



# CITY OF HOWELL, MI 2008



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**C O N T E N T S**

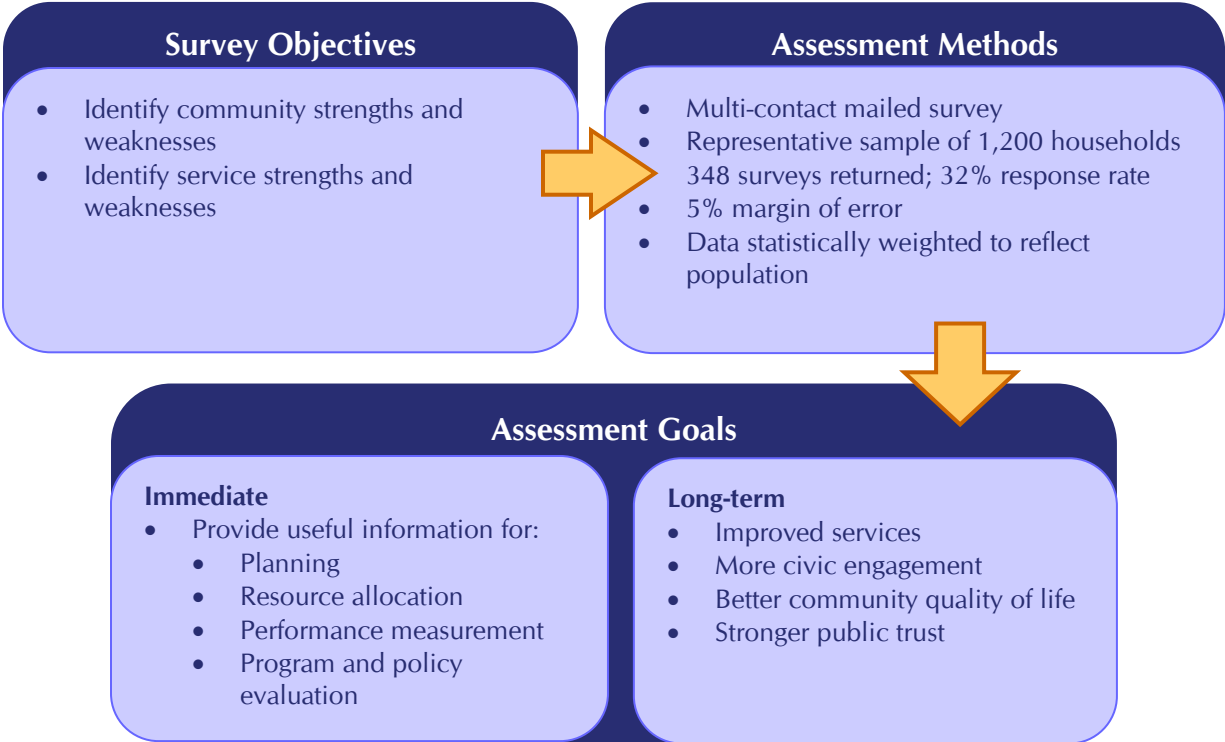
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# SURVEY BACKGROUND

## ABOUT THE NATIONAL CITIZEN SURVEY™

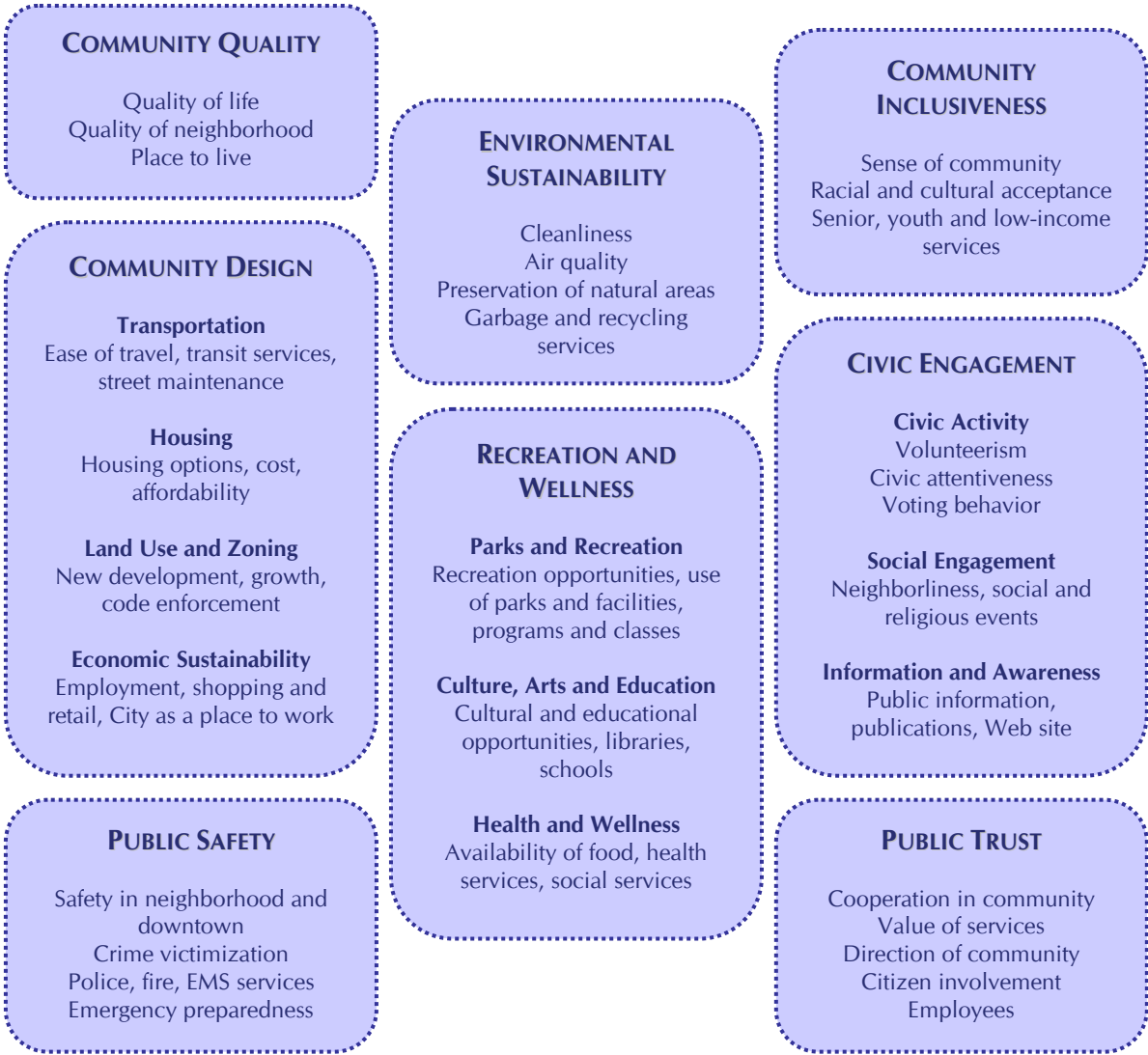
The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 348 completed surveys were obtained, providing an overall response rate of 32%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Howell was developed in close cooperation with local jurisdiction staff. Howell staff selected items from a menu of questions about services and community problems and provided the appropriate letterhead and signatures for mailings. City of Howell staff also augmented The National Citizen Survey™ basic service through a variety of options including several policy questions.

## UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' reports about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

### Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional confidence level, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the estimates made from the survey results. The confidence interval for the City of Howell survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (348 completed surveys). A 95% confidence interval indicates that for every 100 random samples of this many residents, the population response to that question would be within the stated interval 95 times. For example, if 75% of residents rate a service as "excellent" or "good," then the 5% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 70% and 80%.

### Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of Howell, but from City of Howell services to services like them provided by other jurisdictions.

### Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The City of Howell chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Howell Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons were available, the City of Howell results were noted as being "above" the benchmark, "below" the benchmark or "similar to" the benchmark. This evaluation of "above," "below" or "similar to" comes from a statistical comparison of the City of Howell's rating to the benchmark.

### "Don't Know" Responses and Rounding

On many of the questions in the survey respondents may answer "don't know." The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the

report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

## EXECUTIVE SUMMARY

This report of the City of Howell survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experience a good quality of life in the City of Howell and believe the City is a good place to live. The overall quality of life in the City of Howell was rated as “excellent” or “good” by 86% of respondents. Almost all report they plan on staying in the City of Howell for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The characteristics receiving the most favorable ratings were cleanliness of Howell, overall appearance, opportunities to volunteer, and opportunities to participate in religious or spiritual events. The characteristics receiving the least positive ratings were employment opportunities, traffic flow on major streets, and the availability of affordable quality housing.

Ratings of community characteristics were compared to the benchmark database. Of the 26 characteristics for which comparisons were available, nine were above the benchmark comparison, 11 were similar to the benchmark comparison and six were below.

Residents in the City of Howell were somewhat civically engaged. While only 27% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 89% had visited a neighborhood or City park. About half had volunteered their time to some group or activity in the City of Howell, which was similar to the benchmark.

In general, survey respondents demonstrated trust in local government. A majority rated the overall direction being taken by the City of Howell as “good” or “excellent.” This was similar to the benchmark. Those residents who had interacted with an employee of the City of Howell in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave favorable ratings to most local government services. City services rated were able to be compared to the benchmark database. Of the 33 services for which comparisons were available, 22 were above the benchmark comparison, nine were similar to the benchmark comparison and two were below.

A Key Driver Analysis was conducted for the City of Howell which examined the relationships between ratings of each service and ratings of the City of Howell's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Howell can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Public information services
- Recreation center or facilities
- Sewer services
- Police services
- Traffic enforcement

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: traffic enforcement. For public information services, recreation center or facilities, sewer services and police services, the City of Howell is above the benchmark and should continue to ensure high quality performance.



# COMMUNITY RATINGS

## OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of Howell – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the City of Howell. Residents were asked whether they planned to move soon or if they would recommend the City of Howell to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Howell offers services and amenities that work.

Most of the City of Howell’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

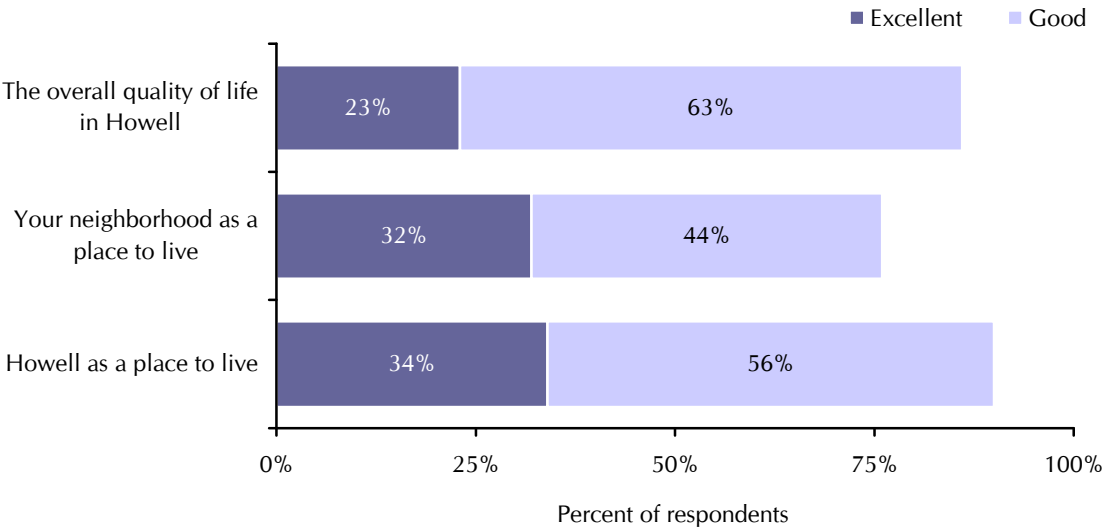
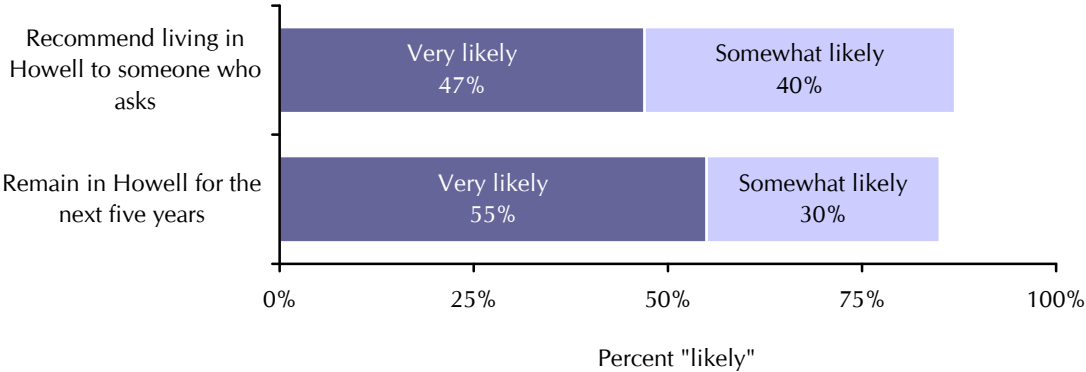


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY



The National Citizen Survey™ by National Research Center, Inc.

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Overall quality of life in Howell              | Above                   |
| Your neighborhood as place to live             | Similar                 |
| Howell as a place to live                      | Above                   |
| Remain in Howell for the next five years       | Similar                 |
| Recommend living in Howell to someone who asks | Similar                 |

## COMMUNITY DESIGN

### Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of walking was given the most positive rating, followed by ease of car travel in Howell.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

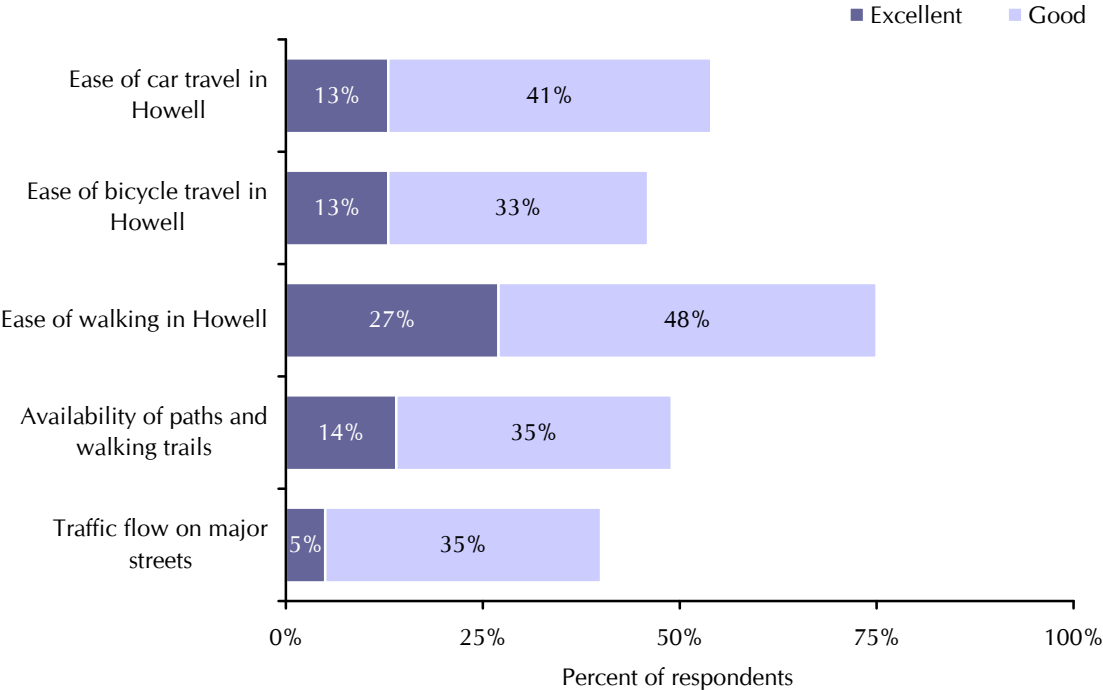


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Ease of car travel in Howell             | Similar                 |
| Ease of walking in Howell                | Above                   |
| Ease of bicycle travel in Howell         | Similar                 |
| Availability of paths and walking trails | Below                   |
| Traffic flow on major streets            | Similar                 |

Seven transportation services were rated in Howell. As compared to communities across America, ratings tended to be mostly positive. Five were above the benchmark and two were similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

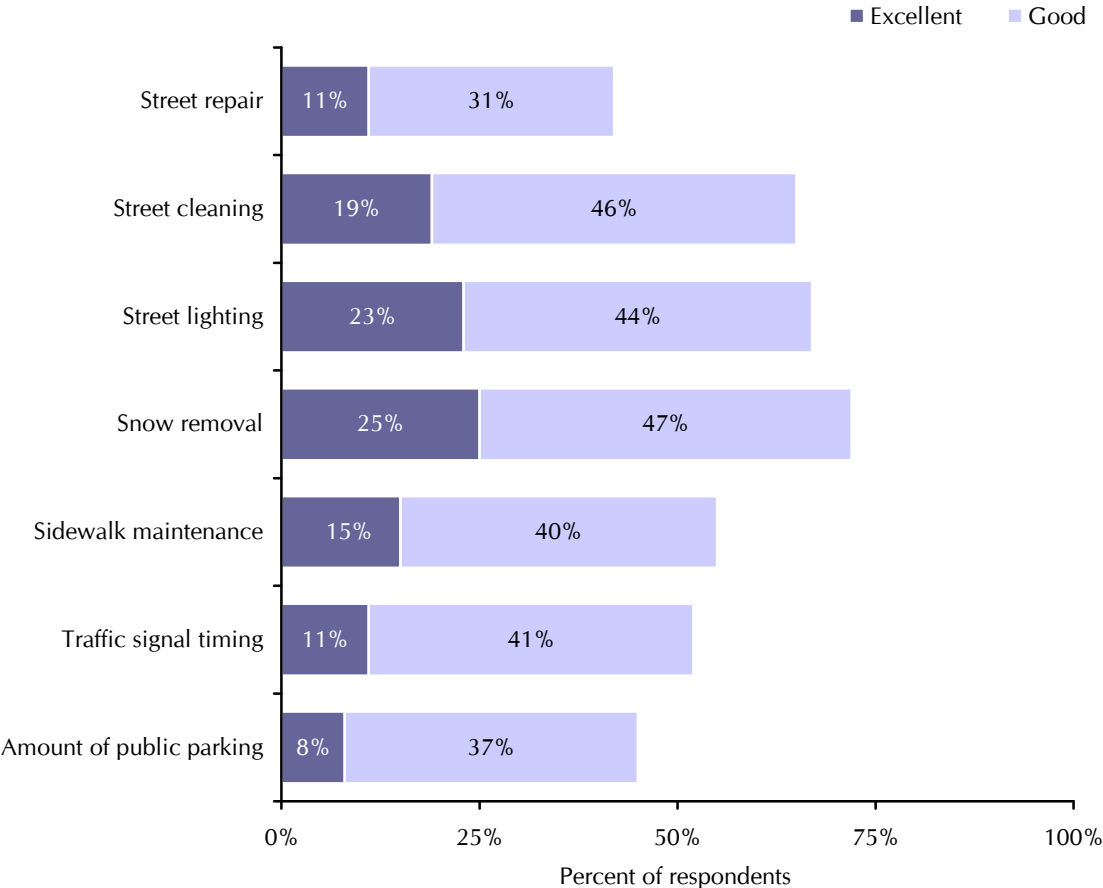


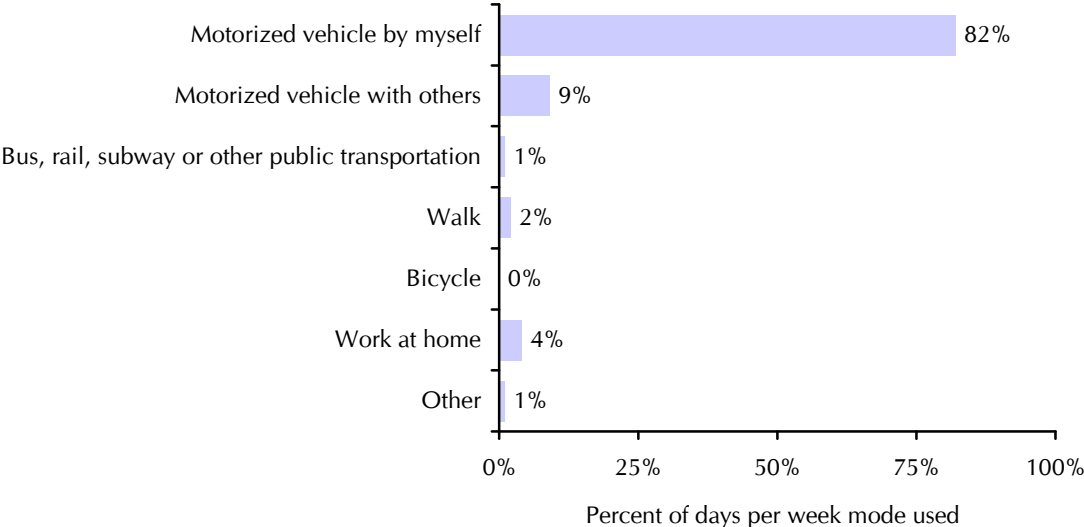
FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

|                            | Comparison to benchmark |
|----------------------------|-------------------------|
| Street repair /maintenance | Similar                 |
| Street cleaning            | Above                   |
| Street lighting            | Above                   |
| Snow removal               | Above                   |
| Sidewalk maintenance       | Above                   |
| Light timing               | Above                   |
| Amount of public parking   | Similar                 |

The National Citizen Survey™ by National Research Center, Inc.

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 3% of work commute trips were made by transit or by foot.

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE



## Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt heavily to a homogeneous palette, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents who can sustain in a community with mostly high cost housing pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of Howell residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 42% of respondents, while the variety of housing options was rated as “excellent” or “good” by 63% of respondents. The rating of perceived affordable housing availability was better for the City of Howell than the ratings, on average, in comparison jurisdictions.

FIGURE 11: RATINGS OF HOUSING IN COMMUNITY

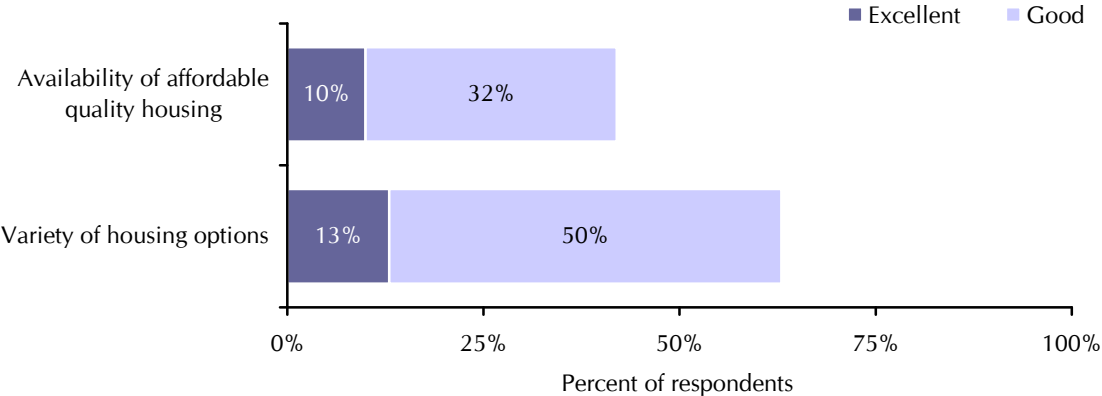


FIGURE 12: HOUSING CHARACTERISTICS BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Availability of affordable quality housing | Above                   |
| Variety of housing options                 | Above                   |

To augment the perceptions of affordable housing in Howell, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the City of Howell experiencing housing cost stress. About 34% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 13: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

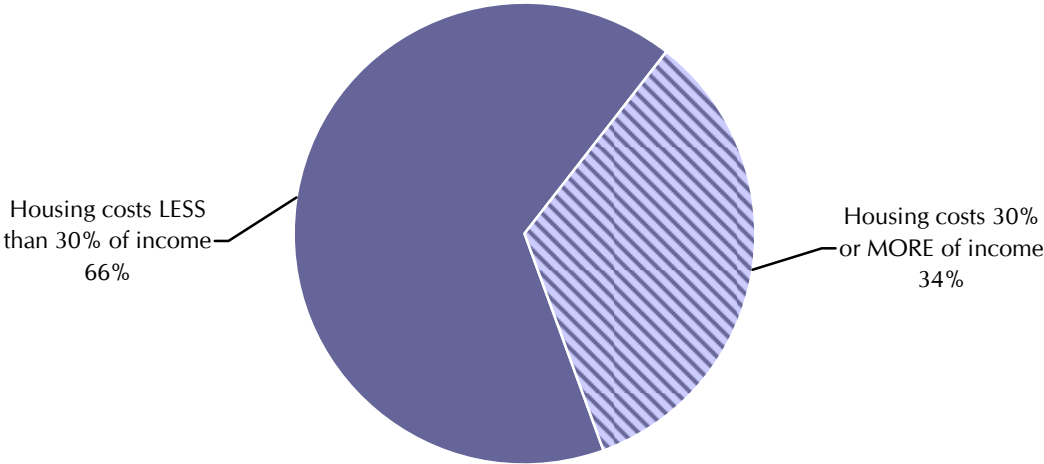


FIGURE 14: HOUSING COSTS BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Experiencing housing costs stress (housing costs 30% or more of income) | Below                   |

### Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Howell and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Howell was rated as “excellent” by 12% of respondents and as “good” by an additional 49%. The overall appearance of Howell was rated as “excellent” or “good” by 81% of respondents and was higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Howell, 28% thought they were a “major” or “moderate” problem. The services of land use, planning and zoning and code enforcement (weeds, abandoned buildings, etc) were rated above the benchmark.

FIGURE 15: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

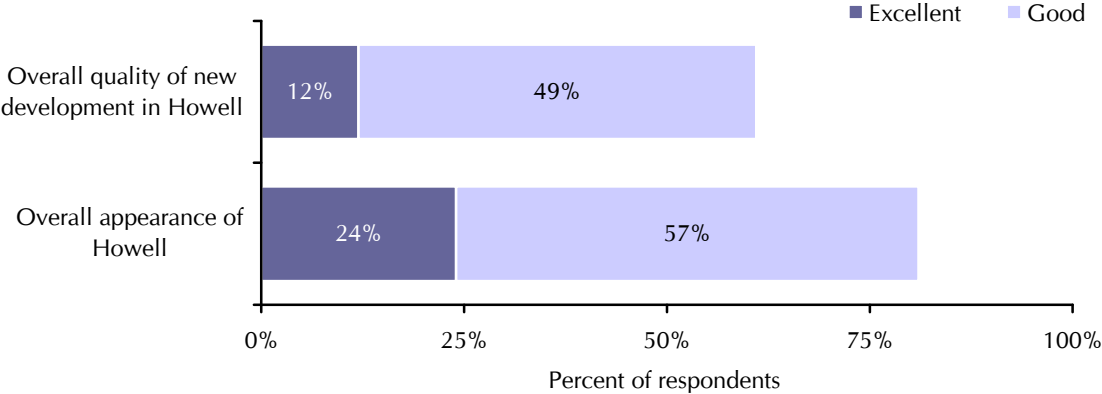


FIGURE 16: BUILT ENVIRONMENT BENCHMARKS

|                                    | Comparison to benchmark |
|------------------------------------|-------------------------|
| Quality of new development in city | Similar                 |
| Overall appearance of Howell       | Above                   |

The National Citizen Survey™ by National Research Center, Inc.



FIGURE 17: RATINGS OF POPULATION GROWTH

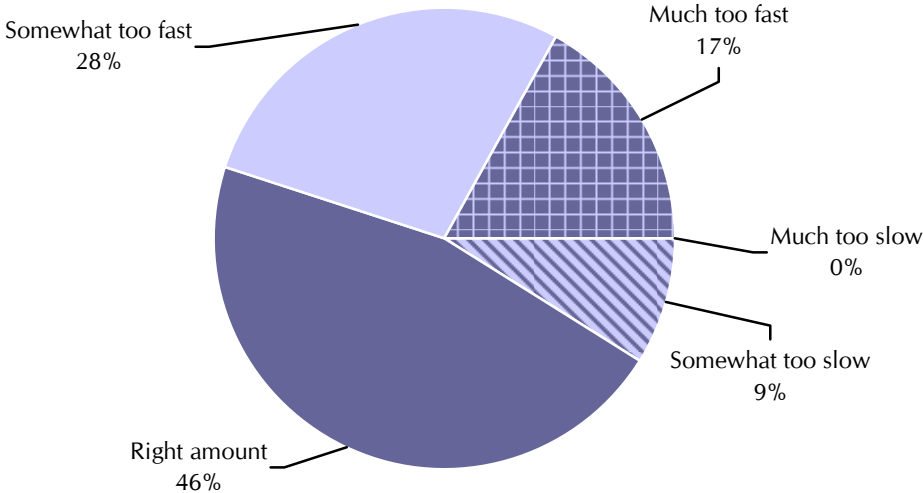


FIGURE 18: POPULATION GROWTH BENCHMARKS

| Comparison to benchmark            |       |
|------------------------------------|-------|
| Population growth seen as too fast | Below |

FIGURE 19: RATINGS OF NUISANCE PROBLEMS

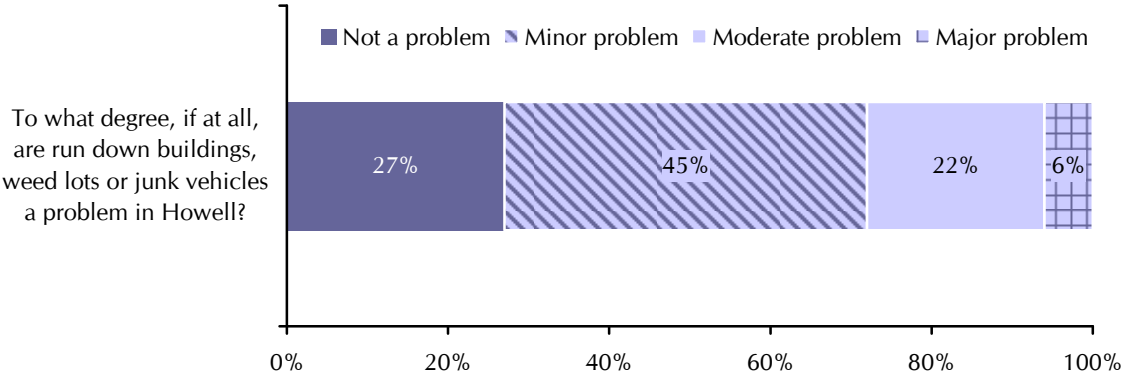


FIGURE 20: NUISANCE PROBLEMS BENCHMARKS

| Comparison to benchmark   |       |
|---|-------|
| Run down buildings, weed lots and junk vehicles are a "major" problem | Below |

FIGURE 21: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

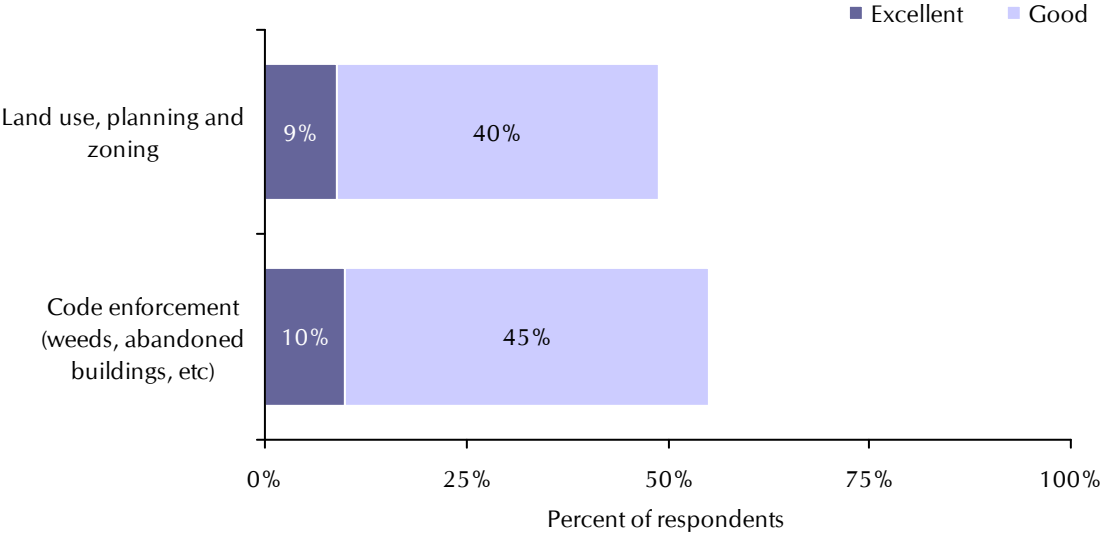


FIGURE 22: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Land use, planning and zoning                      | Above                   |
| Code enforcement (weeds, abandoned buildings, etc) | Above                   |

### ECONOMIC SUSTAINABILITY

The health of the economy may color how residents perceive their environment and all the services that local government delivers. In particular, a strong or weak local economy will shape what residents think about job and shopping opportunities. Just as residents have an idea about the speed of local population growth, they have a sense of how fast job and shopping opportunities are growing.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were overall quality of business and service establishments in Howell and shopping opportunities. Receiving the lowest rating was employment opportunities.

FIGURE 23: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

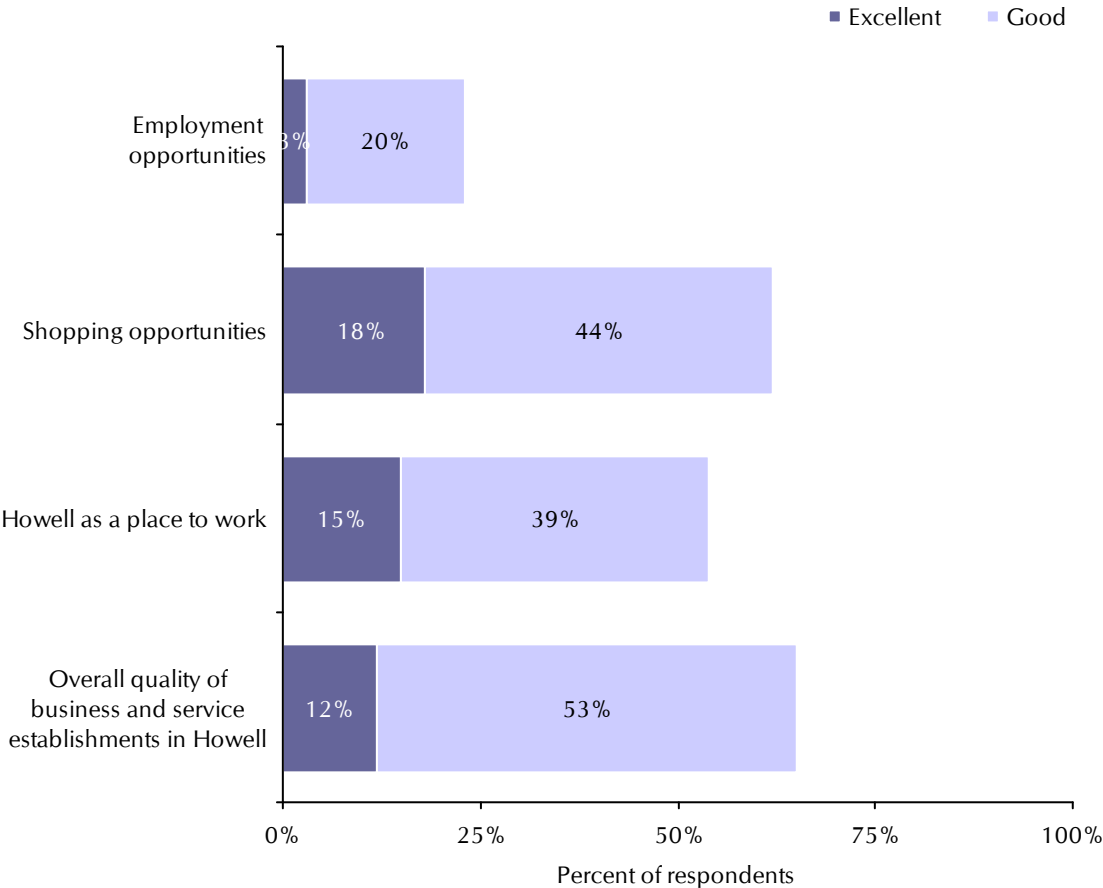


FIGURE 24: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Employment opportunities   | Below                   |
| Shopping opportunities   | Above                   |
| Place to work  | Similar                 |
| Overall quality of business and service establishments in Howell | Above                   |

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from “much too slow” to “much too fast.” When asked about the rate of job growth in Howell, 88% responded that it was “too slow,” while 31% reported retail growth as “too slow.” Fewer residents in Howell compared to other jurisdictions believed that retail growth was too slow and more residents believed that job growth was too slow.

FIGURE 25: RATINGS OF RETAIL AND JOB GROWTH

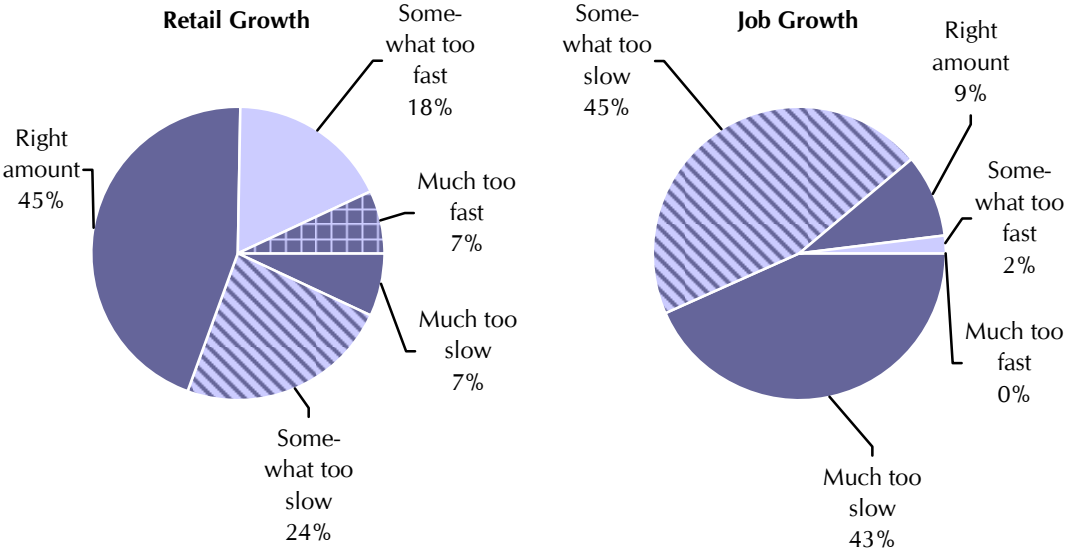


FIGURE 26: RETAIL AND JOB GROWTH BENCHMARKS

|                                | Comparison to benchmark |
|--------------------------------|-------------------------|
| Retail growth seen as too slow | Below                   |
| Jobs growth seen as too slow   | Above                   |

FIGURE 27: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

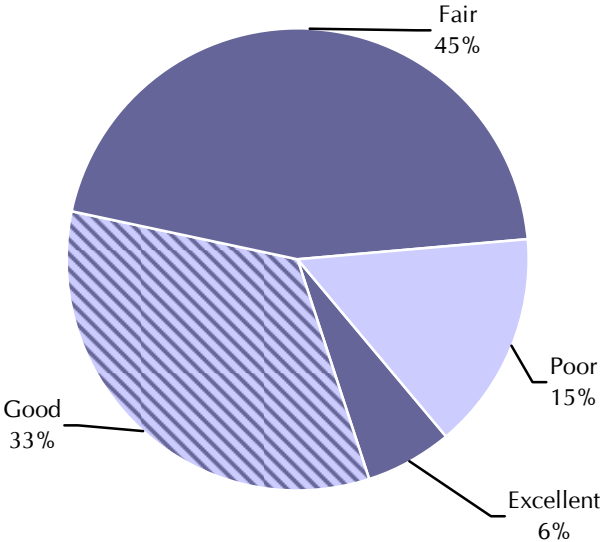


FIGURE 28: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

| Comparison to benchmark |         |
|-------------------------|---------|
| Economic development    | Similar |

Residents were asked to reflect on their economic prospects in the near term. Eight percent of the City of Howell residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 60% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was less than comparison jurisdictions.

FIGURE 29: RATINGS OF PERSONAL ECONOMIC FUTURE

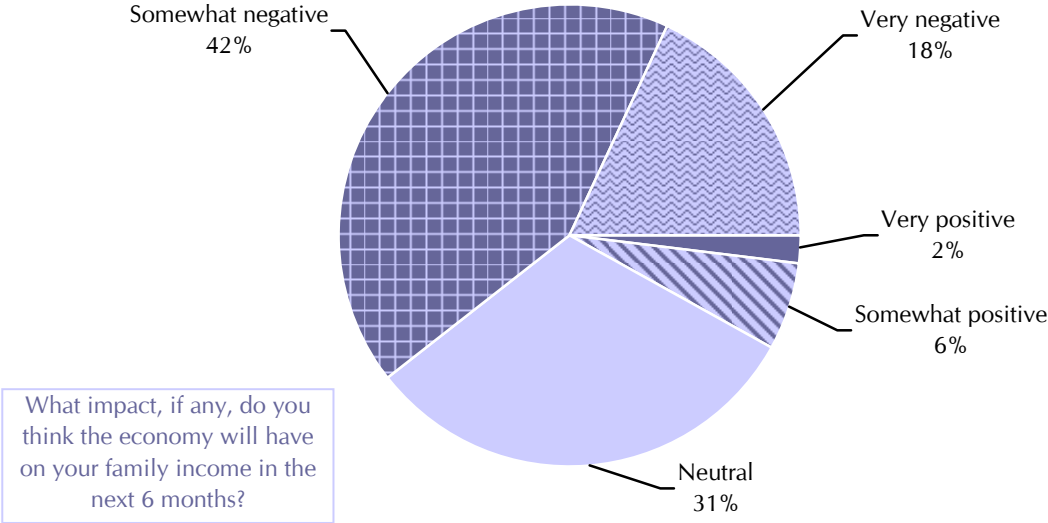


FIGURE 30: PERSONAL ECONOMIC FUTURE BENCHMARKS

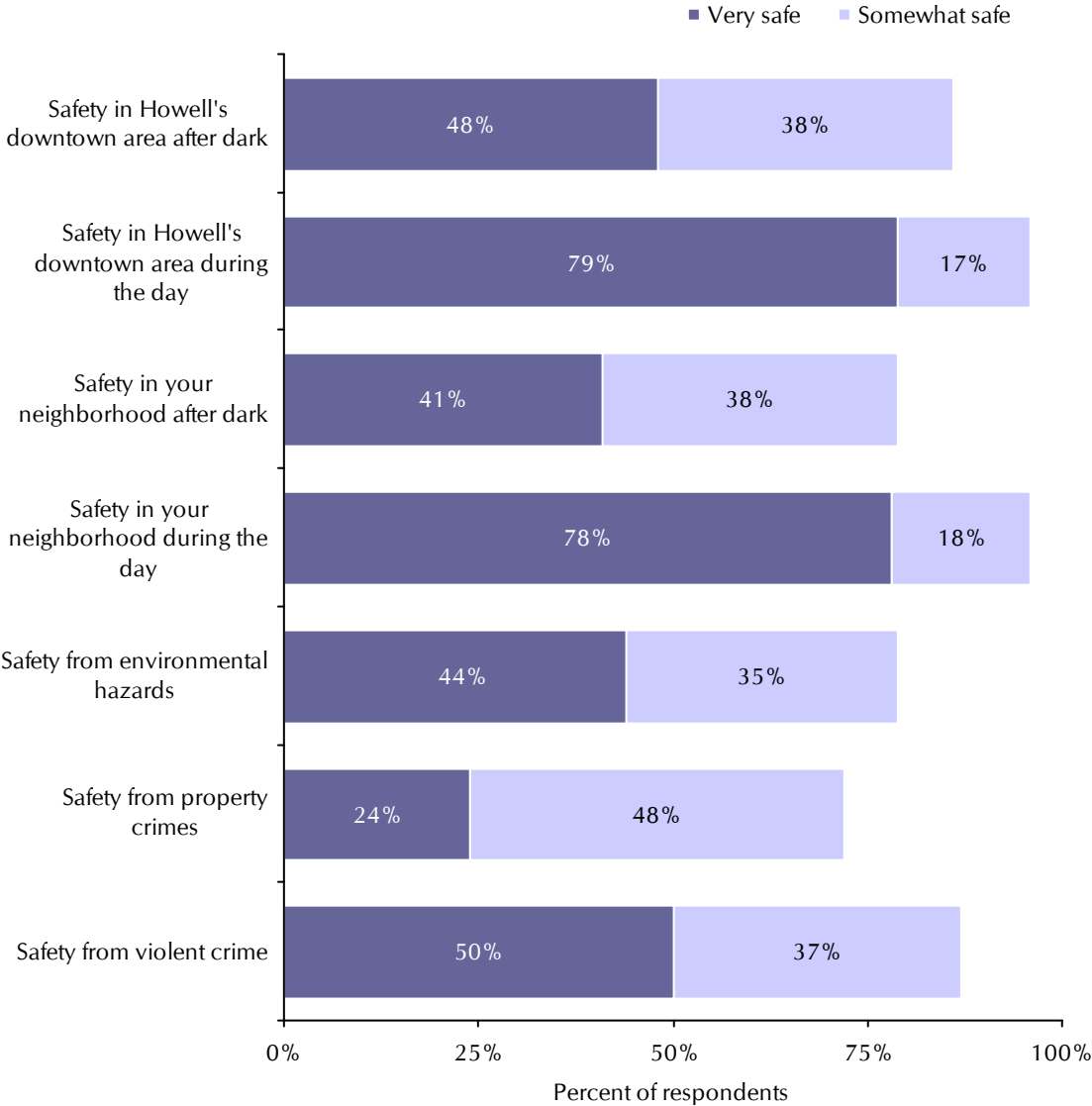
|  | Comparison to benchmark |
|--|-------------------------|
| Positive impact of economy on household income | Below                   |

### PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most a majority gave positive ratings of safety in the City Howell. About 87% percent of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 79% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 31: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY



The National Citizen Survey™ by National Research Center, Inc.

FIGURE 32: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Safety in your neighborhood during the day               | Above                   |
| Safety in your neighborhood after dark                   | Above                   |
| Safety in Howell's downtown area during the day          | Above                   |
| Safety in Howell's downtown area after dark              | Above                   |
| Safety from violent crime (e.g., rape, assault, robbery) | Above                   |
| Safety from property crimes (e.g., burglary, theft)      | Above                   |
| Toxic waste or other environmental hazard(s)             | Similar                 |



As assessed by the survey, 10% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 55% had reported it to police. Compared to other jurisdictions fewer Howell residents had been victims of crime in the 12 months preceding the survey and fewer Howell residents had reported their most recent crime victimization to the police.

FIGURE 33: CRIME VICTIMIZATION AND REPORTING

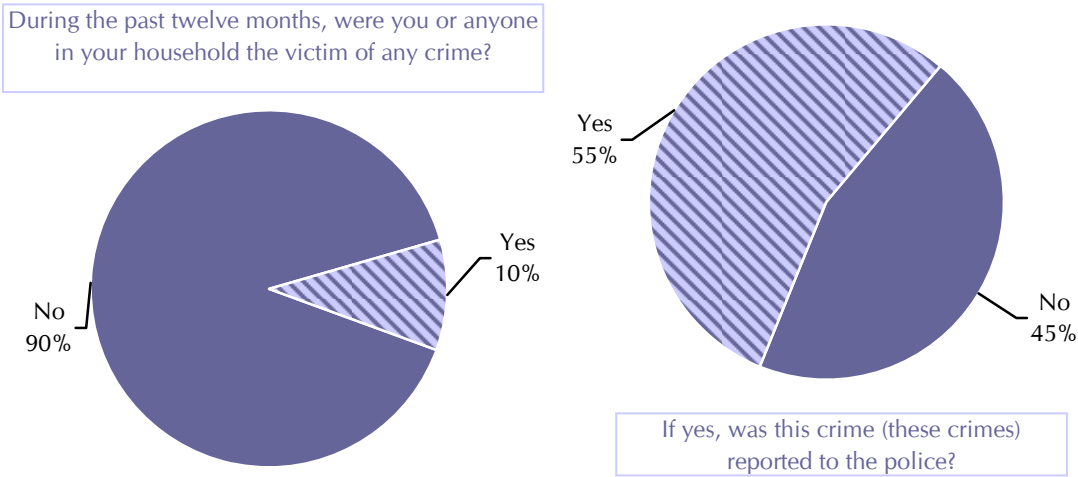


FIGURE 34: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

|                 | Comparison to benchmark |
|-----------------|-------------------------|
| Victim of crime | Below                   |
| Reported crimes | Below                   |

Residents rated seven City public safety services; of these, five were rated above the benchmark comparison, one was rated similar to the benchmark comparison and one was rated below the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings.

FIGURE 35: RATINGS OF PUBLIC SAFETY SERVICES

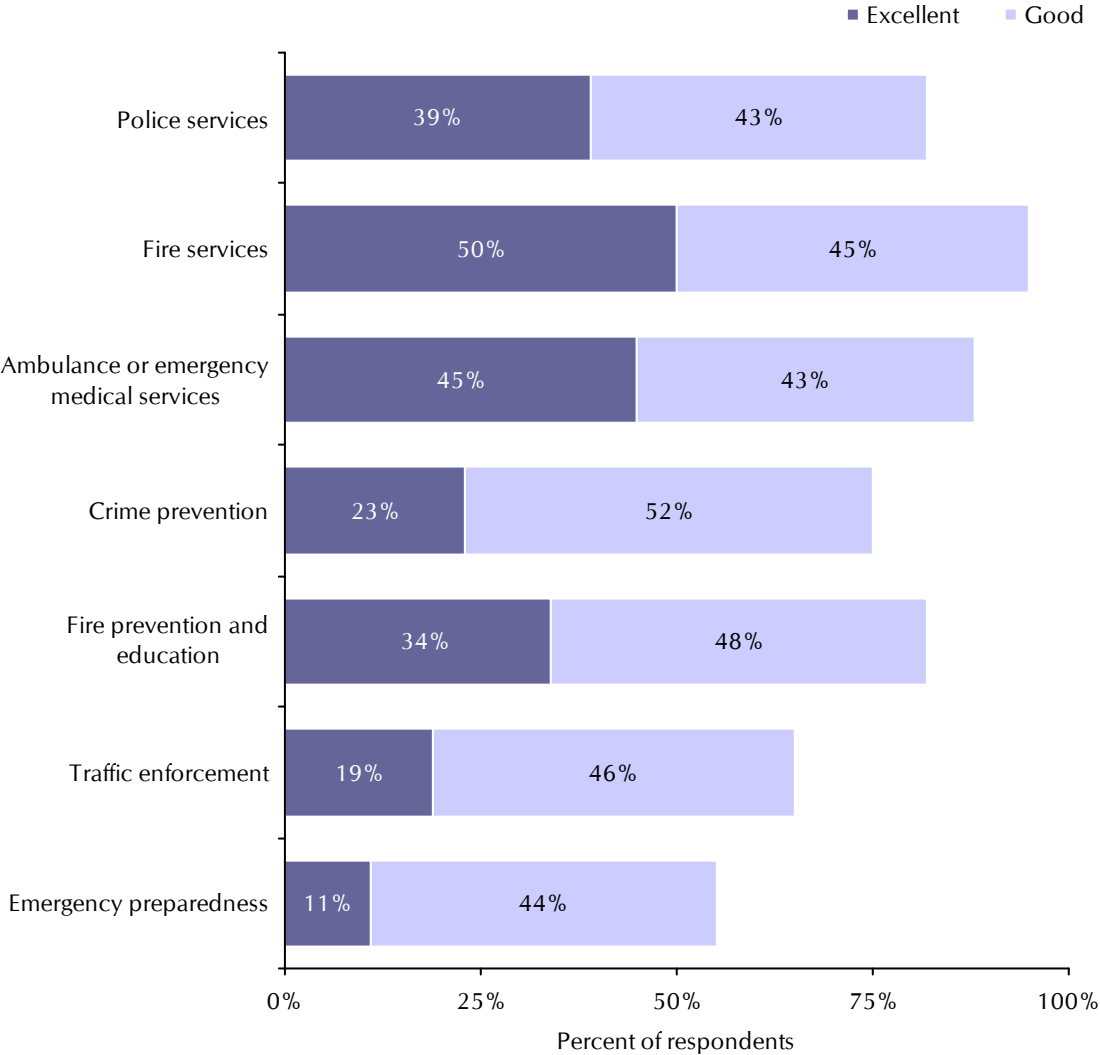


FIGURE 36: PUBLIC SAFETY SERVICES BENCHMARKS

|                               | Comparison to benchmark |
|-------------------------------|-------------------------|
| Police services               | Above                   |
| Fire services                 | Above                   |
| EMS/ambulance                 | Above                   |
| Crime prevention              | Above                   |
| Fire prevention and education | Above                   |
| Traffic enforcement           | Similar                 |
| Emergency preparedness        | Below                   |

The National Citizen Survey™ by National Research Center, Inc.

### ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears

Residents of the City of Howell were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 83% of survey respondents. Cleanliness of Howell received the highest rating, and it was above to the benchmark.

FIGURE 37: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

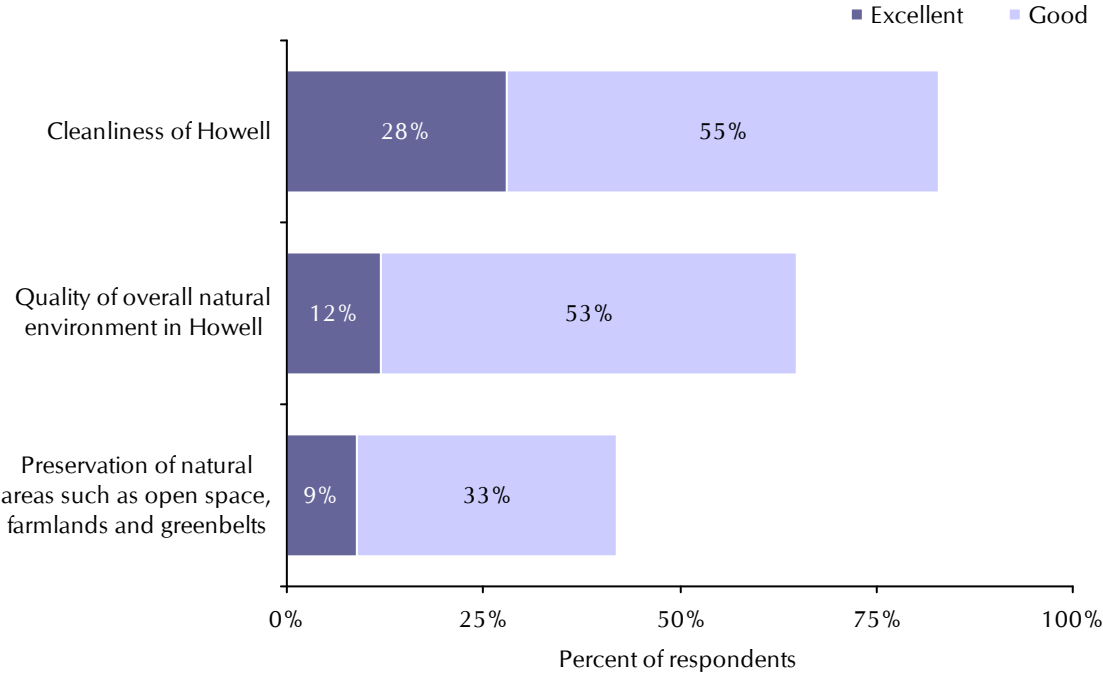


FIGURE 38: COMMUNITY ENVIRONMENT BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Cleanliness of Howell  | Above                   |
| Quality of overall natural environment in Howell                           | Below                   |
| Preservation of natural areas such as open space, farmlands and greenbelts | Below                   |

Resident recycling was less than recycling reported in comparison communities.

FIGURE 39: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

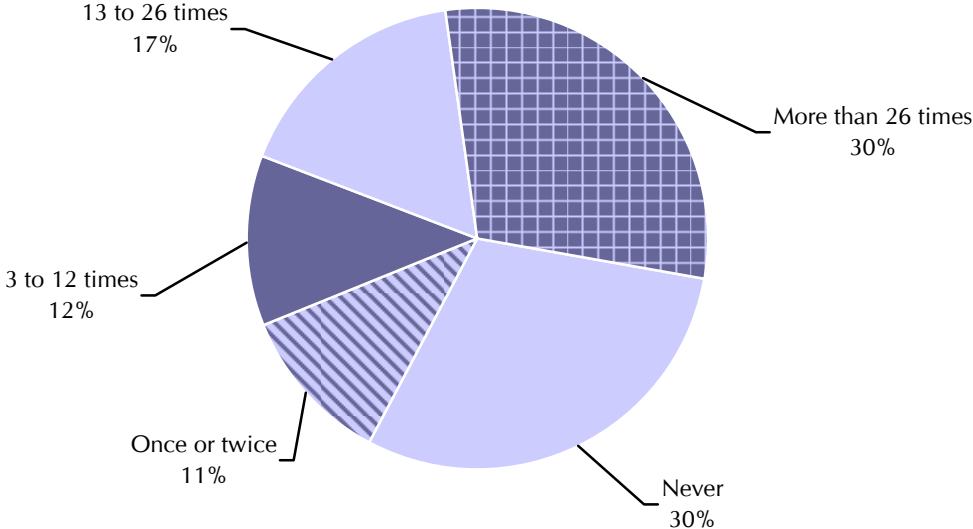


FIGURE 40: FREQUENCY OF RECYCLING BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Recycled used paper, cans or bottles from your home | Below                   |

Of the six utility services rated by those completing the questionnaire, five were higher than the benchmark comparison and one was similar to the benchmark comparison.

FIGURE 41: RATINGS OF UTILITY SERVICES

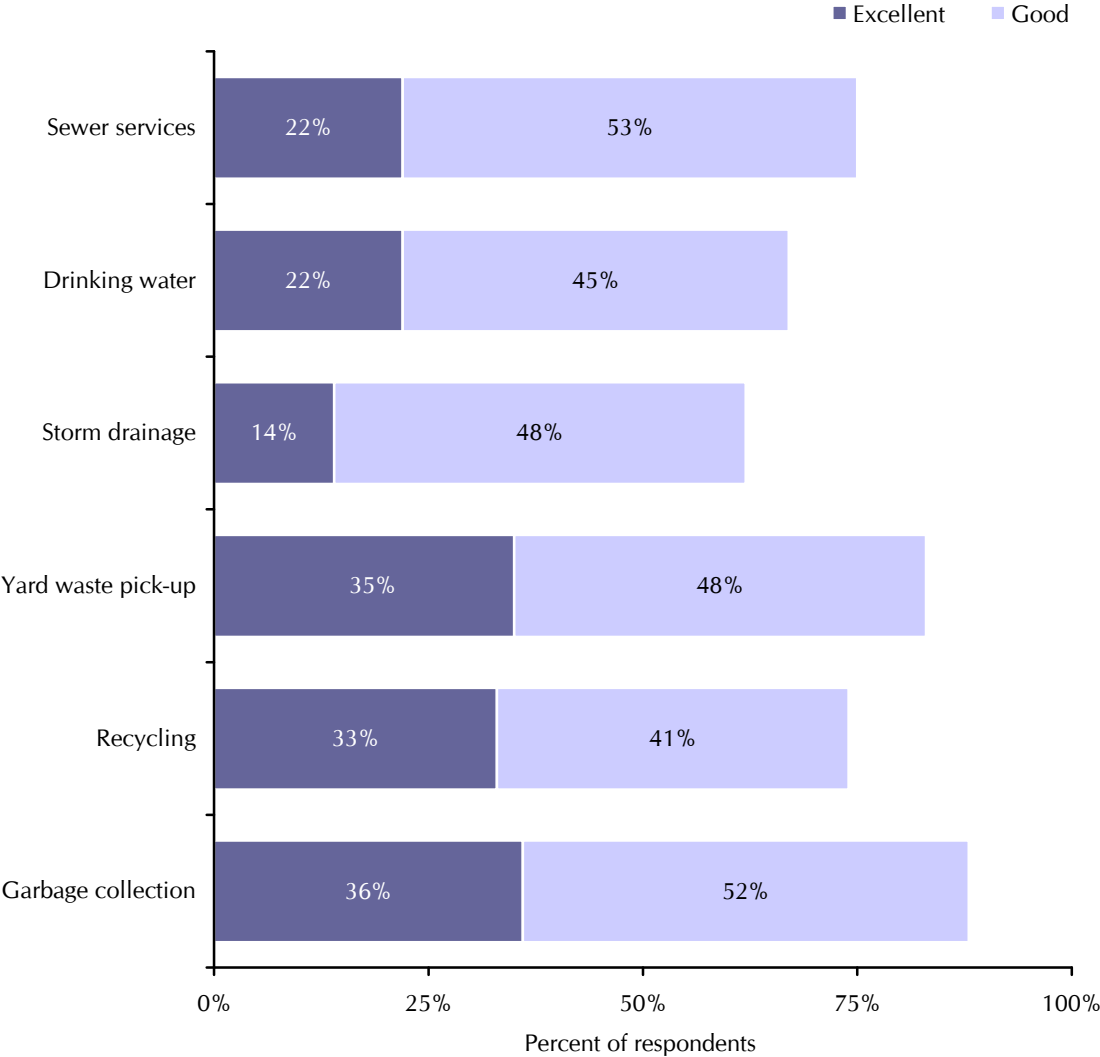


FIGURE 42: UTILITY SERVICES BENCHMARKS

|                    | Comparison to benchmark |
|--------------------|-------------------------|
| Sewer services     | Above                   |
| Drinking water     | Above                   |
| Storm drainage     | Above                   |
| Yard waste pick-up | Above                   |
| Recycling          | Similar                 |
| Garbage collection | Above                   |

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## RECREATION AND WELLNESS

### Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents’ perspectives about opportunities and services related to the community’s parks and recreation services.

Recreation opportunities in the City of Howell were rated somewhat positively as were services related to parks and recreation. City parks, recreation programs or classes, recreation centers or facilities were rated higher than the benchmark. Recreation opportunities was rated similar than the national benchmark.

Resident use of Howell parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Howell recreation centers was about the same as the percent of users in comparison jurisdictions. However, recreation program use in Howell was higher than use in comparison jurisdictions.

FIGURE 43: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

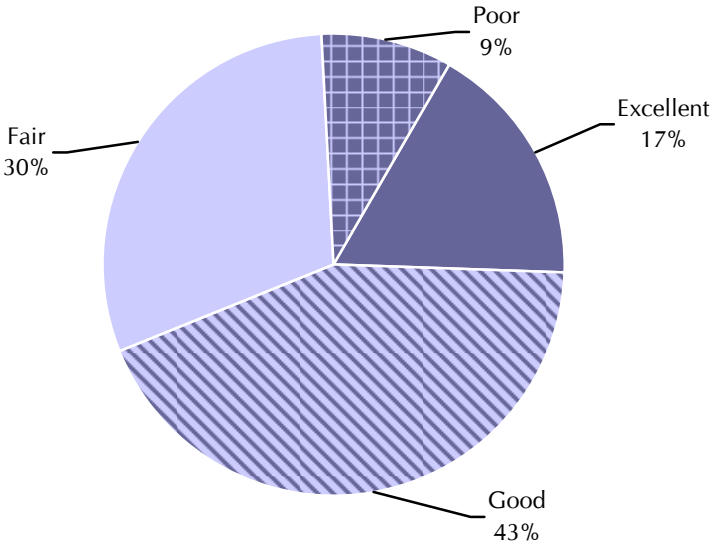


FIGURE 44: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

|                          |                         |
|--------------------------|-------------------------|
|                          | Comparison to benchmark |
| Recreation opportunities | Similar                 |

FIGURE 45: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

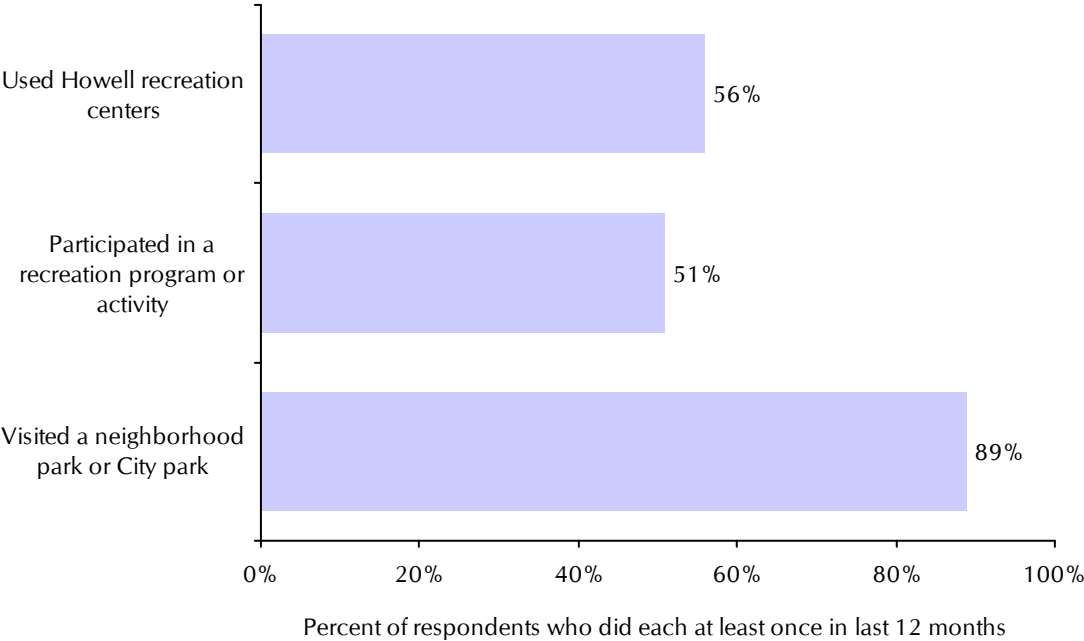


FIGURE 46: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Used Howell recreation centers                   | Similar                 |
| Participated in a recreation program or activity | Above                   |
| Visited a neighborhood park or City park         | Above                   |

FIGURE 47: RATINGS OF PARKS AND RECREATION SERVICES

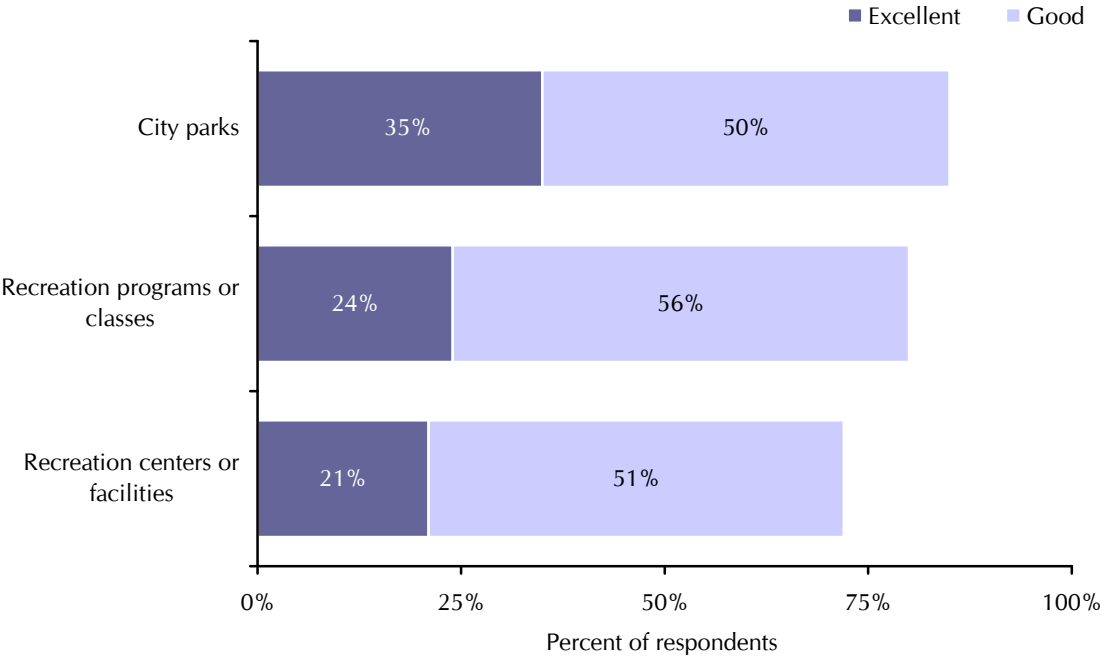


FIGURE 48: PARKS AND RECREATION SERVICES BENCHMARKS

|                                  | Comparison to benchmark |
|----------------------------------|-------------------------|
| City parks                       | Above                   |
| Recreation programs or classes   | Above                   |
| Recreation centers or facilities | Above                   |



### Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like an individual who drudges to the office and returns home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring to business and individuals. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities was rated as “excellent” or “good” by 53% of respondents. Educational opportunities were rated as “excellent” or “good” by 46% of respondents. Compared to the benchmark data, educational opportunities were below to the average of comparison jurisdictions, as was cultural activity opportunities were rated below the benchmark comparison.

About 79% of Howell residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was above comparison jurisdictions.

FIGURE 49: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

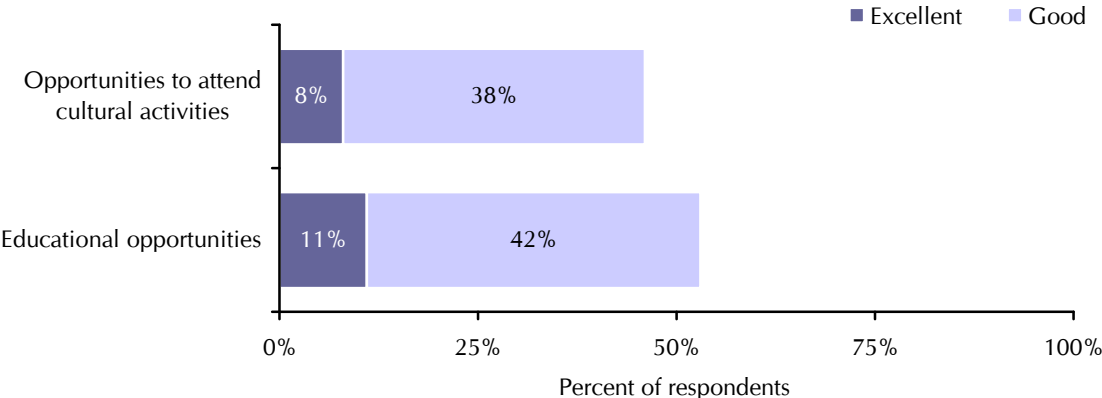


FIGURE 50: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Opportunities to attend cultural activities | Below                   |
| Educational opportunities                   | Below                   |

FIGURE 51: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

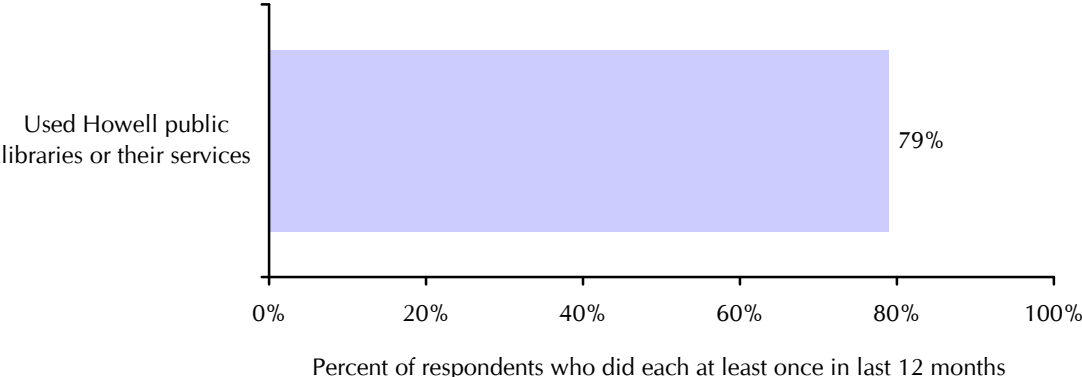


FIGURE 52: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Used Howell public libraries or their services | Above                   |

FIGURE 53: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

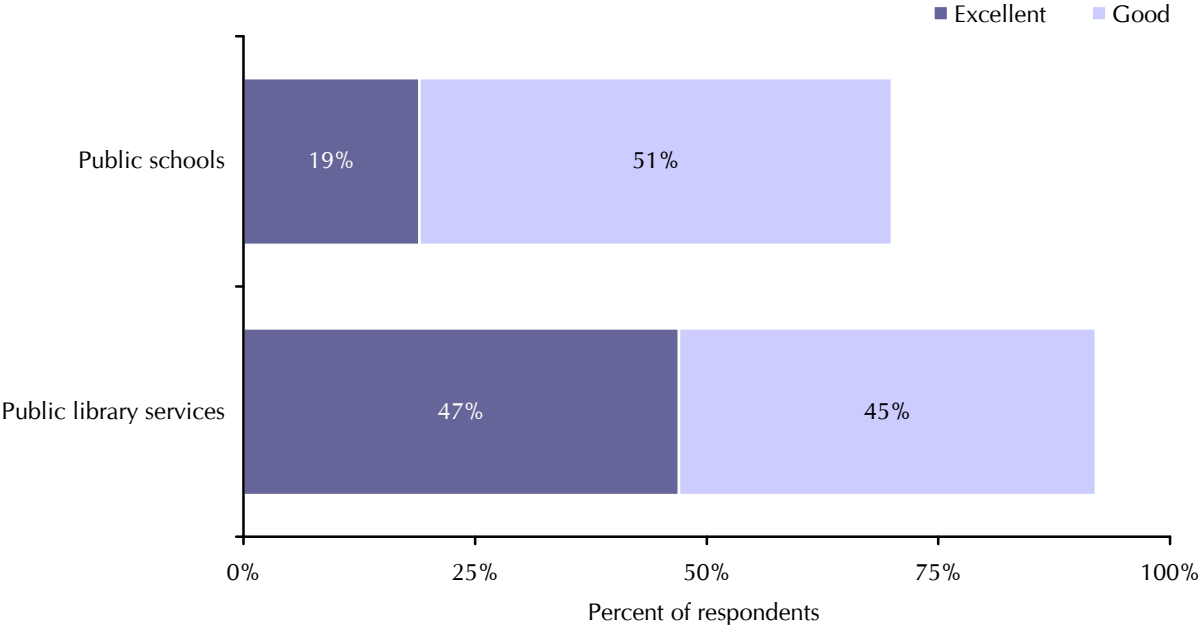


FIGURE 54: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

|                         | Comparison to benchmark |
|-------------------------|-------------------------|
| Public schools          | Similar                 |
| Public library services | Above                   |

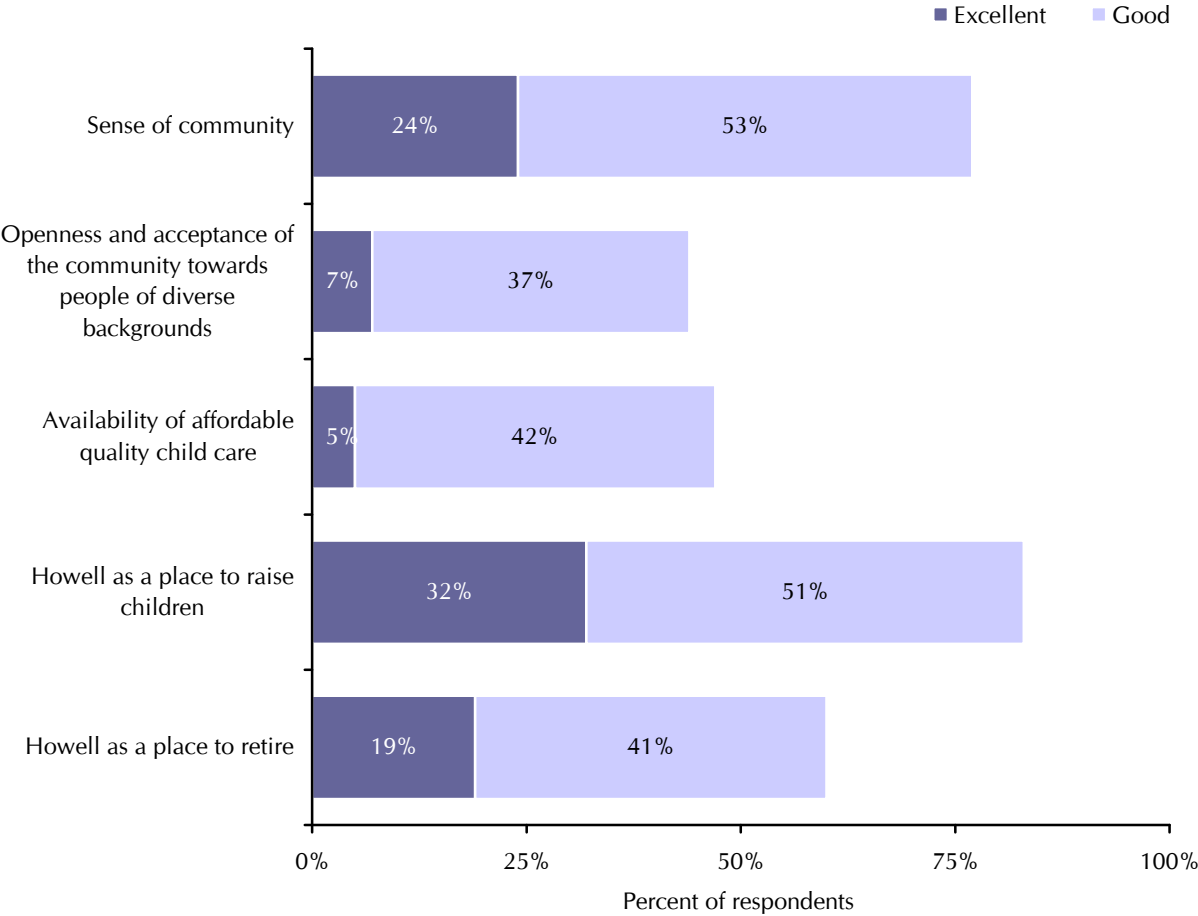
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### COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Howell as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A high percentage of residents rated the City of Howell as an “excellent” or “good” place to raise kids and a moderate percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Fewer survey respondents felt the City of Howell was open and accepting towards people of diverse backgrounds. Openness and acceptance of the community towards people of diverse backgrounds was rated the lowest by residents lower than the benchmark.

FIGURE 55: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS



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FIGURE 56: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Sense of community  | Above                   |
| Openness and acceptance of the community toward people of diverse backgrounds | Below                   |
| Availability of affordable quality child care                                 | Similar                 |
| Howell as a place to raise kids   | Above                   |
| Howell as a place to retire   | Similar                 |

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 58 to 39 percent with ratings of “excellent” or “good.” The services were rated the same as the benchmark.

FIGURE 57: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

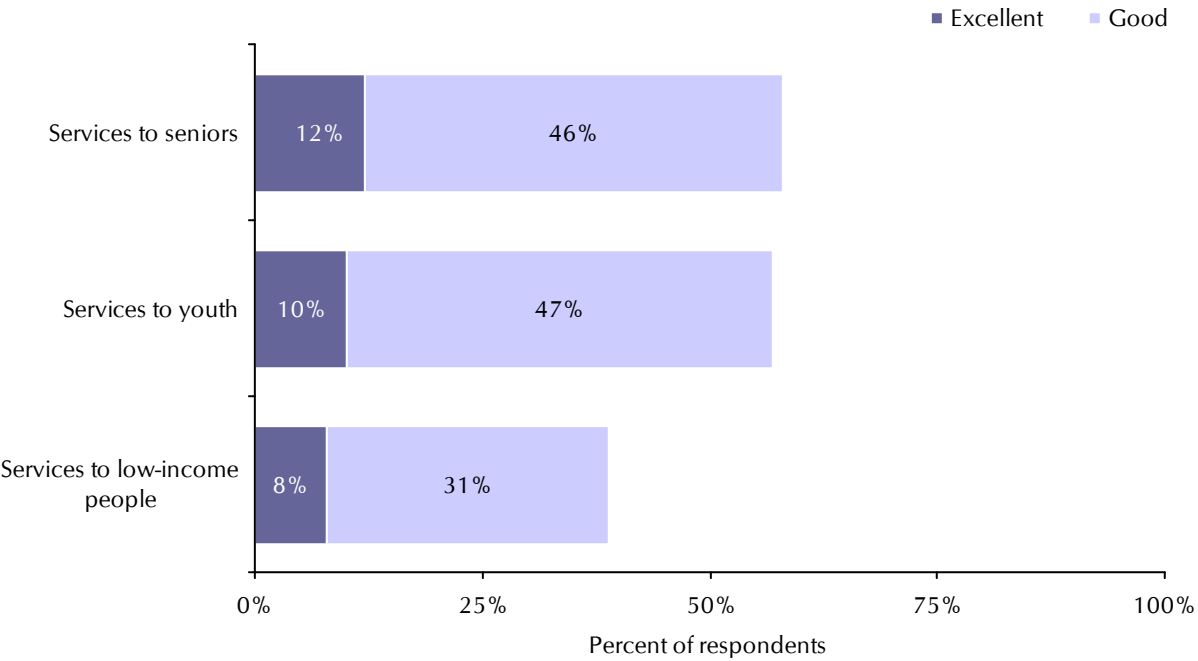


FIGURE 58: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

|                                  | Comparison to benchmark |
|----------------------------------|-------------------------|
| Services to seniors              | Similar                 |
| Services to youth                | Similar                 |
| Services to low income residents | Similar                 |

## CIVIC ENGAGEMENT

Government leaders, elected or hired, cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Staff and elected officials require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

### Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Howell. Survey participants rated the volunteer opportunities in the City of Howell somewhat favorably. Opportunities to attend or participate in community matters were rated less favorably.

The rating for opportunities to participate in community matters was above the benchmark while the rating for opportunities to volunteer was similar to the benchmark.

FIGURE 59: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

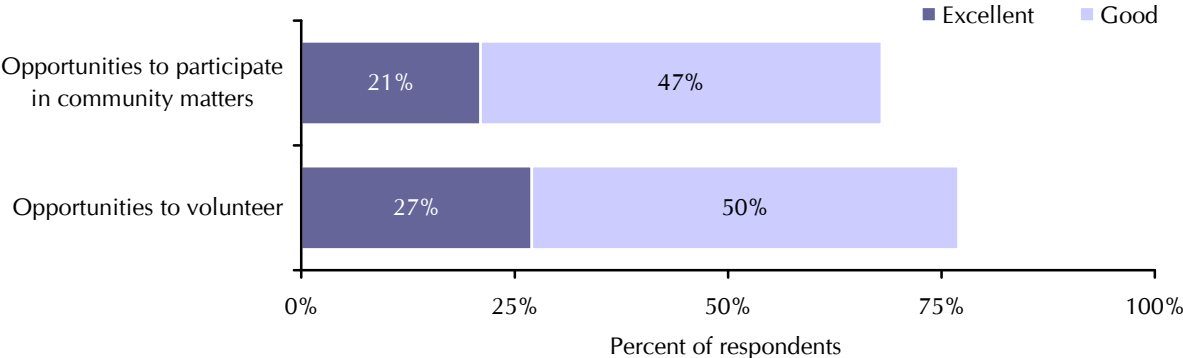


FIGURE 60: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Opportunities to participate in community matters | Above                   |
| Opportunities to volunteer                        | Similar                 |

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey. The participation rates of these civic behaviors were compared to the rates in other jurisdictions.

FIGURE 61: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

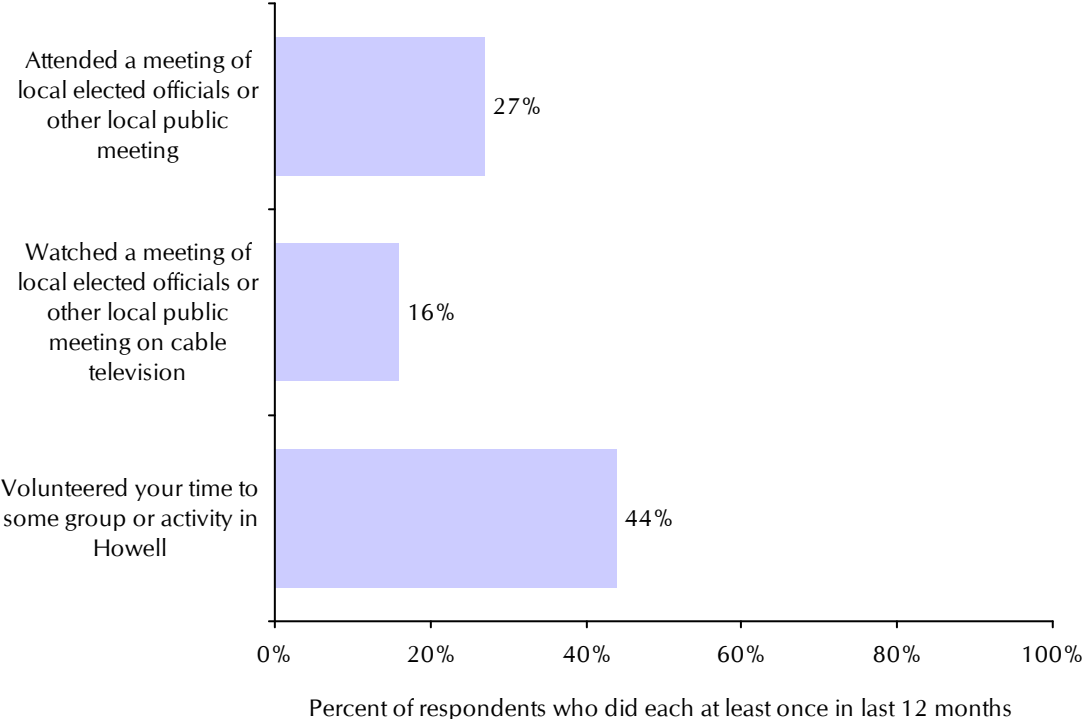


FIGURE 62: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

|  | Comparison to benchmark |
|--|-------------------------|
| Attended a meeting of local elected officials or other local public meeting                    | Similar                 |
| Watched a meeting of local elected officials or other local public meeting on cable television | Below                   |
| Volunteered your time to some group or activity in Howell                                      | Similar                 |

City of Howell residents showed the largest amount of civic engagement in the area of electoral participation. Ninety percent reported they were registered to vote and 79% indicated they had voted in the last general election. This rate of self-reported voting was higher than that of comparison communities.

FIGURE 63: REPORTED VOTING BEHAVIOR

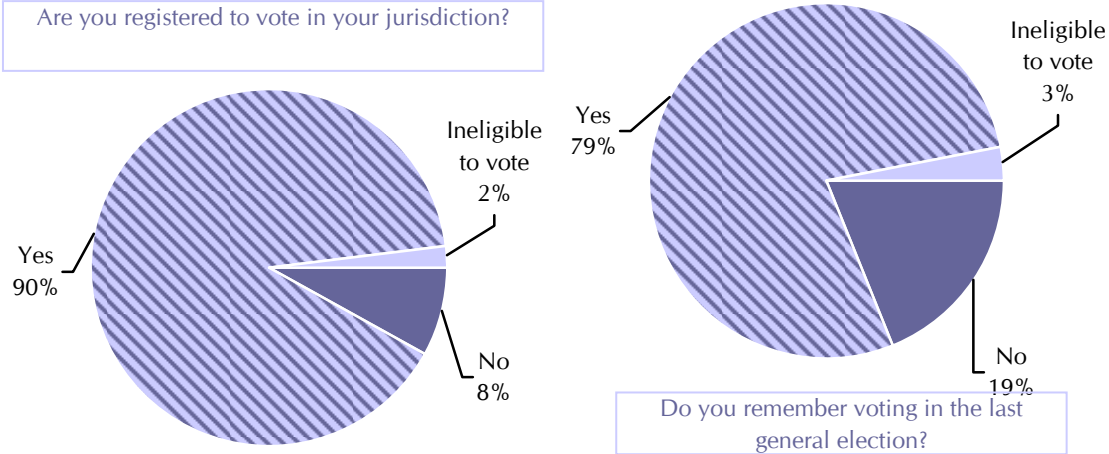


FIGURE 64: VOTING BEHAVIOR BENCHMARKS

|                                | Comparison to benchmark |
|--------------------------------|-------------------------|
| Registered to vote             | Above                   |
| Voted in last general election | Above                   |

### Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Howell Web site in the previous 12 months, 64% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 65: USE OF INFORMATION SOURCES

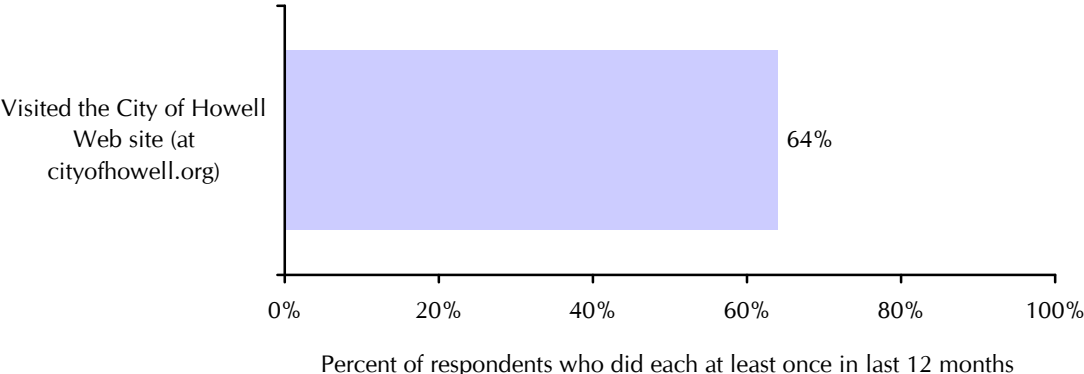


FIGURE 66: USE OF INFORMATION SOURCES BENCHMARKS

| Comparison to benchmark             |       |
|-------------------------------------|-------|
| Visited the City of Howell Web site | Above |

FIGURE 67: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

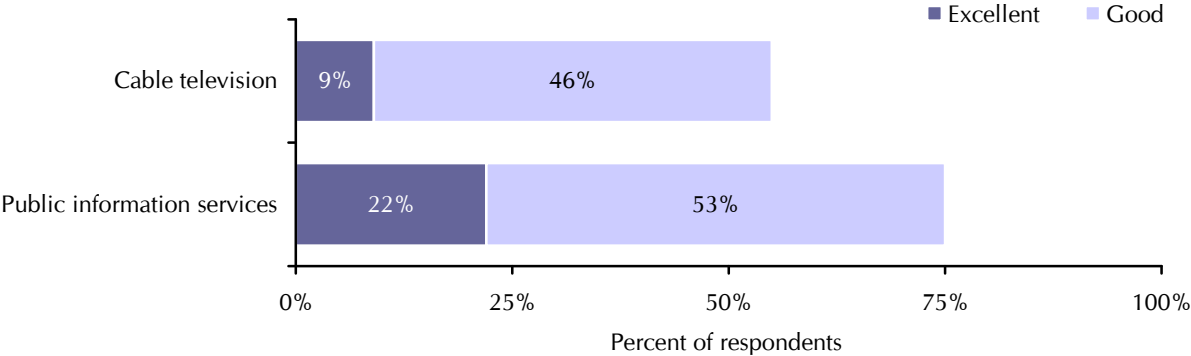


FIGURE 68: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

| Comparison to benchmark     |         |
|-----------------------------|---------|
| Cable television            | Similar |
| Public information services | Above   |



### Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 62% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 69: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

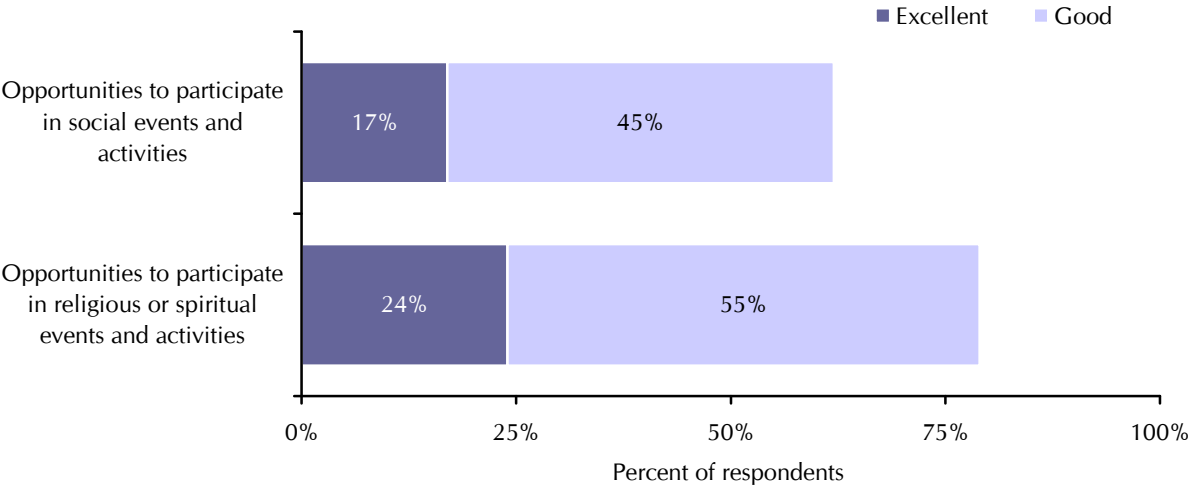


FIGURE 70: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Opportunities to participate in social events and activities  | Similar                 |
| Opportunities to participate in religious or spiritual events | Similar                 |

Residents in Howell reported a fair amount of neighborliness. More than 67% indicated talking or visiting with their neighbors several times a week or more frequently. This amount of contact with neighbors was less than the amount of contact reported in other communities.

FIGURE 71: CONTACT WITH IMMEDIATE NEIGHBORS

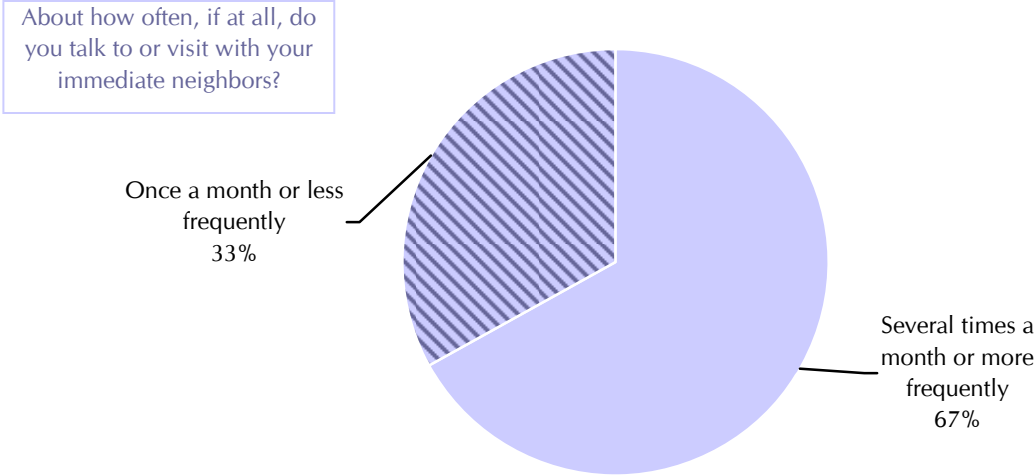


FIGURE 72: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

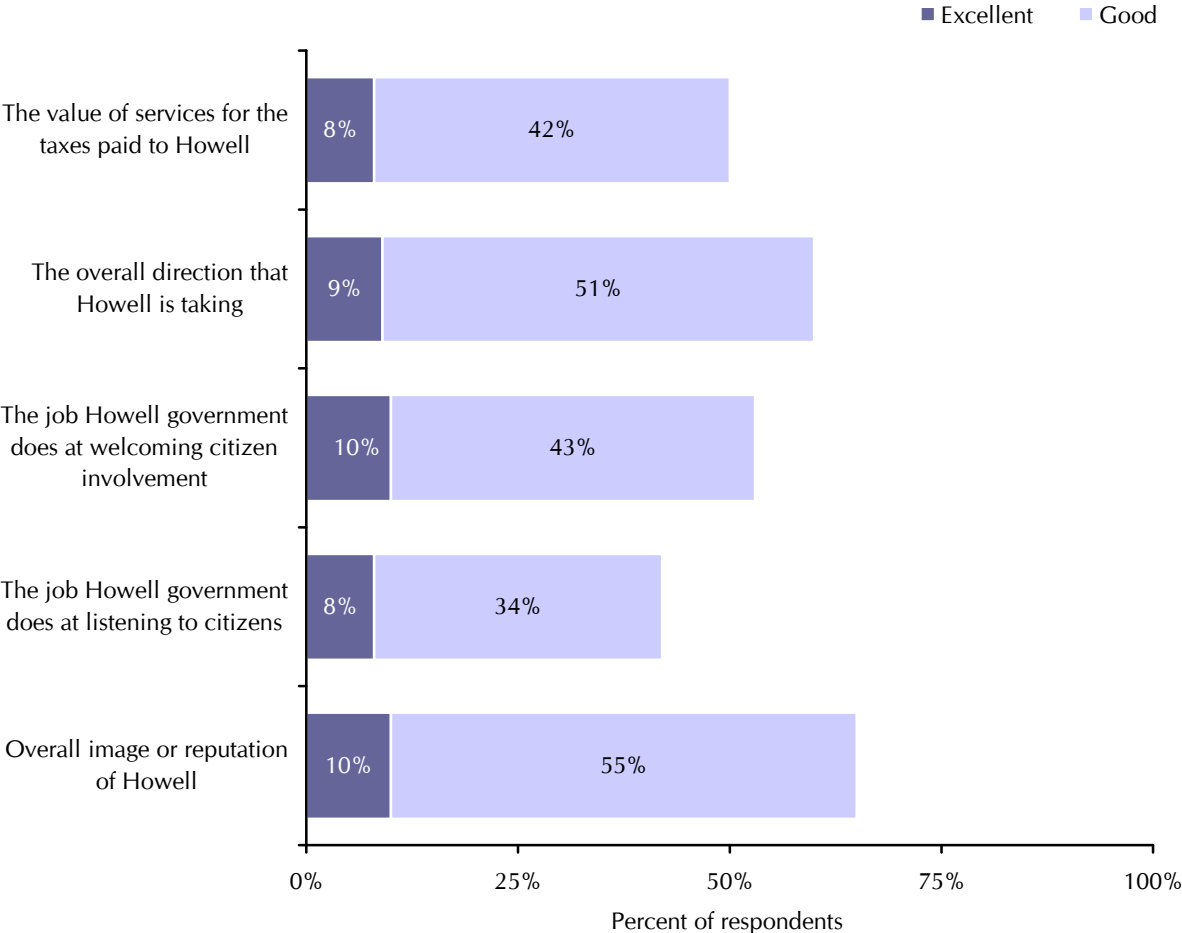
|  | Comparison to benchmark |
|--|-------------------------|
| Has contact with neighbors at least once per month | Below                   |

### PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents’ opinions about the overall direction the City of Howell is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Howell could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Howell may be colored by their dislike of what all levels of government provide.

About half of respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job the City of Howell does at listening to citizens, 42% rated it as “excellent” or “good.” Of these five ratings, two were similar to the benchmark and three were below the benchmark.

FIGURE 73: PUBLIC TRUST RATINGS



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FIGURE 74: PUBLIC TRUST BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Value of services for the taxes paid to Howell              | Below                   |
| The overall direction that Howell is taking                 | Similar                 |
| Job Howell government does at welcoming citizen involvement | Below                   |
| Job Howell government does at listening to citizens         | Below                   |
| Overall image or reputation of Howell                       | Similar                 |

On average, residents of the City of Howell gave the highest evaluations to their own local government and the lowest average rating to federal government. The overall quality of services delivered by the City of Howell was rated as “excellent” or “good” by 83% of survey participants. The City of Howell’s rating was above the benchmark when compared to other communities in the nation.

FIGURE 75: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

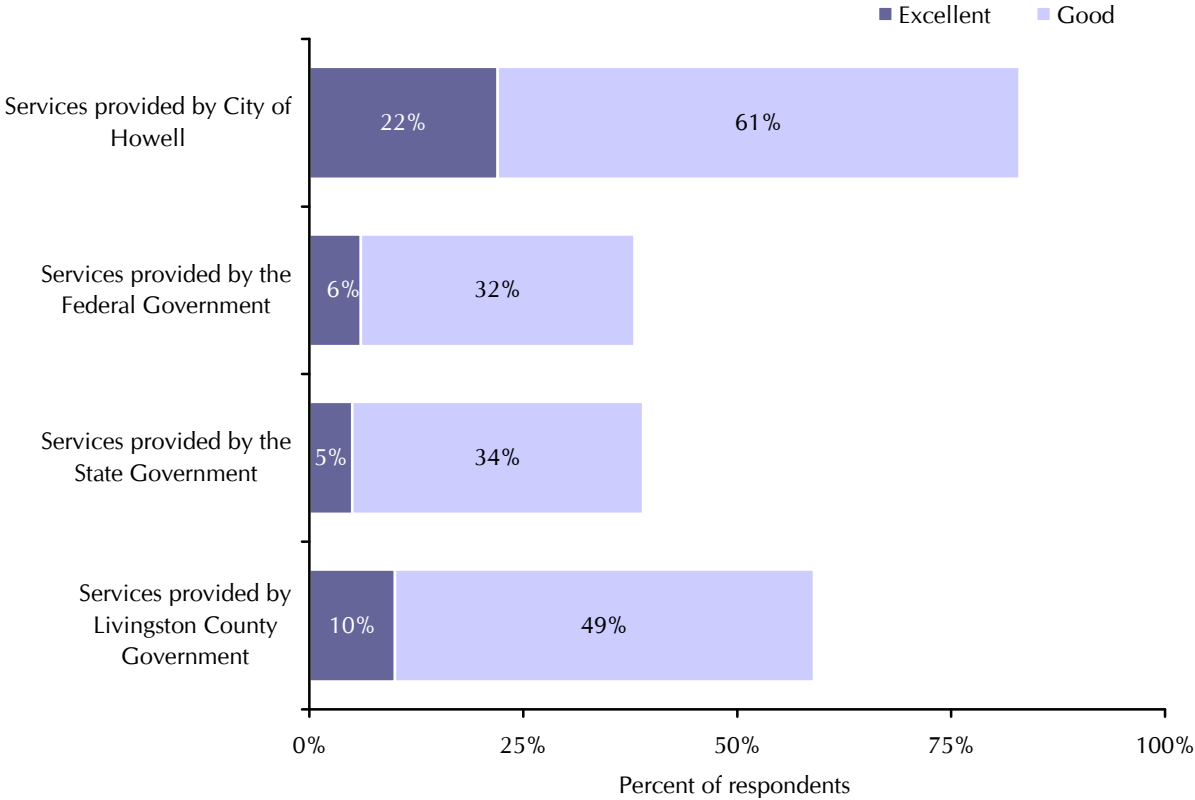


FIGURE 76: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Services provided by the City of Howell     | Above                   |
| Services provided by the Federal Government | Similar                 |
| Services provided by the State Government   | Below                   |
| Livingston County government general        | Above                   |

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### City of Howell Employees

The employees of the City of Howell who interact with the public create the first impression that most residents have of the City of Howell. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Howell. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Howell staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 67% who reported that they had been in contact (a percent that is above the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 79% of respondents rated their overall impression as "excellent" or "good."

FIGURE 77: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

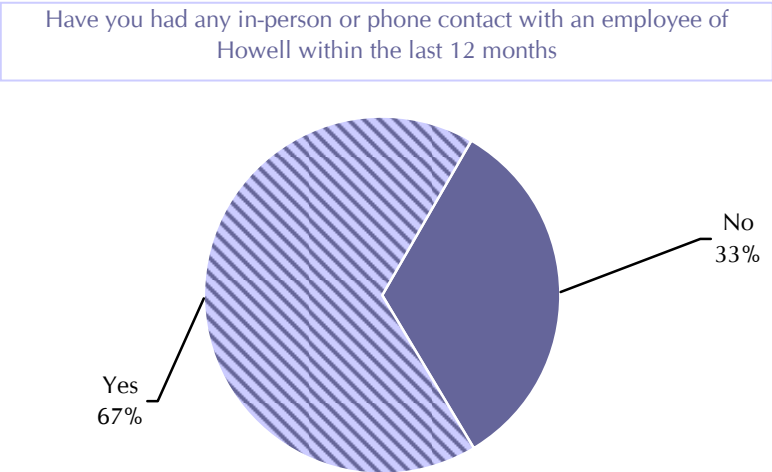


FIGURE 78: CONTACT WITH CITY EMPLOYEES BENCHMARKS

|   | Comparison to benchmark |
|---|-------------------------|
| Had contact with city employee(s) in last 12 months | Above                   |

FIGURE 79: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

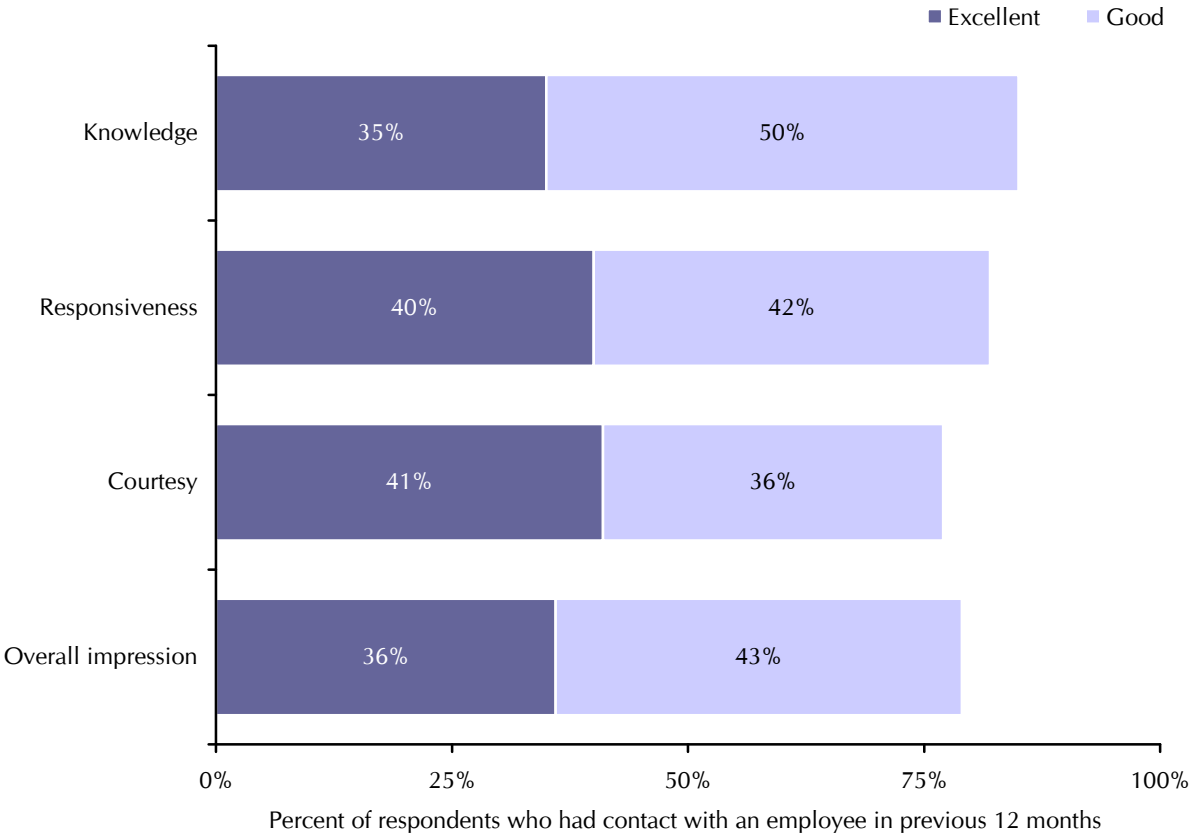


FIGURE 80: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

|                              | Comparison to benchmark |
|------------------------------|-------------------------|
| City employee knowledge      | Above                   |
| City employee responsiveness | Above                   |
| City employee courteousness  | Similar                 |
| Overall impression           | Above                   |

## FROM DATA TO ACTION

### RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A Key Driver Analysis (KDA) was conducted for the City of Howell by examining the relationships between ratings of each service and ratings of the City of Howell's overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Howell can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

Services found to be most strongly correlated with ratings of overall service quality from the Howell Key Driver Analysis were:

- Public information services
- Recreation centers or facilities
- Sewer services
- Police services
- Traffic enforcement



## CITY OF HOWELL ACTION CHART™

The 2008 City of Howell Action Chart™ on the following page combines two dimensions of performance:

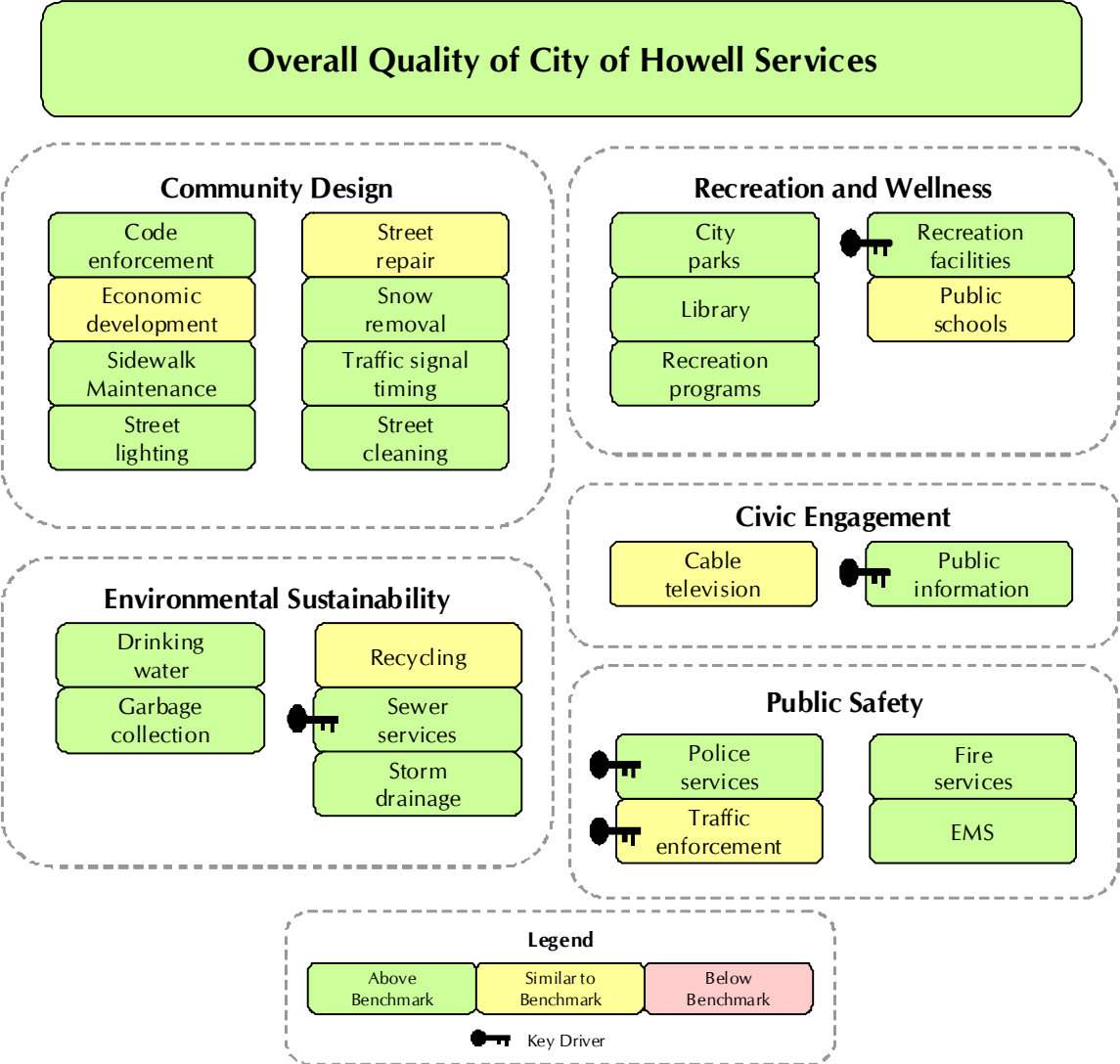
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon next to a service box indicates that service is key (either core or key driver)

Twenty-four services were included in the KDA for the City of Howell. Of these, eighteen were above the benchmark, and six were similar to the benchmark. The five key drivers are shown.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Howell, no key drivers were below the benchmark. Therefore, Howell may wish to seek improvements to traffic enforcement, as this key driver received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 81: CITY OF HOWELL ACTION CHART



### Using Your Action Chart™

The key drivers derived for the City of Howell provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Howell, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated, with shaded rows, the City of Howell key drivers that overlap core services or the nationally derived keys.

FIGURE 82: KEY DRIVERS COMPARED

| Service                          | City of Howell Key Drivers | National Key Drivers | Core Services |
|----------------------------------|----------------------------|----------------------|---------------|
| Code enforcement                 |                            |                      | ✓             |
| Economic development             |                            | ✓                    |               |
| EMS                              |                            |                      | ✓             |
| Fire                             |                            |                      | ✓             |
| Garbage collection               |                            |                      | ✓             |
| Land use planning and zoning     |                            | ✓                    |               |
| Police services                  | ✓                          | ✓                    | ✓             |
| Public information services      | ✓                          | ✓                    |               |
| Public schools                   |                            | ✓                    |               |
| Recreation centers or facilities | ✓                          |                      |               |
| Sewer                            | ✓                          |                      | ✓             |
| Storm drainage                   |                            |                      | ✓             |
| Street repair                    |                            |                      | ✓             |
| Traffic enforcement              | ✓                          |                      |               |
| Water                            |                            |                      | ✓             |

**POLICY QUESTIONS**

“Don’t know” responses have been removed from the following questions, when applicable.

| Policy Question 1   |           |                |                    |                      |       |
|---|-----------|----------------|--------------------|----------------------|-------|
| Please indicate how important, if at all, it is to enhance or develop the following projects or services in Howell: | Essential | Very important | Somewhat important | Not at all important | Total |
| Parks and Recreation  | 32%       | 36%            | 27%                | 6%                   | 100%  |
| Commuter Train (Wally)  | 22%       | 28%            | 32%                | 17%                  | 100%  |
| Recruitment of stores and restaurants to Downtown   | 32%       | 39%            | 23%                | 6%                   | 100%  |
| Preservation of historic buildings in Downtown  | 40%       | 36%            | 22%                | 2%                   | 100%  |
| Programs to support and encourage home renovations  | 24%       | 41%            | 29%                | 7%                   | 100%  |
| Regulations requiring home and property maintenance   | 23%       | 39%            | 29%                | 9%                   | 100%  |
| Regulations requiring maintenance of rental properties  | 34%       | 40%            | 20%                | 7%                   | 100%  |
| Preservation of historic homes  | 32%       | 38%            | 25%                | 5%                   | 100%  |
| Expanded parking in Downtown  | 23%       | 29%            | 36%                | 13%                  | 100%  |
| City support of Community special events  | 26%       | 45%            | 26%                | 3%                   | 100%  |
| Improvements to streets, sidewalks, water and sewer   | 33%       | 46%            | 19%                | 2%                   | 100%  |
| Enforcement of codes in residential areas (abandoned cars, weeds, etc   | 36%       | 35%            | 21%                | 8%                   | 100%  |
| More sidewalks, walking trails and bike paths   | 25%       | 43%            | 27%                | 6%                   | 100%  |

| Policy Question 2   |                        |
|---|------------------------|
| The Howell Area Parks and Recreation Authority includes the communities of Howell, Oceola Township, Genoa Township and Marion Township. To what degree would you support or oppose a dedicated property tax for residents in these cities to fund the operations and development of the Howell Area Parks and Recreation Authority? | Percent of respondents |
| Strongly support  | 24%                    |
| Somewhat support  | 44%                    |
| Somewhat oppose   | 16%                    |
| Strongly oppose   | 15%                    |
| Total   | 100%                   |

## APPENDIX A: COMPLETE SURVEY FREQUENCIES

### FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

| Question 1: Quality of Life   |           |      |      |      |       |
|---|-----------|------|------|------|-------|
| Please rate each of the following aspects of quality of life in Howell: | Excellent | Good | Fair | Poor | Total |
| Howell as a place to live   | 34%       | 56%  | 9%   | 1%   | 100%  |
| Your neighborhood as a place to live                                    | 32%       | 44%  | 21%  | 4%   | 100%  |
| Howell as a place to raise children                                     | 32%       | 51%  | 15%  | 2%   | 100%  |
| Howell as a place to work   | 15%       | 39%  | 28%  | 18%  | 100%  |
| Howell as a place to retire   | 19%       | 41%  | 30%  | 9%   | 100%  |
| The overall quality of life in Howell                                   | 23%       | 63%  | 14%  | 1%   | 100%  |

| Question 2: Community Characteristics  |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Please rate each of the following characteristics as they relate to Howell as a whole: | Excellent | Good | Fair | Poor | Total |
| Sense of community   | 24%       | 53%  | 19%  | 4%   | 100%  |
| Openness and acceptance of the community towards people of diverse backgrounds         | 7%        | 37%  | 37%  | 19%  | 100%  |
| Overall appearance of Howell   | 24%       | 57%  | 19%  | 1%   | 100%  |
| Cleanliness of Howell  | 28%       | 55%  | 16%  | 1%   | 100%  |
| Overall quality of new development in Howell   | 12%       | 49%  | 30%  | 9%   | 100%  |
| Variety of housing options   | 13%       | 50%  | 28%  | 10%  | 100%  |
| Overall quality of business and service establishments in Howell                       | 12%       | 53%  | 31%  | 4%   | 100%  |
| Shopping opportunities   | 18%       | 44%  | 32%  | 6%   | 100%  |
| Opportunities to attend cultural activities  | 8%        | 38%  | 37%  | 17%  | 100%  |
| Recreational opportunities   | 17%       | 43%  | 30%  | 9%   | 100%  |
| Employment opportunities   | 3%        | 20%  | 38%  | 40%  | 100%  |
| Educational opportunities  | 11%       | 42%  | 36%  | 10%  | 100%  |
| Opportunities to participate in social events and activities                           | 17%       | 45%  | 35%  | 3%   | 100%  |
| Opportunities to participate in religious or spiritual events and activities           | 24%       | 55%  | 20%  | 1%   | 100%  |
| Opportunities to volunteer   | 27%       | 50%  | 20%  | 3%   | 100%  |
| Opportunities to participate in community matters                                      | 21%       | 47%  | 27%  | 5%   | 100%  |
| Ease of car travel in Howell   | 13%       | 41%  | 33%  | 13%  | 100%  |
| Ease of bicycle travel in Howell   | 13%       | 33%  | 34%  | 20%  | 100%  |
| Ease of walking in Howell  | 27%       | 48%  | 21%  | 4%   | 100%  |
| Availability of paths and walking trails   | 14%       | 35%  | 32%  | 19%  | 100%  |
| Traffic flow on major streets  | 5%        | 35%  | 41%  | 20%  | 100%  |
| Amount of public parking   | 8%        | 37%  | 36%  | 19%  | 100%  |

| Question 2: Community Characteristics  |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Please rate each of the following characteristics as they relate to Howell as a whole: | Excellent | Good | Fair | Poor | Total |
| Availability of affordable quality housing   | 10%       | 32%  | 37%  | 21%  | 100%  |
| Availability of affordable quality child care  | 5%        | 42%  | 35%  | 19%  | 100%  |
| Quality of overall natural environment in Howell                                       | 12%       | 53%  | 29%  | 6%   | 100%  |
| Overall image or reputation of Howell  | 10%       | 55%  | 29%  | 6%   | 100%  |

| Question 3: Growth   |               |                   |              |                   |               |       |
|--|---------------|-------------------|--------------|-------------------|---------------|-------|
| Please rate the speed of growth in the following categories in Howell over the past 2 years: | Much too slow | Somewhat too slow | Right amount | Somewhat too fast | Much too fast | Total |
| Population growth  | 0%            | 9%                | 46%          | 28%               | 17%           | 100%  |
| Retail growth (stores, restaurants, etc.)  | 7%            | 24%               | 45%          | 18%               | 7%            | 100%  |
| Jobs growth  | 43%           | 45%               | 9%           | 2%                | 0%            | 100%  |

| Question 4: Code Enforcement   |                        |
|--|------------------------|
| To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Howell? | Percent of respondents |
| Not a problem  | 27%                    |
| Minor problem  | 45%                    |
| Moderate problem   | 22%                    |
| Major problem  | 6%                     |
| Total  | 100%                   |

| Question 5: Community Safety  |           |               |                         |                 |             |       |
|---|-----------|---------------|-------------------------|-----------------|-------------|-------|
| Please rate how safe or unsafe you feel from the following in Howell: | Very safe | Somewhat safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe | Total |
| Violent crime (e.g., rape, assault, robbery)                          | 50%       | 37%           | 9%                      | 3%              | 1%          | 100%  |
| Property crimes (e.g., burglary, theft)                               | 24%       | 48%           | 12%                     | 14%             | 2%          | 100%  |
| Environmental hazards, including toxic waste                          | 44%       | 35%           | 12%                     | 6%              | 2%          | 100%  |

| Question 6: Personal Safety              |           |               |                         |                 |             |       |
|--|-----------|---------------|-------------------------|-----------------|-------------|-------|
| Please rate how safe or unsafe you feel: | Very safe | Somewhat safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe | Total |
| In your neighborhood during the day      | 78%       | 18%           | 3%                      | 2%              | 0%          | 100%  |
| In your neighborhood after dark          | 41%       | 38%           | 9%                      | 8%              | 3%          | 100%  |
| In Howell's downtown area during the day | 79%       | 17%           | 3%                      | 1%              | 0%          | 100%  |
| In Howell's downtown area after dark     | 48%       | 38%           | 6%                      | 7%              | 1%          | 100%  |

| Question 7: Crime Victim   |                        |
|--|------------------------|
| During the past twelve months, were you or anyone in your household the victim of any crime? | Percent of respondents |
| No   | 90%                    |
| Yes  | 10%                    |
| Total  | 100%                   |

| Question 8: Crime Reporting                                   |                        |
|---|------------------------|
| If yes, was this crime (these crimes) reported to the police? | Percent of respondents |
| No  | 45%                    |
| Yes   | 55%                    |
| Total   | 100%                   |

| Question 9: Resident Behaviors  |       |               |               |                |                    |       |
|---|-------|---------------|---------------|----------------|--------------------|-------|
| In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Howell? | Never | Once or twice | 3 to 12 times | 13 to 26 times | More than 26 times | Total |
| Used Howell public libraries or their services  | 21%   | 19%           | 32%           | 18%            | 10%                | 100%  |
| Used Howell recreation centers  | 44%   | 25%           | 23%           | 5%             | 4%                 | 100%  |
| Participated in a recreation program or activity  | 49%   | 29%           | 15%           | 4%             | 3%                 | 100%  |
| Visited a neighborhood park or City park  | 11%   | 24%           | 37%           | 13%            | 15%                | 100%  |
| Attended a meeting of local elected officials or other local public meeting   | 73%   | 18%           | 6%            | 1%             | 1%                 | 100%  |
| Watched a meeting of local elected officials or other local public meeting on cable television  | 84%   | 12%           | 3%            | 0%             | 1%                 | 100%  |
| Visited the City of Howell Web site (at www.cityofhowell.org)   | 36%   | 26%           | 28%           | 6%             | 3%                 | 100%  |
| Recycled used paper, cans or bottles from your home   | 30%   | 11%           | 12%           | 17%            | 30%                | 100%  |
| Volunteered your time to some group or activity in Howell   | 56%   | 15%           | 13%           | 6%             | 10%                | 100%  |

| Question 10: Neighborliness   |                        |
|---|------------------------|
| About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)? | Percent of respondents |
| Just about everyday   | 16%                    |
| Several times a week  | 31%                    |
| Several times a month   | 21%                    |
| Once a month  | 9%                     |
| Several times a year  | 10%                    |
| Once a year or less   | 5%                     |
| Never   | 9%                     |
| Total   | 100%                   |

| Question 11: Service Quality   |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Please rate the quality of each of the following services in Howell: | Excellent | Good | Fair | Poor | Total |
| Police services  | 39%       | 43%  | 12%  | 6%   | 100%  |
| Fire services  | 50%       | 45%  | 4%   | 1%   | 100%  |
| Ambulance or emergency medical services                              | 45%       | 43%  | 9%   | 2%   | 100%  |
| Crime prevention   | 23%       | 52%  | 20%  | 5%   | 100%  |
| Fire prevention and education  | 34%       | 48%  | 15%  | 3%   | 100%  |
| Traffic enforcement  | 19%       | 46%  | 25%  | 10%  | 100%  |
| Street repair  | 11%       | 31%  | 38%  | 20%  | 100%  |
| Street cleaning  | 19%       | 46%  | 27%  | 7%   | 100%  |
| Street lighting  | 23%       | 44%  | 25%  | 7%   | 100%  |
| Snow removal   | 25%       | 47%  | 21%  | 7%   | 100%  |
| Sidewalk maintenance   | 15%       | 40%  | 32%  | 12%  | 100%  |
| Traffic signal timing  | 11%       | 41%  | 37%  | 11%  | 100%  |
| Garbage collection   | 36%       | 52%  | 11%  | 1%   | 100%  |
| Recycling  | 33%       | 41%  | 13%  | 13%  | 100%  |
| Yard waste pick-up   | 35%       | 48%  | 15%  | 2%   | 100%  |
| Storm drainage   | 14%       | 48%  | 27%  | 10%  | 100%  |
| Drinking water   | 22%       | 45%  | 23%  | 10%  | 100%  |
| Sewer services   | 22%       | 53%  | 21%  | 4%   | 100%  |
| City parks   | 35%       | 50%  | 12%  | 3%   | 100%  |
| Recreation programs or classes                                       | 24%       | 56%  | 18%  | 2%   | 100%  |
| Recreation centers or facilities                                     | 21%       | 51%  | 24%  | 3%   | 100%  |
| Land use, planning and zoning  | 9%        | 40%  | 36%  | 15%  | 100%  |
| Code enforcement (weeds, abandoned buildings, etc)                   | 10%       | 45%  | 29%  | 16%  | 100%  |
| Economic development   | 6%        | 33%  | 45%  | 15%  | 100%  |
| Services to seniors  | 12%       | 46%  | 32%  | 9%   | 100%  |
| Services to youth  | 10%       | 47%  | 32%  | 12%  | 100%  |



| Question 11: Service Quality   |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Please rate the quality of each of the following services in Howell:   | Excellent | Good | Fair | Poor | Total |
| Services to low-income people  | 8%        | 31%  | 32%  | 28%  | 100%  |
| Public library services  | 47%       | 45%  | 8%   | 0%   | 100%  |
| Public information services  | 22%       | 53%  | 20%  | 4%   | 100%  |
| Public schools   | 19%       | 51%  | 21%  | 10%  | 100%  |
| Cable television   | 9%        | 46%  | 29%  | 16%  | 100%  |
| Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) | 11%       | 44%  | 32%  | 13%  | 100%  |
| Preservation of natural areas such as open space, farmlands and greenbelts                                       | 9%        | 33%  | 38%  | 20%  | 100%  |

| Question 12: Government Services Overall   |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Overall, how would you rate the quality of the services provided by each of the following? | Excellent | Good | Fair | Poor | Total |
| The City of Howell   | 22%       | 61%  | 14%  | 3%   | 100%  |
| The Federal Government   | 6%        | 32%  | 43%  | 19%  | 100%  |
| The State Government   | 5%        | 34%  | 38%  | 23%  | 100%  |
| Livingston County Government   | 10%       | 49%  | 31%  | 9%   | 100%  |

| Question 13: Contact with City Employees  |                        |
|---|------------------------|
| Have you had any in-person or phone contact with an employee of the City of Howell within the last 12 months (including police, receptionists, planners or any others)? | Percent of respondents |
| No  | 33%                    |
| Yes   | 67%                    |
| Total   | 100%                   |

| Question 14: City Employees  |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| What was your impression of the employee(s) of the City of Howell in your most recent contact? | Excellent | Good | Fair | Poor | Total |
| Knowledge  | 35%       | 50%  | 7%   | 7%   | 100%  |
| Responsiveness   | 40%       | 42%  | 10%  | 7%   | 100%  |
| Courtesy   | 41%       | 36%  | 13%  | 10%  | 100%  |
| Overall impression   | 36%       | 43%  | 15%  | 6%   | 100%  |

| Question 15: Government Performance                                    |           |      |      |      |       |
|--|-----------|------|------|------|-------|
| Please rate the following categories of Howell government performance: | Excellent | Good | Fair | Poor | Total |
| The value of services for the taxes paid to Howell                     | 8%        | 42%  | 35%  | 14%  | 100%  |
| The overall direction that Howell is taking                            | 9%        | 51%  | 33%  | 6%   | 100%  |
| The job Howell government does at welcoming citizen involvement        | 10%       | 43%  | 33%  | 13%  | 100%  |
| The job Howell government does at listening to citizens                | 8%        | 34%  | 41%  | 18%  | 100%  |

| Question 16: Recommendation and Longevity                                   |             |                 |                   |               |       |
|---|-------------|-----------------|-------------------|---------------|-------|
| Please indicate how likely or unlikely you are to do each of the following: | Very likely | Somewhat likely | Somewhat unlikely | Very unlikely | Total |
| Recommend living in Howell to someone who asks                              | 47%         | 40%             | 9%                | 4%            | 100%  |
| Remain in Howell for the next five years                                    | 55%         | 30%             | 7%                | 8%            | 100%  |

| Question 17: Impact of the Economy   |                        |
|--|------------------------|
| What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be: | Percent of respondents |
| Very positive  | 2%                     |
| Somewhat positive  | 6%                     |
| Neutral  | 31%                    |
| Somewhat negative  | 42%                    |
| Very negative  | 18%                    |
| Total  | 100%                   |

| Question 18a: Policy Question 1   |           |                |                    |                      |       |
|---|-----------|----------------|--------------------|----------------------|-------|
| Please indicate how important, if at all, it is to enhance or develop the following projects or services in Howell: | Essential | Very important | Somewhat important | Not at all important | Total |
| Parks and Recreation  | 32%       | 36%            | 27%                | 6%                   | 100%  |
| Commuter Train (Wally)  | 22%       | 28%            | 32%                | 17%                  | 100%  |
| Recruitment of stores and restaurants to Downtown   | 32%       | 39%            | 23%                | 6%                   | 100%  |
| Preservation of historic buildings in Downtown  | 40%       | 36%            | 22%                | 2%                   | 100%  |
| Programs to support and encourage home renovations  | 24%       | 41%            | 29%                | 7%                   | 100%  |
| Regulations requiring home and property maintenance   | 23%       | 39%            | 29%                | 9%                   | 100%  |
| Regulations requiring maintenance of rental properties  | 34%       | 40%            | 20%                | 7%                   | 100%  |
| Preservation of historic homes  | 32%       | 38%            | 25%                | 5%                   | 100%  |
| Expanded parking in Downtown  | 23%       | 29%            | 36%                | 13%                  | 100%  |
| City support of Community special events  | 26%       | 45%            | 26%                | 3%                   | 100%  |
| Improvements to streets, sidewalks, water and sewer   | 33%       | 46%            | 19%                | 2%                   | 100%  |
| Enforcement of codes in residential areas (abandoned cars, weeds, etc   | 36%       | 35%            | 21%                | 8%                   | 100%  |
| More sidewalks, walking trails and bike paths   | 25%       | 43%            | 27%                | 6%                   | 100%  |

| Question 18b: Policy Question 2   |                        |
|---|------------------------|
| The Howell Area Parks and Recreation Authority includes the communities of Howell, Oceola Township, Genoa Township and Marion Township. To what degree would you support or oppose a dedicated property tax for residents in these cities to fund the operations and development of the Howell Area Parks and Recreation Authority? | Percent of respondents |
| Strongly support  | 24%                    |
| Somewhat support  | 44%                    |
| Somewhat oppose   | 16%                    |
| Strongly oppose   | 15%                    |
| Total   | 100%                   |

| Question D1: Employment Status      |                        |
|-------------------------------------|------------------------|
| Are you currently employed for pay? | Percent of respondents |
| No                                  | 28%                    |
| Yes, full-time                      | 58%                    |
| Yes, part-time                      | 13%                    |
| Total                               | 100%                   |

| Question D2: Mode of Transportation Used for Commute   |                           |
|--|---------------------------|
| During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? | Percent of days mode used |
| Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself  | 82%                       |
| Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults  | 9%                        |
| Bus, rail, subway or other public transportation   | 1%                        |
| Walk   | 2%                        |
| Bicycle  | 0%                        |
| Work at home   | 4%                        |
| Other  | 1%                        |

| Question D3: Length of Residency         |                        |
|--|------------------------|
| How many years have you lived in Howell? | Percent of respondents |
| Less than 2 years                        | 18%                    |
| 2 to 5 years                             | 23%                    |
| 6 to 10 years                            | 16%                    |
| 11 to 20 years                           | 21%                    |
| More than 20 years                       | 22%                    |
| Total                                    | 100%                   |

| Question D4: Housing Unit Type                                    |                        |
|---|------------------------|
| Which best describes the building you live in?                    | Percent of respondents |
| One family house detached from any other houses                   | 53%                    |
| House attached to one or more houses (e.g., a duplex or townhome) | 3%                     |
| Building with two or more apartments or condominiums              | 36%                    |
| Mobile home   | 7%                     |
| Other   | 1%                     |
| Total   | 100%                   |

| Question D5: Housing Tenure (Rent/Own)                                  |                        |
|---|------------------------|
| Is this house, apartment or mobile home...                              | Percent of respondents |
| Rented for cash or occupied without cash payment                        | 39%                    |
| Owned by you or someone in this house with a mortgage or free and clear | 61%                    |
| Total   | 100%                   |

| Question D6: Monthly Housing Cost   |                        |
|---|------------------------|
| About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)? | Percent of respondents |
| Less than \$300 per month   | 6%                     |
| \$300 to \$599 per month  | 20%                    |
| \$600 to \$999 per month  | 36%                    |
| \$1,000 to \$1,499 per month  | 29%                    |
| \$1,500 to \$2,499 per month  | 8%                     |
| \$2,500 or more per month   | 2%                     |
| Total   | 100%                   |

| Question D7: Presence of Children in Household      |                        |
|---|------------------------|
| Do any children 17 or under live in your household? | Percent of respondents |
| No  | 62%                    |
| Yes   | 38%                    |
| Total   | 100%                   |

| Question D8: Presence of Older Adults in Household               |                        |
|--|------------------------|
| Are you or any other members of your household aged 65 or older? | Percent of respondents |
| No   | 84%                    |
| Yes  | 16%                    |
| Total  | 100%                   |

| Question D9: Household Income  |                        |
|--|------------------------|
| How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.) | Percent of respondents |
| Less than \$24,999   | 27%                    |
| \$25,000 to \$49,999   | 28%                    |
| \$50,000 to \$99,999   | 29%                    |
| \$100,000 to \$149,000   | 11%                    |
| \$150,000 or more  | 6%                     |
| Total  | 100%                   |

| Question D10: Ethnicity                                  |                        |
|--|------------------------|
| Are you Spanish, Hispanic or Latino?                     | Percent of respondents |
| No, not Spanish, Hispanic or Latino                      | 97%                    |
| Yes, I consider myself to be Spanish, Hispanic or Latino | 3%                     |
| Total  | 100%                   |

| Question D11: Race  |                        |
|---|------------------------|
| What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.) | Percent of respondents |
| American Indian or Alaskan Native   | 2%                     |
| Asian, Asian Indian or Pacific Islander   | 1%                     |
| Black or African American   | 0%                     |
| White   | 95%                    |
| Other   | 3%                     |
| Total may exceed 100% as respondents could select more than one option                            |                        |

| Question D12: Age              |                        |
|--------------------------------|------------------------|
| In which category is your age? | Percent of respondents |
| 18 to 24 years                 | 10%                    |
| 25 to 34 years                 | 27%                    |
| 35 to 44 years                 | 18%                    |
| 45 to 54 years                 | 19%                    |
| 55 to 64 years                 | 10%                    |
| 65 to 74 years                 | 8%                     |
| 75 years or older              | 7%                     |
| Total                          | 100%                   |

| Question D13: Gender |                        |
|----------------------|------------------------|
| What is your sex?    | Percent of respondents |
| Female               | 53%                    |
| Male                 | 47%                    |
| Total                | 100%                   |

| Question D14: Registered to Vote                 |                        |
|--|------------------------|
| Are you registered to vote in your jurisdiction? | Percent of respondents |
| No   | 8%                     |
| Yes  | 90%                    |
| Ineligible to vote                               | 2%                     |
| Total  | 100%                   |

| Question D15: Voted in Last General Election   |                        |
|--|------------------------|
| Many people don't have time to vote in elections. Did you vote in the last general election? | Percent of respondents |
| No   | 19%                    |
| Yes  | 79%                    |
| Ineligible to vote   | 3%                     |
| Total  | 100%                   |

### FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

| Question 1: Quality of Life   |                           |     |      |     |      |    |      |    |            |    |       |      |
|---|---------------------------|-----|------|-----|------|----|------|----|------------|----|-------|------|
| Please rate each of the following aspects of quality of life in Howell: | Excellent                 |     | Good |     | Fair |    | Poor |    | Don't know |    | Total |      |
|   | Howell as a place to live | 34% | 116  | 56% | 193  | 9% | 32   | 1% | 4          | 0% | 0     | 100% |
| Your neighborhood as a place to live                                    | 32%                       | 109 | 44%  | 151 | 21%  | 71 | 4%   | 14 | 0%         | 0  | 100%  | 345  |
| Howell as a place to raise children                                     | 29%                       | 99  | 46%  | 159 | 13%  | 45 | 2%   | 6  | 10%        | 36 | 100%  | 345  |
| Howell as a place to work   | 12%                       | 40  | 30%  | 103 | 21%  | 73 | 14%  | 48 | 23%        | 79 | 100%  | 343  |
| Howell as a place to retire   | 15%                       | 52  | 32%  | 108 | 24%  | 81 | 7%   | 25 | 23%        | 77 | 100%  | 342  |
| The overall quality of life in Howell                                   | 23%                       | 79  | 62%  | 215 | 13%  | 46 | 1%   | 3  | 1%         | 3  | 100%  | 345  |

| Question 2: Community Characteristics  |                    |     |      |     |      |     |      |     |            |    |       |      |
|--|--------------------|-----|------|-----|------|-----|------|-----|------------|----|-------|------|
| Please rate each of the following characteristics as they relate to Howell as a whole: | Excellent          |     | Good |     | Fair |     | Poor |     | Don't know |    | Total |      |
|  | Sense of community | 24% | 80   | 52% | 175  | 18% | 61   | 4%  | 14         | 2% | 8     | 100% |
| Openness and acceptance of the community towards people of diverse backgrounds         | 7%                 | 23  | 34%  | 115 | 34%  | 114 | 18%  | 61  | 7%         | 25 | 100%  | 338  |
| Overall appearance of Howell   | 24%                | 81  | 57%  | 193 | 19%  | 64  | 1%   | 2   | 0%         | 0  | 100%  | 341  |
| Cleanliness of Howell  | 27%                | 94  | 55%  | 190 | 16%  | 54  | 1%   | 5   | 0%         | 0  | 100%  | 344  |
| Overall quality of new development in Howell   | 12%                | 39  | 46%  | 156 | 28%  | 95  | 9%   | 30  | 6%         | 22 | 100%  | 342  |
| Variety of housing options   | 12%                | 42  | 48%  | 166 | 27%  | 92  | 10%  | 33  | 4%         | 13 | 100%  | 345  |
| Overall quality of business and service establishments in Howell                       | 12%                | 41  | 53%  | 182 | 31%  | 105 | 4%   | 13  | 0%         | 1  | 100%  | 341  |
| Shopping opportunities   | 18%                | 62  | 43%  | 149 | 32%  | 110 | 5%   | 19  | 2%         | 6  | 100%  | 345  |
| Opportunities to attend cultural activities  | 7%                 | 25  | 34%  | 116 | 33%  | 112 | 15%  | 51  | 11%        | 37 | 100%  | 341  |
| Recreational opportunities   | 17%                | 58  | 42%  | 145 | 29%  | 101 | 8%   | 29  | 3%         | 11 | 100%  | 344  |
| Employment opportunities   | 2%                 | 7   | 16%  | 53  | 30%  | 104 | 31%  | 108 | 20%        | 70 | 100%  | 343  |
| Educational opportunities  | 10%                | 34  | 37%  | 125 | 32%  | 109 | 9%   | 31  | 11%        | 38 | 100%  | 338  |
| Opportunities to participate in social events and activities                           | 16%                | 54  | 43%  | 146 | 33%  | 115 | 3%   | 11  | 5%         | 17 | 100%  | 342  |

| Question 2: Community Characteristics  |  |     |      |     |      |     |      |    |            |     |       |      |
|--|--|-----|------|-----|------|-----|------|----|------------|-----|-------|------|
| Please rate each of the following characteristics as they relate to Howell as a whole: | Excellent  |     | Good |     | Fair |     | Poor |    | Don't know |     | Total |      |
|  | Opportunities to participate in religious or spiritual events and activities | 20% | 68   | 46% | 157  | 17% | 57   | 1% | 2          | 17% | 57    | 100% |
| Opportunities to volunteer   | 23%  | 78  | 43%  | 144 | 17%  | 58  | 2%   | 8  | 15%        | 50  | 100%  | 340  |
| Opportunities to participate in community matters                                      | 17%  | 57  | 38%  | 131 | 22%  | 74  | 4%   | 15 | 19%        | 66  | 100%  | 342  |
| Ease of car travel in Howell   | 12%  | 42  | 41%  | 138 | 33%  | 112 | 13%  | 44 | 1%         | 4   | 100%  | 340  |
| Ease of bicycle travel in Howell   | 11%  | 36  | 28%  | 94  | 29%  | 98  | 17%  | 58 | 16%        | 55  | 100%  | 340  |
| Ease of walking in Howell  | 27%  | 91  | 47%  | 162 | 20%  | 69  | 4%   | 12 | 2%         | 9   | 100%  | 343  |
| Availability of paths and walking trails   | 13%  | 45  | 32%  | 111 | 29%  | 99  | 17%  | 59 | 8%         | 29  | 100%  | 342  |
| Traffic flow on major streets  | 4%   | 15  | 34%  | 116 | 40%  | 137 | 19%  | 66 | 2%         | 6   | 100%  | 341  |
| Amount of public parking   | 8%   | 26  | 36%  | 125 | 35%  | 121 | 19%  | 66 | 2%         | 6   | 100%  | 344  |
| Availability of affordable quality housing   | 9%   | 31  | 29%  | 99  | 34%  | 117 | 19%  | 66 | 9%         | 29  | 100%  | 343  |
| Availability of affordable quality child care  | 2%   | 7   | 20%  | 68  | 17%  | 56  | 9%   | 31 | 51%        | 171 | 100%  | 333  |
| Quality of overall natural environment in Howell                                       | 11%  | 38  | 52%  | 178 | 28%  | 96  | 6%   | 20 | 3%         | 11  | 100%  | 342  |
| Overall image or reputation of Howell  | 10%  | 35  | 54%  | 187 | 29%  | 99  | 6%   | 21 | 1%         | 4   | 100%  | 345  |

| Question 3: Growth   |                   |     |                   |     |              |     |                   |     |               |     |            |     |       |      |
|--|-------------------|-----|-------------------|-----|--------------|-----|-------------------|-----|---------------|-----|------------|-----|-------|------|
| Please rate the speed of growth in the following categories in Howell over the past 2 years: | Much too slow     |     | Somewhat too slow |     | Right amount |     | Somewhat too fast |     | Much too fast |     | Don't know |     | Total |      |
|  | Population growth | 0%  | 0                 | 7%  | 25           | 37% | 129               | 22% | 77            | 13% | 46         | 19% | 67    | 100% |
| Retail growth (stores, restaurants, etc.)  | 6%                | 22  | 22%               | 75  | 42%          | 142 | 17%               | 57  | 6%            | 22  | 7%         | 24  | 100%  | 342  |
| Jobs growth  | 31%               | 107 | 33%               | 112 | 7%           | 23  | 1%                | 4   | 0%            | 1   | 28%        | 94  | 100%  | 340  |



| Question 4: Code Enforcement   |                        |       |
|--|------------------------|-------|
| To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Howell? | Percent of respondents | Count |
| Not a problem  | 25%                    | 85    |
| Minor problem  | 43%                    | 145   |
| Moderate problem   | 20%                    | 69    |
| Major problem  | 6%                     | 20    |
| Don't know   | 6%                     | 20    |
| Total  | 100%                   | 340   |

| Question 5: Community Safety  |  |     |               |     |                         |    |                 |    |             |    |            |    |       |      |
|---|--|-----|---------------|-----|-------------------------|----|-----------------|----|-------------|----|------------|----|-------|------|
| Please rate how safe or unsafe you feel from the following in Howell: | Very safe                                    |     | Somewhat safe |     | Neither safe nor unsafe |    | Somewhat unsafe |    | Very unsafe |    | Don't know |    | Total |      |
|   | Violent crime (e.g., rape, assault, robbery) | 49% | 168           | 37% | 126                     | 8% | 29              | 3% | 10          | 1% | 4          | 2% | 6     | 100% |
| Property crimes (e.g., burglary, theft)                               | 24%  | 81  | 46%           | 159 | 12%                     | 42 | 14%             | 47 | 2%          | 6  | 2%         | 8  | 100%  | 343  |
| Environmental hazards, including toxic waste                          | 41%  | 140 | 33%           | 111 | 12%                     | 39 | 6%              | 19 | 2%          | 7  | 7%         | 25 | 100%  | 342  |

| Question 6: Personal Safety              |                                     |     |               |     |                         |    |                 |    |             |    |            |    |       |      |
|--|-------------------------------------|-----|---------------|-----|-------------------------|----|-----------------|----|-------------|----|------------|----|-------|------|
| Please rate how safe or unsafe you feel: | Very safe                           |     | Somewhat safe |     | Neither safe nor unsafe |    | Somewhat unsafe |    | Very unsafe |    | Don't know |    | Total |      |
|  | In your neighborhood during the day | 78% | 266           | 18% | 61                      | 3% | 9               | 2% | 6           | 0% | 0          | 0% | 0     | 100% |
| In your neighborhood after dark          | 41%                                 | 141 | 38%           | 130 | 9%                      | 32 | 8%              | 28 | 3%          | 11 | 0%         | 1  | 100%  | 343  |
| In Howell's downtown area during the day | 79%                                 | 270 | 17%           | 59  | 3%                      | 9  | 1%              | 3  | 0%          | 0  | 0%         | 1  | 100%  | 343  |
| In Howell's downtown area after dark     | 46%                                 | 159 | 36%           | 124 | 6%                      | 20 | 6%              | 22 | 1%          | 4  | 4%         | 15 | 100%  | 342  |

| Question 7: Crime Victim   |                        |       |
|--|------------------------|-------|
| During the past twelve months, were you or anyone in your household the victim of any crime? | Percent of respondents | Count |
| No   | 88%                    | 300   |
| Yes  | 10%                    | 34    |
| Don't know   | 2%                     | 6     |
| Total  | 100%                   | 340   |

| Question 8: Crime Reporting                                   |                        |       |
|---|------------------------|-------|
| If yes, was this crime (these crimes) reported to the police? | Percent of respondents | Count |
| No  | 45%                    | 16    |
| Yes   | 55%                    | 19    |
| Don't know  | 0%                     | 0     |
| Total   | 100%                   | 35    |

| Question 9: Resident Behaviors  |         |       |               |       |               |       |                |       |                    |       |         |       |
|---|---------|-------|---------------|-------|---------------|-------|----------------|-------|--------------------|-------|---------|-------|
| In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Howell? | Never   |       | Once or twice |       | 3 to 12 times |       | 13 to 26 times |       | More than 26 times |       | Total   |       |
|   | Percent | Count | Percent       | Count | Percent       | Count | Percent        | Count | Percent            | Count | Percent | Count |
| Used Howell public libraries or their services  | 21%     | 71    | 19%           | 66    | 32%           | 109   | 18%            | 61    | 10%                | 35    | 100%    | 343   |
| Used Howell recreation centers  | 44%     | 149   | 25%           | 84    | 23%           | 78    | 5%             | 17    | 4%                 | 13    | 100%    | 342   |
| Participated in a recreation program or activity  | 49%     | 165   | 29%           | 98    | 15%           | 53    | 4%             | 13    | 3%                 | 11    | 100%    | 340   |
| Visited a neighborhood park or City park  | 11%     | 37    | 24%           | 81    | 37%           | 125   | 13%            | 44    | 15%                | 51    | 100%    | 338   |
| Attended a meeting of local elected officials or other local public meeting   | 73%     | 250   | 18%           | 63    | 6%            | 20    | 1%             | 5     | 1%                 | 4     | 100%    | 342   |
| Watched a meeting of local elected officials or other local public meeting on cable television  | 84%     | 287   | 12%           | 42    | 3%            | 11    | 0%             | 0     | 1%                 | 2     | 100%    | 342   |
| Visited the City of Howell Web site (at www.cityofhowell.org)   | 36%     | 123   | 26%           | 89    | 28%           | 96    | 6%             | 22    | 3%                 | 11    | 100%    | 341   |
| Recycled used paper, cans or bottles from your home   | 30%     | 104   | 11%           | 39    | 12%           | 40    | 17%            | 59    | 30%                | 102   | 100%    | 344   |
| Volunteered your time to some group or activity in Howell   | 56%     | 192   | 15%           | 50    | 13%           | 43    | 6%             | 20    | 10%                | 35    | 100%    | 341   |

| Question 10: Neighborliness   |                        |       |
|---|------------------------|-------|
| About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)? | Percent of respondents | Count |
| Just about everyday   | 16%                    | 53    |
| Several times a week  | 31%                    | 106   |
| Several times a month   | 21%                    | 71    |
| Once a month  | 9%                     | 31    |
| Several times a year  | 10%                    | 33    |
| Once a year or less   | 5%                     | 16    |
| Never   | 9%                     | 32    |
| Total   | 100%                   | 342   |

| Question 11: Service Quality   |                 |     |      |     |      |     |      |    |            |    |       |      |
|--|-----------------|-----|------|-----|------|-----|------|----|------------|----|-------|------|
| Please rate the quality of each of the following services in Howell: | Excellent       |     | Good |     | Fair |     | Poor |    | Don't know |    | Total |      |
|  | Police services | 36% | 122  | 39% | 133  | 11% | 38   | 6% | 19         | 9% | 29    | 100% |
| Fire services  | 38%             | 131 | 34%  | 118 | 3%   | 11  | 1%   | 2  | 23%        | 80 | 100%  | 342  |
| Ambulance or emergency medical services                              | 35%             | 119 | 33%  | 114 | 7%   | 25  | 2%   | 6  | 23%        | 79 | 100%  | 342  |
| Crime prevention   | 17%             | 59  | 40%  | 136 | 15%  | 51  | 4%   | 13 | 24%        | 84 | 100%  | 342  |
| Fire prevention and education  | 25%             | 83  | 35%  | 117 | 11%  | 37  | 2%   | 7  | 28%        | 93 | 100%  | 337  |
| Traffic enforcement  | 18%             | 60  | 43%  | 145 | 23%  | 80  | 9%   | 32 | 7%         | 24 | 100%  | 340  |
| Street repair  | 11%             | 38  | 30%  | 102 | 36%  | 124 | 20%  | 67 | 3%         | 10 | 100%  | 340  |
| Street cleaning  | 19%             | 64  | 44%  | 151 | 26%  | 89  | 7%   | 24 | 4%         | 14 | 100%  | 341  |
| Street lighting  | 23%             | 78  | 43%  | 147 | 25%  | 86  | 7%   | 25 | 2%         | 5  | 100%  | 341  |
| Snow removal   | 24%             | 82  | 46%  | 156 | 21%  | 70  | 7%   | 24 | 2%         | 8  | 100%  | 340  |
| Sidewalk maintenance   | 14%             | 47  | 37%  | 125 | 30%  | 100 | 11%  | 38 | 8%         | 27 | 100%  | 338  |
| Traffic signal timing  | 11%             | 36  | 39%  | 134 | 35%  | 120 | 11%  | 38 | 4%         | 12 | 100%  | 340  |
| Garbage collection   | 33%             | 114 | 49%  | 166 | 10%  | 34  | 1%   | 3  | 7%         | 25 | 100%  | 342  |
| Recycling  | 27%             | 91  | 33%  | 113 | 11%  | 36  | 11%  | 36 | 19%        | 65 | 100%  | 341  |
| Yard waste pick-up   | 28%             | 95  | 38%  | 129 | 12%  | 40  | 2%   | 6  | 20%        | 70 | 100%  | 340  |

| Question 11: Service Quality   |                |     |      |     |      |     |      |    |            |     |       |      |
|--|----------------|-----|------|-----|------|-----|------|----|------------|-----|-------|------|
| Please rate the quality of each of the following services in Howell:   | Excellent      |     | Good |     | Fair |     | Poor |    | Don't know |     | Total |      |
|  | Storm drainage | 12% | 41   | 41% | 138  | 23% | 78   | 9% | 30         | 15% | 53    | 100% |
| Drinking water   | 22%            | 74  | 44%  | 148 | 22%  | 75  | 10%  | 34 | 2%         | 7   | 100%  | 338  |
| Sewer services   | 20%            | 66  | 46%  | 156 | 18%  | 62  | 3%   | 11 | 12%        | 42  | 100%  | 338  |
| City parks   | 33%            | 112 | 48%  | 162 | 11%  | 38  | 3%   | 11 | 5%         | 17  | 100%  | 340  |
| Recreation programs or classes   | 17%            | 58  | 40%  | 135 | 13%  | 43  | 2%   | 6  | 29%        | 98  | 100%  | 340  |
| Recreation centers or facilities   | 16%            | 53  | 38%  | 129 | 18%  | 62  | 3%   | 9  | 25%        | 84  | 100%  | 336  |
| Land use, planning and zoning  | 6%             | 20  | 26%  | 89  | 24%  | 82  | 10%  | 33 | 34%        | 115 | 100%  | 339  |
| Code enforcement (weeds, abandoned buildings, etc)   | 8%             | 26  | 35%  | 118 | 23%  | 78  | 13%  | 43 | 21%        | 72  | 100%  | 337  |
| Economic development   | 5%             | 16  | 25%  | 84  | 35%  | 116 | 12%  | 40 | 24%        | 80  | 100%  | 337  |
| Services to seniors  | 6%             | 22  | 24%  | 82  | 17%  | 57  | 5%   | 17 | 48%        | 163 | 100%  | 340  |
| Services to youth  | 7%             | 23  | 32%  | 108 | 21%  | 73  | 8%   | 27 | 32%        | 109 | 100%  | 340  |
| Services to low-income people  | 4%             | 15  | 17%  | 56  | 17%  | 59  | 15%  | 51 | 46%        | 155 | 100%  | 336  |
| Public library services  | 43%            | 146 | 41%  | 137 | 7%   | 24  | 0%   | 0  | 9%         | 31  | 100%  | 338  |
| Public information services  | 17%            | 57  | 41%  | 136 | 15%  | 51  | 3%   | 11 | 23%        | 78  | 100%  | 334  |
| Public schools   | 15%            | 50  | 41%  | 139 | 16%  | 56  | 8%   | 26 | 20%        | 68  | 100%  | 339  |
| Cable television   | 7%             | 24  | 37%  | 124 | 23%  | 77  | 12%  | 42 | 21%        | 71  | 100%  | 337  |
| Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) | 6%             | 21  | 24%  | 81  | 17%  | 58  | 7%   | 24 | 45%        | 152 | 100%  | 336  |
| Preservation of natural areas such as open space, farmlands and greenbelts                                       | 7%             | 22  | 24%  | 79  | 27%  | 90  | 14%  | 47 | 29%        | 96  | 100%  | 334  |

| Question 12: Government Services Overall   |                    |     |      |     |      |     |      |    |            |    |       |      |
|--|--------------------|-----|------|-----|------|-----|------|----|------------|----|-------|------|
| Overall, how would you rate the quality of the services provided by each of the following? | Excellent          |     | Good |     | Fair |     | Poor |    | Don't know |    | Total |      |
|  | The City of Howell | 20% | 70   | 56% | 191  | 13% | 43   | 3% | 10         | 8% | 28    | 100% |
| The Federal Government   | 4%                 | 15  | 26%  | 88  | 35%  | 118 | 15%  | 51 | 20%        | 69 | 100%  | 341  |
| The State Government   | 5%                 | 15  | 28%  | 97  | 32%  | 108 | 20%  | 67 | 16%        | 54 | 100%  | 341  |
| Livingston County Government   | 8%                 | 28  | 39%  | 132 | 24%  | 83  | 7%   | 25 | 21%        | 73 | 100%  | 341  |

| Question 13: Contact with City Employees  |                        |       |
|---|------------------------|-------|
| Have you had any in-person or phone contact with an employee of the City of Howell within the last 12 months (including police, receptionists, planners or any others)? | Percent of respondents | Count |
| No  | 33%                    | 110   |
| Yes   | 67%                    | 221   |
| Total   | 100%                   | 332   |

| Question 14: City Employees  |           |     |      |     |      |    |      |    |            |    |       |      |
|--|-----------|-----|------|-----|------|----|------|----|------------|----|-------|------|
| What was your impression of the employee(s) of the City of Howell in your most recent contact? | Excellent |     | Good |     | Fair |    | Poor |    | Don't know |    | Total |      |
|  | Knowledge | 35% | 80   | 50% | 114  | 7% | 17   | 7% | 15         | 1% | 2     | 100% |
| Responsiveness   | 40%       | 91  | 42%  | 96  | 10%  | 22 | 7%   | 16 | 1%         | 2  | 100%  | 227  |
| Courtesy   | 41%       | 93  | 36%  | 82  | 13%  | 29 | 10%  | 22 | 1%         | 2  | 100%  | 228  |
| Overall impression   | 36%       | 81  | 42%  | 95  | 15%  | 34 | 6%   | 13 | 1%         | 3  | 100%  | 227  |

| Question 15: Government Performance                                    |  |    |      |     |      |     |      |     |            |     |       |      |
|--|--|----|------|-----|------|-----|------|-----|------------|-----|-------|------|
| Please rate the following categories of Howell government performance: | Excellent  |    | Good |     | Fair |     | Poor |     | Don't know |     | Total |      |
|  | The value of services for the taxes paid to Howell | 7% | 24   | 35% | 120  | 30% | 101  | 12% | 41         | 17% | 57    | 100% |
| The overall direction that Howell is taking                            | 8%   | 28 | 45%  | 156 | 30%  | 103 | 5%   | 19  | 11%        | 39  | 100%  | 345  |
| The job Howell government does at welcoming citizen involvement        | 8%   | 27 | 33%  | 113 | 26%  | 87  | 10%  | 35  | 23%        | 77  | 100%  | 340  |
| The job Howell government does at listening to citizens                | 5%   | 18 | 24%  | 82  | 29%  | 99  | 13%  | 44  | 29%        | 101 | 100%  | 343  |

| Question 16: Recommendation and Longevity                                   |  |     |                 |     |                   |    |               |    |            |    |       |      |
|---|--|-----|-----------------|-----|-------------------|----|---------------|----|------------|----|-------|------|
| Please indicate how likely or unlikely you are to do each of the following: | Very likely                                    |     | Somewhat likely |     | Somewhat unlikely |    | Very unlikely |    | Don't know |    | Total |      |
|   | Recommend living in Howell to someone who asks | 46% | 157             | 39% | 134               | 9% | 30            | 4% | 13         | 3% | 9     | 100% |
| Remain in Howell for the next five years                                    | 53%  | 181 | 29%             | 98  | 7%                | 23 | 7%            | 25 | 5%         | 18 | 100%  | 345  |

| Question 17: Impact of the Economy   |                        |       |
|--|------------------------|-------|
| What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be: | Percent of respondents | Count |
| Very positive  | 2%                     | 8     |
| Somewhat positive  | 6%                     | 22    |
| Neutral  | 31%                    | 105   |
| Somewhat negative  | 42%                    | 142   |
| Very negative  | 18%                    | 61    |
| Total  | 100%                   | 338   |

| Question 18a: Policy Question 1   |                      |     |                |     |                    |     |                      |    |            |    |       |      |
|---|----------------------|-----|----------------|-----|--------------------|-----|----------------------|----|------------|----|-------|------|
| Please indicate how important, if at all, it is to enhance or develop the following projects or services in Howell: | Essential            |     | Very important |     | Somewhat important |     | Not at all important |    | Don't know |    | Total |      |
|   | Parks and Recreation | 31% | 105            | 35% | 120                | 26% | 89                   | 5% | 18         | 3% | 10    | 100% |
| Commuter Train (Wally)  | 20%                  | 68  | 25%            | 86  | 29%                | 97  | 15%                  | 52 | 11%        | 37 | 100%  | 341  |
| Recruitment of stores and restaurants to Downtown   | 31%                  | 107 | 38%            | 132 | 22%                | 77  | 5%                   | 19 | 3%         | 10 | 100%  | 345  |
| Preservation of historic buildings in Downtown  | 40%                  | 136 | 36%            | 122 | 21%                | 73  | 2%                   | 7  | 1%         | 4  | 100%  | 342  |
| Programs to support and encourage home renovations  | 23%                  | 77  | 38%            | 132 | 27%                | 93  | 7%                   | 23 | 5%         | 18 | 100%  | 343  |
| Regulations requiring home and property maintenance   | 23%                  | 78  | 38%            | 129 | 28%                | 97  | 9%                   | 30 | 2%         | 8  | 100%  | 342  |
| Regulations requiring maintenance of rental properties  | 33%                  | 112 | 38%            | 132 | 19%                | 66  | 6%                   | 22 | 3%         | 12 | 100%  | 344  |
| Preservation of historic homes  | 32%                  | 109 | 37%            | 128 | 24%                | 83  | 5%                   | 17 | 2%         | 8  | 100%  | 345  |
| Expanded parking in Downtown  | 22%                  | 76  | 28%            | 96  | 35%                | 119 | 13%                  | 43 | 3%         | 9  | 100%  | 343  |
| City support of Community special events  | 24%                  | 83  | 42%            | 144 | 24%                | 82  | 3%                   | 11 | 6%         | 22 | 100%  | 342  |
| Improvements to streets, sidewalks, water and sewer   | 32%                  | 109 | 44%            | 150 | 19%                | 64  | 2%                   | 5  | 4%         | 13 | 100%  | 341  |
| Enforcement of codes in residential areas (abandoned cars, weeds, etc)  | 35%                  | 121 | 34%            | 118 | 20%                | 69  | 7%                   | 25 | 3%         | 10 | 100%  | 343  |
| More sidewalks, walking trails and bike paths   | 24%                  | 82  | 41%            | 142 | 26%                | 88  | 6%                   | 20 | 3%         | 12 | 100%  | 344  |

| Question 18b: Policy Question 2   |                        |       |
|---|------------------------|-------|
| The Howell Area Parks and Recreation Authority includes the communities of Howell, Oceola Township, Genoa Township and Marion Township. To what degree would you support or oppose a dedicated property tax for residents in these cities to fund the operations and development of the Howell Area Parks and Recreation Authority? | Percent of respondents | Count |
| Strongly support  | 20%                    | 69    |
| Somewhat support  | 36%                    | 125   |
| Somewhat oppose   | 13%                    | 46    |
| Strongly oppose   | 13%                    | 43    |
| Don't know  | 18%                    | 61    |
| Total   | 100%                   | 345   |

| Question D1: Employment Status      |                        |       |
|-------------------------------------|------------------------|-------|
| Are you currently employed for pay? | Percent of respondents | Count |
| No                                  | 28%                    | 96    |
| Yes, full-time                      | 58%                    | 196   |
| Yes, part-time                      | 13%                    | 44    |
| Total                               | 100%                   | 337   |

| Question D2: Mode of Transportation Used for Commute   |                           |
|--|---------------------------|
| During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? | Percent of days mode used |
| Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself  | 82%                       |
| Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults  | 9%                        |
| Bus, rail, subway or other public transportation   | 1%                        |
| Walk   | 2%                        |
| Bicycle  | 0%                        |
| Work at home   | 4%                        |
| Other  | 1%                        |

| Question D3: Length of Residency         |                        |       |
|--|------------------------|-------|
| How many years have you lived in Howell? | Percent of respondents | Count |
| Less than 2 years                        | 18%                    | 63    |
| 2 to 5 years                             | 23%                    | 80    |
| 6 to 10 years                            | 16%                    | 54    |
| 11 to 20 years                           | 21%                    | 73    |
| More than 20 years                       | 22%                    | 74    |
| Total                                    | 100%                   | 344   |

| Question D4: Housing Unit Type                                    |                        |       |
|---|------------------------|-------|
| Which best describes the building you live in?                    | Percent of respondents | Count |
| One family house detached from any other houses                   | 53%                    | 183   |
| House attached to one or more houses (e.g., a duplex or townhome) | 3%                     | 10    |
| Building with two or more apartments or condominiums              | 36%                    | 125   |
| Mobile home   | 7%                     | 24    |
| Other   | 1%                     | 2     |
| Total   | 100%                   | 344   |

| Question D5: Housing Tenure (Rent/Own)                                  |                        |       |
|---|------------------------|-------|
| Is this house, apartment or mobile home...                              | Percent of respondents | Count |
| Rented for cash or occupied without cash payment                        | 39%                    | 131   |
| Owned by you or someone in this house with a mortgage or free and clear | 61%                    | 208   |
| Total   | 100%                   | 339   |



| Question D6: Monthly Housing Cost   |                        |       |
|---|------------------------|-------|
| About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)? | Percent of respondents | Count |
| Less than \$300 per month   | 6%                     | 19    |
| \$300 to \$599 per month  | 20%                    | 66    |
| \$600 to \$999 per month  | 36%                    | 121   |
| \$1,000 to \$1,499 per month  | 29%                    | 98    |
| \$1,500 to \$2,499 per month  | 8%                     | 27    |
| \$2,500 or more per month   | 2%                     | 6     |
| Total   | 100%                   | 338   |

| Question D7: Presence of Children in Household      |                        |       |
|---|------------------------|-------|
| Do any children 17 or under live in your household? | Percent of respondents | Count |
| No  | 62%                    | 212   |
| Yes   | 38%                    | 131   |
| Total   | 100%                   | 343   |

| Question D8: Presence of Older Adults in Household               |                        |       |
|--|------------------------|-------|
| Are you or any other members of your household aged 65 or older? | Percent of respondents | Count |
| No   | 84%                    | 286   |
| Yes  | 16%                    | 56    |
| Total  | 100%                   | 342   |

| Question D9: Household Income  |                        |       |
|--|------------------------|-------|
| How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.) | Percent of respondents | Count |
| Less than \$24,999   | 27%                    | 89    |
| \$25,000 to \$49,999   | 28%                    | 94    |
| \$50,000 to \$99,999   | 29%                    | 97    |
| \$100,000 to \$149,000   | 11%                    | 36    |
| \$150,000 or more  | 6%                     | 18    |
| Total  | 100%                   | 334   |

| Question D10: Ethnicity                                  |                        |       |
|--|------------------------|-------|
| Are you Spanish, Hispanic or Latino?                     | Percent of respondents | Count |
| No, not Spanish, Hispanic or Latino                      | 97%                    | 328   |
| Yes, I consider myself to be Spanish, Hispanic or Latino | 3%                     | 11    |
| Total  | 100%                   | 339   |

| Question D11: Race  |                        |       |
|---|------------------------|-------|
| What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.) | Percent of respondents | Count |
| American Indian or Alaskan Native   | 2%                     | 8     |
| Asian, Asian Indian or Pacific Islander   | 1%                     | 4     |
| Black or African American   | 0%                     | 1     |
| White   | 95%                    | 324   |
| Other   | 3%                     | 11    |
| Total may exceed 100% as respondents could select more than one option                            |                        |       |

| Question D12: Age              |                        |       |
|--------------------------------|------------------------|-------|
| In which category is your age? | Percent of respondents | Count |
| 18 to 24 years                 | 10%                    | 36    |
| 25 to 34 years                 | 27%                    | 94    |
| 35 to 44 years                 | 18%                    | 63    |
| 45 to 54 years                 | 19%                    | 64    |
| 55 to 64 years                 | 10%                    | 36    |
| 65 to 74 years                 | 8%                     | 26    |
| 75 years or older              | 7%                     | 25    |
| Total                          | 100%                   | 344   |

| Question D13: Gender |                        |       |
|----------------------|------------------------|-------|
| What is your sex?    | Percent of respondents | Count |
| Female               | 53%                    | 182   |
| Male                 | 47%                    | 160   |
| Total                | 100%                   | 343   |

| Question D14: Registered to Vote                 |                        |       |
|--|------------------------|-------|
| Are you registered to vote in your jurisdiction? | Percent of respondents | Count |
| No   | 8%                     | 27    |
| Yes  | 89%                    | 307   |
| Ineligible to vote                               | 2%                     | 7     |
| Don't know                                       | 1%                     | 3     |
| Total  | 100%                   | 343   |

| Question D15: Voted in Last General Election   |                        |       |
|--|------------------------|-------|
| Many people don't have time to vote in elections. Did you vote in the last general election? | Percent of respondents | Count |
| No   | 19%                    | 64    |
| Yes  | 78%                    | 268   |
| Ineligible to vote   | 3%                     | 9     |
| Don't know   | 0%                     | 0     |
| Total  | 100%                   | 341   |

## APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

### SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether some research confirms or disconfirms that relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

## SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Howell were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Howell boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Howell households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Howell boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Howell. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

## SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning November 17, 2008. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

## SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

Of 1,200 the surveys mailed, 124 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,076 households receiving the survey mailings, 348 completed the survey, providing a response rate of 32%. In general, response rates obtained on local government resident surveys range from 25% to 40%.

In theory, in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than 5 percentage points in either direction from what would have been obtained had responses been collected from all City of Howell adults. This difference from the presumed population finding is referred to as the sampling error (or the “margin of error” or 95% confidence interval”). For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders that may affect sample findings. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

## SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

## SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimates adults in the City. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing unit type and gender/age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. A limitation of data weighting is that only 2-3 demographic variables can be adjusted in a single study. Several different weighting “schemes” are tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.



| Howell Citizen Survey Weighting Table |                  |                 |               |
|---------------------------------------|------------------|-----------------|---------------|
| Characteristic                        | Population Norm1 | Unweighted Data | Weighted Data |
| <b>Housing</b>                        |                  |                 |               |
| Rent home                             | 43%              | 41%             | 39%           |
| Own home                              | 57%              | 58%             | 61%           |
| Detached unit                         | 60%              | 51%             | 60%           |
| Attached unit                         | 40%              | 49%             | 40%           |
| <b>Race and Ethnicity</b>             |                  |                 |               |
| Not Hispanic                          | 98%              | 97%             | 97%           |
| Hispanic                              | 2%               | 3%              | 3%            |
| White                                 | 96%              | 93%             | 93%           |
| Non-white                             | 4%               | 7%              | 7%            |
| <b>Gender and Age</b>                 |                  |                 |               |
| Female                                | 53%              | 63%             | 53%           |
| Male                                  | 47%              | 37%             | 47%           |
| 18-34 years of age                    | 38%              | 21%             | 38%           |
| 35-54 years of age                    | 37%              | 37%             | 37%           |
| 55+ years of age                      | 25%              | 42%             | 25%           |
| Females 18-34                         | 18%              | 11%             | 18%           |
| Females 35-54                         | 19%              | 25%             | 19%           |
| Females 55+                           | 16%              | 27%             | 16%           |
| Males 18-34                           | 20%              | 10%             | 20%           |
| Males 35-54                           | 18%              | 12%             | 18%           |
| Males 55+                             | 9%               | 15%             | 9%            |

## SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

### Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### “Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

### Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the Citizen Surveys book, but also in *Public Administration Review, Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

### The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

### Comparison of Howell to the Benchmark Database

The City of Howell chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Howell Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most

questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons are available, Howell results are noted as being “above” the benchmark, “below” the benchmark or “similar to” the benchmark. This evaluation of “above,” “below” or “similar to” comes from a statistical comparison of Howell's rating to the benchmark (the rating from all the comparison jurisdictions where a similar question was asked).

**APPENDIX C: SURVEY MATERIALS**

The following pages contain copies of the survey materials sent to randomly selected households within the City of Howell.

Dear Howell Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Howell. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



Geraldine K. Moen  
Mayor

Dear Howell Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Howell. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



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Sincerely,



Geraldine K. Moen  
Mayor



City of Howell  
611 E. Grand River  
Howell, MI 48843

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO. 94



City of Howell  
611 E. Grand River  
Howell, MI 48843

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO. 94



City of Howell  
611 E. Grand River  
Howell, MI 48843

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO. 94



City of Howell  
611 E. Grand River  
Howell, MI 48843

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO. 94



November 2008

Dear Howell Resident:

The City of Howell wants to know what you think about our community and municipal government. You have been randomly selected to participate in Howell's 2008 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a representative sample of Howell residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (517) 540-6734.

Please help us shape the future of Howell. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "GK Moen", written in a cursive style.

Geraldine K. Moen  
Mayor





December 2008

Dear Howell Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Howell wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Howell's Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a representative sample of Howell residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

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Please help us shape the future of Howell. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "GK Moen".

Geraldine K. Moen

Mayor

# The City of Howell 2008 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

**1. Please rate each of the following aspects of quality of life in Howell:**

|  | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|--|------------------|-------------|-------------|-------------|-------------------|
| Howell as a place to live.....             | 1                | 2           | 3           | 4           | 5                 |
| Your neighborhood as a place to live.....  | 1                | 2           | 3           | 4           | 5                 |
| Howell as a place to raise children .....  | 1                | 2           | 3           | 4           | 5                 |
| Howell as a place to work.....             | 1                | 2           | 3           | 4           | 5                 |
| Howell as a place to retire .....          | 1                | 2           | 3           | 4           | 5                 |
| The overall quality of life in Howell..... | 1                | 2           | 3           | 4           | 5                 |

**2. Please rate each of the following characteristics as they relate to Howell as a whole:**

|   | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|---|------------------|-------------|-------------|-------------|-------------------|
| Sense of community.....   | 1                | 2           | 3           | 4           | 5                 |
| Openness and acceptance of the community toward people of diverse backgrounds ..... | 1                | 2           | 3           | 4           | 5                 |
| Overall appearance of Howell .....  | 1                | 2           | 3           | 4           | 5                 |
| Cleanliness of Howell .....   | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of new development in Howell.....                                   | 1                | 2           | 3           | 4           | 5                 |
| Variety of housing options .....  | 1                | 2           | 3           | 4           | 5                 |
| Overall quality of business and service establishments in Howell .....              | 1                | 2           | 3           | 4           | 5                 |
| Shopping opportunities.....   | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to attend cultural activities.....                                    | 1                | 2           | 3           | 4           | 5                 |
| Recreational opportunities .....  | 1                | 2           | 3           | 4           | 5                 |
| Employment opportunities .....  | 1                | 2           | 3           | 4           | 5                 |
| Educational opportunities .....   | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to participate in social events and activities .....                  | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to participate in religious or spiritual events and activities ..     | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to volunteer.....   | 1                | 2           | 3           | 4           | 5                 |
| Opportunities to participate in community matters.....                              | 1                | 2           | 3           | 4           | 5                 |
| Ease of car travel in Howell.....   | 1                | 2           | 3           | 4           | 5                 |
| Ease of bicycle travel in Howell .....  | 1                | 2           | 3           | 4           | 5                 |
| Ease of walking in Howell.....  | 1                | 2           | 3           | 4           | 5                 |
| Availability of paths and walking trails .....                                      | 1                | 2           | 3           | 4           | 5                 |
| Traffic flow on major streets.....  | 1                | 2           | 3           | 4           | 5                 |
| Amount of public parking .....  | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality housing .....                                    | 1                | 2           | 3           | 4           | 5                 |
| Availability of affordable quality child care .....                                 | 1                | 2           | 3           | 4           | 5                 |
| Quality of overall natural environment in Howell .....                              | 1                | 2           | 3           | 4           | 5                 |
| Overall image or reputation of Howell.....  | 1                | 2           | 3           | 4           | 5                 |

**3. Please rate the speed of growth in the following categories in Howell over the past 2 years:**

|  | <i>Much too slow</i> | <i>Somewhat too slow</i> | <i>Right amount</i> | <i>Somewhat too fast</i> | <i>Much too fast</i> | <i>Don't know</i> |
|--|----------------------|--------------------------|---------------------|--------------------------|----------------------|-------------------|
| Population growth .....                        | 1                    | 2                        | 3                   | 4                        | 5                    | 6                 |
| Retail growth (stores, restaurants, etc.)..... | 1                    | 2                        | 3                   | 4                        | 5                    | 6                 |
| Jobs growth.....                               | 1                    | 2                        | 3                   | 4                        | 5                    | 6                 |

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Howell?  
 Not a problem     Minor problem     Moderate problem     Major problem     Don't know

5. Please rate how safe or unsafe you feel from the following in Howell:

|  | Very safe | Somewhat safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe | Don't know |
|--|-----------|---------------|-------------------------|-----------------|-------------|------------|
| Violent crime (e.g., rape, assault, robbery) ..... | 1         | 2             | 3                       | 4               | 5           | 6          |
| Property crimes (e.g., burglary, theft).....       | 1         | 2             | 3                       | 4               | 5           | 6          |
| Environmental hazards, including toxic waste.....  | 1         | 2             | 3                       | 4               | 5           | 6          |

6. Please rate how safe or unsafe you feel:

|   | Very safe | Somewhat safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe | Don't know |
|---|-----------|---------------|-------------------------|-----------------|-------------|------------|
| In your neighborhood during the day.....      | 1         | 2             | 3                       | 4               | 5           | 6          |
| In your neighborhood after dark.....          | 1         | 2             | 3                       | 4               | 5           | 6          |
| In Howell's downtown area during the day..... | 1         | 2             | 3                       | 4               | 5           | 6          |
| In Howell's downtown area after dark .....    | 1         | 2             | 3                       | 4               | 5           | 6          |

7. During the past twelve months, were you or anyone in your household the victim of any crime?  
 No → Go to Question 9     Yes → Go to Question 8     Don't know → Go to Question 9

8. If yes, was this crime (these crimes) reported to the police?  
 No     Yes     Don't know

9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Howell?

|  | Never | Once or twice | 3 to 12 times | 13 to 26 times | More than 26 times |
|--|-------|---------------|---------------|----------------|--------------------|
| Used Howell public libraries or their services .....   | 1     | 2             | 3             | 4              | 5                  |
| Used Howell recreation centers .....   | 1     | 2             | 3             | 4              | 5                  |
| Participated in a recreation program or activity .....   | 1     | 2             | 3             | 4              | 5                  |
| Visited a neighborhood park or city park .....   | 1     | 2             | 3             | 4              | 5                  |
| Attended a meeting of local elected officials or other local public meeting .....                    | 1     | 2             | 3             | 4              | 5                  |
| Watched a meeting of local elected officials or other local public meeting on cable television ..... | 1     | 2             | 3             | 4              | 5                  |
| Visited the City of Howell Web site (at www.cityofhowell.org) .....                                  | 1     | 2             | 3             | 4              | 5                  |
| Recycled used paper, cans or bottles from your home.....   | 1     | 2             | 3             | 4              | 5                  |
| Volunteered your time to some group or activity in Howell .....                                      | 1     | 2             | 3             | 4              | 5                  |

10. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- Just about every day  
 Several times a week  
 Several times a month  
 Once a month  
 Several times a year  
 Once a year or less  
 Never

# The City of Howell 2008 Citizen Survey

## 11. Please rate the quality of each of the following services in Howell:

|  | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|--|------------------|-------------|-------------|-------------|-------------------|
| Police services .....  | 1                | 2           | 3           | 4           | 5                 |
| Fire services .....  | 1                | 2           | 3           | 4           | 5                 |
| Ambulance or emergency medical services.....   | 1                | 2           | 3           | 4           | 5                 |
| Crime prevention .....   | 1                | 2           | 3           | 4           | 5                 |
| Fire prevention and education .....  | 1                | 2           | 3           | 4           | 5                 |
| Traffic enforcement.....   | 1                | 2           | 3           | 4           | 5                 |
| Street repair .....  | 1                | 2           | 3           | 4           | 5                 |
| Street cleaning.....   | 1                | 2           | 3           | 4           | 5                 |
| Street lighting.....   | 1                | 2           | 3           | 4           | 5                 |
| Snow removal.....  | 1                | 2           | 3           | 4           | 5                 |
| Sidewalk maintenance .....   | 1                | 2           | 3           | 4           | 5                 |
| Traffic signal timing .....  | 1                | 2           | 3           | 4           | 5                 |
| Garbage collection.....  | 1                | 2           | 3           | 4           | 5                 |
| Recycling.....   | 1                | 2           | 3           | 4           | 5                 |
| Yard waste pick-up .....   | 1                | 2           | 3           | 4           | 5                 |
| Storm drainage.....  | 1                | 2           | 3           | 4           | 5                 |
| Drinking water.....  | 1                | 2           | 3           | 4           | 5                 |
| Sewer services .....   | 1                | 2           | 3           | 4           | 5                 |
| City parks.....  | 1                | 2           | 3           | 4           | 5                 |
| Recreation programs or classes .....   | 1                | 2           | 3           | 4           | 5                 |
| Recreation centers or facilities.....  | 1                | 2           | 3           | 4           | 5                 |
| Land use, planning and zoning .....  | 1                | 2           | 3           | 4           | 5                 |
| Code enforcement (weeds, abandoned buildings, etc) .....   | 1                | 2           | 3           | 4           | 5                 |
| Economic development .....   | 1                | 2           | 3           | 4           | 5                 |
| Services to seniors.....   | 1                | 2           | 3           | 4           | 5                 |
| Services to youth.....   | 1                | 2           | 3           | 4           | 5                 |
| Services to low-income people .....  | 1                | 2           | 3           | 4           | 5                 |
| Public library services .....  | 1                | 2           | 3           | 4           | 5                 |
| Public information services .....  | 1                | 2           | 3           | 4           | 5                 |
| Public schools.....  | 1                | 2           | 3           | 4           | 5                 |
| Cable television .....   | 1                | 2           | 3           | 4           | 5                 |
| Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) ..... | 1                | 2           | 3           | 4           | 5                 |
| Preservation of natural areas such as open space, farmlands and greenbelts.....  | 1                | 2           | 3           | 4           | 5                 |

## 12. Overall, how would you rate the quality of the services provided by each of the following?

|                                    | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|------------------------------------|------------------|-------------|-------------|-------------|-------------------|
| The City of Howell .....           | 1                | 2           | 3           | 4           | 5                 |
| The Federal Government .....       | 1                | 2           | 3           | 4           | 5                 |
| The State Government .....         | 1                | 2           | 3           | 4           | 5                 |
| Livingston County Government ..... | 1                | 2           | 3           | 4           | 5                 |

## 13. Have you had any in-person or phone contact with an employee of the City of Howell within the last 12 months (including police, receptionists, planners or any others)?

No → Go to Question 15                       Yes → Go to Question 14

## 14. What was your impression of the employee(s) of the City of Howell in your most recent contact? (Rate each characteristic below.)

|                         | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|-------------------------|------------------|-------------|-------------|-------------|-------------------|
| Knowledge.....          | 1                | 2           | 3           | 4           | 5                 |
| Responsiveness.....     | 1                | 2           | 3           | 4           | 5                 |
| Courtesy .....          | 1                | 2           | 3           | 4           | 5                 |
| Overall impression..... | 1                | 2           | 3           | 4           | 5                 |

**15. Please rate the following categories of Howell government performance:**

|  | <i>Excellent</i> | <i>Good</i> | <i>Fair</i> | <i>Poor</i> | <i>Don't know</i> |
|--|------------------|-------------|-------------|-------------|-------------------|
| The value of services for the taxes paid to Howell.....              | 1                | 2           | 3           | 4           | 5                 |
| The overall direction that Howell is taking.....                     | 1                | 2           | 3           | 4           | 5                 |
| The job Howell government does at welcoming citizen involvement..... | 1                | 2           | 3           | 4           | 5                 |
| The job Howell government does at listening to citizens.....         | 1                | 2           | 3           | 4           | 5                 |

**16. Please indicate how likely or unlikely you are to do each of the following:**

|  | <i>Very likely</i> | <i>Somewhat likely</i> | <i>Somewhat unlikely</i> | <i>Very unlikely</i> | <i>Don't know</i> |
|--|--------------------|------------------------|--------------------------|----------------------|-------------------|
| Recommend living in Howell to someone who asks ..... | 1                  | 2                      | 3                        | 4                    | 5                 |
| Remain in Howell for the next five years.....        | 1                  | 2                      | 3                        | 4                    | 5                 |

**17. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**

- Very positive     
  Somewhat positive     
  Neutral     
  Somewhat negative     
  Very negative

**18. Please check the response that comes closest to your opinion for each of the following questions:**

**a. Please indicate how important, if at all, is it to enhance or develop the following projects or services in Howell:**

|  | <i>Essential</i> | <i>Very important</i> | <i>Somewhat Important</i> | <i>Not at all Important</i> | <i>Don't Know</i> |
|--|------------------|-----------------------|---------------------------|-----------------------------|-------------------|
| Parks and Recreation.....  | 1                | 2                     | 3                         | 4                           | 5                 |
| Commuter Train (Wally) .....   | 1                | 2                     | 3                         | 4                           | 5                 |
| Recruitment of stores and restaurants to Downtown.....                         | 1                | 2                     | 3                         | 4                           | 5                 |
| Preservation of historic buildings in Downtown .....                           | 1                | 2                     | 3                         | 4                           | 5                 |
| Programs to support and encourage home renovations .....                       | 1                | 2                     | 3                         | 4                           | 5                 |
| Regulations requiring home and property maintenance .....                      | 1                | 2                     | 3                         | 4                           | 5                 |
| Regulations requiring maintenance of rental properties .....                   | 1                | 2                     | 3                         | 4                           | 5                 |
| Preservation of historic homes .....   | 1                | 2                     | 3                         | 4                           | 5                 |
| Expanded parking in Downtown.....  | 1                | 2                     | 3                         | 4                           | 5                 |
| City support of Community special events .....                                 | 1                | 2                     | 3                         | 4                           | 5                 |
| Improvements to streets, sidewalks, water and sewer .....                      | 1                | 2                     | 3                         | 4                           | 5                 |
| Enforcement of codes in residential areas<br>(abandoned cars, weeds, etc)..... | 1                | 2                     | 3                         | 4                           | 5                 |
| More sidewalks, walking trails and bike paths.....                             | 1                | 2                     | 3                         | 4                           | 5                 |

**b. The Howell Area Parks and Recreation Authority includes the communities of Howell, Oceola Township, Genoa Township and Marion Township. To what degree would you support or oppose a dedicated property tax for residents in these cities to fund the operations and development of the Howell Area Parks and Recreation Authority?**

- Strongly support  
 Somewhat support  
 Somewhat oppose  
 Strongly oppose  
 Don't Know

# The City of Howell 2008 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

**D1. Are you currently employed for pay?**

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

**D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)**

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself ..... days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults ..... days
- Bus, Rail, Subway or other public transportation ..... days
- Walk ..... days
- Bicycle ..... days
- Work at home ..... days
- Other ..... days

**D3. How many years have you lived in Howell?**

- Less than 2 years       11-20 years
- 2-5 years               More than 20 years
- 6-10 years

**D4. Which best describes the building you live in?**

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Mobile home
- Other

**D5. Is this house, apartment or mobile home...**

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

**D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?**

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

**D7. Do any children 17 or under live in your household?**

- No       Yes

**D8. Are you or any other members of your household aged 65 or older?**

- No       Yes

**D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

**Please respond to both question D10 and D11:**

**D10. Are you Spanish, Hispanic or Latino?**

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

**D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be)**

- American Indian or Alaskan Native
- Asian, Asian Indian or Pacific Islander
- Black or African American
- White
- Other

**D12. In which category is your age?**

- 18-24 years               55-64 years
- 25-34 years               65-74 years
- 35-44 years               75 years or older
- 45-54 years

**D13. What is your sex?**

- Female
- Male

**D14. Are you registered to vote in your jurisdiction?**

- No
- Yes
- Ineligible to vote
- Don't know

**D15. Many people don't have time to vote in elections. Did you vote in the last general election?**

- No
- Yes
- Ineligible to vote
- Don't know

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:  
National Research Center, Inc., 3005 30th St., Boulder, CO 80301



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