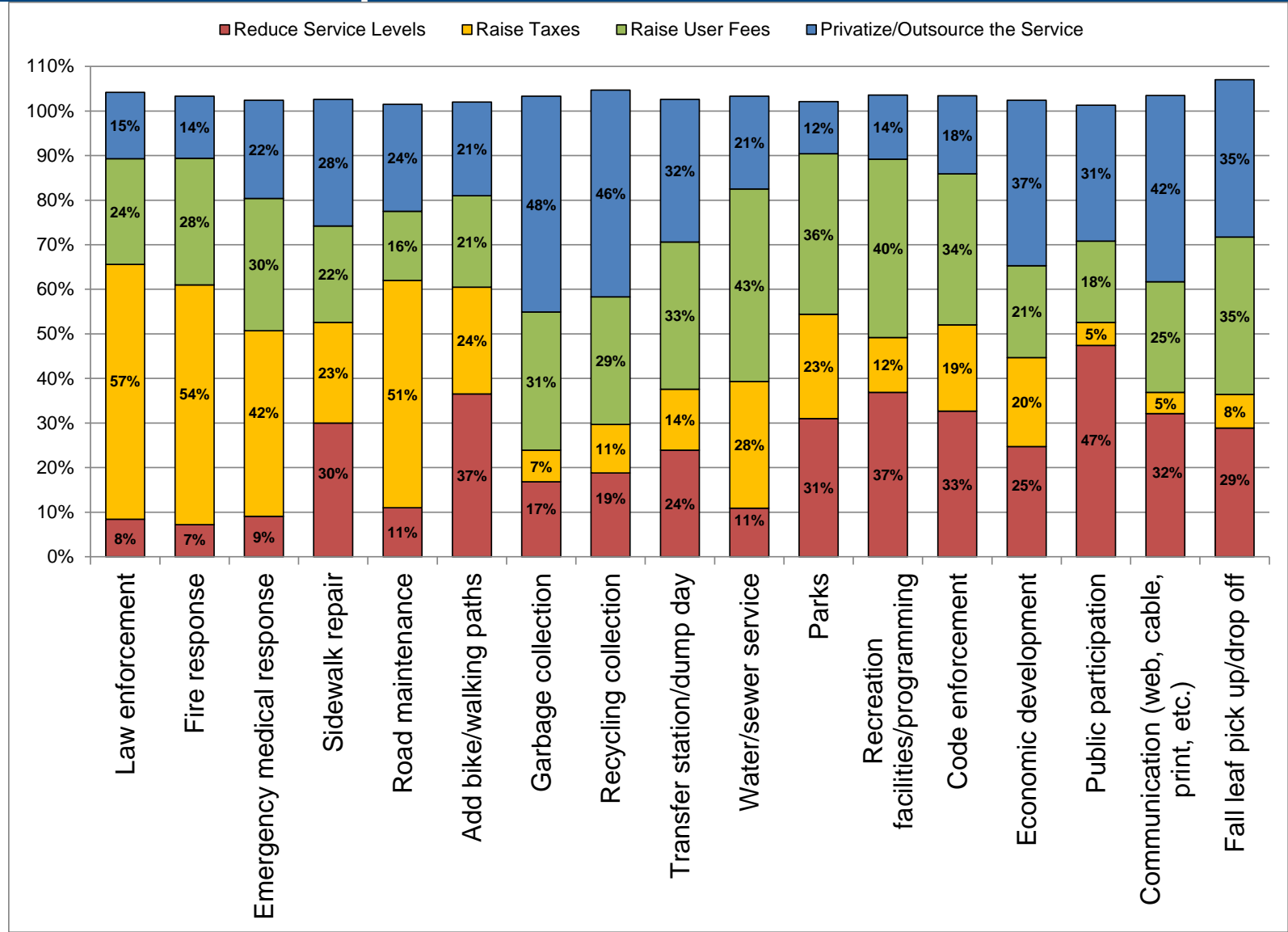
## Privatize/Outsource the Service





# Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

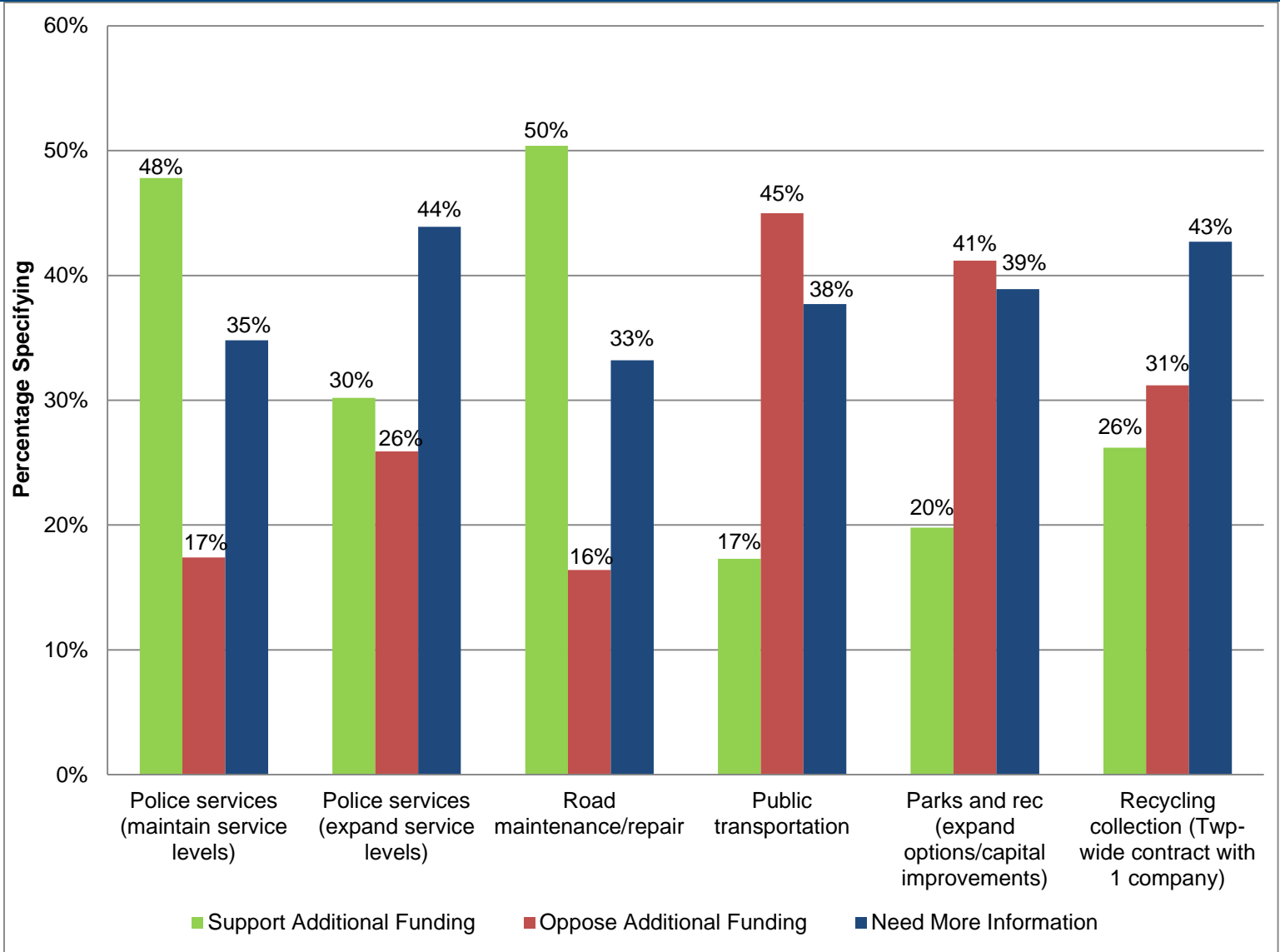
## Preferred Options for All Services



# Consideration of Future Options



# Interest and Support for Future Service Improvements







# Implementing Results

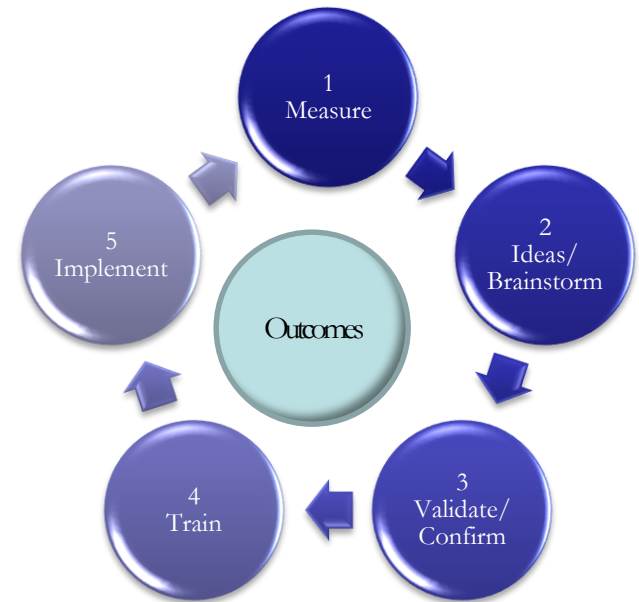
# Perception v Reality: Minimize Distortion or Fix Real Performance Issues



# 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.