

Kalamazoo Township Citizen Engagement and Priority Survey

December 2013

Charter
Township
of Kalamazoo

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

- Kalamazoo Township overall ACSI score = 72
 - 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
- Detailed information by specific demographic groups is available to aid in policy review
 - Detail by: years of residency, own/rent, age, education, income, marital status, household composition, gender and type of home

Preserving Voice: Looking Into Detail

Sample:

Kalamazoo 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		-	8.8	9.0	8.9	-	6.8	5.4	5.8	-	6.7	7.7	8.4	8.6	8.5
Residency	One year or less	-	9.0	9.3	8.5	-	6.5	6.3	5.6	-	6.1	7.4	8.6	8.0	7.6
	1-5 years	-	8.1	8.4	8.1	-	6.4	5.5	5.6	-	5.8	7.0	8.2	8.0	8.1
	6-10 years	-	8.7	8.8	8.7	-	6.6	5.0	5.2	-	6.1	7.6	8.2	8.4	8.5
	11-20 years	-	9.3	9.3	9.1	-	7.1	6.0	6.1	-	7.0	7.8	8.4	9.1	8.6
	More than 20 years	-	8.9	9.1	9.1	-	6.8	5.0	6.2	-	7.4	8.0	8.6	8.8	8.7
Do you own or rent/lease your residence?	Own	-	8.9	9.0	8.9	-	6.8	5.3	5.6	-	6.9	7.7	8.4	8.8	8.6
	Rent/Lease	-	8.8	9.1	9.0	-	6.6	6.0	6.2	-	5.8	7.2	8.0	7.2	8.1
Age	18 to 24	-	6.0	8.0	7.5	-	6.6	5.0	5.4	-	5.3	8.6	9.0	6.6	8.6
	25 to 34	-	8.3	8.4	8.2	-	6.7	5.4	5.4	-	6.6	7.5	8.6	8.6	8.1
	35 to 44	-	8.7	8.8	8.6	-	5.9	5.3	5.7	-	6.2	7.2	8.1	8.5	8.2
	45 to 54	-	9.1	9.1	8.8	-	6.9	5.2	5.5	-	6.2	7.3	8.4	8.8	8.7
	55 to 64	-	8.9	9.1	9.0	-	6.8	4.9	5.4	-	6.5	7.8	7.8	8.5	8.4
	65 or over	-	8.9	9.2	9.2	-	7.1	5.8	6.5	-	7.3	8.0	8.9	8.7	8.7
Education	Some high school	-	8.0	8.4	7.6	-	6.6	4.5	5.4	-	4.9	7.0	8.5	8.4	7.4
	High school graduate	-	8.7	9.0	8.9	-	6.9	5.2	5.6	-	6.7	7.6	8.6	8.6	8.5
	Some college	-	8.7	8.9	8.9	-	6.9	5.5	6.4	-	6.6	7.4	8.4	8.2	8.4
	College graduate	-	9.2	9.1	9.0	-	6.9	5.5	5.4	-	7.0	7.8	8.3	8.7	8.7
	Graduate degree(s)	-	8.9	9.2	8.9	-	6.3	5.4	6.0	-	6.8	7.9	8.4	8.9	8.5
Income	\$25,000 or less	-	8.5	8.7	8.8	-	7.0	5.7	6.2	-	6.8	7.5	8.5	8.1	8.5
	\$25-\$50,000	-	8.9	9.2	8.8	-	6.7	5.3	5.5	-	6.4	7.7	8.6	8.6	8.5
	\$50-\$100,000	-	9.0	9.0	9.0	-	7.1	5.7	6.0	-	6.8	7.8	8.3	8.7	8.5
	Over \$100,000	-	9.3	9.4	9.3	-	5.6	4.9	5.2	-	6.8	7.5	8.5	9.0	8.8

Methodology

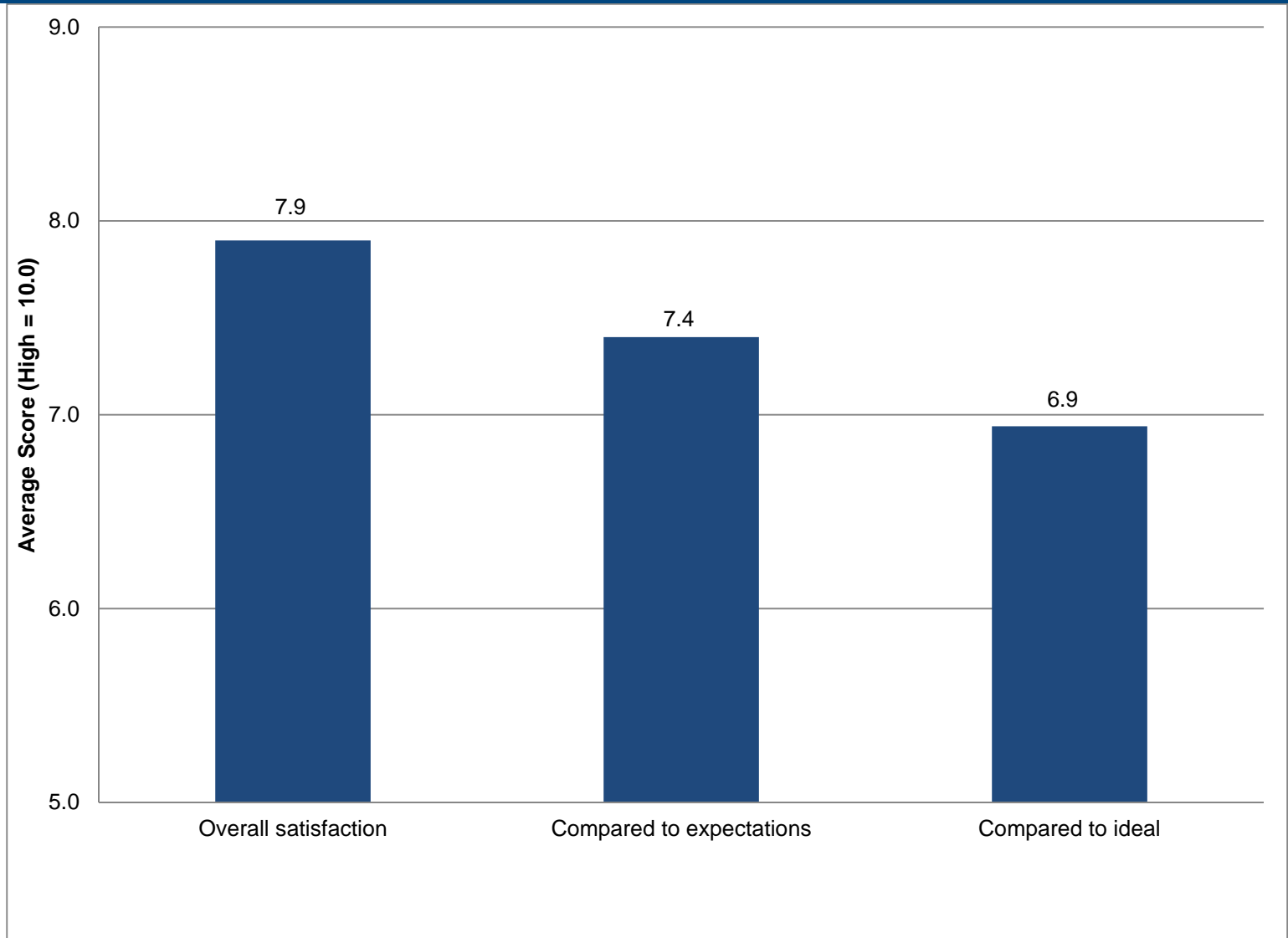
- Random sample of 1500 residents drawn from voter records
- Utilized www.random.org, a well-respected utility used internationally by many universities and researchers to generate true random numbers
- Conducted using two mailings in September and October 2013
- Valid response from 353 residents, providing a conventional margin of error of +/- 5.2 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

Results



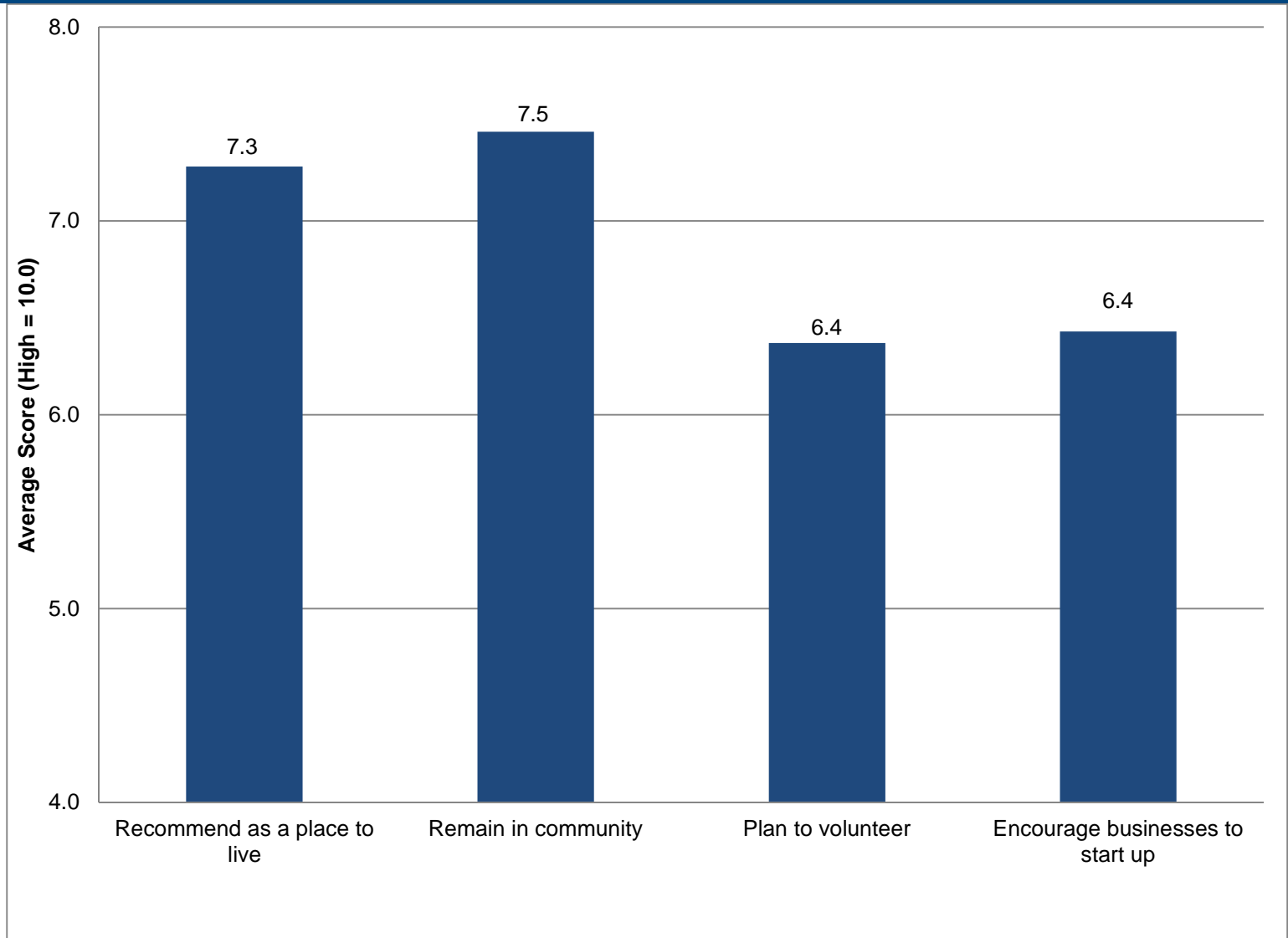
ACSI Dimensions

(High score = 10)



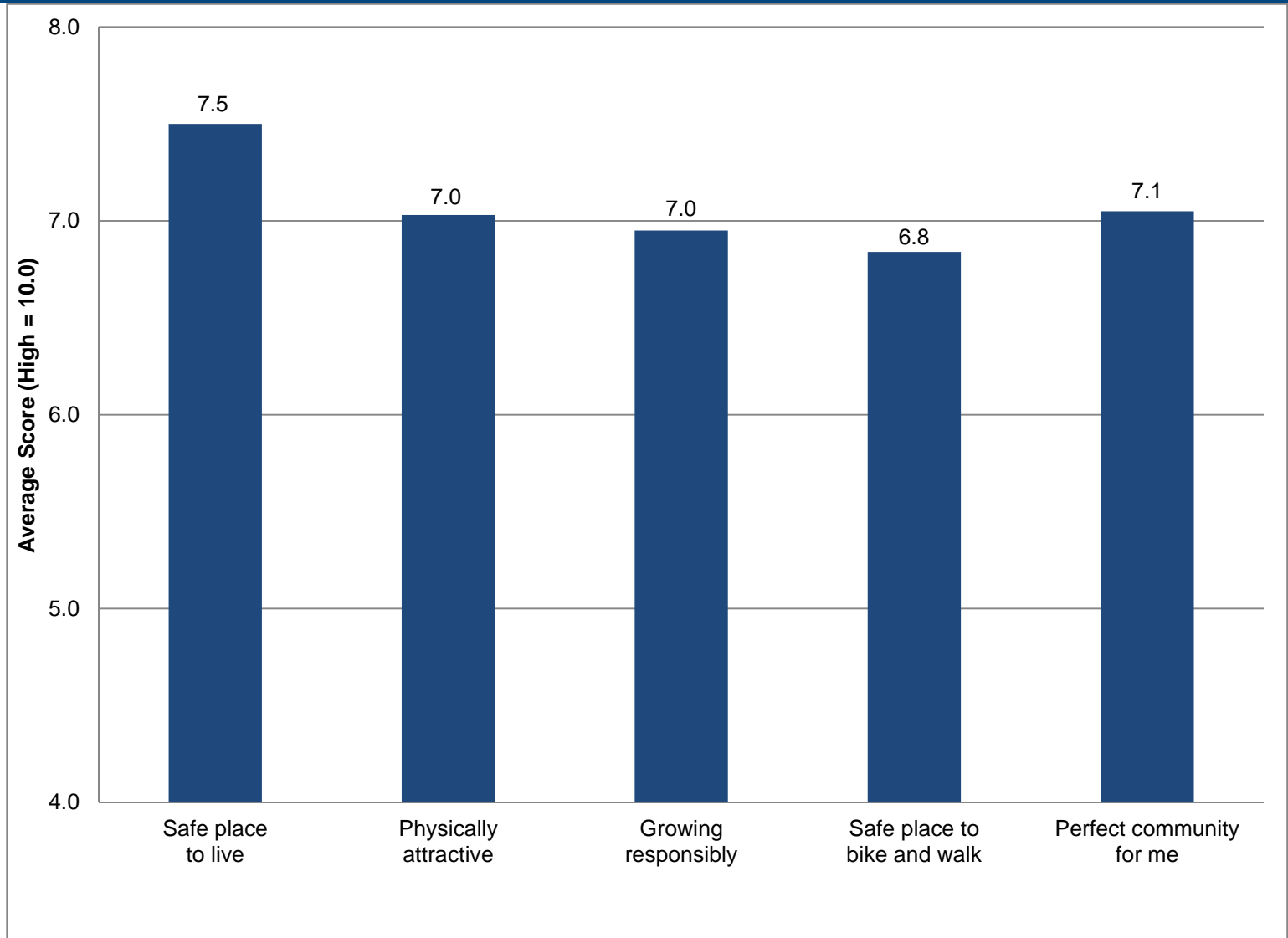
Outcome Behaviors

(High score = 10)

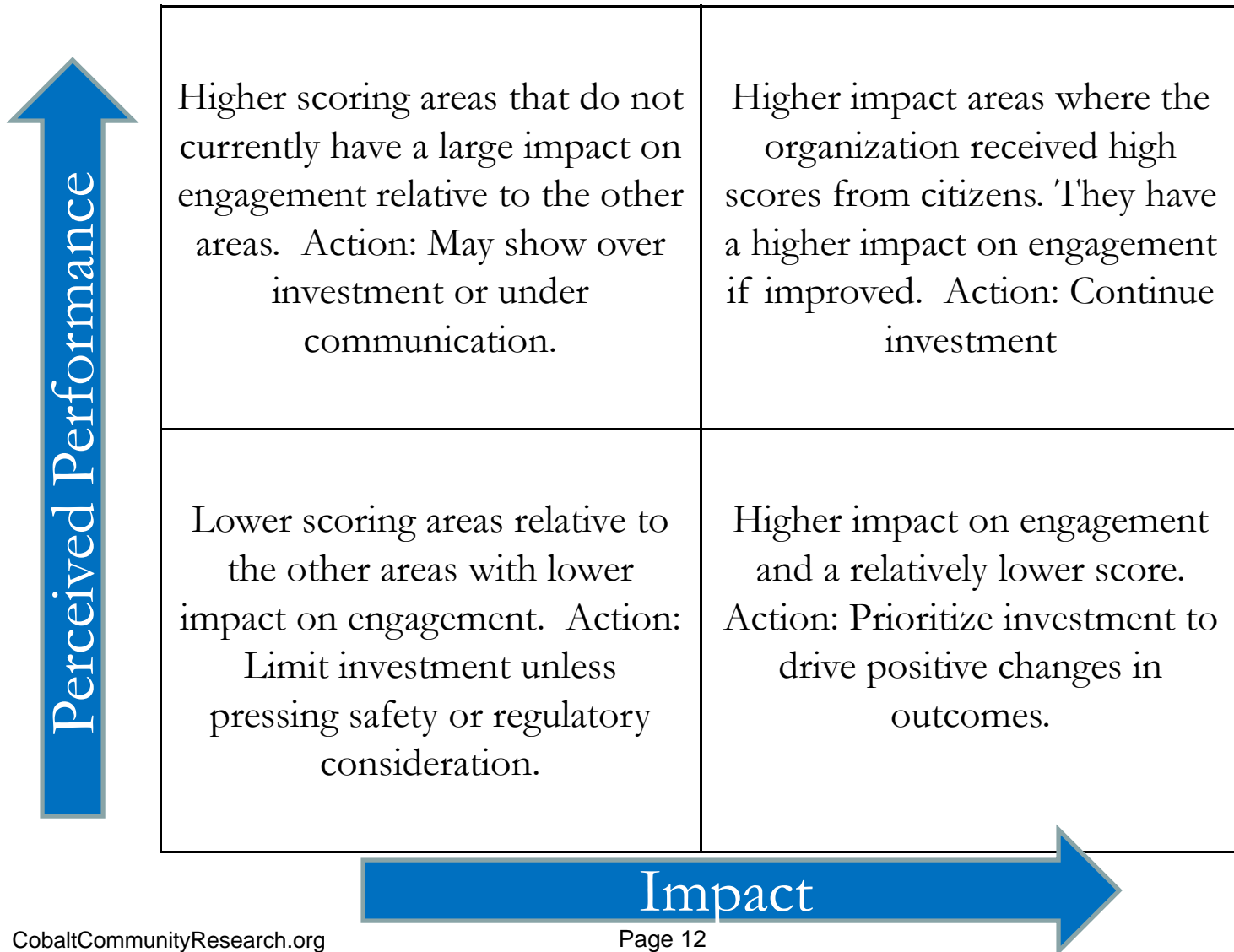


Community Image

(High score = 10)

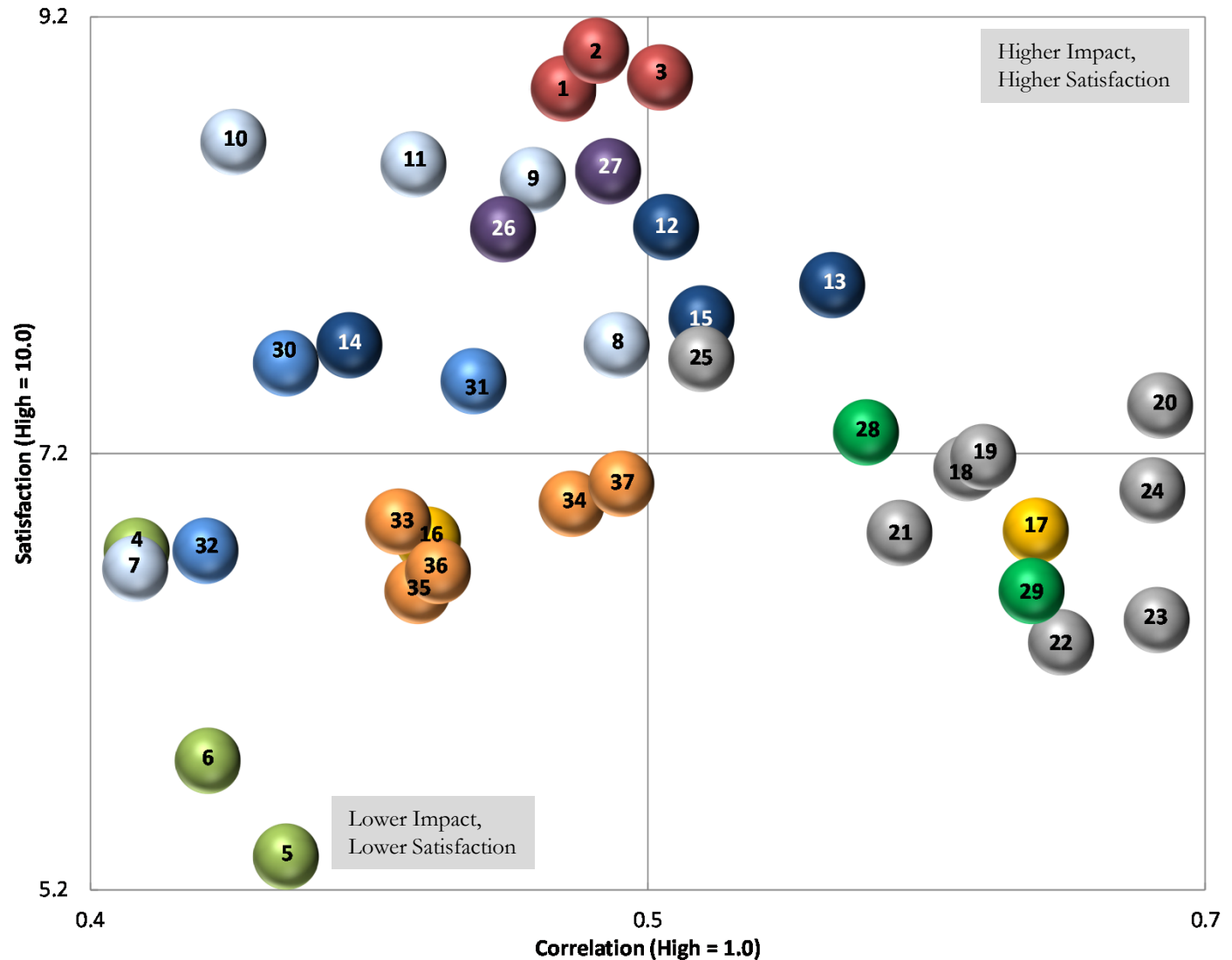


Understanding the Charts: Community Questions – Long-term Drivers

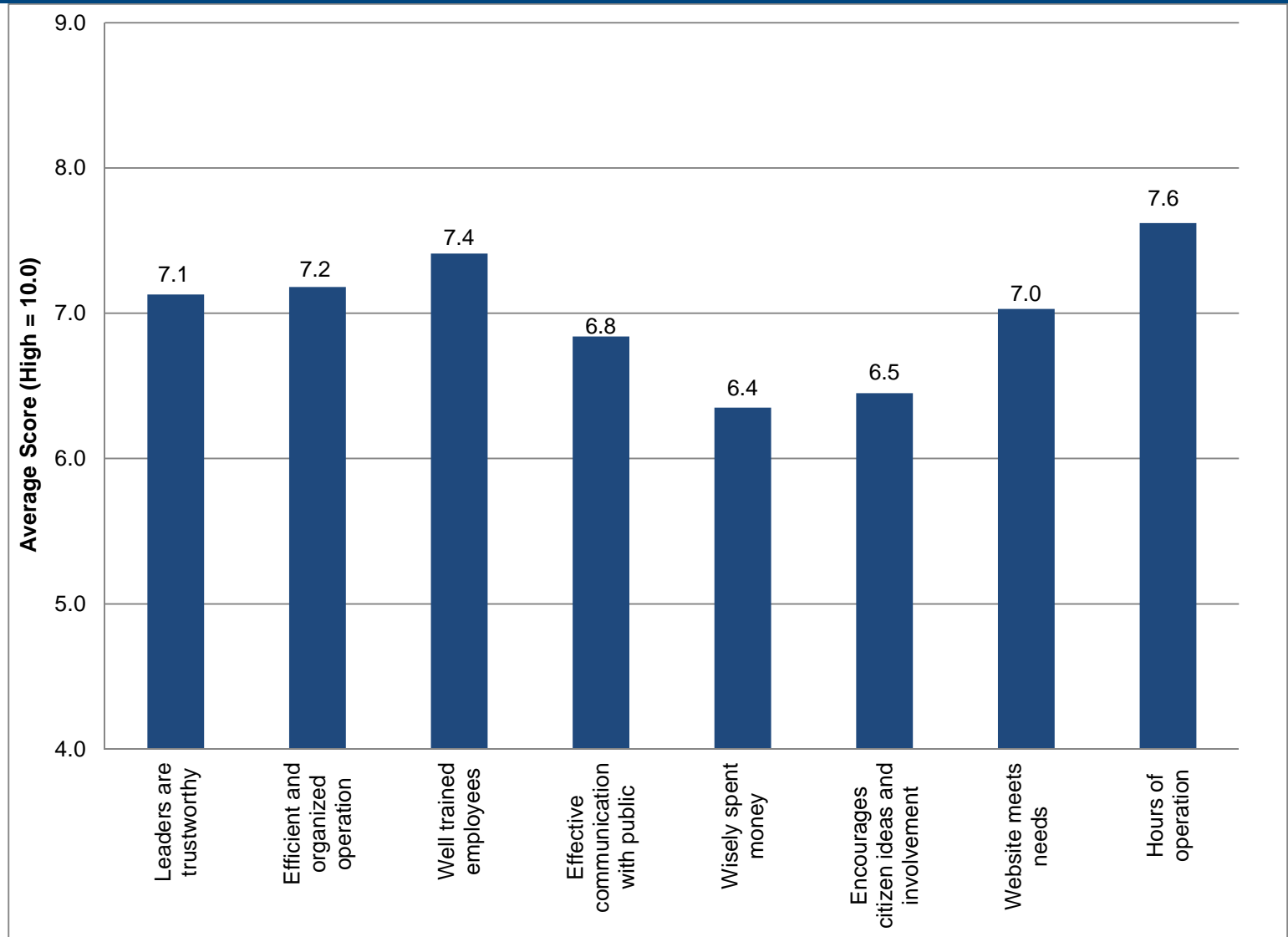


Drivers of Satisfaction: Strategic Priorities

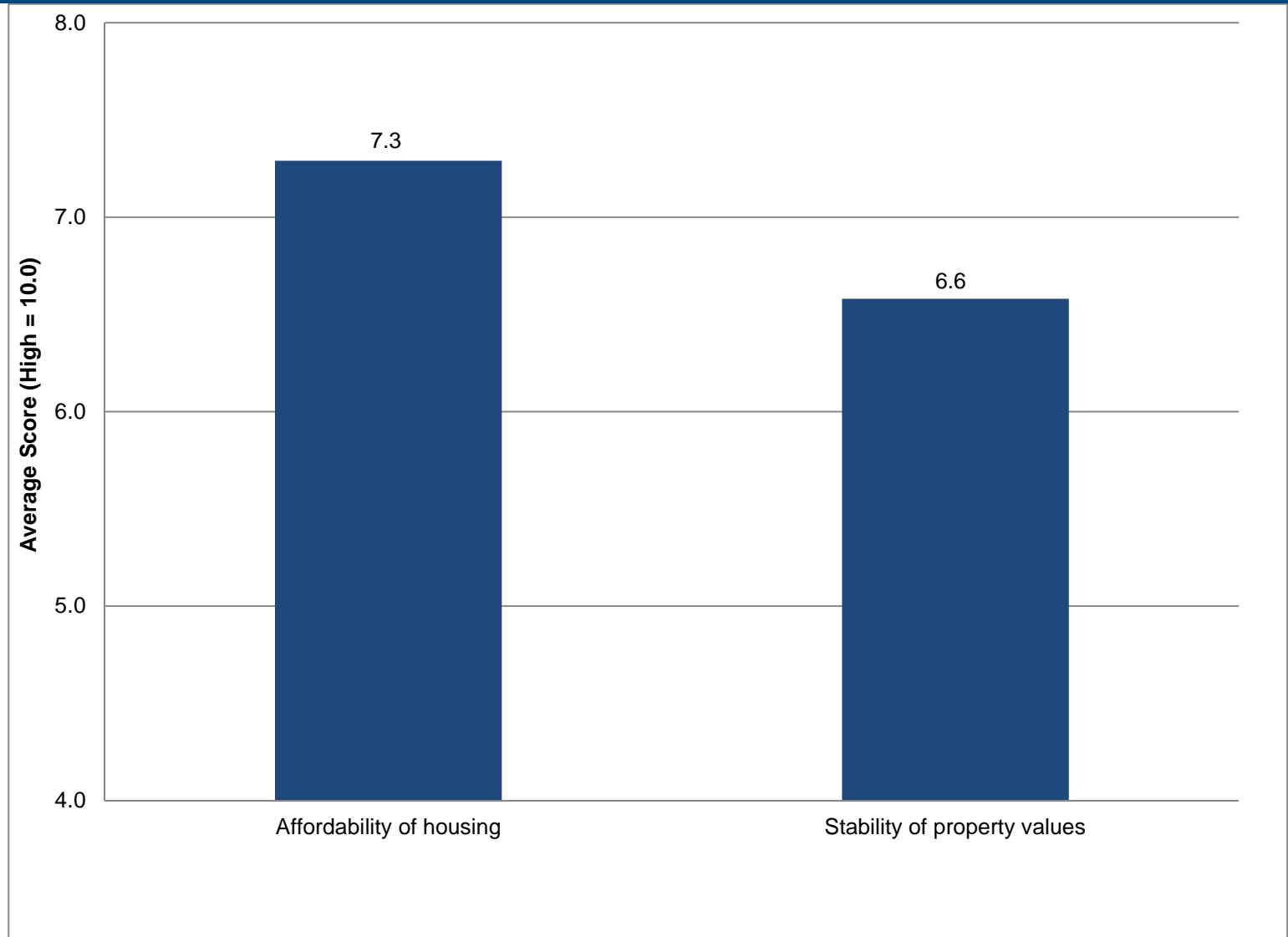
Fire & EMS	Township Government
1. Fire coverage	19. Efficient and organized operation
2. Response time to fires	20. Well-trained employees
3. Response time to emergencies	21. Communicates effectively with community
Transportation Infrastructure	22. Spends dollars wisely
4. Public transportation options	23. Encourages citizen's ideas/involvement
5. Street maintenance/repair	24. Maintains a website that meets your needs
6. Accommodation for bike/foot traffic	25. Hours of operation (Township offices)
Utility Services	Library Services
7. Drinking water quality	26. Hours of operation
8. Municipal sewer/water billing process	27. Adequate resources
9. Garbage collection	Economic Health
10. Recycling service	28. Affordability of housing
11. Electrical and gas service reliability	29. Stability of property values
Police Services	Telecommunications
12. Respectful treatment of citizens	30. Cell phone reception
13. Fair/equitable enforcement	31. Speed of your internet connection
14. Safety education	32. Variety of internet access options
15. Response time to calls for service	Parks and Recreation
Property Taxes	33. Facilities meet your needs
16. Fairness of property appraisals	34. Quality of facilities
17. Amount/quality of services for taxes paid	35. Variety of facilities
Township Government	36. Public safety/security
18. Trustworthy leaders	37. Access for the disabled



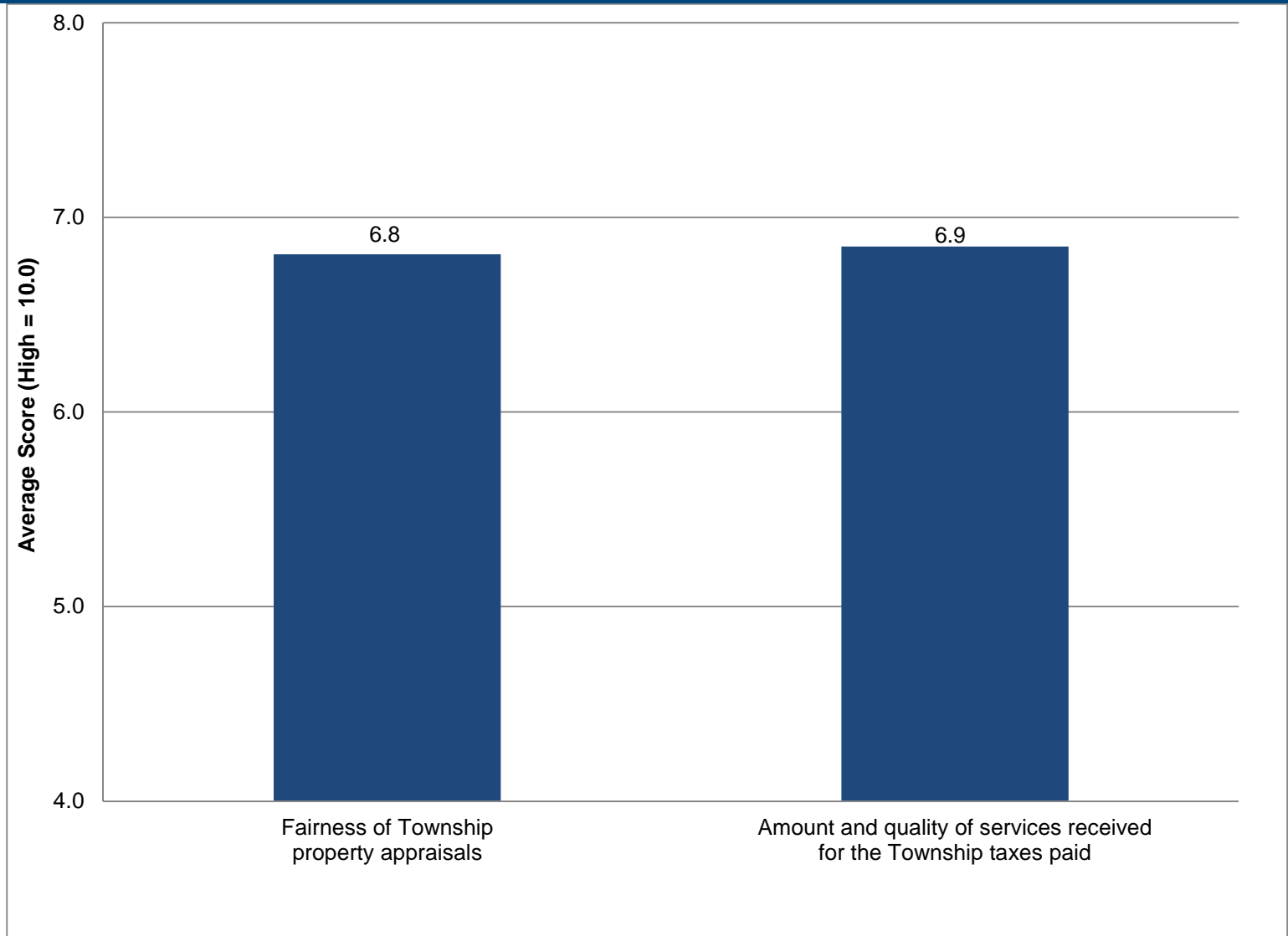
Drivers of Satisfaction: Township Government Management



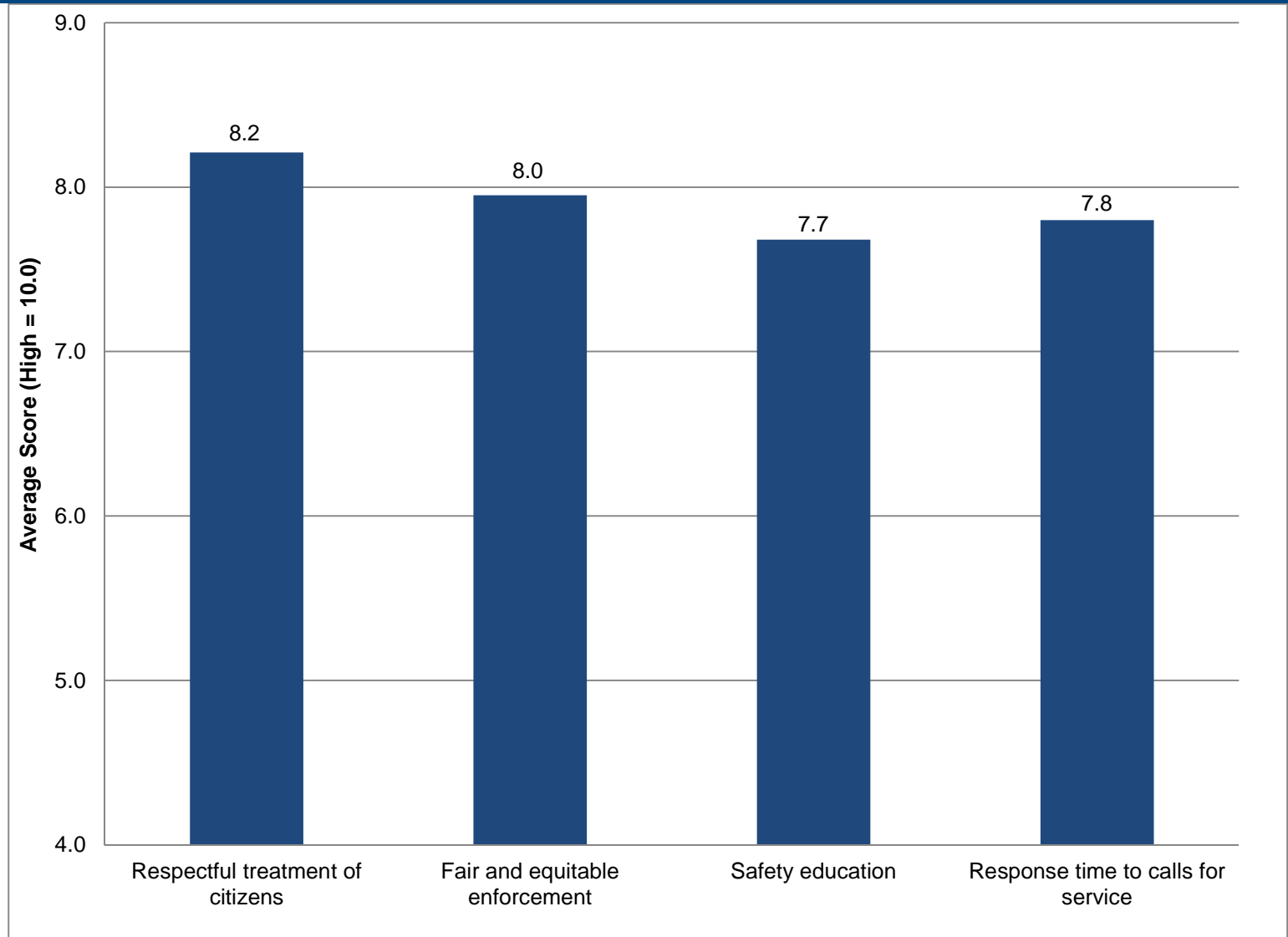
Drivers of Satisfaction: Economic Health



Drivers of Satisfaction: Property Taxes

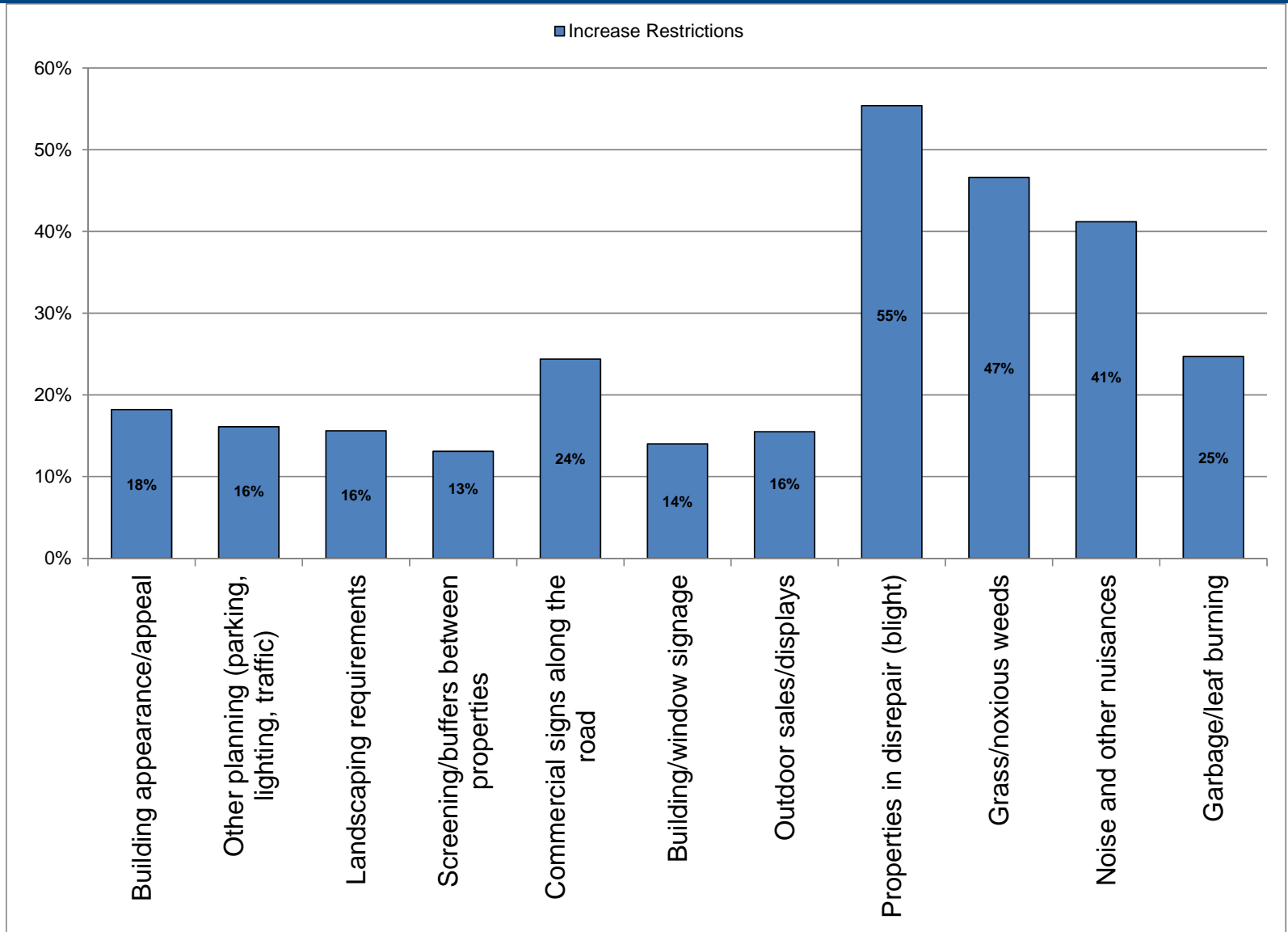


Drivers of Satisfaction and Behavior: Police Services

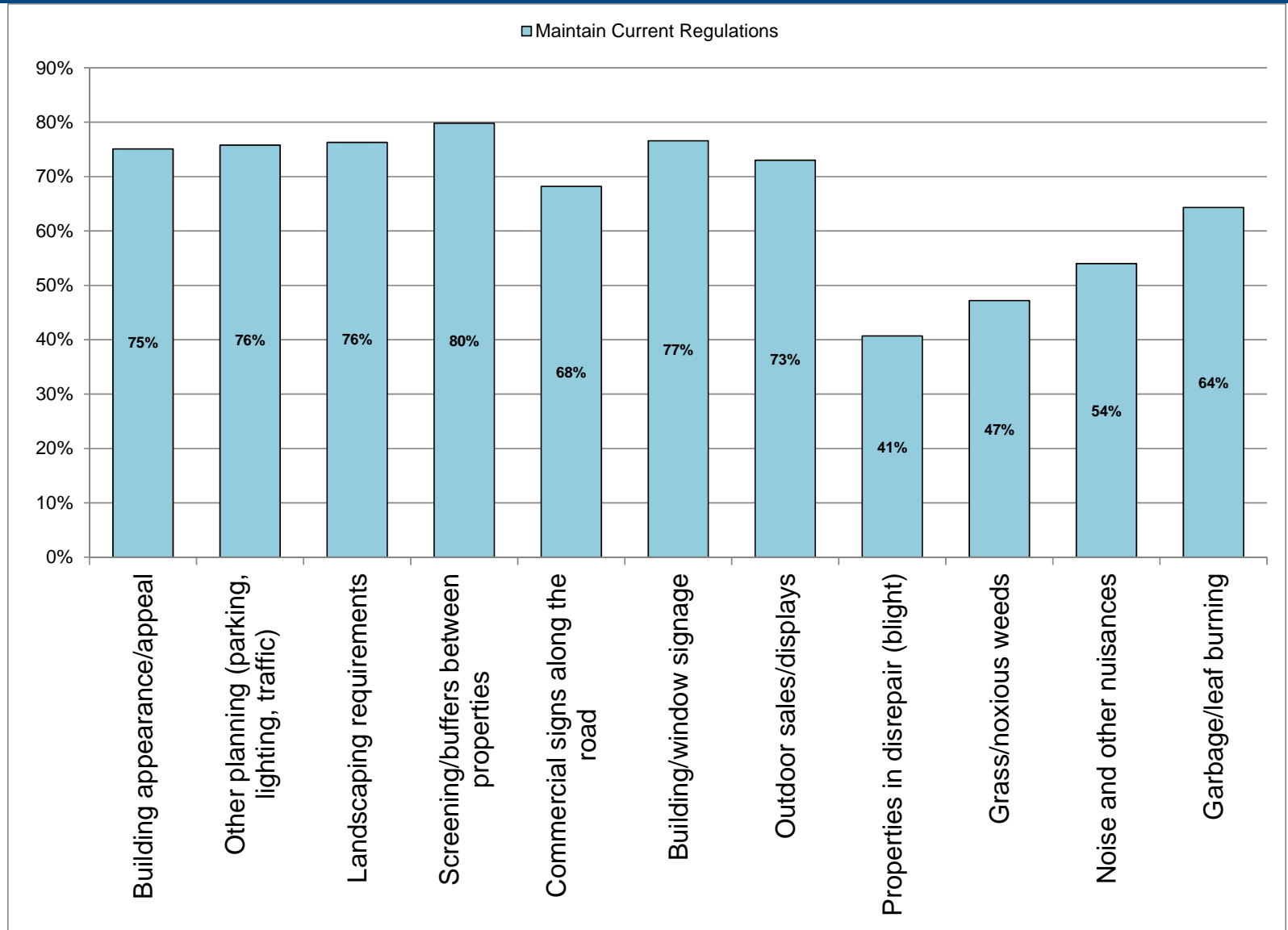


Planning and Zoning

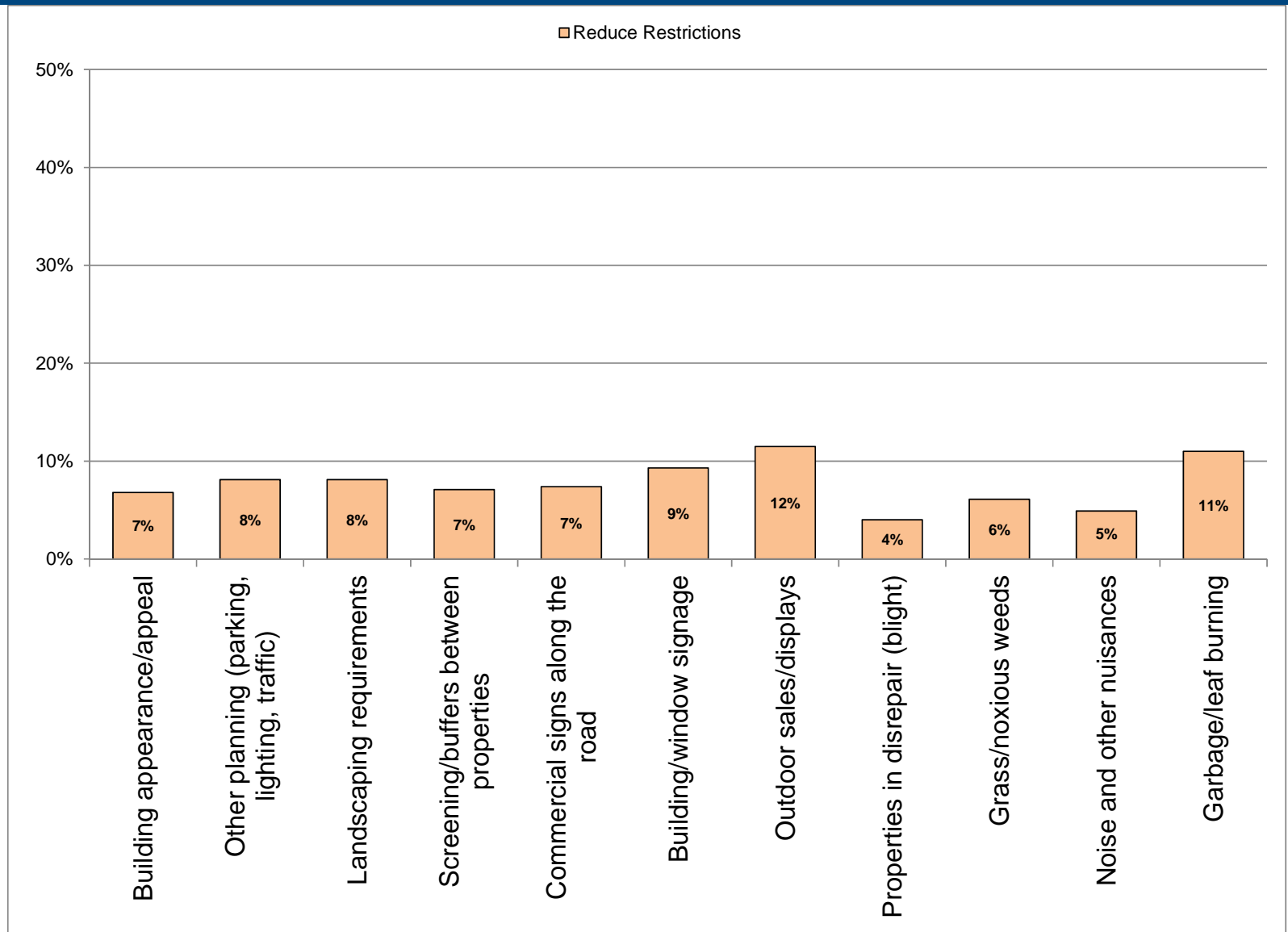
Planning & Zoning: Increase Restrictions



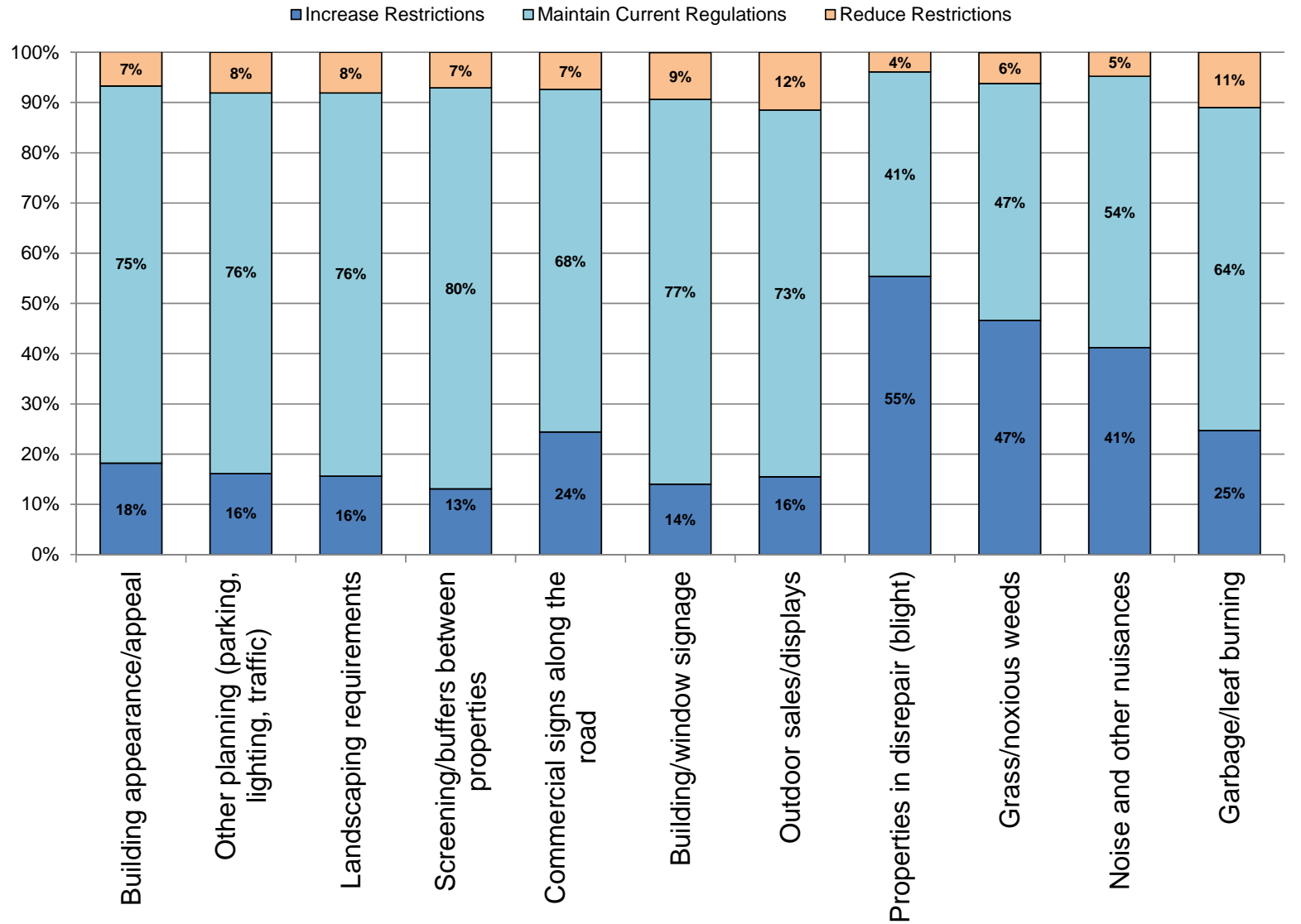
Planning & Zoning: Maintain Current Regulations



Planning & Zoning: Reduce Restrictions



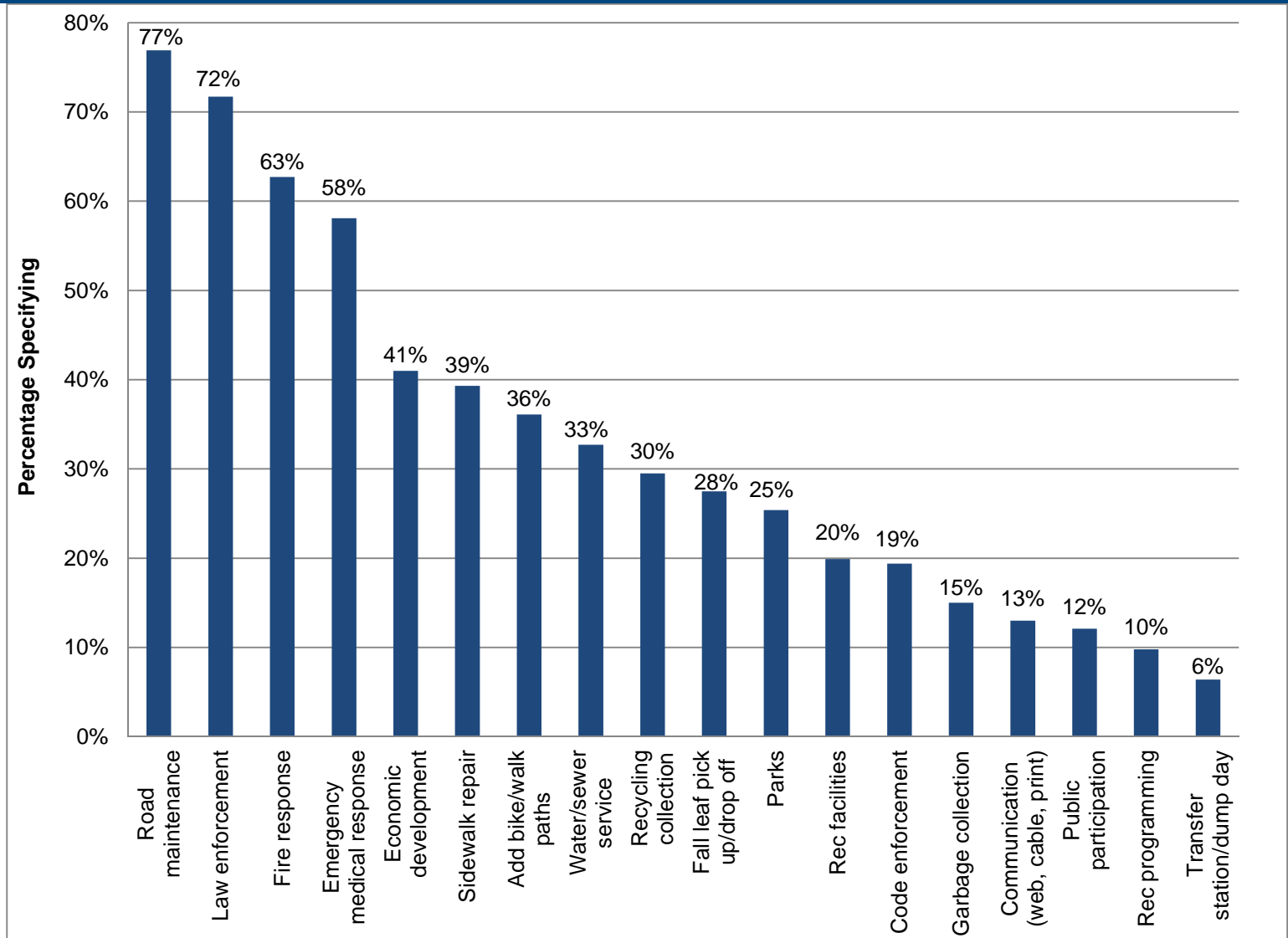
Planning & Zoning: Combined



Budget Priorities and Support

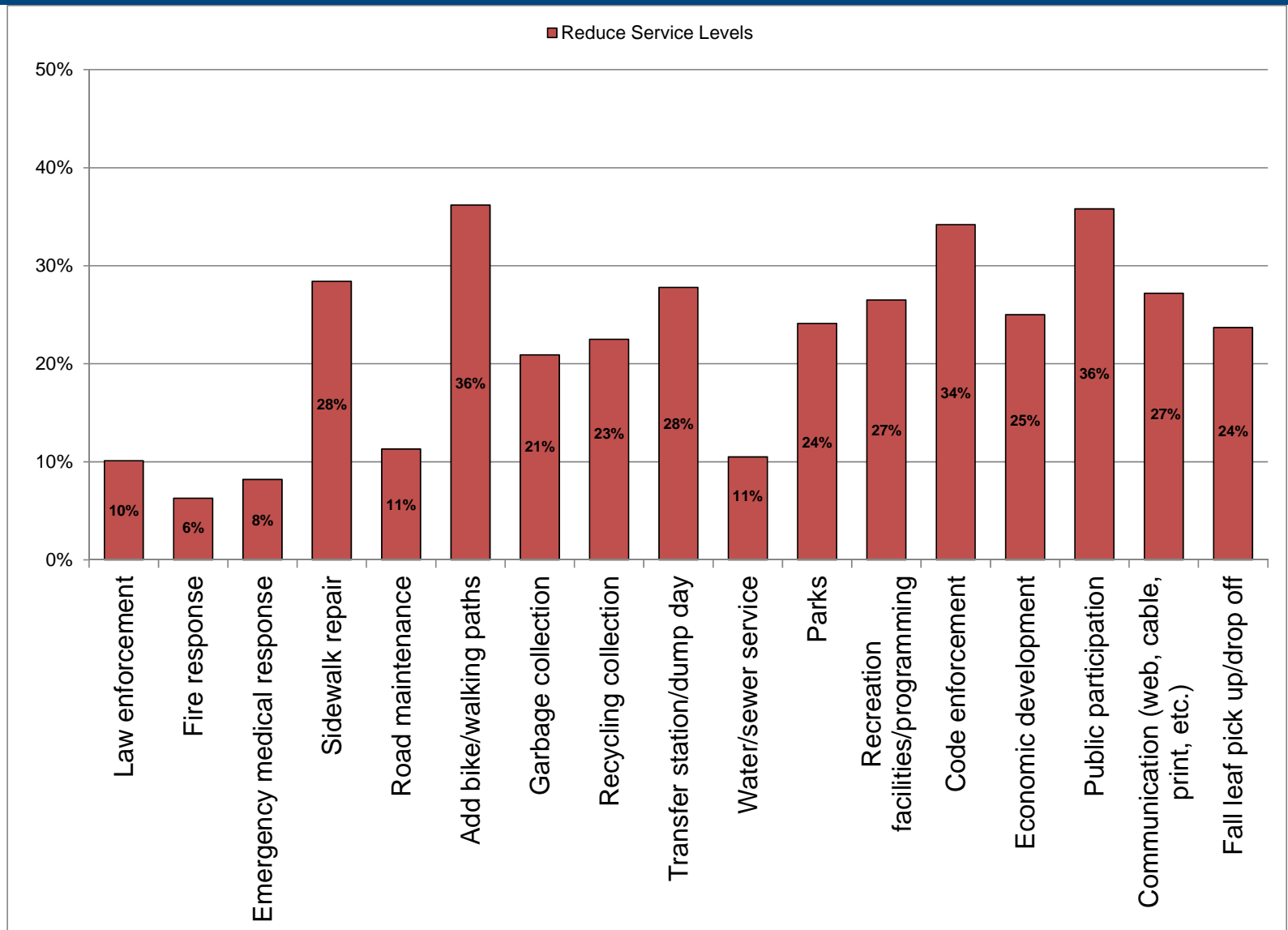
Budget Prioritization

Percent selecting, could select top (7) for prioritization

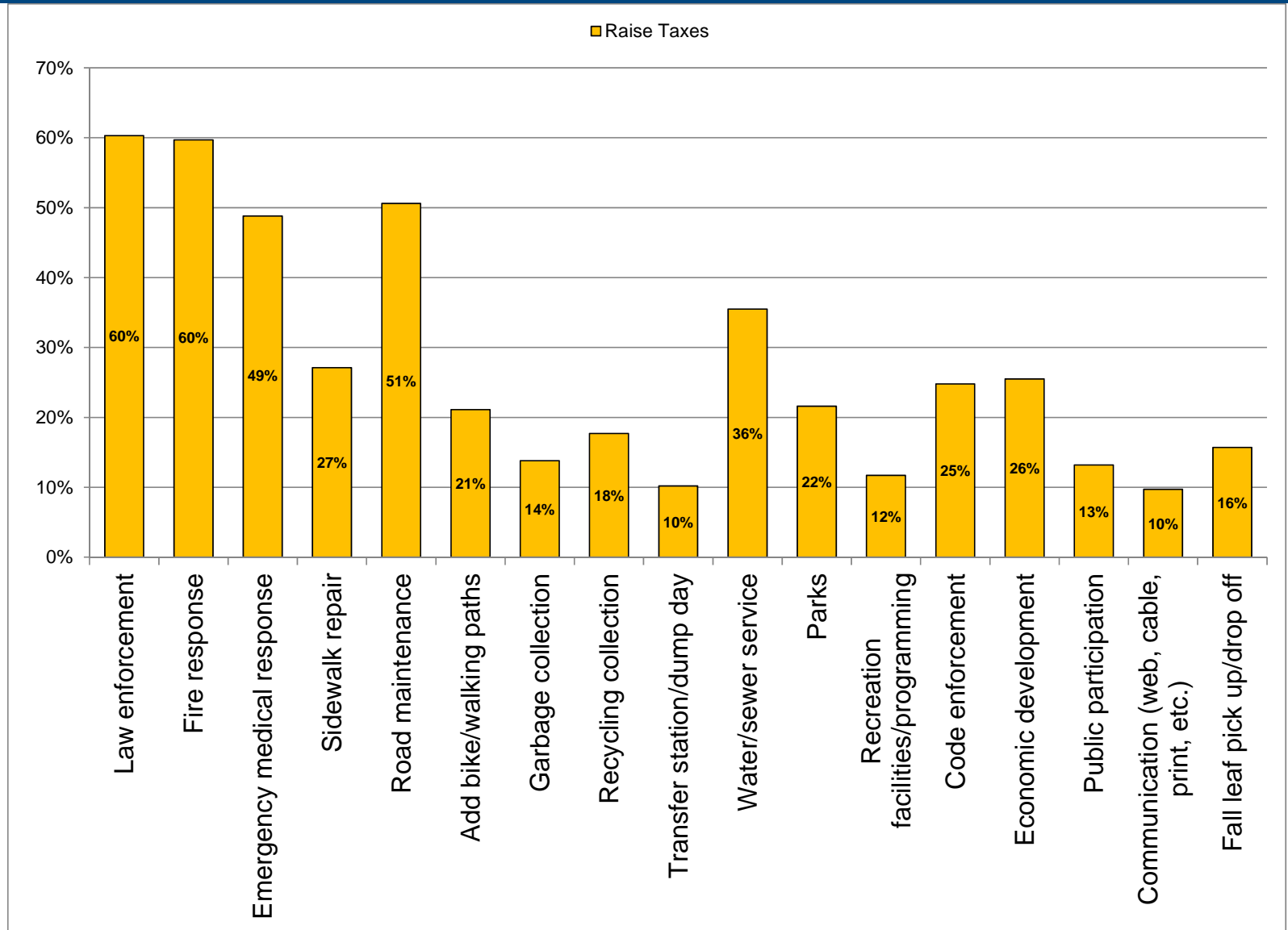


Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

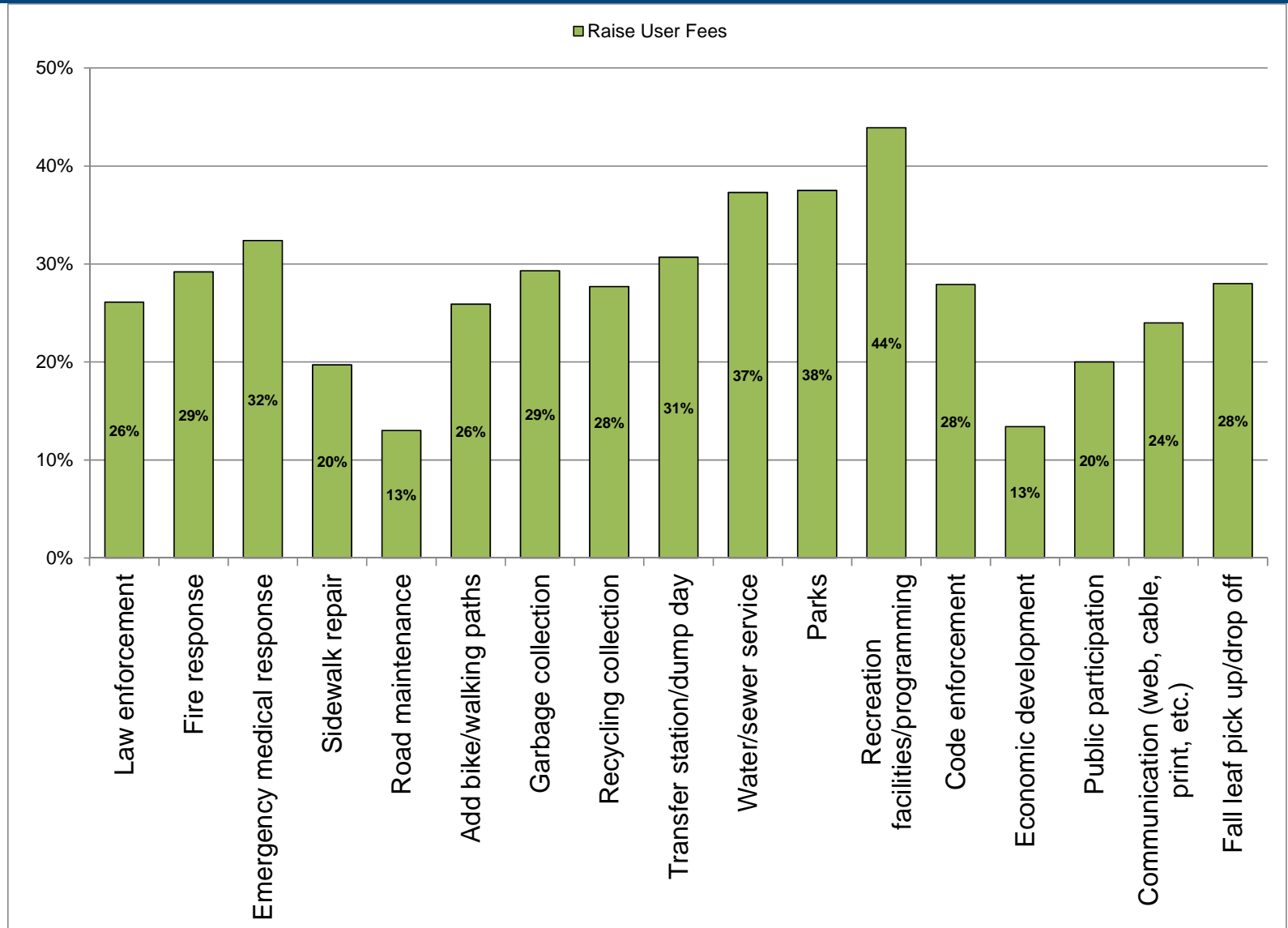
Reduce Service Levels



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

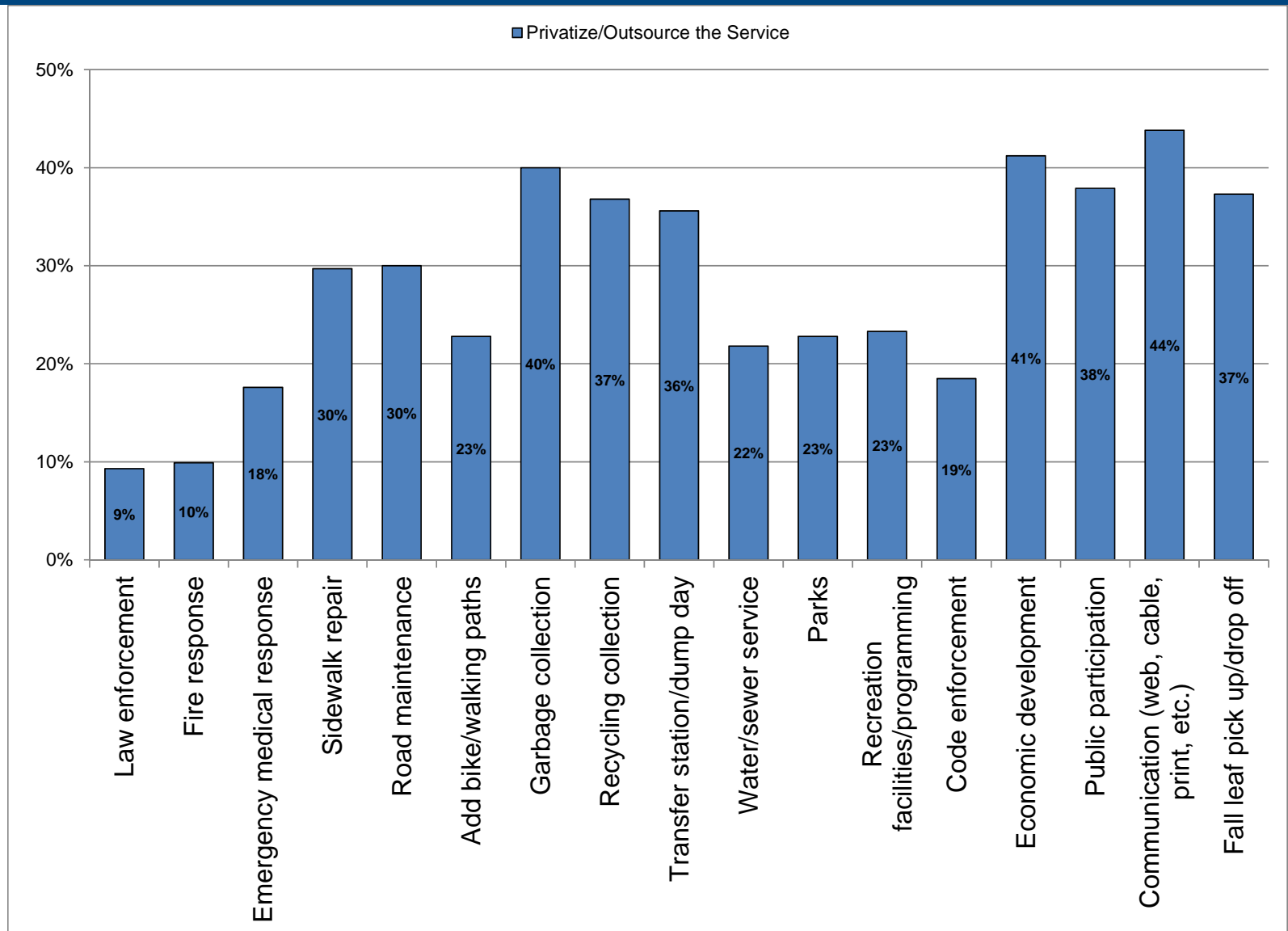


Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels: Raise User Fees



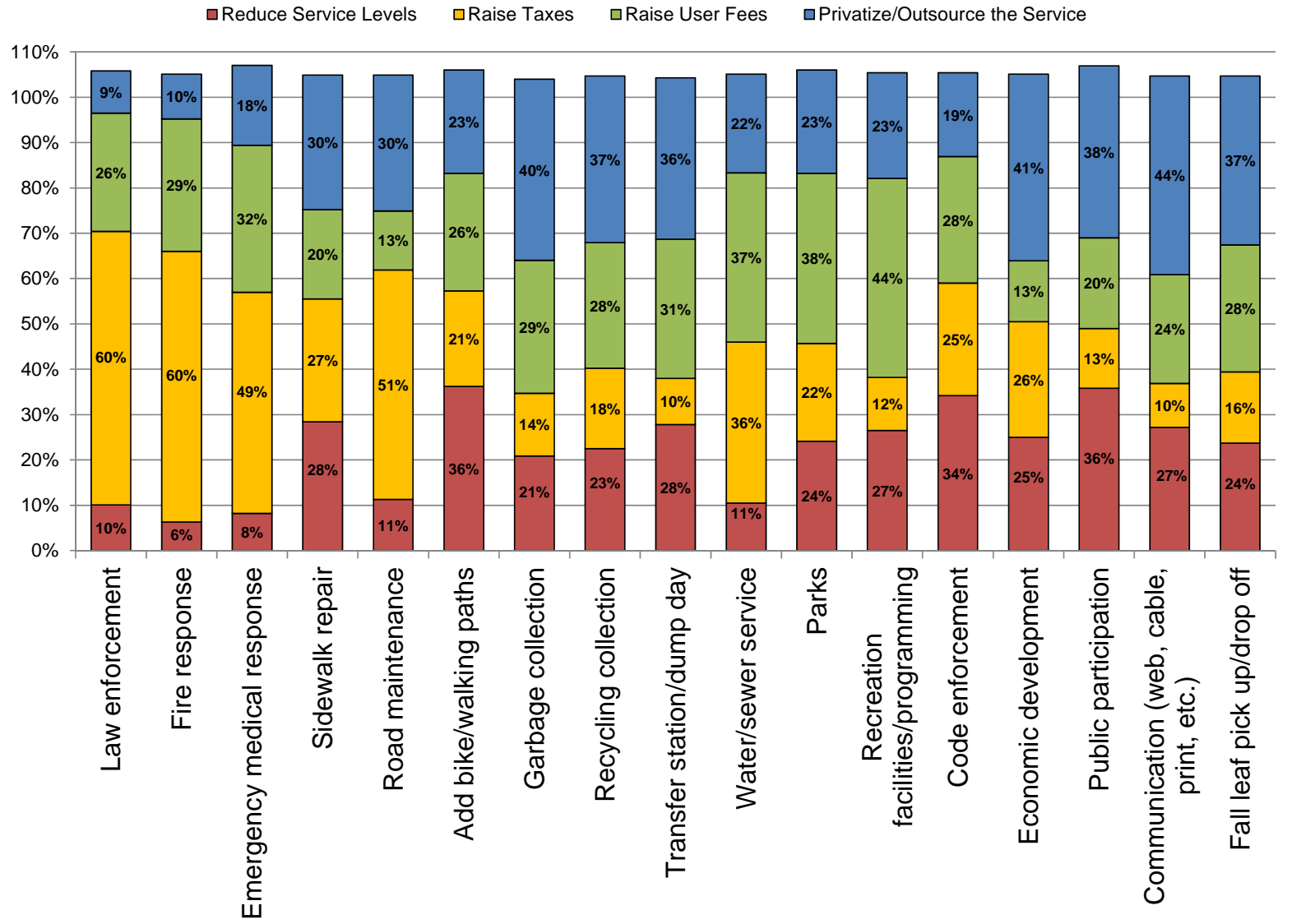
Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Privatize/Outsource the Service



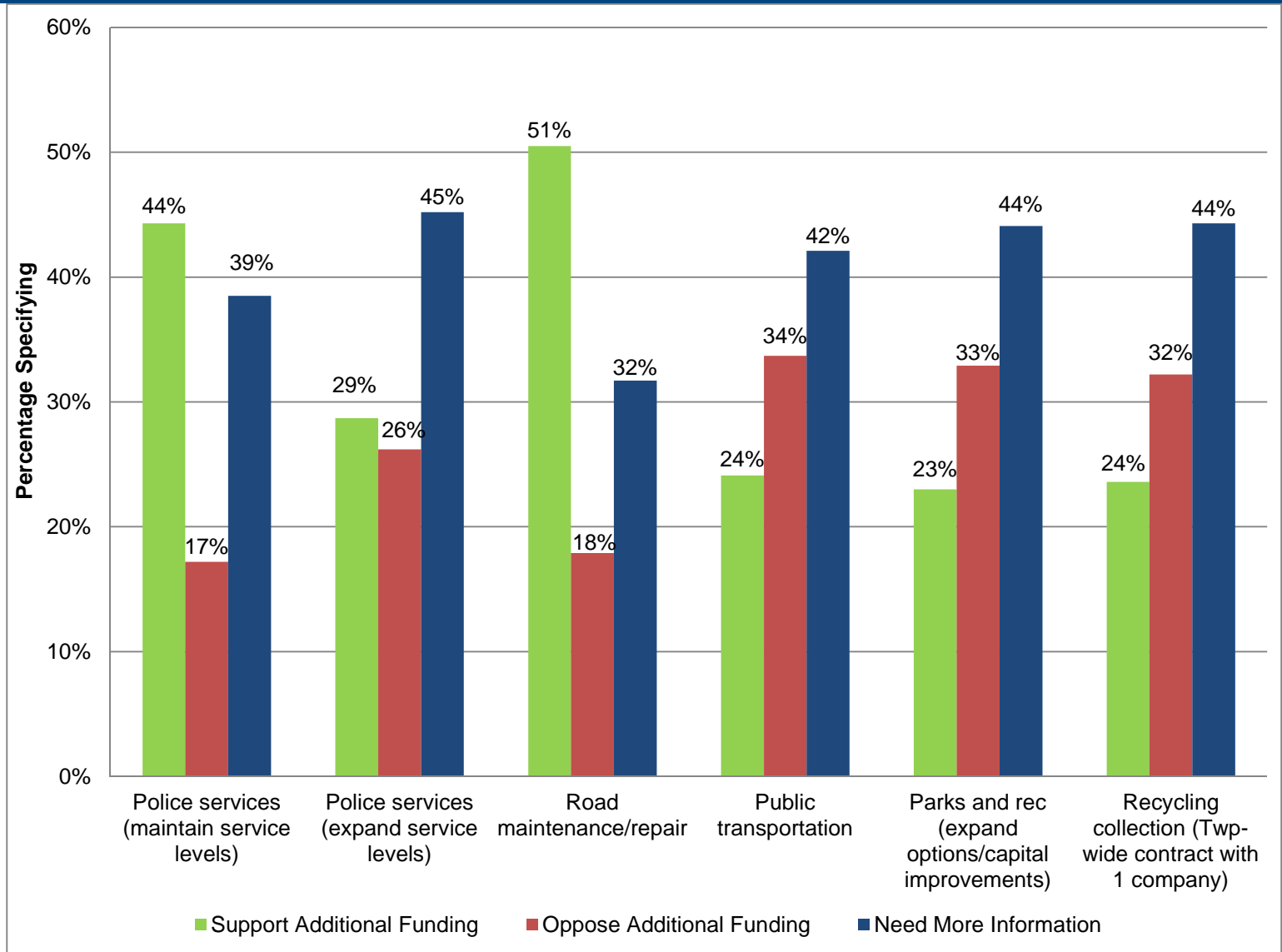
Support for Budget Actions if Revenues Not Adequate to Maintain Current Levels:

Preferred Options for All Services



Consideration of Future Options

Interest and Support for Future Service Improvements



Implementing Results

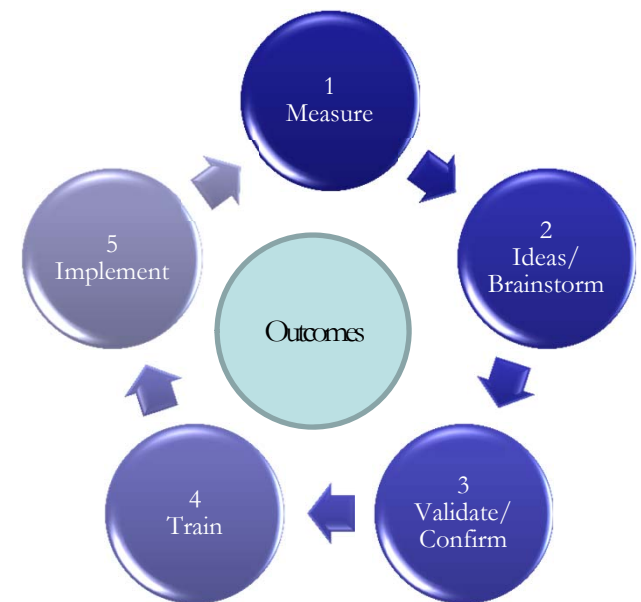
Perception v Reality: Minimize Distortion or Fix Real Performance Issues



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.