

Appendix A: SWOT Analysis

MUSKEGON AREA-WIDE PLAN

STEERING COMMITTEE SWOT ANALYSIS: ASSESSING YOUR CURRENT SITUATION

August 21, 2002

Purpose of the SWOT Analysis:

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is a highly effective way of identifying Strengths and Weaknesses (existing conditions) and also your Opportunities and Threats (possible future conditions). Carrying out this type of analysis will assist an entity to focus on the areas where it is strong and where the greatest opportunities lie.

To identify various areas in each of these categories, often a series of questions ought to be answered. For example, for the Muskegon Area-wide Plan, some of the following questions were examined:

Strengths:

- What are this project's advantages?
- What are Muskegon's best attributes?
- How do other's view the Muskegon area and its existing condition?

Weaknesses:

- What are areas for improvement for the Muskegon area?
- What types of things/attitudes should be avoided?

Opportunities:

- In which areas are the good opportunities facing this project?
- What are the interesting trends that you are aware of?

Threats:

- What obstacles does this project face?
- Down the road, who or what will be a force for detriment?

When this analysis is done in a realistic and candid way, it can be very informative – both in terms of pointing out what needs to be done, and in putting various issues into proper perspective.

The Muskegon Area-wide Plan SWOT Analysis:

On July 30, 2002, the consultant team and the steering committee convened to assess the existing and future conditions of Muskegon County. Leslie Kettren and Tom Coleman from HNTB facilitated a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis exercise. The Steering Committee was divided into four groups and each group was asked to list at least five Strengths, Weaknesses, Opportunities and Threats facing Muskegon County. The strengths and weaknesses represented current conditions and opportunities and threats represented future conditions.

Within the four groups, each person was given three stickers to place next to the most important issues that were listed on the SWOT sheets. After each person ranked their top choices, each

group selected a spokesperson that reported out the top rated issues. These were recorded on four separate summary sheets with SWOT headings. The group as a whole was then asked to rate the top issues by placing a sticker on the most important of these items. Two graphics representing these findings are attached: (1) All Issues Mentioned, and (2) Top Rated Issues.

SWOT Results:

All of the Issues Mentions were:

Strengths

- Wild land areas
- Lake fronts
- Skilled labor force
- Rural atmosphere
- Good road system
- Retail opportunities
- Shoreline
- Diverse population
- Recreational opportunities
- Quality of life
- Sense of community/pride
- Economic diversity
- Non-profit organizations
- Abundant natural resources
- Strong agricultural community
- New industrial parks
- High level and amount of service agencies
- Community events and activities/fun times/tourism
- Low cost of living
- Less traffic congestion
- Slower paced lifestyle/laid back/friendly
- Available open land
- People willing to work together
- Recent growth/development
- County wastewater system
- Active environmental groups/awareness
- Local parks/park systems

Weaknesses

- County-wide participation in recreational activities
- Lack of downtown/lakefront planning
- Lack of inter-governmental cooperation
- Small airport
- Failure to develop existing manufacturing base
- Too many governments

- Inner city dilapidation
- No County-wide Master Plan
- Lack of long term vision
- Strong apathy towards the whole
- Lack of public transportation
- Community potential not recognized
- "Health of City" problems
- Declining industrial base
- "Old foundry town" image
- Limited financial resources (lack of philanthropists/low mean income)
- Environmental issues/problems
- Multiple local governmental entities
- Lack of planning coordination
- Lack of connection of infrastructure
- Poor community image
- Public apathy/lack of involvement and communication
- Lack of integration - racial and economic

Opportunities

- Provide access from across the lake (ferry)
- More bike trails/paths
- Strengthen image as a tourist destination
- Inter-governmental teams
- New County leadership
- Recreational development
- Utilize existing resources (organizations such as MAF, WMSRDC)
- Airport expansion
- Wastewater management
- We still have time to plan
- Strong infrastructure in core communities (sewer, water, roads, etc.)
- Growing education investments (higher education)
- Shoreline development (Smart Zone)
- Agricultural preservation
- MAP - Cooperation of entities involved
- Smart Zone development
- Muskegon waterfront development
- Education system
- Expansion of recreational opportunities
- Redevelopment of the downtowns - Muskegon & Muskegon Heights

Threats

- Loss of rural land/farms/access to local markets
- Over development of the waterfront areas (lakes & rivers)

- High cost of needed infrastructure
- Air & water quality deterioration
- Contamination of wastewater site
- Fractionalization of land uses
- Concentration of poverty in central cities
- Historical image (high crime rates/smelly foundry town)
- Apathy
- Urban sprawl
- Breakdown in community cooperation
- Governor Engler
- Globalism - local industries owned by outsiders
- Lack of cohesive vision
- Health care/Elderly care
- Out migration of jobs (good paying ones)
- Deterioration of inner cities/downtowns
- Lack of public transportation opportunities
- Lack of public communication tools
- Lack of strong County leadership
- Parochialism (narrow-minded thinking)

The Steering Committee voted the following as the Top Rated Issues:

Strengths

- Abundant Natural Resources
- Recreation Opportunities
- Waterfront/Recreation
- Lakefronts (inland also)

Weaknesses

- Lack of Long Term Vision
- Too Many Governments
- Apathy
- Lack of Downtown/Lakefront Planning
- Image (outside perceptions)

Opportunities

- Downtown Redevelopment
- There is Still Time to Plan
- Shoreline Development/Smart Zone
- Cooperation for MAP

Threats

- Air/Water Deterioration/Environmental Concerns
- Degeneration of Downtown/Inner City

- Breakdown in Community Cooperation

Next Steps:

The issues gathered from the SWOT Analysis will lead into the formulation of a questionnaire for a general population telephone survey. The survey is a statistically valid, quantitative method to measure public opinion. Surveys provide attitudinal, preference, opinion and demographic information. Achieving consensus among all affected constituencies becomes easier when using this type of survey instrument. From the results of this survey, the consultant team will be able to identify critical issues, points of conflict and further refine and focus the material for the first set of community forums.

As the project moves through these various stages of analyses, the vision, goals, objectives and policies of the Muskegon Area-wide Plan will become more obvious.

Appendix B: Key Person Interview Summary Report

KEY PERSON INTERVIEW SUMMARY REPORT

Muskegon Area-wide Plan
August 26, 2002

OVERVIEW

On August 14th, 15th, and 16th HNTB Michigan, Inc. interviewed 19 persons who have a vested interest in the future of the Muskegon Area. The purpose of these sessions was to provide HNTB with information about the area's past and existing condition. The HNTB interviewers were:

Leslie Kettren, AICP, PCP – Project Manager
Kathleen Fitzpatrick – Public Involvement Coordinator

The participants were very informational and generous with their time. Not only did all of them have a vested interest in the area, but also they eager for the potential of the Muskegon Area to be realized. The following report summarizes their impressions, concerns and praise about the Muskegon area.

The outline of questions that were asked include:

1. How long have you lived/worked in the Muskegon area?
2. Describe your work and involvement in the area.
3. Why did you decide to live in and/or work here?
4. Are there particular places and people that represent the area to you?
5. What do you know about the Muskegon Area-wide Plan? (Describe how you learned about the project and what you have heard from others).
6. Thinking back, what have been significant moments in Muskegon County for you or for your organization? What do you value most about Muskegon County?
7. What problems/issues/areas of concern do you think exist in Muskegon County?
8. What effect do you think or hope the Muskegon Area-wide Plan will have?
9. In your opinion, what individuals and/or groups will have objections to the approval and implementation of the Area-wide Plan?
10. Do you have any comments or questions that you haven't had the opportunity to address today?

Each interview lasted approximately one hour. The following aggregate information is in no particular order and summarizes the issues discussed by frequently mentioned theme.

Frequent Themes:

- Recreational/Cultural Opportunities
- Area Identity
- Economic Development
- Housing
- Downtown Muskegon's Future
- Development/ Land Use
- Coordination & Cooperation for Local Units of Government
- Education
- Infrastructure
- Environment
- General Comments

Years of Experience

Most of the persons interviewed have either been raised in the area, or have moved in and said they wouldn't think of moving somewhere else. Amongst the 19 participants we were drawing on over 830 years of experience and local knowledge in the Muskegon area. That is an average of 44 years per person, which is outstanding. The Muskegon area attracts people for many reasons, but it is noteworthy that even through difficult economic times, people have stayed.

Background Information – Community Involvement

There is an outstanding dedication to the area by those in the community. People take part in many different organizations, interest groups, and governmental processes in order to contribute to the health and viability of the Muskegon area. Some of these organizations include:

- Muskegon Area First
- The Chamber of Commerce
- Western Michigan Strategic Alliance
- Various planning commissions
- Labor Management Committee
- UAW
- Muskegon High School Foundation
- The Y Board
- Various Charitable and Church organizations
- The United Way
- Labor Management Committee
- The Muskegon Conservation District
- Storm Water Committee
- Rural Task Force
- Every Woman's Place
- Mission for Area People
- Family Coordinating Council

There are many others, which demonstrates the immense commitment and investment made on the part of the county's residents to their community.

PARTICIPANTS

Wednesday, August 14th, 2002

Bob Carter
Sheriff
Muskegon County Office of the Sheriff

Christopher L. Kelly
Attorney
Law Offices of Parmenter O'Toole
Lakefront Development, LLC

Rillastine Wilkins
Mayor
City of Muskegon Heights

Nick Tensen
Supervisor
Township of Ravenna

Bill Lowrey
Publisher
MI Biz

Merrill Bailey
Economic Development Consultant
County of Muskegon

Thursday, August 15th, 2002

Roger Wade
UAW

Terry Grevious
Director
Muskegon County Airport

John Snider
Attorney

Kathy Evans
Water Quality Coordinator
Muskegon Conservation District

Greg Mund
Resource Conservationist
USDA – Natural Resources Conservation
Service

Harold Drake
Ravenna Township

Don Hegedus
President
Tridonn Development Co

Gloria Lewis
Superintendent
Reeths-Puffer School District

Gary Ostrum
Publisher
The Muskegon Chronicle

Friday, August 16th, 2002

Harold Workman

Retired Human Resource Director
CWC Foundries

Roger Anderson

West Michigan Strategic Alliance

Paul Bouman

County Highway Engineer
Muskegon County Road Commission

Lois Williams

President
NAACP

Rev. Don Mathews

Pastor Emeritus
First Presbyterian Church

RECREATIONAL/CULTURAL OPPORTUNITIES

- Wide variety of activities during both summer and winter.
- Many great golf courses
- Michigan's Adventure draws many people to the area – even more will likely visit since Cedar Fair purchased it (also owners of Cedar Point) – many improvements planned.
- Hunting opportunities
- Great art museums (city and county).
- Many cultural opportunities – Freunthal Theater, museums, etc.
- Beautiful beaches
- Great state park system, not only the public access to the beaches, but also the trails through the wooded areas.
- The area's ethnic diversity needs to be more appreciated and celebrated through more coordination efforts for festivals. Ethnic groups include African Americans, Asian Americans, Polish, Italian, Hispanic, Irish and many others.
- Great sports teams
- Blue Lake Fine Arts Camp – great cultural asset
- Summer festivals – Tall Ships, Summer Celebration, and Party in the Park – attract huge crowds of people from all over the state! Many success stories.
- Cherry Playhouse – many plays
- Many trails, bike paths to encourage pedestrians to get out and build appreciation for the abundant natural resources.
- Bass tournaments and Charter boating offer tourists and residents recreational opportunities.

AREA IDENTITY

- The identity of the area must be changed from a “smelly foundry town” to a viable community with diversity of business opportunities and high quality of life.
- Need to get the “good word” out about the area.
- The perception of the area by residents is a positive one, whereas the perception of those who do not live in the area is less than positive. It’s necessary to turn this around SOON.
- Those outside the Muskegon area view it as a community that has a large minority population, few business opportunities and unsafe. A developed perception of an area is like the inertia of a large ship – takes a long time to stop it and turn it around, but have to start soon.
- Identity has been closely linked with the type of jobs it offered. Originally a logging area, then tourism became a focus in the 1920’s-1930’s, then a Foundry town during World War II, what will it be next? Appears that its moving to a focus of smaller privately owned businesses and tourism – must have diversity in the area to be viable and healthy.
- Need a branding theme for the area

ECONOMIC DEVELOPMENT

- There's a spirit of competition for business development and industry – it is difficult to be collaborative when this spirit exists.
Recommendation:
 - ⇒ Revenue sharing. The core (city) cannot be poor and empty while the fringe (suburbs) is becoming very rich in new development.
- Need for a Technical Training Center in order to attract new businesses/corporations that require workers with technical skills.
- Need to strengthen the collaboration between the UAW and Businesses – Necessary to have open dialogue between these two entities.
- The extension of the sewer lines to the northern municipalities is the “first step” for development in that area.
- There must be equal opportunities for executive and leadership roles in the community to be held by those of ethnic backgrounds.
- Inexpensive land will be attractive to businesses looking to relocate.
- Skilled, and inexpensive work force (compared to other states with similar quality of life opportunities) – should be able to attract new businesses and manufacturing.
- Need to capitalize on the benefit of the natural port of Lake Muskegon – one of the largest ports on Lake Michigan, should be able attract foreign ships and.
- If economic development is to become a reality, there must be a change in attitudes towards change and new development.
- The area is changing from mostly union jobs/blue collar jobs to smaller privately owned businesses – the area needs to accept the reality and create a plan for attracting these types of businesses.
- Large companies are pulling up stakes and moving out of the area – should be working with them and helping to meet their needs, whether it be labor issues, or skills training – area workers have helped these companies make profits, and now they are leaving.
- Many area residents have stayed in Muskegon through times of high unemployment, but commute to Grand Rapids, Holland, Ludington, Fremont, and Grand Haven for other jobs. They have had to accept inferior jobs that do not offer benefits.

DOWNTOWN MUSKEGON'S FUTURE

- Something must be done with the old Muskegon Mall in downtown.
 - Recommendations:
 - ⇒ Bring in a casino – will act as a destination for people to come and create an environment of economic revival.
 - ⇒ Rehabilitate the existing building for mixed use
 - ⇒ Create an Urban Village with mixed uses
 - ⇒ The Casino is not the answer to downtown redevelopment
- The Smart Zone in downtown will be watched closely and must be successful! It will contribute to downtown's identity. How it goes, so goes the county.
- The Cross Lake Ferry will be instrumental in bringing people to the downtown, but first it must be made a destination town.
- Muskegon Lake has the ability to bring in the big ships and to be used as a port – this needs to be capitalized upon.

Absentee ownership in downtown Muskegon and Muskegon Heights. There is a correlation between the level of crime and absentee ownership since there is little or no vested interest.

Recommendation:

- ⇒ Target drug houses, buy out, rehabilitate them, and sell through the housing commission, or other housing entity
- People need to feel safe in the downtown – must become a “hub” of activity for it to become a safe feeling place.
- Organizing the Cross Lake Ferry is of vital importance – will bring people to Muskegon area and open up the possibilities.
- Investing in downtown Muskegon by the private sector is very difficult.
- There are 200 acres of lakefront property in the City of Muskegon that is owned by only six property owners – may cause difficulty in redevelopment opportunities in the future.
- Pere Marquette Park beach should be developed and turned into a business district that offers visitors and residents various unique dining, shopping, and recreational opportunities – similar to Grand Haven...hub of activity

DEVELOPMENT/LAND USE

- Wastewater Treatment Plan in the County is the key to allowing future development, both residential and industrial
- Development happening only in the suburbs, not in the core city. The health of the core directly relates to the health of the suburbs.
- Need to think ahead when planning for subdivision developments – need to plan for road sharing.
- Land use planning is needed at the county and regional level.
- Very sporadic development patterns – can't just follow roads and schools, planning needs to happen.
- There have been many obstacles to development in the past – officials (city and township) do not know what they want for the area and thus have difficulty in making decisions about proposals for development – very frustrating for the development community.
- Overall frustration and negative view on part of developers towards working within the county.
- Lack of appreciation for new ideas and development potential for the area – instead there should be incentives for development to come in – new development brings many benefits to the area – job, revenue, etc.
- No more neighborhood grocery stores or shops of any kind – have to drive to outlying areas to shop at the large retail stores and big grocery stores (Meijer's, Plumb, etc.).
- Industrial development should not occur near populated areas – location could be near Wastewater plan
- Need to preserve open spaces in the rural communities – zoning ordinances can assist with this – too much land is wasted on housing, parcels are too large, need to densify
- Conservation methods need to be used (i.e. contouring the land)
- Open space Fractionalization and Fragmentation – urban sprawl causing the splitting of large parcels
- Forest areas are also being fragmented – a “stewardship” mentality needed in order to preserve and create a sense of responsibility for these lands.
- Industry should be near the centers where there are people – don't make people drive too far to work.
- Examine all the factors before developing – if there are poor soils, wetlands, and/or various other restraining factors...don't build there.
- History of land development has been “helter skelter” – each unit of government has been deciding their own destiny – there's a need for a regional approach to planning for the future.
- City of Muskegon and Muskegon Heights should create a partnership for water systems and future development – should have a consistent vision and plan.

COORDINATION & COOPERATION FOR LOCAL GOVERNMENTS

- Outlying municipalities must be involved for the Muskegon Area-wide plan to succeed!
- The Muskegon Area-wide Plan must set the precedent as a genuinely collaborative planning process.
- Protective strategies need to end turf jealousies
- Teamwork attitude must be promoted in order to accomplish more for the whole – need to look beyond the end of their noses/backyards.
- Need to change the adversarial relationship between builders and planners/elective officials/etc.
- Outlying municipalities need to be included in decision-making about the future of the area. They are part of the whole and need to be treated as such! Feel as if they are the “step children” of the area – this view has to be changed.
- There's good cooperation amongst some of the townships/cities, but many need to improve relationships and thing outside of their jurisdictional boundaries.
- There should be more coordination between the Road Commission and Environmental organizations – teaming should occur on projects in order to have a complete understanding of the morphology, hydrology, water shed issues prior to road design and.
- There's a need for creative and innovative approaches to addressing issues – an open mind is necessary to try unconventional methods

EDUCATION

- Great educational system! High number of school districts may present coordination difficulties.
- Need for a Technical Training Center with access for not only students, but also the workforce in the area for continuing education. Muskegon needs a skilled labor force in order to attract companies that will bring new jobs to the area.
- A concerted effort needs to be made to retain the talent produced at the universities in the state of Michigan – need to create atmospheres and business opportunities that will make them want to stay in the area.
- Tailored, locally-oriented education for elected officials regarding environmental issues needs to take place on a regular basis for proper and wise decision making.
- There are 28 Areas of Concern (AOCs) in the United States, and 14 of these are in Muskegon – much attention needs to be given to cleaning up these sites and then protecting them from similar situations in the future.
- Lots of environmental studies are taking place, but there needs to be implementation and use of these studies in all aspects of county development – land use especially.
- Need to train more minorities to become leadership and representatives (i.e. Intercultural Leadership Academy). Use Muskegon Community College, create awareness and encourage more citizens to take an active role in their communities.
- Great partnerships between secondary education institutions and the Intermediate School District (Baker College, Muskegon Community College)
- Should be educating children about land use management – don't continue teaching them the same laws and programming them to automatically accept the way things are. Instead they should be encouraged to think differently – this type of thing should be included with the MEAP tests – Education is the key to changing attitudes and mind-sets about land use management.

INFRASTRUCTURE

- Route 31 should not be redirected – needs to bring people through the Muskegon area in order for them to see the area
 - Recommendation:
 - ⇒ Add a level to the freeway in order to preserve open space
- Great Roads!
- Roads need a lot of attention, many in disrepair, especially in rural communities
- Intersection of US-31 and M-120 is very congested and needs reconfiguring due to the large amount of development in this immediate area.
- Very progressive approach to handling the waste water in the area (reference to the Muskegon County Wastewater Management System).
- County is divided by the Muskegon River – limits the North/South access. Only three ways to cross the river so congestion naturally occurs at these points.
- High water table throughout the County, which limits economical home and road building.
- Hydric soils and wetlands are prevalent so there are many constraints on locating new roads or making improvements to existing roads.
- Infrastructure is having a hard time keeping up with the growth.
- Growth is being allowed to happen in illogical areas causing strange road configuration and unnecessary loads on roads that are not designed for that type of use. Development needs to happen close to roads that are designed to handle the pressures new development incurs.
- Many are moving into the area from “high-service” areas and expect Muskegon County’s Road Commission to keep up. The Road Commission is under-funded and cannot provide “city-like” levels of service.
- There is a definite need for land use planning on the county and regional levels – need to have the “big picture” at the forefront.
- Shoreline Drive Extension project has an objective of having people near the lake as they drive through, but the way things are developing people will still not be near the lake – won’t be able to see through the high buildings.
- Continuing education for municipal leadership in regards to what types of requests they can make to developers for road improvements – but keep in mind that their improvements do not include maintenance.
- Transportation Planning needs to be based on where roads are likely to fall apart first, not only where they hope to have development occurring.
- US-31 needs to run through the County and not bypass it; otherwise many will just use US-131 instead and avoid the area altogether.
- The Musketawa Trail is a great resource, but the county must help with financing its maintenance
- Transportation with a senior focus needs to be addressed (in the rural areas especially).
- Airport expansion must take place! (Lengthening of runways for more commercial flight activity). Could become more popular than the Grand Rapids airport in the future.
- Public transit needs to be improved – great distances between “centers” and “nodes”, have to get the people there in an efficient way.
- Roads in downtown Muskegon and Muskegon Heights need quite a bit of attention.
- Need for a larger jail – not nearly enough beds as needed.

ENVIRONMENT

- The Muskegon area is highly noted for its many environmental resources – these must be protected and cared for in order to maintain this image.
- The resource of the Lake Muskegon has been squandered for years – must heal it and protect it – no more business on the lakeshore.
- Area resources have been exploited for decades, but it's starting to turn around – must learn from the past and avoid similar situation for future generations.
- Recycling programs should exist in every municipality.
- Unique that Muskegon area has inland lake, Lake Michigan, a natural port, forest lands, wetlands – all need to be protected, enhanced, or cleaned up.
- Loss of aquatic habitat in lakes and rivers
- Natural corridors need to be maintained
- Heritage Landing is a great example of reclaiming brownfields!
- Need a holistic approach to resource management.

GENERAL COMMENTS

- There are many strong and viable organizations with many members of the community working hard for improving the area and planning for the future.
- Many of those interviewed expressed that the area's main resources are the great people who love the area and want to see it receive the recognition it deserves.
- It would be beneficial to the community if they had their own TV station to report local news and happenings – only get recognition through the Grand Rapids media and it's not usually the positive news or fair advertising time for the Muskegon area (i.e. weather is reported from Gerald R. Ford airport and not the Muskegon County airport – different levels of advertising).

SUMMARY

Generally participants were enthusiastic about the Area-wide Plan. Many planning studies have taken place, not only in Muskegon County, but also at the regional level. People are eager to see something come out of all these studies and plans. Implementation is the prime focus. There are positive strides towards a collaborative atmosphere amongst the municipalities, but there is still room for improvement. Of all the issues identified, there are five that were heard the most frequently. These were:

- Downtown Muskegon's future,
- What will happen to the Muskegon Mall property,
- The area needs an identity that celebrates and encompasses all that Muskegon has to offer,
- The quality of life in the area is outstanding and therefore must be protected and enhanced in order to be recognized as the great place to visit, work, live and play that it truly is, and
- The necessity for a collaborative approach to this project – the entire community and all those in leadership roles must take ownership in order to make this Area-wide Plan a success and a document that will lead to Muskegon's future identity and health.

Appendix C: Phone Survey Executive Summary

**Growth, Development and Other
Planning Issues in Muskegon County**

Survey of Muskegon County

**Commissioned by MAP, the Muskegon Area-Wide
Plan**

**EXECUTIVE SUMMARY and
DEMOGRAPHIC ANALYSIS**

January, 2003

METHODOLOGY

EPIC•MRA administered interviews with 302 adult residents of Muskegon County (Michigan), from November 11th to the 18th, 2002. Respondents were included in the sample if they were aged 18 or older.

Respondents for the interviews were selected utilizing an interval method of randomly selecting records of households with commercially listed phone numbers. The sample was stratified so that every area of the county is represented in the sample according to its contribution to the county population.

There were two break-outs of geographical areas. The first breakout included individual results for Fruitport Township, Muskegon Heights, Muskegon Township, Muskegon [city], and Norton Shores, as well as combined results for: the cities of Montague, North Muskegon, Roosevelt Park and Whitehall; and the townships of Blue Lake, Casnovia, Cedar Creek, Dalton, Egelston, Fruitland, Holton, Laketon, Montague, Sullivan, White River and Whitehall (Area 6).

The second geographical breakout included five fairly equally populated regions:

Region 1 (northwest region): the townships of Fruitland, Laketon, Montague, Muskegon, White River and Whitehall; and the cities of Montague, North Muskegon and Whitehall

Region 2: Muskegon and Muskegon Heights

Region 3: Muskegon and Fruitport Townships

Region 4: Norton Shores and Roosevelt Park

Region 5: the townships of Blue Lake, Casnovia, Cedar Creek, Dalton, Egelston, Holton and Sullivan

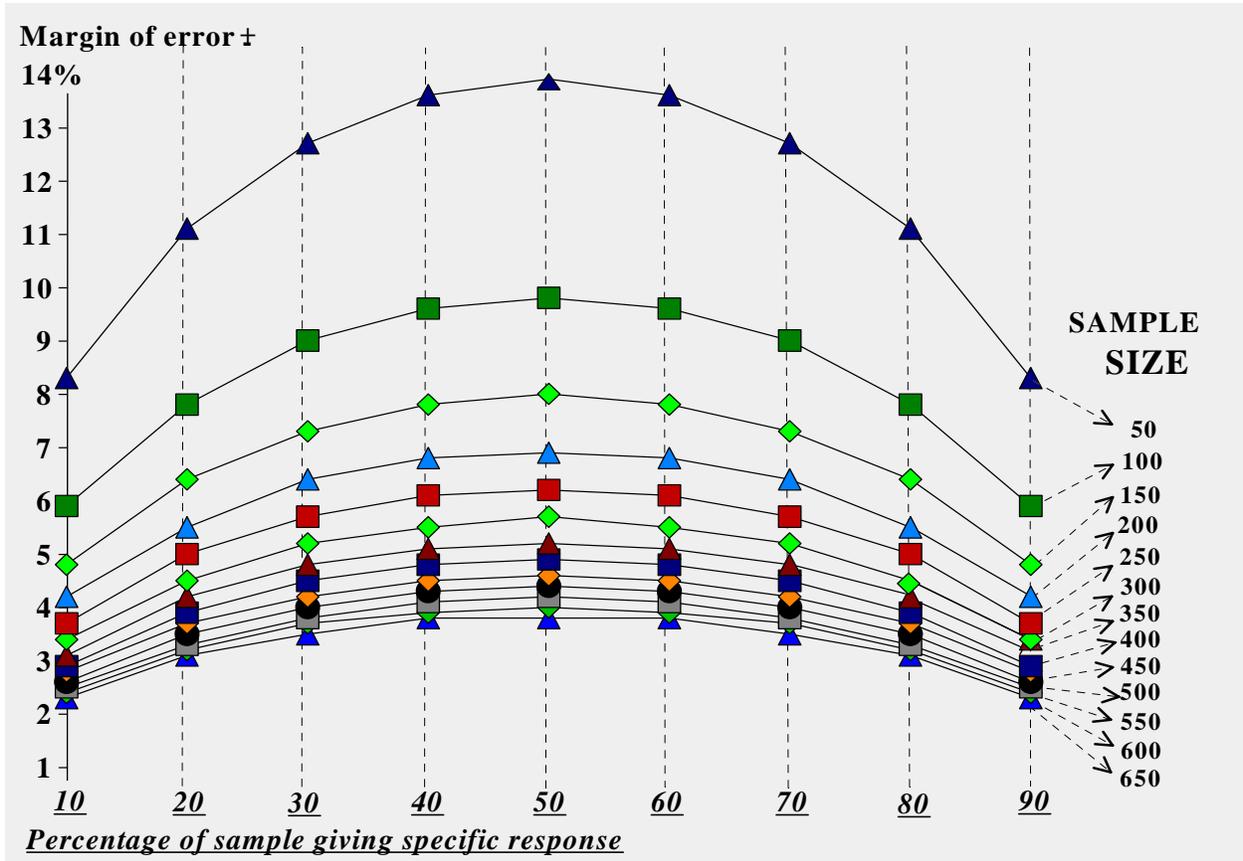
In interpreting survey results, all surveys are subject to error; that is, the results of the survey may differ from those which would have been obtained if the entire populations were interviewed. The size of the sampling error depends on the total number of respondents to a particular question. The table below represents the estimated sampling error for different percentage distributions of responses based on sample size.

For example, a narrow 50 percent majority of all 302 respondents said that “nearby hunting and fishing areas” were an important reason for deciding to live in the community where they reside (Question #34). As indicated in the chart below, this percentage would have a sampling error of plus or minus 5.7 percent. That means that with repeated sampling, it is very likely (95 times out of every 100), that the percentage for the entire population would fall between 44.3 percent and 55.7 percent, hence 50 percent \pm 5.7 percent.

EPIC-MRA SAMPLING ERROR PERCENTAGE (AT 95 IN 100 CONFIDENCE LEVEL)

Percentage of sample giving specific response

SAMPLE SIZE	<i>Percentage of sample giving specific response</i>								
	<u>10</u>	<u>20</u>	<u>30</u>	<u>40</u>	<u>50</u>	<u>60</u>	<u>70</u>	<u>80</u>	<u>90</u>
650	2.3	3.1	3.5	3.8	3.8	3.8	3.5	3.1	2.3
600	2.4	3.2	3.7	3.9	4.0	3.9	3.7	3.2	2.4
550	2.5	3.3	3.8	4.1	4.2	4.1	3.8	3.3	2.5
500	2.6	3.5	4.0	4.3	4.4	4.3	4.0	3.5	2.6
450	2.8	3.7	4.2	4.5	4.6	4.5	4.2	3.7	2.8
400	2.9	3.9	4.5	4.8	4.9	4.8	4.5	3.9	2.9
350	3.1	4.2	4.8	5.1	5.2	5.1	4.8	4.2	3.1
300	3.4	4.5	5.2	5.5	5.7	5.5	5.2	4.5	3.4
250	3.7	5.0	5.7	6.1	6.2	6.1	5.7	5.0	3.7
200	4.2	5.5	6.4	6.8	6.9	6.8	6.4	5.5	4.2
150	4.8	6.4	7.3	7.8	8.0	7.8	7.3	6.4	4.8
100	5.9	7.8	9.0	9.6	9.8	9.6	9.0	7.8	5.9
50	8.3	11.1	12.7	13.6	13.9	13.6	12.7	11.1	8.3



Executive Summary

With the completion of this survey, a great deal of information is now available about the concerns, likes and dislikes of the residents of Muskegon County. This information will be an invaluable source of data to help plan for future growth and development in the county, and also provides useful insight on how to market the area for both residential and commercial development.

Survey respondents provided information in many important areas, including their plans for moving in the next five years and why they would do so; their views about the level of taxes they pay in return for the services they receive; why they choose to live in the community in which they reside; where they work; and whether there is too much growth in their area. They were also asked about urban sprawl and how they rate the job their community does in providing local services.

Survey participants believe there are many things about Muskegon County that will attract residential, business, industrial and commercial development in the future, and they have fairly clear opinions about whether Muskegon County is a better place to live than in the past, worse or about the same, and why they feel that way.

Respondents have clear preferences in terms of policy goals that they believe are important for Muskegon County, and they also support some ideas to encourage – and control – development.

On another topic, respondents were asked if they support or oppose rerouting U.S. 31 through Ottawa County, knowing that it would result in much of the traffic carried by that highway bypassing the southern part of Muskegon County.

Key findings:

“The water” (that is, the proximity of lakes and rivers and activities related to them) is the one feature of Muskegon County that 34 percent of survey respondents cited when asked what they like the most about the area. In a related question, not one item identified by respondents as something they dislike about the county was cited by double digit percentages. It is indeed good news for the county to have one feature identified by more than a third of all respondents as

something they like, with no particular item jumping out as something they dislike about the county.

When respondents were asked why they decided to live in the community where they reside, the reasons offered by the highest percentages were “a job,” “quality of life” and “to be closer to family.”

About sixteen percent of all respondents said they would move to another community within the next five years, with the highest percentages of likely movers coming from: Muskegon Heights and the city of Muskegon, residents who have lived in the county for 10 years or less, respondents in households with children, less educated respondents and younger people, especially younger women (respondents are considered younger if under age 50 – older if age 50 or over). The top reason why people would move is “searching for a job.”

Almost all respondents have an opinion about the taxes and fees they pay in relation to what they get back in services. Just over a third of all respondents said local taxes and fees are too high in relation to the municipal services they receive, with the highest percentages coming from younger residents (especially younger men), those in households with children, and Muskegon Heights residents.

Ideally, the percentage of respondents saying taxes are “too high” should be less than 25 percent if there are any future plans to ask residents to consider tax increase proposals. The more than 30 percent of survey respondents saying taxes are too high is somewhat higher than normal results, given historical trends in EPIC ▪ MRA surveys in other communities. However, although this percentage may be higher than normal, it is important to note that a solid majority, of more than six-in-ten respondents, also said taxes and fees were “about right.”

While a majority of survey respondents said the growth taking place in their community is about right, almost three-in-ten respondents said there is too much growth, with residents of Muskegon and Fruitport townships and other (non-large city) communities saying by the highest percentages that there is too much growth. Overall, while more women than men said there is too much growth, younger men expressed this sentiment more than did older or younger women, or older men.

Three-in-four respondents said their community has the characteristics of urban sprawl, with residents of Fruitport Township and Norton Shores, as well as college educated residents and younger men, saying so by the highest percentages. As might be expected, much lower percentages of residents of the cities of Muskegon and Muskegon Heights said their community had urban sprawl.

Seven-in-ten respondents gave their local community a positive rating for the job done providing basic local services, with the highest ratings coming from college educated men, age 65 and over and men under age 40. Residents of Muskegon Heights offered a negative rating to their local government.

When respondents were asked to state the main reason they live in the community where they reside, the top reasons cited were “to live in a quiet place” and “safety from crime.” “A strong sense of community” and “less traffic congestion” were other important reasons for decisions about where to live.

In terms of community issues of highest personal concern to respondents, “water pollution,” “the quality of local schools” and “the out-migration of good jobs” were identified by the highest percentages.

When asked what were the most important factors respondents thought would attract development to the county in the future, respondents by the highest percentages said “beautiful beaches,” “a skilled labor force,” “people willing to work together” and “a strong school system.” The identification of beautiful beaches as a top attraction is consistent with the respondents’ previously stated belief that “the water” is the most liked attribute of Muskegon County.

Almost half of all respondents said Muskegon County is a better place to live now than it has been in the past, with nearly three times as many respondents saying “better” than the number saying “worse.” Respondents saying “better” by the highest percentages were college educated, especially college educated women and younger residents, as well as residents of Fruitport Township and Muskegon [city].

The top policy goals identified by most survey respondents were “encouraging the creation and expansion of business and industry to create new jobs” and “continuing to provide

investments in higher education and job training.” In terms of ideas to encourage and control growth in the area, “supporting local farmers by purchasing locally grown or produced foods” and “doing more to meet the needs of large area employers to increase the chances that they will stay in Muskegon County” were top methods cited.

Finally, a plurality of survey respondents said they support the plan to reroute U.S. 31 in Ottawa County, even though it will result in much of the traffic on that highway bypassing southern Muskegon County.

Long term residence reported

Nearly two-thirds of all respondents (65 percent) said they have lived in the community where they currently reside for more than 20 years, or for all their life. Almost one-in-five (19 percent) have lived in their community for 10 years or less, and one-in-seven (16 percent) reported residence in their community from 11 to 20 years.

Among the 26 percent of all survey respondents who said they moved into their community within the past 15 years, almost half (44 percent) moved from another community in Muskegon County, one-in-four (23 percent) moved from somewhere else in Michigan, nearly one-in-five (17 percent) moved from another state, and just over one-in-ten (13 percent) moved from a community in another county near Muskegon County.

Water is what respondents like the most about the Muskegon area

When asked to name the thing they liked most about Muskegon County, 34 percent cited “the water.” No other response registered in double digits. The next closest response was “the people” (cited by nine percent), followed by the “great outdoors” and “small-town feeling” (each seven percent) and “familiar” and “good area” (each six percent).

In geo-demographic break-outs, “the water” was cited as the one thing liked the most about Muskegon County by:

- 52 percent of respondents in Region 4 (Norton Shores and Roosevelt Park)
- 50 percent of Norton Shores
- 37 percent each in Muskegon [city] and those in Region 1 (northwest region)
- 33 percent in Area 6 (all other communities)
- 31 percent of Region 3 (Muskegon and Fruitport townships)
- 29 percent of Region 2 (Muskegon [city] and Muskegon Heights)
- 27 percent of Region 5 (remaining communities)

No specific dislike cited by double-digits

When respondents were asked what they dislike the most about Muskegon County, no specific problem or issue was cited by double-digit percentages. In fact, 21 percent said there was “nothing” they disliked, with another 16 percent undecided.

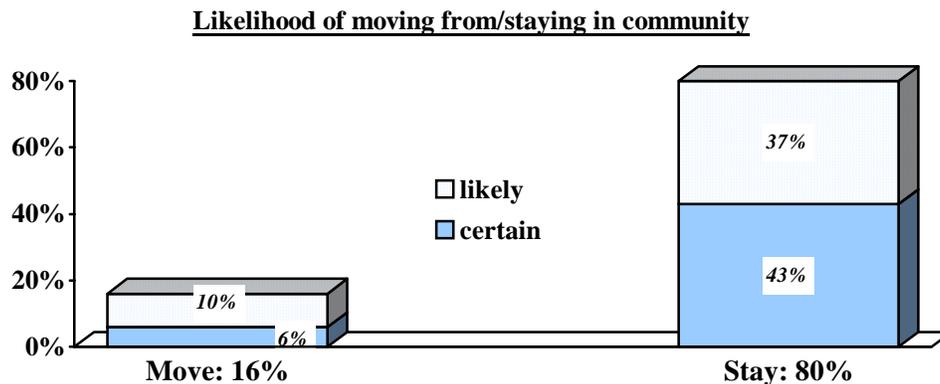
Specific problems cited by respondents included “too crowded and traffic” (cited by nine percent), followed by “local government” (cited by seven percent), “the weather” (six percent) and the “poor economy” (five percent). The fact that no problem or dislike was mentioned by double digits further demonstrates a generally positive view about life in Muskegon County.

“A job” was the top reason cited for living in city or township

When asked in an open-ended question why they had decided to live in the city or township where they reside, 14 percent of respondents gave “job” as the top reason. This was followed by “quality of life” (offered by 12 percent) and “closer to family” and “good value” (each 11 percent). “Acreage” and “school” were each cited by eight percent, “housing” and “marriage” by seven percent each, and “familiar and “Lake Michigan” by six percent each.

Sixteen percent plan to move --

Sixteen percent of all respondents said they plan to move in the next five years, including six percent who said they were “certain” to move and 10 percent who were “likely” to do so. Eighty percent said they would stay, including 43 percent “certain” and 37 percent “likely” to stay.



Among the 16 percent of respondents who said they would move:

- 25 percent said they would move to another city, village or township in Muskegon County

- 18 percent said they would move to a community in another county near Muskegon
- 20 percent said they would move to a community somewhere else in Michigan
- 27 percent said they would move to another state
- two percent said “to another country” and eight percent were unsure of where they would move.

Although the overall 16 percent expressing an intent to move is not a seriously high percentage, analysis of demographic breakouts gives reason for great concern about several specific groups of respondents who indicated by very high percentages that they intended to move. These include:

- 42 percent of Muskegon Heights (25 percent “certain” to move)
- 21 percent in Muskegon [city]
- 13 percent in Fruitport, Muskegon Township, and Area 6
- seven percent in Norton Shores

When broken down by the five regions of communities, 27 percent of Region 2 (Muskegon [city] and Muskegon Heights), 22 percent of Region 5 (“all other” communities), 13 percent of Region 3 (Muskegon and Fruitport townships), eight percent of Region 4 (Norton Shores and Roosevelt Park), and just two percent of Region 1 (the northwest region) said they expected to move.

Further breakouts of respondents who said they expect to move include:

- by length of residence: 24 percent of respondents who lived in the area for 10 years or less, 16 percent of those in the area from 11 to 20 years, and 15 percent of those in the area for more than 20 years
- by reported children in household: 26 percent of respondents with children at home and only 13 percent of those without children
- by age/education: 41 percent of younger respondents without college, 18 percent of younger college educated respondents, eight percent of older college educated respondents and five percent of older respondents without college
- by age/gender: 34 percent of younger women, 29 percent of younger men, 10 percent of older men and only one percent of older women
- by age: 45 percent of those under age 40 and nine percent of those over age 40
 - The younger respondents are, the more intent they are on moving:
 - age 18 to 29: 51 percent majority
 - age 30 to 35: 46 percent
 - age 36 to 40: 25 percent
 - age 41 to 49: 19 percent
 - age 50 to 55: 12 percent
 - age 56 to 64: nine percent
 - age 65 and over: two percent

-- top reasons for moving

Among respondents who said they are certain to move, 28 percent said they would do so because of “a job.” This reason was followed by “my house” (cited by 17 percent) and “more land” (11 percent). Among those who said they are likely to move, “a job” was cited by 19 percent, followed by “family and friends” and “more land” (each cited by 13 percent)

Economic development and job creation in future years could reduce the number of Muskegon area residents who would leave for a job.

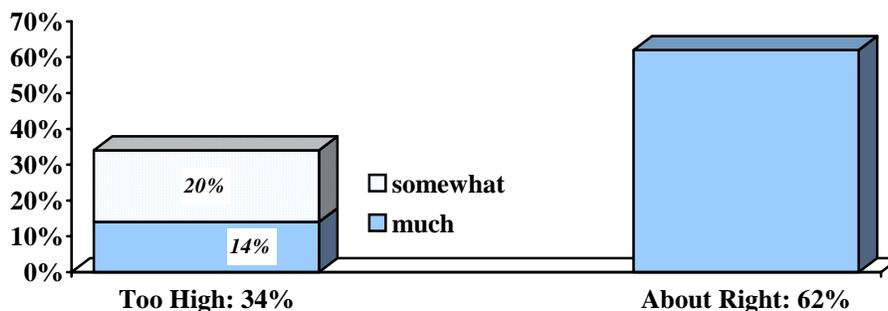
-- top reasons for staying

Among respondents who said they were certain to stay, 19 percent cited “family and friends” as their top reason for staying, followed by “its home” (cited by 17 percent), “I like it here” (12 percent) and “good area” (11 percent). Among those respondents who said they were likely to stay, “it’s home” was cited by 23 percent, “family and friends” was mentioned by 11 percent, and “own my home” was cited by 10 percent.

A third say taxes are too high

Thirty four percent of all respondents said their local taxes and fees were too high for what they got back in services. This includes 14 percent who said taxes were “much” too high, 20 percent said they were “somewhat” too high, and 62 percent said taxes were about right.

Assessment of local taxes in return for services

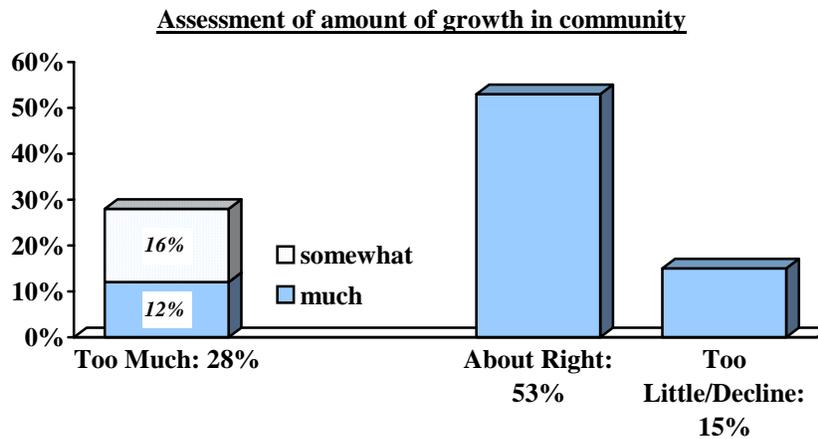


Groups indicating by the highest percentages that taxes and fees were too high included: county worse over past 10 years (52%); younger men (48%); Muskegon Heights, in households with children (46% each); Area 5 (45%); younger without college (43%); respondents who lived in the area for 10 years or less and 11 to 20 years, likely to move, under age 40 (42% each); Area 6 (41%); oppose rerouting U.S. 31, post high school technical education, Region 1 (40% each); county the same over past 10 years (39%); and young college educated (38%).

Twenty-four percent of Region 4 (Norton Shores/Roosevelt Park), 27 percent of Region 3 (Muskegon/Fruitport townships) and 31 percent of Region 2 (Muskegon [city]/ Muskegon Heights) said taxes were too high, which is lower than the county-wide results.

Nearly three-in-ten say there is too much growth

Twenty-eight percent of survey respondents said there is too much growth taking place in their community, including 12 percent who said “much” too much. A 53 percent majority said the amount of growth taking place is about right, with eight percent saying there is too little growth and seven percent citing an actual population decline.



Breakouts of respondents who said there is too much growth include:

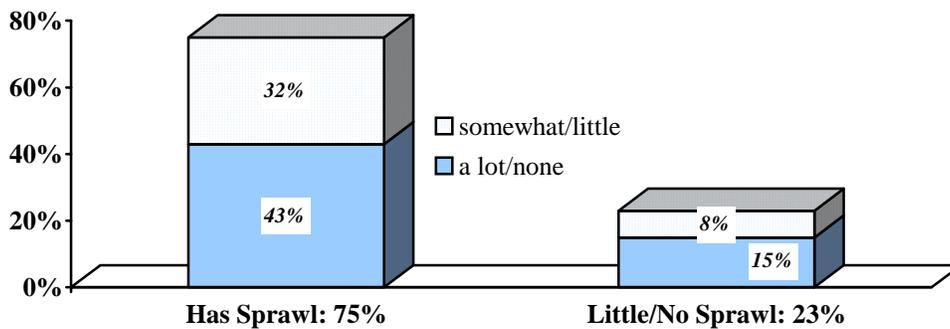
- by residence: Respondents in Muskegon Township indicated by the highest percentage that there was too much growth (40 percent); followed by Region 3 Muskegon/Fruitport townships (38 percent); Region 5 (37 percent); Fruitport Township (35 percent); Area 6 (32 percent), Region 1, Muskegon Heights (29 percent each); Region 2, Norton Shores (19 percent each); Region 4 (18 percent) and the city of Muskegon (15 percent).
- in Muskegon Heights, 38 percent said there is the right amount of growth, 29 percent said there is too much, 17 percent said there is too little and 13 percent said there is an actual population decline
- in the city of Muskegon, 49 percent said growth is about right, 15 percent said there is too much, 16 percent said too little, and 13 percent said there is a population decline
- by gender: 30 percent of women and 25 percent of men
- by length of residence: 42 percent of respondents who lived in the area for 11 to 20 years, 27 percent of those in the area for 10 years or less, and 24 percent of respondents in the area for more than 20 years
- by opinion of taxes: 32 percent of respondents who said taxes are too high and 25 percent of those who said taxes are about right

- by intent to move: 44 percent of respondents who are “certain” to move, 32 percent of those “likely” to move, and 26 percent of those who are “likely/certain” to stay
- by age/education: 36 percent of younger respondents without college, 27 percent of older without college, 24 percent of younger college educated and 22 percent of older college educated
- by age/gender: 33 percent of younger men, 31 percent of older women, 29 percent of younger women and only 21 percent of older men

Three-in-four say their community has urban sprawl

A 75 percent solid majority of all respondents said their community has the characteristics of urban sprawl, including 43 percent who said it had “a lot” of such characteristics and 32 percent who said “somewhat.” Twenty-three percent said their community has urban sprawl “only a little” or “not at all.”

Assessment of urban sprawl in community



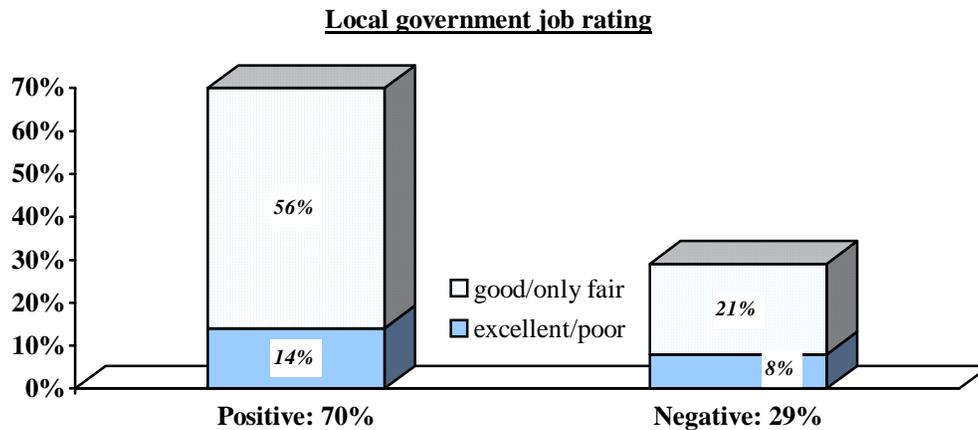
Specific groups that indicated by the highest percentages that their community has “a lot” of the characteristics of urban sprawl included:

Fruitport Township (70%); unemployed, Region 3 (53% each); Norton Shores (52%); lived in area 11 to 20 years (50%); college educated men, Region 6 (49% each); works in another community in Muskegon County, young college educated, age 50 to 55 (48% each); younger men, age 41 to 49 (47% each); all college educated, Region 4 (46% each); Area 6, Region 1, men over age 40 (45% each); all men, college educated women, county the same over past 10 years, older college educated, age 56 to 64, “Silent” generation [born 1925-43] and “Boom” generation [born 1944-60] (44% each); likely to stay, under age 40 (43% each); men without college, full-time employees, works at home, in households without children, older men and women (42% each); certain to stay, women over age 40 (41% each); Muskegon Township, and men under age 40 (40% each).

Only 19 percent of Region 2 (Muskegon [city] and Muskegon Heights) said there is “a lot” of urban sprawl.

Seven-in-ten offer positive ratings for their city or township services

A solid 70 to 29 percent majority of all respondents offered a positive rating for the job their city or township does in providing basic local services. Although the overall positive rating is high, only 14 percent offered an “excellent” job rating, with 56 saying the municipality was doing a “pretty good” job.



Respondents in every community except Muskegon Heights offered a positive rating by a higher percentage than the overall county-wide results. In Muskegon Heights, 63 percent offered a negative rating and 38 percent gave a positive rating. It should be noted however, that Muskegon Heights provided a small sub-sample size (24 respondents).

Highest percentages offering positive ratings came from:

age 30 to 35 (85%); taxes about right, works in community where they live (83% each); part-time employees, county better over past 10 years (81% each); college educated men, Region 4 (80% each); Muskegon [city], Norton Shores (79% each); Fruitport Township (78%); young college educated, age 65 and over, men under age 40 (76% each); homemakers, works in another Muskegon County community, Region 3 (75% each); lived in the area 11 to 20 years, college educated (74% each); full-time employees, older men, Muskegon Township (73% each); all men, certain to stay, in households without children, older with and without college (72% each); will likely move, will likely stay, younger men and older women, high school or less education, over age 40, men and women over age 40 (71% each); lived in area over 20 years, and age 41 to 49 and 56 to 64 (70% each).

Highest percentages of negative ratings came from:

Muskegon Heights (63% -- small sample size); taxes too high (51%); certain to move, age 36 to 40 (50%); county worse over past 10 years (44%); women under age 40, Region 1 (39% each); younger without college (38%); “X” generation [b. 1960-81] (36%); lived in area 10 years or less, younger women, post high school technical training (35% each); county about the same over past 10 years (34%);

other communities, under age 40, age 18 to 29, Area 6 (33% each); “Silent” generation [b. 1925-43] (32%).

Quiet and safety from crime most important factors for living in their community

A list of reasons why respondents might have decided to live in the community where they reside was read. Respondents were asked if each statement describes a very or somewhat important factor in their decision, a minor factor or not a factor at all.

The top ranking reason, cited as important by a solid 88 percent majority, was “to live in a place that is quiet.” This included the 58 percent who cited this as a “very” important factor.

Respondents who indicated by very high percentages that living in a place that was quiet was an important factor include:

- 95 percent of respondents in Norton Shores
- 94 percent each of Regions 1, 4 and 5
- 93 percent of Area 6, other communities
- 87 percent of Region 3 (Fruitport/Muskegon townships)
- 79 percent each of Muskegon [city] and Muskegon Heights, said r.

Other top reasons included:

- “safety from crime” cited as important by a 79 percent majority (54 percent “very” important)
 - 100 percent of Fruitport Township (small sample)
 - 88 percent of Region 4
 - 87 percent of Region 3
 - 86 percent of Norton Shores
 - 84 percent of Region 1
 - 82 percent of Area 6
 - 77 percent of Muskegon Township
 - 67 percent of Muskegon [city]
 - 63 percent of Muskegon Heights
- “a strong sense of community” cited by a 77 percent majority (39 percent “very” important)
 - 87 percent of Fruitport Township
 - 83 percent of Muskegon Heights
 - 81 percent of Region 3
 - 78 percent of Regions 2 and 5
 - 77 percent of Muskegon Township
 - 76 percent of Area 6
 - 75 percent of Muskegon [city]
 - 73 percent of Region 1
 - 72 percent of Region 4
 - 71 percent of Norton Shores
- “less traffic congestion and a quality road system” cited by a 76 percent majority (45 percent “very” important)
 - 85 percent of Region 5
 - 84 percent of Area 6 and Region 1
 - 77 percent of Muskegon Township
 - 75 percent of Region 3
 - 74 percent of Region 4, Norton Shores and Fruitport Township
 - 72 percent of Muskegon [city]
 - 67 percent of Region 2
 - a much lower 54 percent of Muskegon Height

- “the availability and quality of affordable housing” cited by a 73 percent majority (37 percent “very” important)
 - 87 percent of Muskegon Township
 - 85 percent of Region 3
 - 83 percent of Fruitport Township
 - 79 percent of Muskegon [city]
 - 77 percent of Region 5
 - 74 percent of Region 2
 - 69 percent of Norton Shores
 - 68 percent of Area 6
 - 64 percent of Region 4
 - 63 percent of Muskegon Heights
 - 61 percent of Region 1
- “high quality of local schools” cited by a 67 percent majority (50 percent “very” important)
 - 87 percent of Fruitport Township
 - 81 percent of Region 3
 - 77 percent of Muskegon Township
 - 74 percent of Region 4
 - 71 percent of Norton Shores
 - 68 percent of Area 6 and Region 5
 - 65 percent of Region 1
 - 64 percent of Muskegon [city]
 - 56 percent of Region 2
 - 38 percent of Muskegon Heights
- “Lakefront areas and shorelines” cited by 65 percent (41 percent “very” important)
 - Obviously, respondents in shoreline areas think this reason is more important:
 - 79 percent majority of Norton Shores
 - 77 percent of Muskegon [city]
 - 74 percent of Region 4
 - 71 percent of Region 2
 - 67 percent of Muskegon Township
 - 65 percent of Region 1
 - 60 percent of Region 3
 - 59 percent of Area 6
 - 55 percent of Region 5
 - 54 percent of Muskegon Heights
 - 52 percent of Fruitport Township
- “to be closer to family” cited by 64 percent (46 percent “very” important)
 - 80 of Muskegon Township
 - 79 percent of Muskegon Heights
 - 75 percent of Region 3
 - 70 percent of Fruitport Township
 - 66 percent of Regions 2 and 4
 - 62 percent of Norton Shores
 - 61 percent of Muskegon [city]
 - 60 percent of Region 5
 - 57 percent of Area 6
 - 49 percent of Region 1
- “the rural character of the area” cited by 63 percent (34 percent very important)
 - Understandably this reason was not important in the two more urban areas of the county:
 - an 83 percent majority of Fruitport Township and Region 5
 - 76 percent of Region 1
 - 75 percent of Area 6 and Region 3
 - 70 percent of Muskegon Township
 - 55 percent of Norton Shores
 - 48 percent of Region 4
 - 46 percent of Muskegon [city]
 - 42 percent of Region 2
 - 33 percent of Muskegon Heights
- “available recreational activities and a strong park system” cited by 63 percent (28 percent “very” important)
 - 76 percent of Norton Shores and Region 4
 - 70 percent of Fruitport Township
 - 67 percent of Muskegon [city]
 - 66 percent of Region 3
 - 64 percent of Region 2

- 63 percent of Muskegon Township
- 61 percent of Region 1
- 56 percent of Area 6
- “a lot of community events, activities and fun times” cited by 61 percent (23 percent “very” important)
- 74 percent of Muskegon [city] and Norton Shores
- 73 percent of Region 2
- 72 percent of Region 4
- 71 percent of Muskegon Heights
- 65 percent of Fruitport Township
- “to be closer to quality health care services” cited by 60 percent (30 percent “very” important)
- 71 percent of Muskegon Heights
- 70 percent of Fruitport Township
- 68 percent of Region 3
- 67 percent of Muskegon Township
- 66 percent of Region 4
- 54 percent of Muskegon Heights
- 49 percent of Region 5
- 57 percent of Region 1 and 3
- 51 percent of Area 6
- 50 percent of Muskegon Township
- 45 percent of Region 5
- 64 percent of Norton Shores
- 62 percent of Region 2
- 59 percent of Muskegon [city]
- 52 percent of Area 6
- 51 percent of Region 1 and 5

Other factors were thought to be important in deciding where to live by fewer than 60 percent, and a few factors were ranked as more unimportant than important.

- “because of a change in jobs” cited as unimportant by a 78 to 21 percent majority (72 percent “not important at all”)
- “to live in an area where you can walk to nearby stores and other places” cited as unimportant by a 64 to 36 percent majority
 - 78 percent of Fruitport Township
 - 77 percent of Region 5
 - 71 percent of Region 1
 - 70 percent of Area 6
 - 69 percent of Norton Shores
 - 64 percent of Region 3
 - 60 percent of Region 4
 - 54 percent of Muskegon [city]
 - 53 percent of Muskegon Township
 - 52 percent of Region 2
 - 46 percent of Muskegon Heights
- “to live where there is a diverse mix of people of different races” cited as unimportant by a 59 to 40 percent majority (45 percent “not important at all”)
 - On this measurement, there are some significant differences among communities:
 - important -- a 54 percent majority of Muskegon Heights and 50 percent of Muskegon Township
 - unimportant -- a 71 percent majority of Region 1; 69 percent of Area 6 and Region 5; 61 percent of Fruitport Township; 55 percent of Region 3; 54 percent of Muskegon [city]; 52 percent of Norton Shores, Region 2 and Region 4
 - Respondents in areas with greater diversity tend to feel it is a more important factor than those in areas that are less diverse.

- “lower local property taxes” cited as unimportant by a 59 to 39 percent majority
 - important -- a 70 percent majority of Fruitport Township; 58 percent of Region 3; 50 percent of Muskegon Township.
 - unimportant -- a 67 percent majority of Muskegon Heights, Muskegon [city], Region 1 and 2; 61 percent of Area 6; 60 percent of Norton Shores; 58 percent of Region 4 and 5 said local property taxes were unimportant.
 - In addition, 64 percent of all women and 55 percent of all men said this was not an important factor.
- “to be closer to work” cited as unimportant by a 58 to 40 percent majority (52 percent “not important at all”)
 - important -- a 65 percent majority of Fruitport Township; 51 percent of Region 2
 - unimportant -- a 65 percent majority of Region 1, 64 percent of Region 4 and Norton Shores; 63 percent of Muskegon Heights; 62 percent of Area 6; 60 percent of Region 5 and Muskegon Township; 55 percent of Region 2; 52 percent of Muskegon [city]
- “the historic charm of the area” cited as unimportant by 50 percent, with 49 percent saying it was important.
 - important -- 54 percent majority of Muskegon [city] and Region 4; 53 percent of Region 2, 52 percent of Norton Shores, 51 percent of Region 1, and 50 percent of Muskegon Heights said the historic charm of the area was important.
 - unimportant -- A 63 percent majority of Muskegon Township, 58 percent of Region 3; 54 percent of Region 5; 52 percent of Fruitport Township; 51 percent of Area 6
- “nearby hunting and fishing areas” cited as unimportant by 50 percent, with 50 percent saying it was important.
 - important -- 68 percent majority of Region 5; 57 percent of Fruitport Township and Area 6; 52 percent of Norton Shores; 51 percent of Region 1 and 3
 - unimportant -- 66 percent majority of Muskegon [city]; 64 percent of Region 2; 58 percent of Muskegon Heights; 54 percent of Region 4 ; 53 percent of Muskegon Township
 - Perhaps not surprisingly, 58 percent of all men and only 42 percent of all women thought “hunting and fishing areas” was an important factor, with identical results among both younger and older men.
- “a lower cost of living than other areas” and “a lot of natural and undeveloped land,” each cited as important by a 59 percent majority
 - lower cost of living important -- a 65 percent majority of Fruitport Township; 64 percent of Muskegon [city] and Region 2; 63 percent of Muskegon Heights; 62 percent of Region 3; 60 percent of Muskegon Township and Region 5; 56 percent of Area 6; 52 percent of Norton Shores and Region 4; and 51 percent of Region 1
 - natural and undeveloped land important -- 75 percent majority of Region 5; 73 percent of Area 6 and Region 1; 65 percent of Fruitport Township; 62

percent of Region 3; 60 percent of Muskegon Township; 48 percent of Norton Shores and Region 4; 43 percent of Muskegon [city]; 41 percent of Region 2; only 38 percent of Muskegon Heights

- “the quality of local services, like water, sewer, trash and snow removal” cited as important by 58 percent
 - Understandably, this ranking varies widely among communities:
 - important -- 74 percent majority of Muskegon [city]; 73 percent of Muskegon Township; 71 percent of Region ; 66 percent of Region ; 63 percent of Muskegon Height; 62 percent of Region 4; 57 percent each of Fruitport Township and Norton Shores; 51 percent of Region 1; 46 percent of Area 6; and 37 percent of Region 5.

Most important factors in deciding where to live:

-- Fruitport Township

The most to least important factors in deciding to live among Fruitport Township respondents were:

safety from crime (100%); a quiet area, high quality local schools, a strong sense of community (87% each); affordable housing, the rural character (83% each); less traffic congestion and quality local roads (74%); lower property taxes, closer to family, closer to health care, available recreational activities and strong parks (70% each); closer to work, lower cost of living, a lot of community events, a lot of natural and undeveloped land (65% each); quality local services, nearby hunting and fishing areas (57% each); and the lakefront areas and shoreline (52%) -- other factors cited by fewer than 50 percent

-- Muskegon Heights

The most to least important factors in deciding where to live among Muskegon Heights respondents included:

a strong sense of community (83%), closer to family, a quiet area (79% each); closer to health care, a lot of community events (71% each); safety from crime, lower cost of living, affordable housing, quality local services (63% each); lakefront areas and shoreline, able to walk to nearby stores, available recreational activities and strong parks, a diverse mix of people, less traffic congestion and quality local roads (54% each); and the historic charm of the area (50%) -- other factors cited by fewer than 50 percent.

-- Muskegon Township

The most to least important factors in deciding where to live among Muskegon Township respondents included:

a quiet area, affordable housing (87% each); closer to family (80%); a strong sense of community, safety from crime, less traffic congestion and quality local roads, high quality local schools (77% each); quality local services (73%); the rural character of the area (70%); closer to health care, lakefront areas and shoreline (67% each); available recreational activities and strong parks (63%); a lot of natural and undeveloped land, lower cost of living (60% each); a lot of community events, a diverse mix of people, and lower property taxes (50% each) - - other factors cited by fewer than 50 percent.

-- Muskegon [city]

The most to least important factors in deciding where to live among Muskegon [city] respondents included:

a quiet area, affordable housing (79% each); lakefront areas and shoreline (77%); a strong sense of community (75%); quality local services, a lot of community events (74% each); less traffic congestion and quality local roads (72%); safety from crime, available recreational activities and strong parks (67% each); high quality local schools, lower cost of living (64% each); closer to family (61%); closer to health care (59%); and the historic charm of the area (54%) -- other factors cited by fewer than 50 percent.

-- Norton Shores

The most to least important factors in deciding where to live among Norton Shores respondents included:

a quiet area (95%); safety from crime (86%); lakefront areas and shoreline (79%); available recreational activities and strong parks (76%); a lot of community events, less traffic congestion and quality local roads (74% each); a strong sense of community, high quality local schools (71% each); affordable housing (69%); closer to health care (64%); closer to family (62%); quality local services (57%); the rural character of the area (55%); lower cost of living, the historic charm of the area, and nearby hunting and fishing areas (52% each) -- other factors cited by fewer than 50 percent.

-- other communities within Area 6

The most to least important factors in deciding where to live among Area 6 respondents included:

a quiet area (93%); less traffic congestion and quality local roads (84%); safety from crime (82%); a strong sense of community (76%); the rural character of the area (75%); a lot of natural and undeveloped land (73%); high quality local schools, affordable housing (68% each); lakefront areas and shoreline (59%); closer to family, nearby hunting and fishing areas (57% each); available recreational activities and strong parks, lower cost of living (56% each); closer to health care (52%); and a lot of community events (51%) -- other factors cited by fewer than 50 percent

-- Region 1

The most to least important factors in deciding where to live among Region 1 respondents included:

a quiet area (94%); safety from crime, less traffic congestion and good roads (84% each); rural character of the area (76%); a lot of natural and undeveloped land, a strong sense of community (73% each); high quality local schools and lakefront shoreline (65% each); available recreational activities, affordable housing (61% each); a lot of community events (57%); closer to quality health care, lower cost of living and historic charm of the area, nearby hunting and fishing areas (51% each) -- other factors cited by fewer than 50 percent

-- Region 2

The most to least important factors in deciding where to live among Region 2 respondents included:

a quiet area (79%); strong sense of community (78%); affordable housing (74%); a lot of community events (73%); quality local services, lakefront shoreline (71%); less traffic congestion and good roads (67%); safety from crime, closer to family (66% each); lower cost of living, available recreational activities (64% each); closer to health care (62%); high quality local schools (56%); historic charm of the area (53%) -- other factors cited by fewer than 50 percent

-- Region 3

The most to least important factors in deciding where to live among Region 3 respondents included:

safety from crime, a quiet area (87% each); affordable housing (85%); high quality local schools, a strong sense of community (81% each); closer to family, rural character of the area (75% each); closer to health care (68%); quality local services, available recreational activities (66% each); lower cost of living, a lot of natural and undeveloped land (62% each); lakefront shoreline (60%); lower property taxes (58%); a lot of community events (57%); closer to work, nearby hunting and fishing areas (51% each) -- other factors cited by fewer than 50 percent

-- Region 4

The most to least important factors in deciding where to live among Region 4 respondents included:

a quiet area (94%); safety from crime (88%); available recreational activities (76%); high quality local schools, lakefront shoreline, less traffic congestion and good roads (74% each); a lot of community events, a strong sense of community (72% each); closer to family, closer to health care (66% each); affordable housing (64%); quality local services (62%); historic charm of area (54%); lower cost of living (52%) -- other factors cited by fewer than 50 percent

-- Region 5

The most to least important factors in deciding where to live among Region 5 respondents included:

a quiet area (94%); less traffic congestion and good roads (85%); rural character of area (83%); safety from crime, a strong sense of community (78% each); affordable housing (77%); a lot of natural and undeveloped land (75%); high quality local schools, nearby hunting and fishing areas (68% each); closer to family, lower cost of living (60% each); lakefront shoreline (55%); closer to health care (51%) -- other factors cited by fewer than 50 percent

Top concerns: Water pollution, school quality, the out-migration of good jobs, air pollution, and future planning and development for the downtown and lakefront areas

Respondents were asked to use a scale of zero to 10 to rate several public issues, with “10” meaning an issue is an extremely serious concern and “0” meaning it is not a concern at all. The issue that garnered the highest “9 – 10” concern ratings from the highest percentages was

water pollution (rated 9 - 10 by 52 percent). The second highest concern, rated 9 - 10 by 47 percent, was “the quality of schools in the area.”

Other top concerns rated 9 - 10 by the highest percentages included:

- the out-migration of good paying jobs (rated 9 - 10 by 45 percent)
- air pollution (37 percent)
- future planning and development for the downtown and lakefront areas (37 percent)
- the quality and availability of water or sewer systems (36 percent)
- too many local businesses and industries owned by outside national and international corporations (34 percent)
- the ability to expand and develop the existing manufacturing base (32 percent)
- loss of farmland, forest land, and natural wildlife habitats (31 percent)
- the level of planning to manage growth and development (31 percent)
- no county-wide master plan or long-term vision (31 percent)
- having convenient public transportation, especially for seniors and the handicapped (30 percent)
- zoning decisions driven by development rather than existing community plans (28 percent)
- a high crime rate (28 percent)
- the condition of local roads (27 percent)
- too many local governments with overlapping responsibilities (27 percent)
- dilapidation and abandoned buildings in my community (25 percent)
- not enough commercial or industrial growth and development (24 percent)
- the lack of strong county leadership (24 percent)
- the amount of taxes paid in your community (22 percent)
- too much poverty in my community (22 percent)
- public apathy (21 percent)
- a lack of cooperation between communities (21 percent)
- urban sprawl (21 percent)
- loss of open space for leisure activities (20 percent)
- old foundry town image and smell (19 percent)
- traffic problems and congestion (18 percent)
- the financial strain on less populated areas to provide infrastructure services like roads, water and sewer to meet the demands of new development (18 percent)
- too much residential growth and development in some areas (18 percent)
- the level of coordinated land use planning and zoning between adjacent communities (15 percent)
- the expansion and service of the Muskegon county airport (13 percent)

Demographic breakouts: groups offering 9 or 10 ratings in percentages well above the county-wide results:

-- water pollution (52%)

- 65 percent majority of Fruitport Township residents; 59 percent of Muskegon [city]; 58 percent of Region 3; 54 percent of Region 2; 53 percent of Muskegon Township; 52 percent of Region 5; 50 percent of Norton Shores; 49 percent of Region 1; 48 percent of Area 6 communities; 44 percent of Region 4; and 42 percent of Muskegon Heights
- 55 percent majority of women and 49 percent of men
- 66 percent of college educated women, 54 percent of college educated men, 48 percent of men without college and 47 percent of women without college
- 58 percent of younger men, 56 percent of older women, 53 percent of younger women and only 43 percent of older men
- 59 percent of respondents who are likely to stay, 52 percent of those who are certain to stay, 42 percent of respondents who are likely to move and 39 percent of those who are certain to move

-- quality of schools in the area (47%)

- 52 percent of Muskegon [city] and Region 2; 50 percent of Muskegon Heights; 49 percent of Area 6 communities and Region 1; 48 percent of Region 5; 43 percent each of Fruitport Township, Muskegon Township, and Region 3; 40 percent of Region 4; and 36 percent of Norton Shores
- There is a significant difference between men and women: 55 percent of women and 39 percent of men
 - 59 percent of younger women, 52 percent of older women, 47 percent of younger men and just 33 percent of older men
 - 63 percent of college educated women, 51 percent of women without college, 41 percent of college educated men and 37 percent of men without
- The quality of local schools could be an influence on residents planning to move: 56 percent majority of respondents who are certain to move, 50 percent of those certain to stay, 47 percent of respondents likely to stay and 39 percent of those likely to move
- There is also a great difference between the concern expressed by respondents with and without children at home: 61 percent of those in households with children and only 42 percent of those without children at home
- There was also a significant difference based only on age: 59 percent of respondents under age 40 and 44 percent of those age 40 or over

-- out-migration of good paying jobs (45%)

- 60 percent of Norton Shores; 58 percent of Muskegon Heights; 52 percent of Region 4; 47 percent of Muskegon [city]/Muskegon Township; 46 percent of Region 2; 45 percent of Region 1; 43 percent of Region 3; 42 percent of Region 5; 41 percent of other communities; 39 percent of Fruitport Township

- 53 percent of respondents who have lived in the county for 10 years or less, 44 percent of those residing for 20 years or more and 42 percent of residents living in the area for 11 to 20 years
- 53 percent of respondents who said taxes are too high, and 41 percent of those saying taxes are about right

-- air pollution (37%)

- 43 percent of Muskegon [city]; 41 percent of Region 2; 40 percent of Muskegon Township and Region 3; 39 percent of Fruitport Township; 38 percent of Muskegon Heights and Region 5; 34 percent of Area 6 communities; 33 percent of Norton Shores; 32 percent of Region 4; 29 percent of Region 1.
- 42 percent of women and 31 percent of men
- 53 percent of college educated women, 36 percent of women without college, 33 percent of men without college and 27 percent of college educated men
- 46 percent of younger women, 38 percent of older women, 33 percent of younger men and 29 percent of older men

-- future planning and development for the downtown and lakefront areas (37%)

- 50 percent of Muskegon Heights; 48 percent of Muskegon [city] and Region 2; 45 percent of Norton Shores; 44 percent of Region 4; 39 percent of Fruitport Township; 37 percent of Region 1; 34 percent of Region 3; 28 percent of Area 6 communities; 20 percent of Region 5
- 45 percent of college educated respondents and 33 percent of those without a college education
- 40 percent of women over age 40, 39 percent of women under age 40, 37 percent of men over age 40 and 24 percent of men under age 40

-- quality and availability of water or sewage systems (36%)

- a greater concern in the urban areas than in the more rural areas:
 - 46 percent of Muskegon [city]; 45 percent of Norton Shores and Region 2; 44 percent of Region 4; 42 percent of Muskegon Heights; 35 percent of Fruitport Township; 32 percent of Region 5; 30 percent of Area 6 communities and Region 3; and 27 percent of Muskegon Township and Region 1
- 41 percent of all women and 32 percent of all men
- 40 percent of respondents who plan to stay in their community, 28 percent of respondents certain to move and 23 percent of those likely to move
- 47 percent of college educated women, 39 percent of college educated men, 37 percent of women without college and 29 percent of men without college.

-- too many local businesses and industries owned by outside national and international corporations (34%)

- 42 percent of Muskegon Heights; 40 percent of Muskegon Township and Region 2; 39 percent of Muskegon [city]; 38 percent of Region 3; 35 percent of Fruitport Township; 34 percent of Region 5; 33 percent of Norton Shores; 32 percent of Region 4; 28 percent of Area 6 communities; 20 percent of Region 1.

- 42 percent of women without college, 33 percent of men without college and 27 percent each of college educated men and women
- 44 percent of older women, 32 percent of older men, 31 percent of younger men and 25 percent of younger women
- 37 percent of respondents without college and 27 percent of college educated respondents
- 37 percent of respondents over age 40 and 21 percent of respondents under age 40

-- ability to expand and develop the existing manufacturing base (32%)

- 46 percent of Muskegon Heights; 40 percent of Muskegon Township; 36 percent of Region 3; 35 percent of Region 2; 33 percent of Norton Shores and Region 1; 31 percent of Muskegon [city]; 30 percent of Fruitport Township and Region 4; 28 percent of Area 6 communities and 26 percent of Region 5
- Other than geographical differences, there are no other significant demographic differences on this question.

-- loss of farmland, forest land, and natural wildlife habitats (31%)

- Understandably, concern is generally greatest in the more rural areas:
 - 43 percent of Region 5; 37 percent of Area 6 communities; 35 percent of Fruitport Township and Region 1; 30 percent of Muskegon [city] and Region 3; 28 percent of Region 2; 27 percent of Muskegon Township; 25 percent of Muskegon Heights; and 21 percent of Norton Shores; 18 percent of Region 4.
- 40 percent of younger men, 35 percent of older women, 29 percent of younger women and 23 percent of older men
- There were no other significant differences among key demographic groups on this issue.

-- level of planning to manage growth and development (31%)

- 38 percent of Norton Shores; 37 percent of Region 1; 33 percent each of Muskegon Township and Muskegon [city]; 32 percent of Region 4; 31 percent of Region 2; 30 percent of Region 3; 28 percent of Area 6 communities; 26 percent of Fruitport Township; 25 percent of Muskegon Heights and Region 5
- Key groups that expressed 9 - 10 concern t about this issue included by the highest percentages:
 - college educated women, younger college educated respondents (42% each); age 41 to 49 (40%); all college educated respondents (38%); age 50 to 55 (36%); “GI” generation [born 1924 - prior] and “Boom” generation [born 1944-60] (35%); women over age 40 (34%)

-- no county-wide master plan or long-term vision (31%)

- 48 percent of Norton Shores; 44 percent of Region 4; 38 percent of Muskegon Heights; 35 percent of Region 1; 32 percent of Area 6 communities and Region 2; 31 percent of Region 5; 30 percent of Muskegon [city]; 20 percent of Muskegon Township; 19 percent of Region 3; and 17 percent of Fruitport Township

- Key groups that expressed 9 - 10 concern t about this issue included by the highest percentages:
 - lived in the Area 11 to 20 years (48%); college educated women, homemakers (42% each); works in another county, county worse over past 10 years, young college educated (40% each); taxes too high (39%); college educated (38%); older women (37%); all women, older college educated, women over age 40 (36% each); full-time employees, works in another community in Muskegon County (35% each); in households without children, younger women, post high-school technical education (34% each); works at home, county the same over past 10 years, women under age 40 (33% each).

-- convenient public transportation, especially for seniors and the handicapped (30%)

- 50 percent of Muskegon Heights; 47 percent of Region 2; 46 percent of Muskegon [city]; 31 percent of Region 1; 26 percent of Fruitport Township; 24 percent of Norton Shores and Area 6 communities; 22 percent of Region 5; 21 percent of Region 3; 20 percent of Region 4; 17 percent of Muskegon Township.
- Key groups that expressed 9 - 10 concern t about this issue included by the highest percentages:
 - homemakers (50%); age 50 to 55 (44%); older women (40%); women without college, women over age 40 (39% each); all women (38%); college educated women, county worse over past 10 years (37% each); older college educated, women under age 40 (36% each); younger women (35%); lived in area more than 20 years, college educated, and age 18 to 29 (33% each).

Most important factors in attracting residential, business, industrial and commercial developments to Muskegon County

A list of statements pertaining to things that may attract residential, business, industry and commercial development to Muskegon County was read. Respondents were asked if each statement describes a very or somewhat important factor in attracting development, a minor factor or not a factor at all.

Respondents rated all of tested aspects as “important,” by a high of 94 percent to a low of 72 percent. This includes five aspects rated important by more than 90 percent, four items so rated by 86 to 89 percent, and three by 76 to 72 percent.

The most important factor, cited as “important” by 94 percent, was “beautiful beaches” and the least important factor, cited by 72 percent, was “the area’s ethnic diversity.” With the solid percentages saying all items were important factors, there are very few demographic differences on any aspects tested.

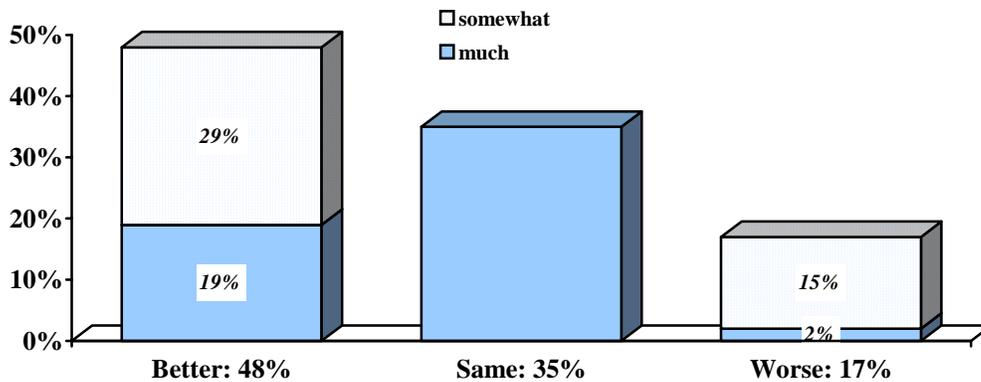
In descending order of percentages of respondents rating an aspect as important, the results were:

- “many beautiful beaches” -- 94 percent important, 76 percent “very” important
- “a skilled labor force,” -- 94 percent important, 72 percent “very” important
- “people willing to work together” -- 92 percent important, 77 percent “very” important
- “strong school system and opportunity for higher education” -- 92 percent important, 77 percent “very” important
- “good retail opportunities” -- 92 percent important, 55 percent “very” important
- “an effective wastewater treatment system” -- 89 percent important, 70 percent “very” important.
- “cultural opportunities like the Blue Lake Fine Arts Camp, Freunthal Theatre, Cherry Playhouse and summer festivals” -- 88 percent important, 56 percent “very” important
- “economic diversity, including a variety of business types and sizes, as well as ethnic ownership and backgrounds” -- 86 percent important, 48 percent “very” important
- “recent growth and development,” -- 86 percent important, 42 percent “very” important
- “new industrial parks,” -- 76 percent important, 33 percent “very” important
- “Michigan’s Adventure, which draws many people to the area” -- 74 percent important, 37 percent “very” important
- “the area’s ethnic diversity” -- 72 percent important, 30 percent “very” important

Almost half say Muskegon County is a better place to live over the past 10 years

Respondents were asked if Muskegon County has become a better or a worse place to live over the past 10 years, or if it is about the same as it was then. Forty-eight percent said the county is a “better” place to live, including 19 percent who said “much” better. Thirty-five percent said it was “about the same” and 17 percent said it was “worse.”

Assessment of county as place to live over 10 years past



Respondents who said “better” were asked why they said so. Fifteen percent of these respondents cited “new businesses,” 14 percent said the county was “trying to improve,” 12 percent said there was “better shopping,” eight percent said “it’s cleaned up,” eight percent said there is “more to do now,” and seven percent said “good people moving in.” Six percent each also cited “jobs” and “lakefront improvements,” followed by “community involvement” and “improved schools” cited by five percent each.

The top reasons offered by those who said “worse” included: “unemployment,” cited by 27 percent of these respondents, “crime” (cited by 18 percent) and “business leaving” (16 percent). Eight percent each cited “industrial expansion” and “schools,” six percent offered “too much politics,” and four percent said “declining retail.”

Key groups indicating by the highest percentages that Muskegon County is a better place to live included:

part-time workers, works in another Muskegon County community (68% each); works where they live, works in another county (60% each); college educated women (59%); young college educated (58%); Fruitport Township, Muskegon [city], full-time workers (57% each); residents for 10 years or less, taxes about right, college educated (56% each); favor rerouting of U.S. 31, age 36 to 40 (55% each); older college educated (54%); age 50 to 55 (52%); college educated men, younger women, Region 3 (51% each); likely to stay, “Boom” generation [born 1944-60] (50% each).

Groups saying by the highest percentages that Muskegon County is a worse place to live:

Muskegon Heights (42%); works at home (33%); age 50 to 55 (28%); taxes too high (26%); homemaker (25%); opposes U.S. 31 rerouting, Region 1 (24% each); likely to move, age 30 to 35, “X” generation [b.om.1960-81] (23% each); age 18 to 21 (21%); college educated men, older men, under age 40, “Boom” generation [born 1944-60], and men under age 40, Area 6 communities and Region 5 (20% each).

Encouraging expanded business for job creation, more investments in higher education and job training top list of important policy goals

A list of statements pertaining to policy goals was read, and respondents were asked if each statement describes a “top” or an “important” priority, a slight priority or not a priority at all.

A 96 percent, nearly unanimous majority said that “encouraging the creation and expansion of businesses and industries creating new jobs” is an important policy goal. A 76 percent majority said this goal should be a “top priority.”

The second highest rated policy goal, called important by 91 percent, is to “continue to provide more investments in higher education and job training.” Seventy-four percent said it should be a “top priority.

Other goals ranked in the order of their importance included:

- “providing tax and financial incentives for the reuse and redevelopment of the inner city areas of Muskegon and Muskegon Heights” – 81 percent important, 50 percent top priority
- “strengthening Muskegon County’s image as a tourist attraction” -- 81 percent important, 46 percent top priority
- “offering incentives for development to occur in designated areas where roads, water and sewer services are already available, including having developers pay more of the cost to build infrastructure if it does not exist” -- 79 percent important, 48 percent top priority
- “preserving the character of rural areas” -- 79 percent important, 41 percent top priority
- “provide incentives for owners of farmland to preserve it” -- 78 percent important, 45 percent top priority
- “preventing the loss of farmland and protecting it from development” -- 73 percent important, 36 percent top priority
- “improving and expanding outdoor recreational opportunities in and around new development” -- 70 percent important, 25 percent top priority
- “the general public subsidizing the expansions of water and sewer service for the purpose of economic development” -- 69 percent important, 34 percent top priority
- “containing water and sewer expansion only to areas where growth is planned” -- 67 percent important, 25 percent top priority
- “expanding and improving the airport” -- 59 percent important, 20 percent top priority.
- “developing more bike paths” -- 59 percent NOT important, 40 percent important

Supporting local farmers gets strongest support as means of encouraging and controlling growth and development

Respondents were asked if they support or oppose each of a list of several idea of how growth and development can be encouraged and controlled where needed.

The top rated idea was “supporting local farmers by purchasing locally grown or produced foods,” with 94 percent saying they support this concept, including 64 percent who “strongly” support it.

In rank order of total support, the other results were:

- “more must be done to meet the needs of large area employers to increase the chances they will stay in Muskegon” -- 93 percent support, 64 percent “strongly”
- “create a government-supported program to concentrate on redevelopment and re-investment in the inner cities of Muskegon and Muskegon Heights” -- 84 percent support, 48 percent “strongly”
 - It is worth noting that support for this idea is strong throughout the county:
 - 96 percent in Muskegon Heights; 93 percent in Region 2; 92 percent in Muskegon [city]; 90 percent in Norton Shores and Region 4; 83 percent in Fruitport Township; 81 percent in Region 3; 80 percent in Muskegon Township; 78 percent in Area 6 communities and Region 1; 77 percent in Region 5
 - No other demographic differences were significant enough to mention.
- “tax incentives for landowners who voluntarily preserve farmland and open space” – 84 percent support, 44 percent “strongly”
 - Support for this idea is solid across all demographic groups.
- “by expanding the use of Muskegon Lake as a port, it can attract large foreign ships, making the area a more important destination for travel and commerce” -- 82 percent support, 52 percent “strongly”
 - 90 percent in Norton Shores; 87 percent each in Muskegon [city] and Township; 86 percent in Region 2; 84 percent in Region 4; 83 percent in Muskegon Heights; 82 percent in Region 1; 81 percent in Region 3; 76 percent in other communities; 75 percent in Region 5; 74 percent in Fruitport Township
- “preserve farmland and open space by adopting and implementing local zoning regulation that limits residential development” -- 80 percent support, 48 percent “strongly”
 - There are some differences in community support, ranging from:
 - 90 percent support in Muskegon Township to 63 percent in Muskegon Heights, with 86 percent in Region 5; 85 percent in Region 3; 84 percent in Area 6 communities and in Region 4; 81 percent in Norton Shores; 78 percent in Fruitport Township and Region 1; 77 percent in Muskegon [city]; and 73 percent in Region 2.
 - There were no other significant demographic differences worth mentioning.
- “regulate commercial and industrial growth and development so that it may occur only in and around existing cities and other areas that already have municipal services” -- 79 percent support, 36 percent “strongly”
- “allow developers to build more homes in some areas in exchange for preserving farmland and open space in other areas” -- 77 percent support, 33 percent “strongly”
 - 90 percent in Norton Shores; 86 percent in Region 4; 83 percent in Fruitport Township; Muskegon Township and Region 3; 79 percent in Muskegon Heights; 78 percent in Region 1; 75 percent in Area 6 communities; 74 percent in Region 5; 73 percent in Region 2; 70 percent in Muskegon [city].

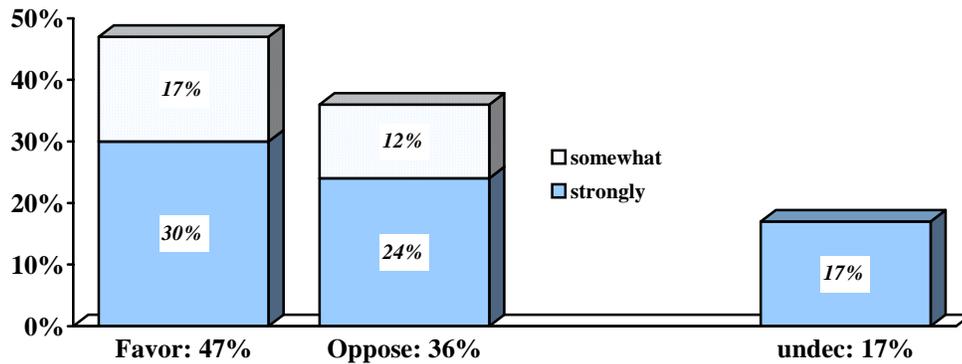
- 88 percent of respondents who live in the community where they live; 78 percent who work in another Muskegon County community; only 60 percent of those who work in communities in another county
- “extend water and sewer lines to the northern communities in the county as the first step to providing more residential and commercial development in that area” -- 67 percent support, 28 percent “strongly”
 - There is somewhat less support for the idea in rural areas than in the cities overall:
 - 80 percent in Region 4; 77 percent in Muskegon Township; 76 percent in Norton Shores; 72 percent in Muskegon [city]; 70 percent in Region 3; 69 percent in Region 2; dropping to 63 percent in Muskegon Heights; 61 percent in Fruitport Township and in Area 6 communities; 59 percent in Region 1; 58 percent in Region 5.
 - 74 percent of respondents who favor the rerouting of U.S. 31, and 59 percent of those who oppose the highway plan
 - 59 percent of respondents in households with children and 70 percent of those without children at home
- “provide a method of sharing tax revenues from higher growth areas that have experienced growth and development with the core city areas that have been unable to attract development.” -- 67 percent support, 26 percent “strongly”
 - There are some differences between the responses of the communities worth noting, but not nearly as great as one might expect on the topic of tax base sharing:
 - 77 percent in Muskegon Township; 72 percent in Muskegon [city] and Region 2; 71 percent in Muskegon Heights; 70 percent in Region 4; 69 percent in Norton Shores; 66 percent in regions 3 and 5; 63 percent in Area 6 communities; 57 percent in Region 1; and 52 percent in Fruitport Township.
 - 75 percent of college educated women, 70 percent of men without college, 64 percent of women without college and only 54 percent of college educated men
 - 75 percent of respondents with a high school education or less, 66 percent of college educated respondents and 56 percent of those with post high-school technical education
- “develop the Pere Marquette Park beach like the Grand Haven area to provide a business district that offers tourists and residents unique dining, shopping and recreational opportunities” -- 64 percent support, 39 percent “strongly”
 - There are some significant differences in the response of communities to this idea, which may suggest that not everyone is enthusiastic about commercial development of areas that are currently popular beaches:
 - 83 percent in Norton Shores; 78 percent in Region 4; 73 percent in Muskegon Township; 71 percent in Muskegon Heights; 69 percent in Region 5; 66 percent in Area 6; 63 percent in Region 1; 58 percent in Region 2; 57 percent in Region 3; and only 52 percent in Muskegon [city]
 - Respondents in Fruitport Township actually oppose this idea by a 57 to 35 percent majority.

- 69 percent of women and 59 percent of men support the idea
- 71 percent of younger women, 67 percent of older women, 65 percent of older men and 51 percent of younger men
- 73 percent of college educated respondents, 67 percent of those with high school or less and 50 percent of those with a post high school technical education favor the proposal.
- 76 percent of college educated women, 68 percent of college educated men, 64 percent of women without college and 56 percent of men without college
- 76 percent of respondents who lived in the area for 10 years or less, 63 percent of those who lived in the area for more than 20 years, and 56 percent of those who lived in the area for 11 to 20 years
- 72 percent of respondents in households with children and 62 percent of those without children at home
- “rehabilitate the old Muskegon Mall to create an urban village development that offers multiple commercial and residential uses” -- 64 percent support, 34 percent “strongly”
 - 76 percent in Region 1; 71 percent in Muskegon Heights; 67 percent in Area 6 communities and Region 2; 66 percent in Muskegon [city]; 64 percent in Norton Shores and Region 4; 62 percent in Region 5; 57 percent in Muskegon Township; 52 percent in Region 3; and 48 percent in Fruitport Township.
 - 69 percent of all women and 59 percent of all men
 - 75 percent of younger women, 63 percent of older women, 62 percent of younger men and 58 percent of older men
 - 78 percent of college educated women, 65 percent of men without college, 63 percent of women without college and 44 percent of college educated men

Plurality supports plan to reroute U.S. 31 in Ottawa County

A 47 to 36 percent plurality of all respondents said they support transportation plans to reroute U.S. 31 in Ottawa County, which will result in much of the traffic carried by that highway to bypass southern Muskegon County. Thirty percent “strongly” support the plan and 24 percent “strongly” oppose it.

Favor/Oppose US 31 re-routing



Strongest support comes from:

older college educated (68%); college educated men (63%); lived in area 11 to 20 years (60%); works in another community in Muskegon County, college educated (58% each); Fruitport Township (57%); age 65 and over (56%); Norton Shores, works in another county, “GI” generation [born 1924 - prior] (55% each); college educated women, county better than 10 years ago, Region 4 (54% each); retired, Region 1 (53% each); taxes about right, “Silent” generation [born 1925-43], men over age 40 (52% each); older men (51%); other communities, full-time employees, works at home, older women, over age 40 (50% each).

Strongest opposition comes from:

Muskegon Heights (67%); part-time workers (55%); likely to move (52%); works in same community where they live, county worse over past 10 years (50% each); men under age 40 (48%); men without college, post high-school technical education, age 36 to 40 (45% each); certain to move, age 56 to 64 (44% each); taxes too high (43%); works at home, younger without college, younger men, Region 5 (42% each); under age 40 (41%); Muskegon Township, unemployed, older without college, age 50 to 55, Region 2 (40% each); lived in area more than 20 years, age 18 to 29, age 41 to 49 (39% each).

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Question-by-Question Overview and Demographic Analysis

Prior residence

Those who in a prior question said they have lived in the city or township where they currently reside for 15 years or less (26 percent of all respondents) were asked if they moved from another city or township in Muskegon County, from a community in another county near Muskegon County, from somewhere else in Michigan, or from another state or country:

other city/village/township in Muskegon County	44%
community in county near Muskegon County	13
community somewhere else in Michigan	23
another state	17
undecided/don't know	3

Respondents in the following groups said “other city/village/township in Muskegon County” in percentages significantly higher than the survey average:

employed: part-time, works in other part of county (62%)
certain stay in 5 yrs (60%)
men with college education (57%)
age 18-29 years, Region 5 (55%)
“Boom” generation [born 1944-60], women without college education (54%)
county as place to live/10 years: better (53%)
oppose US 31 re-route, younger without college education (52%)
age 41-49, age 65-over, employed full-time, female over 40, Area 6, Region 3 (50%)

In the following groups, respondents said “community in county near Muskegon County” in percentages significantly higher than the survey average:

younger without college education (28%)
age 36-40 years, region: Muskegon city, women without college education (23%)
no college educ, high school/less education, post-high school/technical education (22%)
male under 40, men without college education (21%)
age 65-over years (20%)
local taxes: “too high”, with children in home (19%)

Respondents in the following groups said “community somewhere else in Michigan” in percentages significantly higher than the survey average:

works where lives (42%)
live in region 11-20 years (41%)
older with college education (40%)
Region 1 (38%)
age 56-64 years (33%)
Muskegon city (31%)
likely move in 5 yrs (30%)

college educated, female under 40, male over 40, men with college education, with no children in home, women with college education (29%)

In the following groups, respondents said “another state” in percentages significantly higher than the survey average:

- county is worse place to live in past 10 years (36%)*
- age 56-64 years (33%)*
- post-high school/technical education (28%)*
- “Silent” generation [born 1925-43] (27%)*
- female over 40, older without college education, Region 3 (25%)*
- women with college education (24%)*
- age 36-40 years (23%)*

These respondents (have lived in their current city/township 15 years-less) were then asked to identify the top one or two reasons why they decided to live in the city or township where they reside:

job	14%	familiar	6
quality of life	12	Lake Michigan	6
closer to family	11	natural beauty	4
good value	11	for privacy	1
acreage	8	good shopping	1
school	8	health reasons	1
housing	7	low taxes	1
marriage	7	other	1
		undecided/don't know	2

Intention to stay/move:

All respondents were asked if they are likely to stay in or to move from their community in the next five years:

certain to move	6%	16% Total
will likely move	10	MOVE
will likely stay	37	80% Total
certain to stay	43	STAY
undecided/don't know	4	

In the following groups, respondents said “likely move” in percentages significantly higher than the survey average:

- age 30-35 years (38%)*
- male under 40 (32%)*
- age 18-29 years, age: under 40 (30%)*
- female under 40 (28%)*
- “X” generation [born 1960-81] , younger without college education (26%)*

younger men (22%)
unemployed, works outside of county (20%)
home business, Muskegon Heights, works where lives (17%)
employed part-time (16%)

Respondents in the following groups said “likely stay” in percentages significantly higher than the survey average:

age 50-55 years (52%)
Norton Shores (50%)
live in region 10-less years (49%)
Region 4 (48%)
Region 1 (47%)
employed: homemaker (46%)
age 36-40 years, with children in home, works outside of county (45%)
“Boom” generation [b. 1944-60] (44%)

In the following groups, respondents said “certain stay” in percentages significantly higher than the survey average:

employed other jobs (64%)
age 65-over years (60%)
“Silent” generation [born 1925-43] , employed: retired (59%)
older women (54%)
“GI” generation [born 1924 - prior] , older with college, older without college (52%)
older men (51%)
Muskegon Twp (50%)
live in region 20 years-more/lifetime, with no children in home (49%)

-- prospective new location

Those who said “**move**” were asked if they expect to move to another city or township in Muskegon County, to a community in another county near Muskegon County, to somewhere else in Michigan, or to another state or country:

other city/village/township in Muskegon County	25%
community in county near Muskegon County	18
community somewhere else in Michigan	20
another state	27
another country	2
undecided/don't know	8

-- reasons for decision to move or stay

Respondents who said either “move” or “stay” were asked to identify the single biggest reason why they expect to do so:

-- reasons why respondent “certain to move”			
job	28%	its home	6
my house	17	security	6
more land	11	climate	6
own home	6	nothing	6
family and friends	6		
-- reasons why respondent “likely to move”			
job	19%	schools	3
family and friends	13	I like it here	3
more land	13	privacy	3
good area	6	crime	3
my house	6	study	3
I’m retired/old age	6	nothing	3
for more to do	6	undecided/don’t know	3
climate	6		
-- reasons why respondent “certain to stay”			
family and friends	19%	privacy	2
its home	17	economy	2
I like it here	12	my house	1
good area	11	more land	1
own my home	9	small town	1
I’m retired/old age	9	for more to do	1
water/lake	5	security	1
Job	3	business	1
convenience	3	hate moving	1
schools	2	health	1
-- reasons why respondent “likely to stay”			
its home	23%	schools	4
family and friends	15	water/lake	3
I like it here	11	hate moving	2
own my home	11	more land	1
job	8	downsizing	1
good area	8	small town	1
I’m retired/old age	6	for more to do	1
my house	6	security	1
		climate	1

Most liked/disliked aspects of county

All respondents were asked what they like the most about Muskegon County:

the water	34%	job security	1
the people	9	low cost of living	1
great outdoors	7	privacy	1
small-town feeling	7	the arts	1
familiar	6	the shopping	1
good area	6	Walker Arena	1
good things are happening	3	other	1
rural	2	nothing	6
schools	2	everything	2
hunting/fishing	1	undecided/don't know	7
it's safe	1		

They were then asked what they dislike the most:

too crowded/traffic	9%	businesses leaving	1
local government	7	city water/sewers	1
weather	6	lack of help for seniors	1
poor economics	5	lack of shopping	1
lack of jobs	4	poor housing	1
roads	4	poor use of lakes	1
crime	3	restaurants	1
not enough to do	3	rundown areas	1
downtown area	2	schools	1
high taxes	2	sheriff's department	1
industrial pollution	2	nothing	21
negative attitudes	2	other	2
not changing	2	undecided/don't know	16

Assessment of level of local taxes

All respondents were asked if their local taxes and fees are too high, too low or about right for what they get back in services from the city or township where they live:

much too high	14%	34% Total
somewhat too high	20	TOO HIGH
about right	62	
too low	1	
undecided/don't know	3	

Respondents in the following groups said “much too high” in percentages significantly higher than the survey average:

- employed: home business (50%)*
- local taxes: “too high” (41%)*

age 30-35 years (31%)
 employed: other, likely move in 5 yrs (29%)
 younger men (24%)
 younger without college education (22%)
 age 41-49 years, region: Muskegon Heights, with children in home (21%)
 live in region 10-less years, Region 5 (20%)

Respondents in the following groups said “somewhat too high” in percentages significantly higher than the survey average:

local taxes: “too high” (59%)
 employed: other (36%)
 county as place to live/10 years: worse (33%)
 male under 40 (32%)
 age 36-40 years, live in region 11-20 years, works in other part of county (30%)
 age: under 40, younger with college education (26%)

In the following groups, respondents said “about right” in percentages significantly higher than the survey average:

“GI” generation [b. 1924 - prior] (77%)
 older with college education (76%)
 employed: part-time (74%)
 county as place to live/10 years: better (73%)
 older men, Region 4 (72%)
 men with college education (71%)
 region: Fruitport, Muskegon Twp, Region 3 (70%)
 age 65-over years, favor US 31 re-route, Muskegon city (69%)
 age 50-55 years, employed: retired (68%)
 older women (63%)

Employment in community

Respondents who in a prior question said they were employed full or part time outside the home (38 percent of all respondents) were asked if they work in the same city/township where they reside, in another city/township in Muskegon County, or outside of Muskegon County:

in city or township where they live	45
other city/township in Muskegon County	35
outside of Muskegon County	17
undecided/don't know	3

Respondents in the following groups said “where they live” in percentages significantly higher than the survey average:

younger men (63%)
 Region 4 (62%)

Muskegon city (61%)
women with college education (60%)
female under 40, Norton Shores (59%)
younger without college education (58%)
Region 2 (57%)
age 18-29 years, employed part-time (55%)
“X” generation [b. 1960-81], all women, likely move in 5 yrs (53%)
age 41-49 years, female over 40, live in area 10-less years, oppose US 31 re-route (52%)
college education (51%)

In the following groups, respondents said “other city/township in Muskegon County” in percentages significantly higher than the survey average:

older women (62%)
older with college education (46%)
favor US 31 re-route (45%)
Area 6 (44%)
age 50-55 years, live in region 11-20 years, post-high school/technical education (43%)
men with college education (42%)
male over 40 (41%)

Respondents in the following groups said “outside of Muskegon County” in percentages significantly higher than the survey average:

male under 40 (38%)
age: under 40, likely move in 5 yrs, men without college education, older men (24%)
younger without college education (23%)

Those who said “other city or township in Muskegon County” or “outside of Muskegon County” were asked to identify the city/township in which they work:

city of Muskegon	35%	Walker	3
Grand Rapids	12	Whitehall/Montague Area	3
Grand Haven	8	Bellville	2
Fruitport	7	Chicago	2
Norton Shores	5	Ludington	2
Dalton	3	Muskegon Heights	2
Holland	3	Ravenna	2
Spring Lake	3	Shelby	2
		other community	3

Population trends/Urban sprawl:

-- assessment of growth in community

All respondents were asked if there is too much or too little population growth in their community, about the right amount, or if their community is experiencing an actual decline in population:

much too much growth	12%	28% Total
somewhat too much growth	16	TOO MUCH
about the right amount of growth	53	
too little growth	8	
an actual population decline	7	
undecided/don't know	4	

In the following groups, respondents said “too much” in percentages significantly higher than the survey average:

- certain move in 5 yrs (44%)*
- Muskegon Twp (40%)*
- works in other part of county, Region 3 (38%)*
- Region 5 (37%)*
- male over 40, younger without college education (36%)*
- age 36-40 years, Fruitport Township (35%)*
- employed: full-time (34%)*
- age 41-49 years, employed: homemaker, younger men (33%)*

-- assessment of urban sprawl

Respondents (excluding those who said “actual population decline”) were told, “Urban sprawl is generally defined as low-density development that spreads out into the countryside, and relies heavily on automobiles for transportation,” and asked to what extent their community has the characteristics of urban sprawl:

a lot	43%	75% Total
somewhat	32	A LOT/SOMEWHAT
only a little	15	
not at all	8	23% Total
undecided/don't know	2	LITTLE/NOT AT ALL

Key groups indicating by the highest percentages that their community has the characteristics of urban sprawl “a lot” included:

- Fruitport Township (70%); unemployed, Region 3 (53% each); Norton Shores (52%); lived in area 11 to 20 years (50%); college educated men, Region 5 (49% each); works in another community in Muskegon County, young college educated, age 50 to 55 (48% each); younger men, age 41 to 49 (47% each); college educated,*

Region 4 (46% each); Area 6 communities, men over age 40, Region 1 (45% each); all men, favor rerouting US 31, college educated women, student, county same over past 10 years, older college educated, age 56 to 64 (44% each); likely to stay (43%); men without college full-time employees, homemakers, no children in households, older men, older women (42% each); taxes about right, certain to stay, older without college, women over age 40 (41% each); Muskegon Township, and retired, and men under age 40 (40% each).

Key groups indicating by the highest percentages that their community did not have the characteristics of urban sprawl at all:

age 30 to 35 (31%); certain to move (22%); Muskegon Heights (21%); women under age 40 (17%); households with children, under age 40, men under age 40 (16% each); works in another county, age 36 to 40 (15% each); Region 2, lived in area 10 years or less, likely to move, Region 2 (13% each); full-time employees, works where they live, county worse over past 10 years, younger college educated (12% each); younger men (11%); Muskegon [city], Region 4, taxes too high, college educated men, college educated women, younger without college, younger women, college educated, and Region 4 (10% each).

Local government job rating

All respondents were asked to rate the job their local government does in providing basic local services:

excellent	14%	70% Total
pretty good	56	POSITIVE
only fair	21	29% Total
poor	8	NEGATIVE
undecided/don't know	1	

Key groups indicating by the highest percentages that their community has done a positive job of providing basic local services:

Age 30 to 35 (85%); Taxes about right, works where they live (83% each); part-time employee, county better over past 10 years (81% each); Region 4, college educated men (80%); Muskegon [city], Norton Shores (79% each); Fruitport Township (78%); young college educated, age 65 and over, men under age 40 (76% each); Region 3, homemaker, works in another community in Muskegon County (75% each); lived in area 11 to 20 years, favor rerouting US 31, college educated (74% each); Muskegon Township, full-time employee, older men (73% each); all men, certain to stay, households without children, older with and without college (72% each).

Key groups indicating by the highest percentages that their community has done a negative job in providing basic local services:

Muskegon Heights (63%); taxes too high (51%); certain to move, age 36 to 40 (50% each); county worse over past 10 years (44%); works at home (42%); Region 1,

women under age 40 (39% each); younger without college (38%); households with children (36%); lived in area 10 years or less, younger women, post high school technical education (35% each); county same over past 10 years (34%); Area 6, unemployed, students, under age 40, age 18 to 29 (33% each); Region 2, Region 5, opposes rerouting US 31, men without college, college educated women (31% each); all women, no college (30% each).

Ranking of factors in residence decisions

A list of statements pertaining to reasons respondents might have to live in the community where they reside was read. Respondents were asked if each statement describes a very or somewhat important factor in their decision, a minor factor or not a factor at all. In rank order total importance, the responses were:

	IMPORTANT			MINOR/NOTFACTOR			undec
	very	somewhat	TOTAL	minor	not	TOTAL	
to live in a place that is quiet	58%	30%	88%	2%	9%	11%	1%
safety from crime	54	25	79	6	15	21	--
a strong sense of community	39	38	77	6	16	22	1
less traffic congestion and a quality road system	45	31	76	7	16	23	1
The availability and quality of affordable housing	37	36	73	4	22	26	1
high quality of local schools	50	17	67	7	24	31	2
lakefront areas and shorelines	41	24	65	9	25	34	1
to be closer to family	46	18	64	5	31	36	--
Available recreational activities and a strong park system	28	35	63	9	28	37	--
the rural character of the area	34	29	63	9	27	36	1
a lot of community events, activities and fun times	23	38	61	9	30	39	--
to be closer to quality health care services	30	30	60	10	30	40	--
a lot of natural and undeveloped land	29	30	59	9	31	40	1
a lower cost of living than other areas	25	34	59	8	33	41	--
the quality of local services, like water, sewer, trash and snow removal	28	30	58	10	31	41	1
nearby hunting and fishing areas	29	21	50	7	43	50	--
the historic charm of the area	17	32	49	12	38	50	1
to be closer to work	22	18	40	6	52	58	2
to live where there is a diverse mix of people of different races	12	28	40	14	45	59	1
lower local property taxes	17	22	39	13	46	59	2
to live in an area where you can walk to nearby stores and other places	16	20	36	8	56	64	--
because of a change in jobs	14	7	21	6	72	78	1

Ranking of community concerns

All respondents were then asked to use a scale of zero to 10 to rate each of a list of issues or concerns in Muskegon County (“0” = not a concern at all, “10” = extremely serious concern):

	Not a concern	neutral	Serious		DK/ Undec
			<u>0-4</u>	<u>5</u>	
loss of open space for leisure activities	16%	25%	28%	20%	11%
water pollution	7	9	26	52	6
loss of farmland, forest land, and natural wildlife habitats	11	20	30	31	8
air pollution	10	15	31	37	7
traffic problems and congestion	26	21	28	18	7
the financial strain on less populated areas to provide infrastructure services like roads, water and sewer to meet the demands of new development	16	24	29	18	13
the condition of local roads	14	20	34	27	5
the expansion and service of the Muskegon County airport	29	17	21	13	20
future planning and development for the downtown and lakefront areas	11	14	31	37	7
the quality of schools in the area.	9	8	26	47	10
the quality and availability of water or sewage systems	11	15	26	36	12
zoning decisions driven by development rather than through existing community plans	14	16	26	28	16
the level of planning to manage growth and development	12	18	30	31	9
the ability to expand and develop the existing manufacturing base	12	11	36	32	9
too much residential growth and development in some areas	21	19	30	18	12
not enough commercial or industrial growth and development	19	17	30	24	10
the amount of taxes paid in your community	11	28	32	22	7
the level of coordinated land use planning and zoning between adjacent communities	15	18	28	15	24
too many local governments with overlapping responsibilities	20	14	25	27	14
no county-wide master plan or long-term vision	14	17	26	31	12
Having convenient public transportation, especially for seniors and the handicapped	13	17	29	30	11
dilapidation and abandoned buildings in my community	15	14	34	25	12
old foundry town image and smell	24	14	26	19	17
public apathy	14	19	34	21	12
too much poverty in my community	16	17	36	22	9

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continued from previous

the out-migration of good paying jobs	7	8	34	45	6
too many local businesses and industries owned by outside national and international corporations	16	16	24	34	10
the lack of strong county leadership	16	19	31	24	10
a high crime rate	16	14	36	28	6
a lack of cooperation between communities	17	13	32	21	17
urban sprawl	21	16	33	21	9

Ranked by highest combined 6-8 and 9-10

	Total 6-10		Total 6-10
out-migration of jobs	79%	no county-wide master plan/vision	57%
water pollution	78	public apathy	55
quality of schools	73	lack of strong county leadership	55
air pollution	68	lack of commercial/industrial development	54
planning/development for downtown/lakefront	68	taxes in community	54
expand/develop manufacturing base	68	urban sprawl	54
high crime rate	64	zoning decisions by development rather plans	54
water or sewage systems	62	lack of cooperation between communities	53
loss of farmland/forest/habitats	61	local governments with overlapping responsibilities	52
local roads	61	loss of open space for leisure activities	48
manage growth and development	61	too much residential growth	48
dilapidation/abandoned buildings	59	financial strain of infrastructure of new development	47
public transportation, seniors/handicapped	59	traffic and congestion	46
local business/industry owned by outside corporations	58	foundry town image/smell	45
poverty in community	58	coordinated land use planning/zoning	43
		expansion/service of Muskegon Co. airport	34

Ranking of factors in development decisions

Respondents were read several statements pertaining to things that may attract residential, business, industry and commercial development to Muskegon County. Respondents were then asked if each statement describes a very or somewhat important factor in attracting development, a minor factor or not a factor at all. In rank order total importance, the responses were:

	IMPORTANT			MINOR/NOT FACTOR			undec
	<i>very</i>	<i>somewhat</i>	TOTAL	<i>minor</i>	<i>not</i>	TOTAL	
a skilled labor force	72%	22%	94%	3%	3%	6%	--%
many beautiful beaches	76	18	94	2	3	5	1
good retail opportunities	55	37	92	3	5	8	--
people willing to work together	77	15	92	3	4	7	1
strong school system and opportunity for higher education	77	15	92	3	4	7	1
an effective county wastewater treatment system	70	19	89	4	6	10	1
cultural opportunities like the Blue Lake Fine Arts Camp, Freunthal Theatre, Cherry Playhouse, and summer festivals	56	32	88	5	6	11	1
Economic diversity, including a variety of business types and sizes, as well as ethnc ownership and backgrounds	48	38	86	6	6	12	2
recent growth and development	42	44	86	8	4	12	1
new industrial parks	33	43	76	11	12	23	1
Michigan’s adventure, which draws many people to the area	37	37	74	15	9	24	2
the area’s ethnic diversity	30	42	72	16	10	26	2

Assessment of county as better/worse place

All respondents were asked if Muskegon County is a better or a worse place to live than it was 10 years ago (or since the respondent moved there if fewer than 10 years ago)

much better	19%	48% Total
somewhat better	29	BETTER
about the same	35	
somewhat worse	15	17% Total
much worse	2	WORSE

Respondents in the following groups said “better” by the highest percentages:

- part-time employee, works in other part of county (68%)*
- works outside of county, works where they live (60%)*
- women with college education (59%)*
- younger with college education (58%)*
- full-time employee, Fruitport Township, Muskegon [city] (57%)*
- college education, live in region 10-less years, taxes “about right” (56%)*
- age 36-40 years, favor US 31 re-route (55%)*
- older with college education (54%)*
- age 50 to 55 (52%)*
- Region 3, college educated men, younger women (51%)*

In the following groups, respondents said “same” by the highest percentages:

- unemployed (67%)*
- Norton Shores (50%)*
- certain move in 5 years, Region 4 (44%)*
- employed at home, younger men, younger without college education (42%)*
- Muskegon Township, taxes too high, retired, age 41 to 49 (40%)*
- women without college, households with children, high school or less education, post high school technical education (39%)*
- Lived in area 11 to 20 years, men without college, age 65 and over (38%)*

Respondents in the following groups said “worse” by the highest percentages:

- Muskegon Heights (42%)*
- Other employment (36%)*
- Employed at home (33%)*
- age 50-55 years (28%)*
- taxes “too high” (26%)*
- homemakers (25%)*
- oppose US 31 re-route, Region 1 (24%)*
- “GI” generation [born 1924 - prior] , age 30-35 years, likely move in 5 yrs (23%)*
- Age 18 to 29 (21%)*
- Area 6, Region 5, college educated men, older men, men under age 40 (20%)*

Those who said “better” or “worse” were asked to state their reason for saying so:

<u>Reasons for “better”</u>		<u>Reasons for “worse”</u>	
new businesses	15%	unemployment	27%
trying to improve	14	crime	18
better shopping	12	business leaving	16
it’s cleaned up	8	industrial expansion	8
more to do now	8	schools	8
good people moving in	7	too much politics	6
jobs	6	declining retail	4
lakefront improvements	6	too crowded	3
community involvement	5	no growth	2
improved schools	5	nothing to do	2
cleaner air	3	urban sprawl	2
improved roads	3	other	4
less crime	2		
new leadership	2		
diversity	1		
fewer people	1		
undecided/don’t know	2		

Ranking of factors in development decisions

A list of statements concerning policy goals was read. Respondents were asked if each statement describes a “top” or an “important” priority, a slight priority or not a priority at all. In rank order total “top/important” priority, the responses were:

	PRIORITY			SLIGHT/NOT PRIORITY			undec
	<i>top</i>	<i>important</i>	TOTAL	<i>slight</i>	<i>not</i>	TOTAL	
encouraging the creation and expansion of businesses and industries creating new jobs	76%	20%	96%	3%	1%	4%	--%
continue to provide more investments in higher education and job training	74	17	91	6	3	9	--
providing tax and financial incentives for the reuse and redevelopment of the inner city areas of Muskegon and Muskegon Heights	50	31	81	11	6	17	2
strengthening Muskegon County’s image as a tourist attraction	46	35	81	9	9	18	1
offering incentives for development to occur in designated areas where roads, water and sewer services are already available, including having developers pay more of the cost to build infrastructure if it does not exist	48	31	79	12	6	18	3
preserving the character of rural areas	41	38	79	15	5	20	1
provide incentives for owners of farmland to preserve it	45	33	78	13	8	21	1
preventing the loss of farmland and protecting it from development	36	37	73	19	7	26	1
Improving and expanding outdoor recreational opportunities in and around new development	25	45	70	22	7	29	1
the general public subsidizing the expansions of water and sewer service for the purpose of economic development	34	35	69	17	12	29	2
containing water and sewer expansion only to areas where growth is planned	25	42	67	19	10	29	4
expanding and improving the airport	20	39	59	21	18	39	2
developing more bike paths	16	24	40	29	30	59	1

Support/Oppose development ideas

Respondents were read a list of several statements describing how growth and development can be encouraged and controlled where needed was read. Respondents were asked if they support or oppose each idea. In rank order total “support”, the responses were:

	SUPPORT			OPPOSE			undec
	<i>strongly</i>	<i>somewhat</i>	TOTAL	<i>somewhat</i>	<i>strongly</i>	TOTAL	
supporting local farmers by purchasing locally grown or produced foods	64%	30%	94%	2%	2%	4%	2%
more must be done to meet the needs of large area employers to increase the chances they will stay in Muskegon	64	29	93	4	1	5	2
create a government-supported program to concentrate on redevelopment and re-investment in the inner cities of Muskegon and Muskegon Heights	48	36	84	9	3	12	4
Provide tax incentives for landowners who voluntarily preserve farmland and open space	44	40	84	9	4	13	3
by expanding the use of Muskegon Lake as a port, it can attract large foreign ships, making the area a more important destination for travel and commerce	50	32	82	8	7	15	3
Preserve farmland and open space by adopting and implementing local zoning regulation that limits residential development	48	32	80	14	4	18	2
Regulate commercial and industrial growth and development so that it may occur only in and around existing cities and other areas that already have municipal services	36	43	79	10	3	13	8
Allow developers to build more homes in some areas in exchange for preserving farmland and open space in other areas	33	44	77	8	8	16	7
Extend water and sewer lines to the northern communities in the county as the first step to providing more residential and commercial development in that area	28	39	67	14	12	26	7
Provide a method of sharing tax revenues from higher growth areas that have experienced growth and development with the core city areas that have been unable to attract development	26	41	67	16	12	28	5
Develop the Pere Marquette Park beach like the grand haven area to provide a business district that offers tourists and residents unique dining, shopping and recreational opportunities	39	25	64	13	19	32	4
Rehabilitate the old Muskegon Mall to create an urban village development that offers multiple commercial and residential uses	34	30	64	12	14	28	8

Favor/Oppose US 31 re-route

Respondents were told, “Transportation plans call for U.S. 31 to be rerouted in Ottawa County, which will result in much of the traffic carried by that highway to bypass southern Muskegon County.” They were then asked if they favor or oppose the plans to reroute this highway:

strongly favor	30%	47% Total
somewhat favor	17	FAVOR
somewhat oppose	12	36% Total
strongly oppose	24	OPPOSE
undecided/don't know	17	

Respondents in the following groups said “favor” in percentages significantly higher than the survey average:

- older with college education (68%)*
- students (67%)*
- College educated men (63%)*
- live in region 11-20 years (60%)*
- college education, works in other part of county (58%)*
- Fruitport Township (57%)*
- age 65-over years (56%)*
- “GI” generation [born 1924 - prior] , region: Norton Shores, works outside of county (55%)*
- county as place to live/10 years: better, women with college education, Region 4 (54%)*
- retired, Region 1 (53%)*
- Taxes “about right,” men over age 40 (52%)*

In the following groups, respondents said “oppose” in percentages significantly higher than the survey average:

- Muskegon Heights (67%)*
- employed part-time (55%)*
- likely move in 5 yrs (52%)*
- county as place to live/10 years: worse, employed: other, works where lives (50%)*
- male under 40 (48%)*
- age 36-40 years, men without college, post-high school/technical education (45%)*
- age 56-64 years, certain move in 5 yrs (44%)*
- taxes “too high” (43%)*
- “X” generation [born 1960-81] , younger men, younger without college, Region 5 (42%)*
- Under age 40 (41%)*
- Region 2, Muskegon Township, unemployed, older without college, age 50 to 55 (40%)*

Respondents in the following groups were undecided on this question in percentages significantly higher than the survey average:

employed: other (43%)
age 30-35 years (31%)
male under 40 (28%)
unemployed (27%)
Muskegon city (26%)
age: under 40 (25%),
men with college education (24%)

####

Appendix D: Muskegon County Sustainability Plan

Muskegon County Sustainability Plan



August 2013
Project No. G120250

fitch

Muskegon County Sustainability Plan

Funding for this project made possible through the
Michigan Community Pollution Prevention Grant Program,
Michigan Department of Environmental Quality



AUGUST 2013
PROJECT NO. G120250

Muskegon County Michigan

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LIST OF ABBREVIATIONS/ACRONYMS

AFV	alternative fuel vehicles
CEU	Continuing Education Units
DPW	Department of Public Works
ECM	Enterprise Content Management
EEO	Equal Employment Opportunity
FTC&H	Fishbeck, Thompson, Carr & Huber, Inc.
FTE	full-time equivalent employee
HR	Human Resources
IS	Information Systems
LEED®	Leadership in Energy & Environmental Design
LID	Low-Impact Design
MDEQ	Michigan Department of Environmental Quality
MMBTU	million British Thermal Units
P2 Grant	Community Pollution Prevention Grants Program
PH&F	pesticides, herbicides, and fertilizers
RSA	Rapid Triple-Bottom-Line Community Sustainability Assessment
SSC	Sustainability Steering Committee
WMSRDC	West Michigan Shoreline Regional Development Commission

LIST OF DEFINITIONS

Vision	An image or description of what the community desires to become in the future.
Focus Areas	Three broad categories – Social Equity, Economic Prosperity, and Environmental Integrity.
Outcomes	Descriptions of the specific “end states” we would like to achieve.
Indicators	A measurable, standardized value that accurately measures progress toward Outcomes.
Actions	Projects, plans, or activities that are accomplished in order to achieve a stated Outcome.
Targets	Specific, measurable goal for change from the baseline indicator measurement.
Stakeholders	People and organizations who are responsible for planning and implementing Actions.
Life Cycle Cost	Full cost accounting which includes capital, maintenance, operations, and disposal (or end of life treatment) for life of equipment, project, materials, etc.

EXECUTIVE SUMMARY

Muskegon County, a forward thinking community on the shores of Muskegon Lake and Lake Michigan, embarked on a new effort in 2012 – development of a Sustainability Plan for its governmental operations. This effort was led by a team from the Muskegon County Department of Public Works and funded by a grant from the MDEQ through its Community Pollution Prevention Grants Program. A County Map is provided in Figure 1.

Over the course of a year, Muskegon County government collaborated with its internal stakeholders, which included representatives of various County departments, elected officials, and County employees, to identify and prioritize the existing and potential actions that contribute to the County's sustainability. The results of the process are compiled in the following report.

The collaborative efforts resulted in a **framework** for the County to use as it moves toward more sustainable operations. This framework attempts to balance social, economic, and environmental aspects, and to engage the County and its stakeholders to live more sustainably. It is hopeful that this exploration of the how, what, where, and why of sustainability planning for Muskegon County will help guide other municipalities and organizations toward development of their own sustainability plans and guides for operation. An additional summary report has been developed in a graphical format that delivers the key information and is suitable for publication and distribution.

The team wishes to thank the Muskegon County leadership and stakeholders for its cooperation, hospitality, and hard work during this process.

INTRODUCTION

The term “sustainability” has been defined in myriad ways. A commonality among the definitions is the concept of equal support for the three aspects of a triple-bottom line – **social equity, economic prosperity, and environmental integrity** – as the foundation on which to build the future.

Muskegon County, and municipalities across the United States, are faced with challenges when determining a vision and goals for ensuring a sustainable future. Increasingly scarce financial resources, environmental degradation, and a loss of community cohesion are threats that every community faces, to some degree. Muskegon County has a strong history of leadership, a rebounding business climate, high levels of educational opportunities, engaged residents, and abundant natural resources. The need for the County to work with stakeholders to develop a shared vision and leverage available resources for efficiency and innovation is paramount.

PROPOSAL

The sustainability planning process began in winter 2012 and was completed in summer 2013. This project was funded by a grant from the MDEQ under its Community Pollution Prevention (P2) Grants Program. The goal of the MDEQ’s 2011 P2 Grant was to increase cooperation between business, citizens, and local governments, and to foster the development of local models and approaches that drive pollution prevention and sustainable initiatives at the community level.

Muskegon County applied for, and was granted, funding under the P2 Grants Program. The planning process was designed to be a collaborative effort between the County and its stakeholders. The P2 Grant Tasks are included in Appendix 1.

VISION

The County has an established Vision:

To provide the citizens of Muskegon County the highest quality of life by promoting: economic development; culture and diversity; health, public safety and education; and preservation of natural resources.

The goal of the sustainability planning process was to: 1) leverage that Vision and define a plan for economic, social, and environmental sustainability; and 2) prioritize existing and needed actions for advancing sustainability in its governmental operations and services.

PLANNING PROCESS



The sustainability planning for Muskegon County included a process that took the best practices and lessons learned from similar efforts and completed it in an accelerated fashion to maintain momentum and keep the participants engaged. The County focused on the challenges facing its governmental operations and the actions it could take to confront those challenges in the three Focus Areas: **social equity, economic prosperity, and environmental integrity**. To facilitate success, the County wanted to ensure that each leg of the sustainability stool was healthy, and that each supported the overall mission of the County’s governmental operations.

The planning process was developed to accommodate the resource limitations of the County. Although it was important that the County stayed true to the process, the Sustainability Steering Committee (SSC) ensured there was flexibility and a sense of reason throughout. The summary of process steps is presented in Table 1.

Table 1 - Planning Process

Step	Description
1. Adopt Vision	The County has a well articulated Vision; that Vision was adopted for the sustainability plan.
2. Rapid Assessment	A Sustainability Rapid Assessment was conducted of the County departments that were part of the SSC. This assessment was designed to identify and prioritize outcomes, indicators, and actions; as well as identify existing plans, policies, and programs.
3. Inventory Existing County Actions	The County departments are fairly autonomous and each has its own mission and character; there were a variety of actions and best practices to inventory/catalogue through the planning process.
4. Survey County Employees	County employees were surveyed to gauge interest in, knowledge of, and identify behaviors that contribute (or are an impediment) to sustainability.
5. Dovetail into the MAP	The Muskegon Area-Wide Plan (MAP) is a broad framework for a county-wide process integrating land use and other regional concerns.
6. Identify Actions and Establish Baselines	Determine the actions (projects, policies, programs, laws, and regulations, services, and educational-outreach efforts) that will achieve or improve sustainability; and identify what needs to be measured, how it will be measured, and its baseline condition.

Stakeholder input was an important component of the process and was facilitated through the following bodies:

Table 2 - Stakeholders

Body	Role	Who
Sustainability Steering Committee (SSC)	Oversee the entire process; vet the output generated by the processes; and help guide the production of the final deliverables.	<ul style="list-style-type: none"> • Select County Staff • Consultant - FTC&H
County Employees	Get input on various aspects of knowledge, infrastructure, and behaviors, both at work and at home.	<ul style="list-style-type: none"> • All employees were given the opportunity to provide input
Employers Association of West Michigan	Concurrently providing sustainability program services to the County	<ul style="list-style-type: none"> • Lisa Sabourin

SUSTAINABILITY STEERING COMMITTEE

An SSC was created, which is comprised of: the County's Sustainability Coordinator, voluntary representatives from various County departments, and consultant FTC&H. This crucial committee provided guidance and oversight of the planning process; conducted the assessments and surveys; and guided the production of the final deliverables.

Two SSC meetings took place during the planning process. The first meeting introduced the SSC to the process and emphasized the need for stakeholder involvement in all aspects of sustainability planning. The second meeting gave the SSC the platform in which to give feedback, and promoted dialogue about the tasks and indicators provided by FTC&H.

The SSC members were engaged in the planning process; however, they were concerned about the implementation of the plan. As a result, volunteers for a Sustainability Leadership Group were solicited from Department Directors, Elected Officials, and Court Administrators. Five volunteers came forward, including:

- Director of Public Works Department
- Director of Public Health-Muskegon County
- Administrator of the Brookhaven Medical Care Facility
- Director of Equalization Department
- Youth Services Director of Juvenile Transition Center

COUNTY EMPLOYEE INPUT

This sustainability planning process gave all County employees the opportunity to be involved and give input. A round of input was solicited through a web-based survey regarding: 1) employee behaviors; 2) a gauge of the knowledge of current County programs; and 3) potential Actions that employees as well as the County could undertake to improve the sustainability of governmental operations. More than 280 employees provided input regarding behaviors and Actions. The survey is discussed in a later section of this report.

SUSTAINABILITY INDICATORS

The purpose of Indicators is to provide a baseline and track the performance of the County's sustainability over time relative to desired Outcomes. The Indicators give clear and transparent measures of progress on issues that are important to stakeholders, and provide a guide and basis for action.

Quality Sustainability Indicators are:

- Relevant to Outcomes
- Measure Outcomes, Not Actions
- Within the Sphere of Local Government Influence
- Relevant at a Local Scale
- Clear and Consistent
- Responsive
- Based on Available Data
- Clearly Articulated

EXISTING PLANS AND RESOURCES

The County has an established infrastructure of plans, programs, and resources that support sustainability operations. An important element of the planning process was to develop an inventory of **existing** plans, programs, and resources in Muskegon County – both within individual Department(s) and County-wide. These resources were compiled with SSC input and from County employees. This inventory is complete for the departments represented on the SSC; however, one of the **Actions** is to complete the inventory for **all** County departments, to determine what efforts are currently being undertaken, and to help fill the gaps for other departments without duplicating efforts. An inventory of the plans, policies, guidance, programs, and resources provided by the **participating** departments is presented in Table 3.

Table 3 – Selected Inventory of Existing Plans By Department

Department	Plan, Program, Guidance	Implemented	Details
Convention & Visitors Bureau	Low-Flow Appliances	N/A	Outcome of energy audit
	Recycling Bins	N/A	Under evaluation
Muskegon Area Transit System	Phase II Transit Service Expansion - Rural Bus Route Design and Implementation	June 2012	
	Waste Management Plan	N/A	Recycling program for used oils, antifreeze, scrap metal, and beverage containers
	Recycling Plan	July 2012	Paper recycling program for the Sixth Street facility
	Waste Reduction Plan	July 2012	Future plan to have paperless reporting system for Greyhound operations
	Public Space Beautification	May 2012	New bus stops and shelter amenities, including bike racks and benches
	Engagement & Volunteerism	July 2012	Department United Way campaign
Public Works	Solid Waste Management Plan	1998	Describes the regulatory practices of solid waste management for Muskegon County. Currently being updated.
	Muskegon County Recreation Plan	2011	www.co.muskegon.mi.us/parks/
	Trail/Non-Motorized Plan	N/A	Under development by WMSRDC and the Onein21 Committee
	Muskegon County Transportation Review	2011	Prepared by Current Transportation Solutions
	Energy Performance Contract	2010	21 County facilities assessed and upgraded
	Consolidated Plan for Housing and Community Development	2011	
	Feasibility Study for Municipal Shared Services	N/A	Commissioned by Muskegon Lakeshore Chamber of Commerce
	Soil Erosion Ordinance	2012	www.co.muskegon.mi.us/publicworks/soilerosion/
Public Health	Emergency Preparedness	2008	
	Worksite Safety	2012	

N/A not applicable
WMSRDC West Michigan Shoreline Regional Development Commission

OUTCOMES

The SSC worked together to identify the key sustainable practices for the County. A Rapid Triple-Bottom-Line Community Sustainability Assessment (RSA) process was used to gauge the outcome priorities of the SSC members. The RSA process is a useful tool for evaluating and measuring a participant’s perceptions of strengths and weaknesses of the County’s governmental operations. Generic outcomes were preloaded into the assessment tool (e.g., asking the SSC member to prioritize as high, medium, or low Outcomes such as: “My County Government is economically prosperous.”) Copies of the assessment tool and select responses are included as Appendix 2.

The outcomes identified by the SSC are based around the three Focus Areas:

- Social Equity
- Economic Prosperity
- Environmental Integrity

Of the 16 generic Outcomes, the results of the RSA identified 3 High-Priority Outcomes, 4 Medium-Priority Outcomes, and 3 Low-Priority Outcomes. The remaining 6 prescribed Outcomes did not warrant a ranking. The results of this RSA (Table 4) will be used to guide the County as it identifies and prioritizes Actions and strategies moving forward.

Table 4 – Rapid Assessment Outcomes

Rank	Focus Area	Outcome
High	Economic Prosperity	My County Government is fiscally sustainable.
High	Economic Prosperity	My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.
High	Social Equity	My County Government employees have the necessary education and skills.
Medium	Environmental Integrity	My County Government has excellent air and water quality.
Medium	Environmental Integrity	My County Government has strong green infrastructure, natural resource networks, and recreational assets.
Medium	Environmental Integrity	My County Government conserves energy and resources and is energy-efficient.
Medium	Environmental Integrity	My County Government recycles and reduces waste generation.
Low	Economic Prosperity	My County Government is economically diverse.
Low	Social Equity	My County Government employees are civically and socially active and engaged.
Low	Social Equity	My County Government engages with science, arts, historical and cultural programs and institutions.

These Outcomes gain specificity when consensus-based Actions and Indicators are identified.

It should be noted that, although Outcomes can be weighted more toward one Focus Area than another, this does not necessarily result in an unbalanced approach, as long as the strategy to achieve the Outcome takes into account impacts to all three Focus Areas. For instance, if the desired Outcome is to have alternative fuel vehicles, then the economic cost and maintenance of these vehicles should not have a higher life-cycle cost to the County than traditional vehicles, so as not to divert these resources from another important program. All Focus Areas must be considered when pursuing the desired Outcome.

COUNTY EMPLOYEE SURVEY

To better gauge the sustainability-related interests and behaviors of County employees, as well as to gain an understanding of their inherent knowledge regarding current and potential sustainability efforts, a survey was designed and launched, through SurveyMonkey®, in December 2012. More than 280 County employees participated in the survey (20% response rate based on 1,380 employees.) Employees could participate from either their work or home computers, and it was not required that they provide their name; employees were asked to input: years of service, department, and the physical location of their office.

The survey included questions about behaviors at both work and home, and provided opportunities for the employees to offer ideas for potential Actions at both the Department- and County-wide level. A copy of the employee survey is included in Appendix 3. The raw results of the survey are included as Appendix 4.

A summary of the survey results is presented below:

- County employees from 31 departments responded; 19 departments were not represented.
- The departments that provided the most input were: Community Mental Health (30.8% of respondents), Public Health (10.4% of respondents), District Court (5.7% of respondents), and Friend of the Court (7.9% of respondents).
- There was good representation, across the categories, of employee tenure in the survey respondents:

Answer	Response Percent
0 to 4 years	31.5%
5 to 9 years	20.8%
10 to 19 years	31.2%
20 to 29 years	12.9%
30+ years	3.6%

- In departments that offer recycling of common materials (e.g., paper, plastic), not all employees participate. The most common reason offered, by 61.8% of respondents, was that it was inconvenient; followed by a lack of understanding of the program (36.4% of respondents).
- 55.6% of employee respondents unnecessarily print documents that are already electronically-stored.

The survey data was further analyzed and categorized, revealing distinct opportunities and trends. This analysis is included as Appendix 5. Recommended actions, based on the results of the survey, are presented in the Actions and Indicators section of this report.

HARMONIZATION WITH THE MUSKEGON AREA-WIDE PLAN

The MAP is a broad framework for a County-wide process integrating land use and other regional concerns. Prepared under the direction of the West Michigan Shoreline Regional Development Commission (WMSRDC), the MAP identified five “Visions.” These Visions relate to the familiar focus areas and outcomes of sustainability planning. Because Muskegon County is an important member and force within WMSRDC, we have linked the County’s Outcomes and Actions to the MAP by including a reference to the Vision for each Action listed in Table 5. This Plan will become an appendix to Chapter 6 of the MAP.

ACTIONS AND INDICATORS

Sustainable governmental operations do not simply sprout from a newly planted seed. They are the result of overlapping actions and activities by different groups mixed with regulatory initiatives and infrastructure. Balance, like the illustration of the 3-legged stool, is paramount to success. All of the Actions necessary cannot occur at the same time, or even within the same timeframe; the resources are simply not available to simultaneously address every Outcome and move each Indicator. There are existing Actions, in the form of policies, plans, and programs, which support the Outcomes; select Actions are highlighted in the sections that follow. Future Actions have been identified to help achieve the prioritized Outcomes.

The County and its individual departments already track a variety of Indicators as part of dashboards, annual reports, and other scorecards. Sustainability Indicators include some of the existing metrics, and the SSC has identified new Indicators to measure as part of the sustainability planning process.

A baseline is a starting point; an initial condition; merely a measurement at a point in time. It is, however, important to know the place from which to start the journey toward more sustainable County governmental operations. The Muskegon County Baseline Values will be determined using the methodologies and sources deemed appropriate by the SSC.

EXISTING ACTIONS

The County has a variety of Actions, already implemented, which advance the vision of sustainability. Some of these actions are listed below:

Social Equity

- *Anti-Retaliation Policy*: This policy protects employees if they make a good faith complaint, for assisting in an investigation, for requesting an accommodation, or for exercising rights statutorily protected from retaliation.
- *Anti-Harassment Policy*: Muskegon County believes that its employees should be afforded the opportunity to work in an environment free of harassment and no employee should be subjected verbally or physically to unsolicited and unwelcome overtures or offensive conduct.

Economic Prosperity

- *Performance Dashboard for Muskegon County*: This dashboard is a transparent presentation of County finances.
- *Debt Management Policy*: The County has an official policy on how it manages its debt.

Environmental Integrity

- *Anti-Idling Policy*: Currently in place for both the Solid Waste and Wastewater Management System Departments to minimize vehicle idling, thereby saving fuel and engine wear.
- *Smoking Policy*: The County restricts smoking in outdoor spaces on many properties.

FUTURE ACTIONS

Muskegon County and the SSC have identified a variety of Actions and corresponding Indicators related to the consensus-based Outcomes described earlier in this report. These Actions and Indicators are presented in Table 5.

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
My County Government is fiscally sustainable	Develop paper printing policy	Pounds (LB) of paper purchased per full-time equivalent employee (FTE)	Cost of paper purchased per FTE	# of printers that print duplex	Average hold time per item	Vision 4 - Infrastructure
	Develop robust surplus/obsolete equipment policy	\$ revenue generated from sales	% of items reused	% of items recycled		Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Develop electronic record keeping program	% of departments offering electronic record keeping programs	LB of paper purchased per FTE	Cost of paper purchased per FTE		Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	million BTUs (MMBTU) captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis				Vision 3 – Economy & Jobs
My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate	Develop and conduct survey of County residents	% of satisfied residents				Vision 4 – Quality of Life
	Identify key County services	\$ spent per resident for County services				Vision 3 – Economy & Jobs
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis				Vision 3 – Economy & Jobs

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
My County Government employees have the necessary education and skills	Develop and offer computer skills program	# of computer skills programs	# of participants			Vision 3 – Economy & Jobs
	Develop and offer training on sustainability program	# of sustainability programs	# of participants			Vision 3 – Economy & Jobs
	Track and increase internship recruitment and participation	# of internships filled	# of interns returning for full-time employment			Vision 3 – Economy & Jobs
	Offer continuous education training to all employees in their respective fields	# of hours of Continuing Education Units (CEU) earned per employee				Vision 3 – Economy & Jobs
	Energy and resource conservation training program for County employees	# of conservation programs	# of participants			Vision 3 – Economy & Jobs
My County Government has excellent air and water quality	Alternative fuel vehicles (AFVs)	# of AFVs	Fuel use per employee mile			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Water conservation for irrigation	% Reduction of irrigation used				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Retrofit faucets and toilets	# of fixtures retrofitted	Water use per FTE	Sewer generation per FTE		Vision 2 – Natural Resources Vision 4 - Infrastructure
	Update plumbing in priority areas to reduce excessive water use	# of fixtures updated	Water use per FTE	Sewer generation per FTE		Vision 2 – Natural Resources Vision 4 - Infrastructure
	Renewable power purchase contracts	% of renewable energy purchased by County				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Acres of turf reduced				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Reduce pesticides, herbicides, and fertilizer (PH&F) use for landscape and green areas	LB of PH&F applied per acre	# of "toxic" products replaced			Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government has strong green infrastructure, natural resource networks, and recreational assets	Low-Impact Development (LID) requirements for all new or redeveloped County infrastructure	% of facilities with LID				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Use native plants for County landscaping	% of area using native plants				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Wetlands	% of wetlands maintained				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Increase parkland	# acres of parkland per County resident				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	# acres of turf reduced				Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government conserves energy and resources and is energy efficient	Energy audits for all County buildings	% Buildings audited	Reduction of energy consumption per County building			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Energy and resource conservation training program for County employees	# of energy/resource conservation programs	# of program participants			Vision 2 – Natural Resources Vision 3 – Economy & Jobs

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	LED light replacements	% County buildings retrofitted with LED bulbs	% reduction in wattage			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Green Driving Practices educational program for County employees	% reduction in fuel consumption	Fuel use per vehicle mile traveled	# of program participants		Vision 2 – Natural Resources Vision 4 - Infrastructure
	AFVs	% of AFVs within County fleet	Fuel use per vehicle mile traveled			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Incentives for employee's healthy behavior	% of County employees carpooling to work	% of County employees using public transportation	% weight loss		Vision 5 – Quality of Life
	Green Building Policy for new and renovated buildings	% of building (or floor space) meeting ENERGY STAR or LEED® requirements	% of materials that meet green or LEED® requirements			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government recycles and reduces waste generation	Paper recycling program	% County buildings with Paper Recycling Program	Development of Paper Recycling Program training program and website	Number of paper recycling bins		
	Plastic recycling program	% of County buildings with plastic recycling program	Development of plastic recycling training program and website	Number of plastic recycling bins		Vision 4 - Infrastructure

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	Waste food/organics composting program	% of County facilities participating	Tons of compost generated	Development of composting training program and website	Number of composting stations	Vision 4 - Infrastructure
	Waste reduction/diversion program	LB of waste per FTE	Ratio of waste to recycled material collected			Vision 4 - Infrastructure
	Reduce printing - encourage electronic files	LB of paper purchased per FTE				Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Switch to compostable paper/ plastic food serving materials	% of compostable food serving materials purchased (vs. non-compostable)				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Develop robust surplus/obsolete equipment plan	\$ of revenue generated	% of items reused	% of items recycled	Average hold time per item	Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Develop administrative guidelines for "green" procurement	# of "green" products purchased	% of products purchased that are "green"			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Require all paper purchased to be 100% post-consumer recycled	% of post-consumer recycled paper purchased				Vision 2 – Natural Resources Vision 4 - Infrastructure

ACTION TIMEFRAMES

For each Action, an estimated timeframe for implementation has been provided:

Ongoing:	Existing Action is underway
Short:	1 – 2 years
Medium:	3 – 5 years
Long:	5+ years
Completed:	Action has been completed

A **Lead** (department, group, etc.) for each Action will be identified; however, it should be noted that there may be other stakeholders necessary for a particular Action to be successful. Resources to help with Action implementation or strategy, when available and appropriate, will be provided. Timeframes and **Leads** are presented in Table 6.

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
My County Government is fiscally sustainable	Develop paper printing policy	Medium	Sustainability, Administration
	Develop robust surplus/obsolete equipment plan	Ongoing	Sustainability, Purchasing, Facilities, Information Systems (IS)
	Develop electronic record keeping program	Ongoing	Administration
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	Short	Administration, Purchasing
My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate	Develop and conduct survey of County residents	Long	Clerk, possible university collaboration
	Identify key County services	Short	Administration, Clerk
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	Short	Administration
My County Government employees have the necessary education and skills	Develop and offer computer skills program	Ongoing	Human Resources (HR), IS, possible collaboration with Muskegon Community College (MCC) classes
	Develop and offer training on sustainability program	Ongoing	Sustainability, HR
	Track and increase internship recruitment and participation	Short	HR, Equal Employment Opportunity (EEO)
	Offer continuous education training to all employees in the respective fields	Ongoing	Respective departments, HR
	Energy and resource conservation training program for County employees	Short	Sustainability, HR

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
My County Government has excellent air and water quality	AFVs	Medium	Purchasing, all departments with fleet vehicles
	Water conservation for irrigation	Short	Sustainability, Facilities
	Retrofit faucets and toilets	Ongoing	Department of Public Works (DPW), Facilities
	Update plumbing in priority areas to reduce excessive water use	Short	DPW, Facilities
	Renewable power purchase contracts	Medium	Purchasing
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Medium	Facilities, Parks, DPW
Reduce Pesticide, herbicide, and fertilizer (PH&F) use for landscape and green areas	Short	Facilities, Wastewater	
My County Government has strong green infrastructure, natural resource networks, and recreational assets	LID requirements for all new or redeveloped County infrastructure	Medium	Purchasing, Sustainability, Appointed committee
	Use native plants for County landscaping	Ongoing	Sustainability, Facilities
	Wetlands	Ongoing	Wastewater, Parks, Road Commission, Land Bank?
	Increase parkland	Ongoing	Parks, DPW
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Medium	Facilities, Parks, DPW
My County Government	Energy audits for all County buildings	Ongoing	Purchasing, Honeywell
	Energy and resource conservation training program for County employees	Short	Sustainability, HR
	LED light replacements	Ongoing	Sustainability, DPW, Facilities
	Green Driving Practices for County employees driving fleet vehicles and equipment	Ongoing	Purchasing, all departments with fleet vehicles
	AFVs	Short	Sustainability, all departments with fleet vehicles
	Incentives for healthy employee behavior	Ongoing	Public Health, HR, Sustainability
	Green Building Policy for new and renovated buildings	Short	Administration, Sustainability, DPW, Purchasing
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
My County Government recycles and reduces waste generation	Paper recycling program	Ongoing	By department, Sustainability, Custodial staff, Facilities
	Plastic recycling program	Ongoing	By department, Sustainability, Custodial staff, Facilities
	Waste food/organics composting program	Short	Sustainability, Custodial staff, Facilities
	Waste reduction/diversion program	Short	Solid Waste, Sustainability, DPW

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
	Reduce printing - encourage electronic files	Short	All SSC members, All County Champions, Administration with Enterprise Content Management (ECM)
	Switch to compostable paper/plastic food serving materials	Short	Pioneer Resources, Sustainability, Facilities
	Develop robust surplus/obsolete equipment plan	Ongoing	Sustainability, DPW, Facilities, IS
My County Government recycles and reduces waste generation	Develop administrative guidelines for "green" procurement	Short	Administration, Purchasing, Sustainability
	Require all paper purchased to be 100% post-consumer recycled	Short	Purchasing, Administration, Sustainability

NEXT STEPS

With Michigan’s first full-time Sustainability Coordinator position filled in 2010, Muskegon County is committed to implementing sustainability practices, and will continue to implement and measure well into the future. Staff and County leaders alike understand the grave need to ensure the responsible use of our natural resources while still maintaining fiscal responsibility and social integrity.

The next step for Muskegon County and its stakeholders is to formally acknowledge the fruits of its planning labors by having County Commissioners pass a resolution in support of this framework plan. The cornerstone has been laid; it is time to build by taking action and committing to measure.

As the County proceeds toward the Outcomes listed in this report, updates to this report will be made to keep the tasks at the forefront of County operations. The SSC will continue to meet and discuss further tasks and Outcomes, and will bring forth the identified priorities to the newly formed Sustainability Leadership Group to ensure involvement and implementation of the desired tasks. With the cooperation of County departments and all levels of involvement, Muskegon County is on its way to secure social integrity, economic prosperity, and environmental integrity for future generations to come.

ACKNOWLEDGEMENTS

The team would like to thank all who have served on the SSC, and to those who have provided the County Government support that was so critical to this process:

Sustainability Steering Committee

Name	Department/Organization
Sara Damm	Muskegon County Sustainability Coordinator
Steve Fink	Department of Public Works
Kristen Knop	Convention & Visitors Bureau
Brittany Lenertz	Department of Employment and Training
Jill Montgomery-Keast	Public Health
Sheryl Moss	Equalization
Andrea Nichols	Juvenile Transition Center
Dave Parnin	Community Mental Health
Melissa Ostrom	Muskegon Area Transit System
Mary Villanueva	Administration/Equal Employment Opportunity
Leslee Rohs	Former County Sustainability Coordinator (now with the Frye Foundation)
Michele Buckler	FTC&H
Wendy Ogilvie	FTC&H

Sustainability Leadership Group

Name- Position	Department
Donna VanderVries, Director	Equalization
Martin Rosenfeld, Administrator	Brookhaven Medical Care Facility
Vernon Oard, Youth Services Director	Juvenile Transition Center
John Warner, Director	Public Works
Ken Kraus, Director/Health Officer	Public Health - Muskegon County

Additional Support

Name	Title
Laura Rauwerda	Michigan Department of Environmental Quality
Lisa Sabourin	Employers Association of West Michigan

Figures



fish

engineers

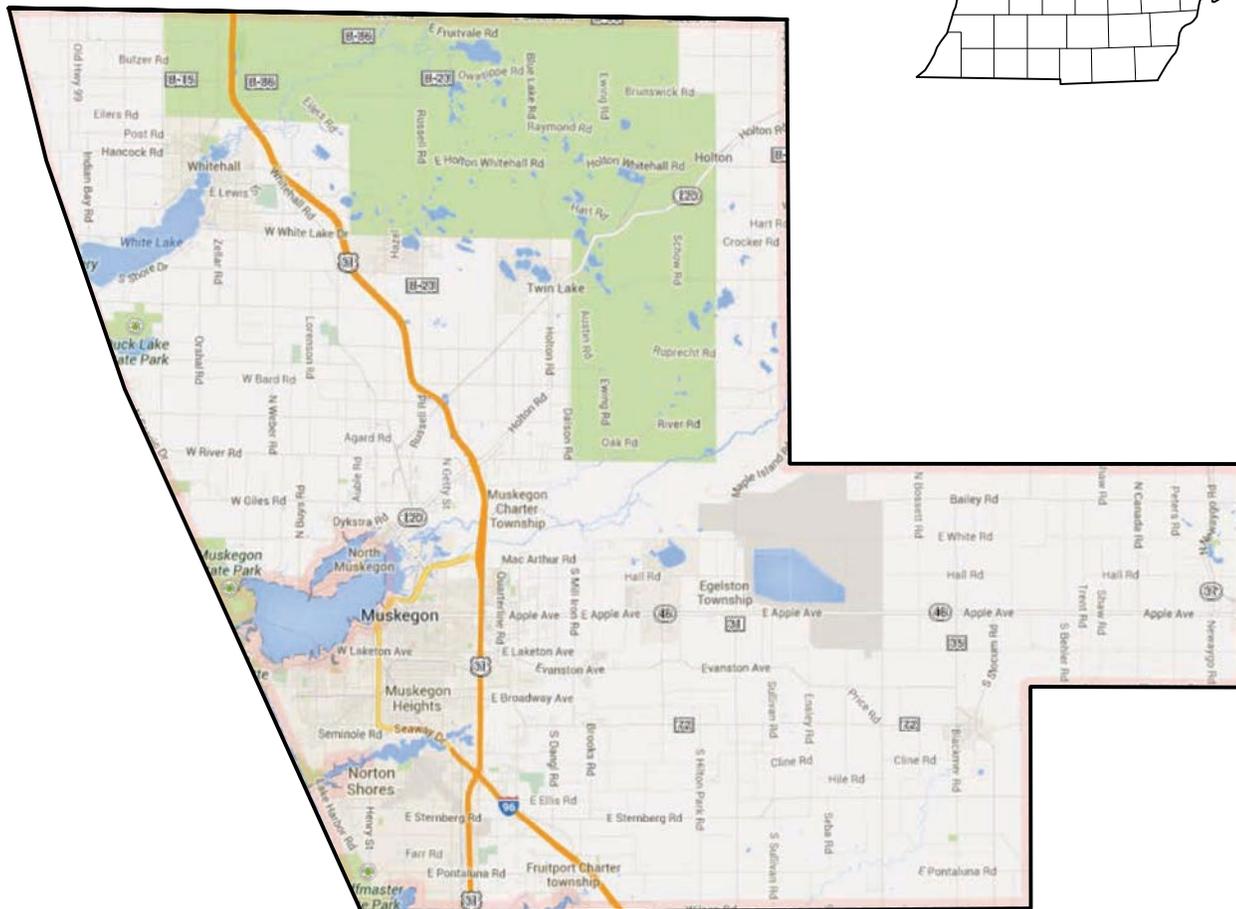
scientists

architects

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fishbeck, thompson,
carr & huber, inc.

Hard copy is intended to be 8.5"x11" when plotted. Scale(s) indicated and graphic quality may not be accurate for any other size.



MUSKEGON COUNTY
MUSKEGON COUNTY, MI
MUSKEGON COUNTY SUSTAINABILITY PLAN

PLOT INFO: C:\USERS\AMM\DESKTOP\MB.DWG LAYOUT: FIG 1 DATE: 8/28/2013 TIME: 10:59:04 AM USER: AMM



PROJECT NO.

G120250

FIGURE NO.

1

Appendix 1

B. Work Plan and Timetable

1. Work Plan

<p align="center">Task 1: Muskegon County Sustainability Plan Responsible Party: Muskegon County Sustainability Coordinator</p>	<p align="center">Estimated % of time for completion</p>
<p>Sub-task 1.1 : Develop & publish Request for Qualifications (RFQ) as well as a Request for Proposal (RFP) for consulting services to facilitate the development of the Muskegon County Sustainability Plan based on key objectives, desired outcomes and commitment to participation in the MAP.</p>	<p align="center">5%</p>
<p>Sub-task 1.2: Review bids and select a consulting firm based upon qualifications, and locality.</p>	<p align="center">5%</p>
<p>Sub-task 1.3: Convene strategic pre-planning session(s) with selected consulting firm and the Muskegon County Sustainability Coordinator to evaluate key objectives and desired outcomes and identify additional priorities/establish parameters for a Sustainability Baseline.</p>	<p align="center">15%</p>
<p>Sub-task 1.4: Consultant and Sustainability Coordinator will develop a comprehensive survey to be completed by all county employees to inform our Sustainability Baseline as to define ways to improve.</p>	<p align="center">20%</p>
<p>Sub-task 1.5: Develop a targeted survey(s) and/or convene strategic planning session(s) for Department Directors, Facilities Management, County Administration and Elected Officials.</p>	<p align="center">20%</p>
<p>Sub-task 1.6: Tabulate survey/planning session results and establish a Sustainability Baseline. Sustainability Consultant, with support from the Sustainability Coordinator, will assemble Sustainability Goals and Objectives based on data gathered through internal surveys and planning sessions, as well visioning from public MAP forums to produce a finished Muskegon County Sustainability Plan.</p>	<p align="center">25%</p>
<p>Sub-task 1.7: Develop a communication strategy to promote the Muskegon County Sustainability Plan among local units of government as a spring board for developing and adopting best practices in sustainability.</p>	<p align="center">10%</p>
<p align="center">Task 2: Muskegon Area-wide Plan Update Responsible Party: West Michigan Shoreline Regional Development Commission Staff</p>	<p align="center">Estimated % of time for completion</p>
<p>Sub-task 2.1: Review and incorporate additional emphasis on sustainability within the plan and implementation process. Develop in conjunction with the County of Muskegon a local</p>	<p align="center">15%</p>

sustainability plan which will be included as an appendix in the updated MAP document.	
Sub-task 2.2: Incorporate the newly released 2010 Census information into the MAP. Provide a detailed analysis of the data as it related to the document and its effect on the future growth and development of Muskegon County.	15%
Sub-task 2.3: Hold community forums to review and evaluate implementation activities to date, and to identify additional activities that need to be undertaken. There will be five meetings held. Each meeting will focus on one of the five vision areas of the MAP.	25%
Sub-task 2.4: Review and incorporate the feedback gained through the meetings into the updated MAP document.	25%
Sub-task 2.5: Identify evaluation criteria to measure the level of success for future implementation activities of the MAP.	20%
Task 3: Establish the Universal Waste Management and Materials Exchange Forum Responsible Party: Employers Association of West Michigan, Members and Staff	Estimated % of time for completion
Sub-task 3.1: Host focus group meetings to ensure the online forum has adequate capacity and functionality to facilitate optimum collaboration.	15%
Sub-task 3.2: Development of web-based forum. EA will issue an RFQ and RFP for consulting and web design services based upon market research of qualified firms and objectives identified by members during focus groups.	20%
Sub-task 3.3: Select a beta-test group to critique functionality to ensure key objectives and desired outcomes are achieved.	10%
Sub-task 3.4: Promotional outreach to West Michigan business and industry illustrating value and driving utilization of the online Forum.	40%
Sub-task 3.5: Establish and continuously monitor measurements, such as participation numbers, cost savings, reduction in waste to landfill, pollution prevention and success stories to continue to foster collaborative efforts and a sustainable Forum.	15%

2. Timetable

Projected P2 Grant Timeline (See <i>Work Plan</i> for sub-task definitions)	YEAR ONE				YEAR TWO
	Quarter 1 (Oct-Dec 2011)	Quarter 2 (Jan-Mar 2012)	Quarter 3 (April-Jul 2012)	Quarter 4 (Aug-Oct 2012)	Nov 2012-Oct 2013
Task 1: Muskegon County Sustainability Plan					
sub-task 1.1					
sub-task 1.2					
sub-task 1.3					
sub-task 1.4					
sub-task 1.5					
sub-task 1.6					
sub-task 1.7					
Task 2: WMSRDC Muskegon Area-wide Plan (MAP) update					
sub-task 2.1					
sub-task 2.2					
sub-task 2.3					
sub-task 2.4					
sub-task 2.5					
Task 3: EA Universal Waste Management and Materials Exchange Forum					
sub-task 3.1					
sub-task 3.2					
sub-task 3.3					
sub-task 3.4					
sub-task 3.5					

Appendix 2

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
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ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	M	H
2. My County Government is economically prosperous.	L	M	H
3. My County Government is economically diverse.	L	M	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	H
5. My County Government is business-friendly and proactive about economic development.	L	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	H
7. My County Government employees have the necessary education and skills.	L	M	H
8. My County Government is just, equitable, and non-discriminatory.	L	M	H
9. My County Government employees are civically and socially active and engaged.	L	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	L	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	M	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M	H
13. My County Government conserves energy and resources and is energy efficient.	L	M	H
14. My County Government has an energy efficient transportation fleet.	L	M	H
15. My County Government recycles and reduces waste generation.	L	M	H
16. My County Government provides access to sustainable transportation options.	L	M	H

One strategy that will make my County or Department more sustainable:

How will this strategy impact the Triple Bottom Line of Sustainability?

How can success be measured quantitatively?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
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ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	(M)	H
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	L	M	(H)
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)
5. My County Government is business-friendly and proactive about economic development.	L	(M)	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	(L)	M	H
7. My County Government employees have the necessary education and skills.	(L)	M	H
8. My County Government is just, equitable, and non-discriminatory.	L	M	(H)
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	H
14. My County Government has an energy efficient transportation fleet.	L	M	(H)
15. My County Government recycles and reduces waste generation.	L	M	(H)
16. My County Government provides access to sustainable transportation options.	(L)		

One strategy that will make my County or Department more sustainable:

Must educate county employees to plan and how we all will benefit
 This will lead to interest and participation in programs
 Less paper use
 Use technology to be more efficient

How will this strategy impact the Triple Bottom Line of Sustainability?

Let us measure the hrs initially then we can do a comparison as to how we saving in manpower

How can success be measured quantitatively?

Efficient workers in the field, more productivity

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
ECONOMIC PROSPERITY OUTCOMES		
	Priority	
1. My County Government is fiscally sustainable.	L	M (H)
2. My County Government is economically prosperous.	(L)	M (H)
3. My County Government is economically diverse.	(L)	M (H)
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	(M) H
5. My County Government is business-friendly and proactive about economic development.	L	M (H)

SOCIAL EQUITY OUTCOMES		
	Priority	
6. My County Government employees are physically healthy.	(L)	M (H)
7. My County Government employees have the necessary education and skills.	L	M (H)
8. My County Government is just, equitable, and non-discriminatory.	L	(M) (H)
9. My County Government employees are civically and socially active and engaged.	(L)	M (H)
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M (H)

ENVIRONMENTAL INTEGRITY OUTCOMES		
	Priority	
11. My County Government has excellent air and water quality.	L	(M) (H)
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M) (H)
13. My County Government conserves energy and resources and is energy efficient.	L	M (H)
14. My County Government has an energy efficient transportation fleet.	L	M (H)
15. My County Government recycles and reduces waste generation.	L	(M) (H)
16. My County Government provides access to sustainable transportation options.		

One strategy that will make my County or Department more sustainable:

Only inspect soilerosion sites at a frequency for which the site risk justifies in order to cut down on vehicle O&M costs and paper generation.

How will this strategy impact the Triple Bottom Line of Sustainability?

How can success be measured quantitatively?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
------------------------	---------------------------	-------------------------

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	(L)	M	H
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	(L)	M	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	(M)	H
5. My County Government is business-friendly and proactive about economic development.	(L)	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	(H)
7. My County Government employees have the necessary education and skills.	L	(M)	H
8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H
9. My County Government employees are civically and socially active and engaged.	L	(M)	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	(L)	M	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	H
14. My County Government has an energy efficient transportation fleet.	L	M	(H)
15. My County Government recycles and reduces waste generation.	L	M	(H)
16. My County Government provides access to sustainable transportation options.	L	M	(H)

One strategy that will make my County or Department more sustainable:

Reduce paper waste & increase paper recycling to 100%

(ie. cancel catalog, double-sided print default)

How will this strategy impact the Triple Bottom Line of Sustainability?

Reducing paper waste impacts air & water quality, human health & saves money.

How can success be measured quantitatively?

- Reduced office paper consumption over time
- periodic waste/recycling audit

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
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ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	(L)	M	H
2. My County Government is economically prosperous.	L	(M)	H
3. My County Government is economically diverse.	L	(M)	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)
5. My County Government is business-friendly and proactive about economic development.	L	M	(H)

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	(M)	H
7. My County Government employees have the necessary education and skills.	L	(M)	(H)
8. My County Government is just, equitable, and non-discriminatory.	L	M	(H)
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	(H)
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M	(H)
13. My County Government conserves energy and resources and is energy efficient.	(L)	M	H
14. My County Government has an energy efficient transportation fleet.	(L)	M	H
15. My County Government recycles and reduces waste generation.	L	(M)	H
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:

- Recycling paper, plastic, and cardboard.

How will this strategy impact the Triple Bottom Line of Sustainability?

- Environmental integrity by reducing trash to landfill

How can success be measured quantitatively?

- Reduced number of trash pick-ups.

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
------------------------	---------------------------	-------------------------

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	M	(H)
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	L	(M)	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	(L)	M	H
5. My County Government is business-friendly and proactive about economic development.	(L)	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	(H)
7. My County Government employees have the necessary education and skills.	L	(M)	(H)
8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	(H)
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	H
14. My County Government has an energy efficient transportation fleet.	L	(M)	H
15. My County Government recycles and reduces waste generation.	L	(M)	H
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:

Adding more recycling containers and keeping lights turned off when not ~~using~~ in the room

How will this strategy impact the Triple Bottom Line of Sustainability?

It will lower the level of waste being taken to the landfill

How can success be measured quantitatively?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
ECONOMIC PROSPERITY OUTCOMES		
		Priority
1. My County Government is fiscally sustainable.	L	M H
2. My County Government is economically prosperous.	L	M H
3. My County Government is economically diverse.	L	M H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M H
5. My County Government is business-friendly and proactive about economic development.	L	M H

SOCIAL EQUITY OUTCOMES		
		Priority
6. My County Government employees are physically healthy.	L	M H
7. My County Government employees have the necessary education and skills.	L	M H
8. My County Government is just, equitable, and non-discriminatory.	L	M H
9. My County Government employees are civically and socially active and engaged.	L	M H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	L	M H

ENVIRONMENTAL INTEGRITY OUTCOMES		
		Priority
11. My County Government has excellent air and water quality.	L	M H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M H
13. My County Government conserves energy and resources and is energy efficient.	L	M H
14. My County Government has an energy efficient transportation fleet.	L	M H
15. My County Government recycles and reduces waste generation.	L	M H
16. My County Government provides access to sustainable transportation options.		

One strategy that will make my County or Department more sustainable:

An effective training program → increased skill levels.
Better succession planning, cross training, etc.

How will this strategy impact the Triple Bottom Line of Sustainability?

Highly skilled leaders and trained effective, efficient employees can focus on eliminating waste in our systems and this leads to a greater focus on long-term success strategies.

How can success be measured quantitatively?

Reliable data, must be measured, charted, published, & communicated.

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority
------------------------	---------------------------	-------------------------

ECONOMIC PROSPERITY OUTCOMES		Priority		
✓1. My County Government is fiscally sustainable.	L	M	(H)	
✓2. My County Government is economically prosperous.	(L)	M	H	
✓3. My County Government is economically diverse.	L	(M)	H	
✓4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)	
✓5. My County Government is business-friendly and proactive about economic development.	L	(M)	H	

SOCIAL EQUITY OUTCOMES		Priority		
✓6. My County Government employees are physically healthy.	L	(M)	H	
✓7. My County Government employees have the necessary education and skills.	L	M	(H)	
✓8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H	
✓9. My County Government employees are civically and socially active and engaged.	L	(M)	H	
✓10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H	

ENVIRONMENTAL INTEGRITY OUTCOMES		Priority		
11. My County Government has excellent air and water quality.	L	M	H	
✓12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H	
✓13. My County Government conserves energy and resources and is energy efficient.	L	M	(H)	
✓14. My County Government has an energy efficient transportation fleet.	(L)	M	H	
✓15. My County Government recycles and reduces waste generation.	(L)	M	H	
✓16. My County Government provides access to sustainable transportation options.	L	m	(H)	

One strategy that will make my County or Department more sustainable:

County govt weighs ~~the~~ long term impact of financial & program activities & expenditures

How will this strategy impact the Triple Bottom Line of Sustainability?

"Biggest bang for the buck"
Assess the future impact of actions.

How can success be measured quantitatively?

Use of impact assessment tools +
rankings
Cost/Benefit analysis

Appendix 3

Intro Narrative

Muskegon County secured a grant from the Michigan Department of Environmental Quality (MDEQ) to complete Sustainability Planning for its governmental operations. There are many different definitions for sustainability, but the most common center around the need to balance the Social, Economic and Environmental aspects of an organization. Think of it like 3 legs of a stool. Like all of us, the County has many challenges. However, we have a talented and enthusiastic group of employees to support us as we move into the future. To that end, we have developed this short employee survey to gather your input and ideas for where we can improve our Social, Economic and Environmental performance. You are under no obligation to complete the survey, nor are you obligated to answer all questions. We are looking forward to positive and constructive ideas to help the County be more sustainable.

Intro Questions

Which County Department do you work in?	dropdown list of departments*		*Refer to "Departments' tab
Do you work in one of the County's buildings?	yes	no	
If YES, which building do you work in?	dropdown list of buildings**		**Refer to 'Buildings' tab
How long have you worked for the Department?	Select from range of years***		***1 0 - 4

County Operations Questions

Do you use personal heating or cooling devices in your workspace?	yes	no	2 5 - 9
Can you adjust the temperature of your workspace?	yes	no	3 10 - 19
Do you use additional personal lighting in your workspace?	yes	no	4 20 - 29
Can you adjust the lighting in your workspace?	yes	no	5 30+
If YES, do you turn out the lights in the work area when you are the last to leave?	yes	no	
Is there a common kitchen or breakroom in your work area?	yes	no	
Do you have personal kitchen equipment - including coffee pot, hot pot, microwave, small refrigerator - in your workspace?	yes	no	
If YES, would you consider discontinuing the use of these if there were a designated break area with shared appliances?	yes	no	
Do you turn off your computer, printers, or other electronics when you leave for the day?	yes	no	
Do you turn off your computer, printers, or other electronics when you leave the workspace more than one hour in length?	yes	no	
Do you unplug electronics when not in use?	yes	no	
If NO, why?	dropdown list - 4 choices****		****1 Inconvenie
Do you have copiers capable of making double-sided copies?	yes	no	2 Forget to u
If YES, how often do you use the double-sided option?	Select from range of percentages*****		3 Item has a
Do you have an individual printer for your workspace that only you use?	yes	no	4 Other

Do you have recycling available in your work area or Department?	yes	no	don't know		
If YES, what types?	Dropdown list multiple choices allowed*****			*****1	0 - 24%
If YES, do you recycle all materials included in the program?	yes	no		2	25% - 49%
If NO, would you participate if a recycling program is offered?	yes	no	don't know	3	50% - 74%
Do you print emails?	yes	no		4	75% - 99%
If YES, why?				5	100%
Do you print materials that are stored electronically?	yes	no			
If YES, why?				*****1	Paper
Do you use refillable coffee cups and water bottles?	yes	no		2	Glass
If NO, why?				3	Aluminum
If you drive a County vehicle, are you aware that there is an anti-idling program?	yes	no		4	Batteries
If YES, do you follow the program?	yes	no		5	Plastic
If you make purchasing decisions for your Department, if given a choice, do you select items with a recycled material content?	yes	no	NA	6	Toner
If you make purchasing decisions for your Department, if given a choice, do you select items that are the most energy efficient available?	yes	no	NA	7	Compost
Other Questions					
Do you carpool to work?	yes	no			
Does your household participate in a waste recycling program?	yes	no			
Do you participate in household hazardous waste collection programs?	yes	no			
Do you use any water conservation measures at home?	yes	no			
If YES, please describe:					
Do you volunteer your time with local organizations?	yes	no			
If YES, would you share the names of the organizations:					
Opportunities					
Do you have specific ideas that will help with the Countysave energy, reduce use of paper and other materials, limit fossile fuel use, save water, and the make the overall work environment safe and comfortable?	yes	no			
If YES, please describe up to 3 ideas:					

Appendix 4

Employee Survey

1. Which County Department do you work in?		
AnswerOptions	ResponsePercent	ResponseCount
Administration	1.1%	3
Accounting	1.4%	4
Airport	0.4%	1
Board of Commissioners	0.4%	1
Brookhaven Medical Care Facility	3.9%	11
Budget	0.0%	0
Child Haven	0.0%	0
Circuit Court	3.2%	9
Community Mental Health	30.8%	86
Convention & Visitors Bureau	1.4%	4
County Clerk	1.8%	5
Election Results	0.0%	0
County MSU Extension	1.8%	5
District Court	5.7%	16
Drain Commissioner	0.0%	0
Emergency Services	0.0%	0
LEPC	0.0%	0
Employment and Training	2.5%	7
Environmental Health	0.7%	2
Equal Employment Opportunity	0.0%	0
Equalization	2.5%	7
Mapping & GIS	0.7%	2
Finance and Management	0.0%	0
Friend of the Court	7.9%	22
Health Department	10.4%	29
Human Resources	2.5%	7
Information Systems	0.4%	1
Jury Commission	0.0%	0
Juvenile Court	2.9%	8
Juvenile Transition Center	2.5%	7

Library System	0.0%	0
Museum	0.0%	0
Office Services	0.0%	0
Parks Department	0.4%	1
Probate Court	1.4%	4
Prosecutor	1.4%	4
Public Works	0.7%	2
Purchasing	0.0%	0
Register of Deeds	1.1%	3
Road Commission	0.0%	0
Sheriff	5.0%	14
Solid Waste Management	0.7%	2
State Probation	0.0%	0
Sustainability Office	0.0%	0
Surveyor	0.0%	0
Transit System (MATS)	1.1%	3
Treasurer's Office	1.4%	4
Land Bank Authority	0.0%	0
Vector (Animal) Control	0.0%	0
Veterans Affairs (Department of)	0.0%	0
Wastewater Management	1.8%	5
AnsweredQuestion		279
SkippedQuestion		5

2. Do you work in one of the County's buildings?

AnswerOptions	ResponsePercent	ResponseCount
Yes	96.1%	268
No	3.9%	11
AnsweredQuestion		279
SkippedQuestion		5

3. Which building do you work in?

AnswerOptions	ResponsePercent	ResponseCount
Airport	0.4%	1
Brookhaven	4.0%	10
Child Haven	0.0%	0
CMH Halmond Center	27.6%	69
CMH Indian Bay	0.0%	0
CMH Peck Street	1.2%	3
CMH Wesley/Roberts	0.0%	0
CMH Whitehall	0.0%	0
Convention & Visitors Bureau	2.0%	5
DPW	0.0%	0
Hall of Justice	29.2%	73
Jail	2.4%	6
Juvenile Transition Center	2.8%	7
MATS	1.2%	3
Oak Street	7.2%	18
Parks & Recreation	0.0%	0
Road Commission	0.0%	0
Solid Waste	0.8%	2
South Campus	20.8%	52
Wastewater	2.0%	5
Other (please specify)		19
AnsweredQuestion		250
SkippedQuestion		34

Number	Other (please specify)
1	health department
2	MSUE/CMH
3	CMH - Mental Health Center
4	public health
5	Mental Health Center
6	CMH Muskegon
7	CMH Brinks Residential
8	CMH Brinks Hall
9	CMH Mental Health Center
10	Building C @ 173 E. Apple Ave

- 11 CMH Brinks
- 12 CMH mental health center - no longer called Halmond
- 13 CMH Mental Health Center
- 14 Community Mental Health Center
- 15 Equalization
- 16 CMH Apple Ave.
- 17 Note: CMH Halmond Center is now called: Mental Health Center
- 18 Brinks' hall
- 19 health department

4. How long have you worked for the department?

AnswerOptions	ResponsePercent	ResponseCount
0 to 4 years	31.5%	88
5 to 9 years	20.8%	58
10 to 19 years	31.2%	87
20 to 29 years	12.9%	36
30+ years	3.6%	10
AnsweredQuestion		279
SkippedQuestion		5

5. Do you use personal heating or cooling devices in your workspace?

AnswerOptions	ResponsePercent	ResponseCount
Yes	50.0%	137
No	50.0%	137
AnsweredQuestion		274
SkippedQuestion		10

6. Can you adjust the temperature of your workspace without a personal heating or cooling device?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	14.5%	39	
No	85.5%	230	
		AnsweredQuestion	269
		SkippedQuestion	15

7. Do you use additional personal lighting in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	17.2%	47	
No	82.8%	226	
		AnsweredQuestion	273
		SkippedQuestion	11

8. Can you adjust the lighting in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	30.9%	84	
No	69.1%	188	
		AnsweredQuestion	272
		SkippedQuestion	12

9. If yes, can you make it brighter or dimmer?

AnswerOptions	ResponsePercent	ResponseCount	
Brighter	34.9%	29	
Dimmer	12.0%	10	
Both	53.0%	44	
		AnsweredQuestion	83

SkippedQuestion 201

10. If yes, how can you adjust lighting?

AnswerOptions	ResponsePercent	ResponseCount
Under cabinet lighting	74.7%	62
Desk lamp	13.3%	11
Dedicated overhead lights	12.0%	10
AnsweredQuestion		83
SkippedQuestion		201

11. Do you turn out the lights in the work area when you are last to leave?

AnswerOptions	ResponsePercent	ResponseCount
Yes	69.1%	188
No	30.9%	84
AnsweredQuestion		272
SkippedQuestion		12

12. Is there a common kitchen or breakroom in your work area?

AnswerOptions	ResponsePercent	ResponseCount
Yes	85.3%	232
No	14.7%	40
AnsweredQuestion		272
SkippedQuestion		12

13. Do you have personal kitchen equipment, including coffee pot, hot pot, microwave, small refrigerator, in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	37.0%	101	
No	63.0%	172	
		AnsweredQuestion	273
		SkippedQuestion	11

14. Would you consider discontinuing the use of these if there were a designated break area with shared appliances?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	45.5%	46	
No	54.5%	55	
		AnsweredQuestion	101
		SkippedQuestion	183

15. Do you turn off your computer, printers, or other electronics when you leave for the day?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	83.2%	227	
No	16.8%	46	
		AnsweredQuestion	273
		SkippedQuestion	11

16. Do you turn off your computer, printers, or other electronics when you leave for more than one hour?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	11.3%	31	
No	88.7%	243	
		AnsweredQuestion	274
		SkippedQuestion	10

17. Do you unplug electronics when not in use?		
AnswerOptions	ResponsePercent	ResponseCount
Yes	11.4%	31
No	88.6%	241
AnsweredQuestion		272
SkippedQuestion		12

18. Why not?		
AnswerOptions	ResponsePercent	ResponseCount
Inconvenient to unplug	78.0%	128
Forget to unplug	15.9%	26
Item has a clock that is used regularly	21.3%	35
Other (please specify)		86
AnsweredQuestion		164
SkippedQuestion		120

Number	Other (please specify)
1	n/a
2	that would shut down system, it must be up and running when I return, in order to do my job. No time to power down then up more than once a day.
3	Want to avoid equipment not working properly.
4	Don't use
5	never thin about it
6	24 hour facility
7	Must be able to use at all hours
8	No one has ever told us to
9	Too many to unplug
10	Don't have any
11	don't see the benefit

12 not sure if I should unplug my computer
13 Can't reach the plugs and didn't know if that was necessary.
14 it has never occurred to me to unplug
Have never been instructed to do so & I do not know how unplugging
15 my PC & our fax would effect performance
16 Afraid I will lose my work.
17 Items not intended to be unplugged
18 they are network devices that are used 24hrs a day
19 Fan & stapler don't use electricity. Calculator has clock.
20 They are always in use.
21 I don't want to crawl on the floor to access plugs.
22 everything is hooked up to battery back-up and I won't unplug that
To get to the plugs they are way up under the desks and I have back
23 issues
24 24 hour operation
25 BATTERY WOULD DIE ON COMPUTER
26 State? updates done over night, might need to stay plugged in.
27 I do not have extra electronics in my office
28 why unplug an electronic device?
29 Never instructed to do so
30 Didn't know that I should
31 Only electronics I have is computer
32 Not sure it's an option for our equipment
33 Computer needs to charge
Who knows if things would work right when they are unplugged and
34 plugged in again.
35 I don't unplug the computer, printer....
36 24 hour daily operation
37 Takes too long to fire back up
38 and inconvenient to unplug printer
39 Didn't know I should
40 never thought to
41 wasn't aware I should.
42 unpredictability
43 never thought about doing it
44 not told to
45 never thought of it, was never told to

46 Most of the Items left plugged in don't draw any energy
47 Don't see a reason to
48 Computer/Phone
49 was never instructed to
50 never been requested, and some have clock
51 radio plugged into power strip on floor
52 We have never been directed to do so
53 turned off, never thought about unplugging too
54 Never advised to
55 Never told to do that
56 NEVER TOLD TO DO SO
57 never thought about it
58 Did not know it was required
59 I turn off the "master" switch on my electronics.
60 So others can use it if need be
61 never unplug my computer
62 Just doesn't seem necessary to unplug if I am turning off.
63 Didn't think I needed to. Thought that's how computer battery
64 charges.
65 Didn't know that we should.
66 never thought there was a need to.
67 I am not going to crawl under the desk to unplug it. These floors are
68 NEVER cleaned so no I don't.
69 Others are using my area when I step away from it
70 electric stapler and lamp not seen as power draw. Copy machine has
71 energy saver mode.
72 I didn't know I was supposed to.
73 Do not think about it
74 Other people use these items from other areas
75 haven't thought about it
76 N/A
77 Don't think to do so.
78 24/7 day operation
never occurred to me
DIDN'T KNOW IF IT WOULD AFFECT COMPUTERS/NEW VDI
SYSTEM
don't think we're supposed to unplug our computers

79 Why would you unplug a computer? I have no other electronics in my area.

80 I am in and out of my office all day long, short periods of time. Would not make sense to restart computer constantly.

81 would have to crawl under my desk to do so.

82 n/a

83 New computer can' be unplugged

84 VDI system, computer and phone are one

85 didn't realize we were supposed to

86 REGULAR USE

19. Do you have copiers capable of making double-sided copies?

AnswerOptions	ResponsePercent	ResponseCount
Yes	95.6%	261
No	4.4%	12
AnsweredQuestion		273
SkippedQuestion		11

20. How often do you use the double-sided option?

AnswerOptions	ResponsePercent	ResponseCount
0 to 24% of time	47.3%	123
25 to 49% of time	13.5%	35
50 to 74% of time	18.1%	47
75 to 99% of time	16.9%	44
100% of time	4.2%	11
AnsweredQuestion		260
SkippedQuestion		24

21. Do you have an individual printer or copier for your workspace, one that only you use?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	16.1%	44	
No	83.9%	230	
		AnsweredQuestion	274
		SkippedQuestion	10

22. Do you have recycling available in your work area or department?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	82.5%	226	
No	12.0%	33	
I don't know	5.5%	15	
		AnsweredQuestion	274
		SkippedQuestion	10

23. If yes, what types of recycling are available?

AnswerOptions	ResponsePercent	ResponseCount	
Paper	98.2%	222	
Glass	21.7%	49	
Aluminum	23.0%	52	
Batteries	35.4%	80	
Plastic	35.8%	81	
Toner	31.4%	71	
Compost	0.9%	2	
Other (please specify)		16	
		AnsweredQuestion	226
		SkippedQuestion	58

Number	Other (please specify)
1	The toner recycling is done thru an employees efforts only.
2	cfl bulbs

3	Cardboard/boxes
4	carboard
5	Cardboard
6	Medical waste
7	card board
8	card board
9	card board/newspaper
10	Cardboard
11	mercury
12	Tin, cardboard
13	cardboard
14	Cardboard
15	cardboard, pop bottles
16	cardboard

24. Do you recycle all materials included in the program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	71.7%	160
No	28.3%	63
AnsweredQuestion		223
SkippedQuestion		61

25. If no, why not?

AnswerOptions	ResponsePercent	ResponseCount
It is inconvenient	61.8%	34
Do not understand program	36.4%	20
Do not believe in program	1.8%	1
AnsweredQuestion		55
SkippedQuestion		229

26. Would you participate if a recycling program is offered?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	74.1%	83	
No	3.6%	4	
I don't know	22.3%	25	
		AnsweredQuestion	112
		SkippedQuestion	172

27. Do you print emails?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	55.0%	149	
No	45.0%	122	
		AnsweredQuestion	271
		SkippedQuestion	13

28. Please explain why you print emails.

AnswerOptions	ResponseCount
	143
AnsweredQuestion	143
SkippedQuestion	141

Number	Response Text
1	For reference when not near my computer
2	meeting agenda
3	Reference or to take to a conference
4	Only those saved in files for future reference, or those that are pleadings to be filed.

5 I print them to keep a hard copy for maybe meetings or other places I
go.
6 FOLLOW UP IF IT IS A TASK
7 For filing
8 If needed for the chart or to give to another person
9 Some times they are just to long and complex so I print them
10 Mostly for our files.
11 Sometimes it's easier to have the piece of paper in front of me then
having to go back and forth between the different programs
12 I only print those that need to be filled with something, needs to be
done at a later date, have to carry it with me for instructions
13 I only print the e-mails that I need for future reference.
14 I only print them if they are needed for the file
15 Back up for file for potentially litigious situations
16 i need them for meetings from time to time
17 Don't always print them, only when I want to refer to them on a
frequent basis.
18 They need to go into a user's file
19 To have a visual and reminder to act on them
20 for documentation and sometimes it's easier to process certain
information in hard copy, rather than on a screen.
21 So I don't forget about them and can pass along information
22 for my notes when it comes from supervisors
23 If I need to use them for my job or education
24 I want the hard copy for future references and do not like to keep a lot
of e-mail messages on my computer.
25 I don't print emails frequently - but there are some emails which
contain invoices (which I must copy for accounting), job postings
(which I must post in our office), and other invoices are sometimes
printed for future reference.
26 Receive so many e-mails, if I can not get to what the e-mail is asking
me to do, I print as a reminder to do.
27 to place in probation & court files
28 I only print approximately 2 per day (2 pages) for billing purposes.

29 just important ones. prob a couple a month. we will sometimes get
policy-type ones in which it might be best to have a hard copy on file.
Need to print some to keep a record of sequence of events for some
reports or projects, as a concise unit without sorting through months of
30 e-mails.
31 FOIA requests for files, as required.
32 As reminders or for meetings.
33 for copies for files or things i need to save for records purposes
I print emails when I want to keep a record within a binder for that
34 project.
35 If I need a printout for reference, plus to check reports.
36 SO I CAN HAVE A HARD COPY
For supervisor to review/approve responses and to have a hard copy
37 for employee file.
38 Requests to pull files from off site location
39 only print when absolutely necessary for monitoring/auditing purposes
I try to limit this activity, but I do print them when there is information or
changes for procedures I need, information for a specific client (which
is easier to document then write out), information I can file and locate
easier than trying to re-reference (locate) the original email, or forms
40 that have been sent via email from another agency.
41 To refer to in the future; easier than archiving
42 Memory prompt system
I do sometimes, for proof. Other times they are printed for me by
43 someone else.
44 Only if needed for documentation purposes
45 Once last month to show at a school meeting an E-mail from the last
school grades from another school, in reference to my client.
most of the time for bulletons from the state concerning procedures
and laws for equalization and assessing. the other times its to have a
46 back up on file for some change that was required
sometimes we want a record of correspondence in a court file until
47 transactions are completed

48 I print e-mails only that need to be filed.

49 we have to document when we send copies to county departments

50 Because my boss often likes things put in a file.

51 copies to file

52 reminders occasionally

53 Sometimes I want a hard copy

54 Accounting back-up for Journal Entries ect.

When there is lengthy data on the e-mail which I need elsewhere. Our software and hardware makes it very difficult to switch back and forth and avoid printing all but the smallest and simplest e-mails

55 and avoid printing all but the smallest and simplest e-mails

56 I don't print them all. I only print the ones I will refer to often.

57 Only rare, if I need to have a personal copy.

Sometimes need portability or the email requires additional action that I do not want to forget. I prompt of sorts. Rarely need to print.

58 I do not want to forget. I prompt of sorts. Rarely need to print.

Not in my cubicle when I get it - need a copy to make sure I follow up on it when I am back at my desk. Use it as a reminder.

59 on it when I am back at my desk. Use it as a reminder.

Done occasionally as a reminder, sometimes as a posting for bulletin board

60 board

need information off e-mails at my desk to complete my job. it's easier to have the list in front of me then to keep going back to the e-mail to see where I left off.

61 see where I left off.

62 documentation proof and/or for communication

63 on occasion I need the information to take with me

64 I don't print all emails, only important ones, probably 5% or less.

SOME OF THEM HAVE NEW GUIDELINES FOR PROGRAMS OR PERTAIN TO TIME OFF AND WANT COPIES TO REFER BACK TO IF NECESSARY

65 IF NECESSARY

66 Sometimes need a hard copy for proof

67 need hard copy at times for file

68 to read them later

use hard-copy to do data entry and others for reference for future need.

69 need.

70 To reference away from PC

71 some are lengthy and i print them to read them later

72 Very occasionally; if there's a lot of data in them that I need to
 73 reference at meetings
 74 need to use away from my office
 75 special directives or directions or if meeting agenda is included
 76 To post for reminders instead of re-reading them or forgetting
 77 something important
 78 I print very few e-mails - only those in which I need to keep track of
 79 something very important...
 80 When something is very urgent and I have to remember it.
 81 Mostly the attachments for meeting agendas and supporting
 82 documentation for future reference.
 83 reminders of events.
 84 print some, not all. i provide a lot of coverage for different
 85 departments and easier to refer the hard copy sometimes.
 86 To make notes when task is completed, or to write additional
 87 information required to complete task, e.g., scheduling consumers
 88 appointments, respond to medical records request.
 89 so they may be scanned into the system for court files
 90 I only print ones that I need to keep for my records; otherwise they are
 91 either put in an email folder or deleted.
 92 for documentaion of contacts
 93 example:request for records. I attach it to the record I print & give
 back to the worker.
 I don't print them all. Less than 10%.
 Information needed to do my job
 WHEN IT IS NEED TO SEND TO OTHER DEPT AS BACKUP-OR
 FOR A BILL TO SUBMIT
 Only print off some when has to do with ordering files or judge dockets
 for the week
 so I have a hard copy
 To make sure the task is taken care of, or to use as a reference.
 Because there are times I need the Information for my files and quick
 reference away from my desk.
 I occassionally print them for use at meetings, to show others how
 someone responded to illustrate to the group, at that moment, the
 direction an initiative is taking.

94 I print SOME e-mails as a reminder to myself to do something or if it is
 95 long-term information that I will be posting for on-going reference.
 96 sometimes it is necessary
 97 Court
 98 Need the information in the email to much info to write out
 99 I rarely print them; only when absolutely necessary.
 100 Only if the email needs to be scanned in the imaging system for the
 101 case file. Rarely need to print emails
 102 To have a hard copy for use in other areas or files.
 103 I only print the ones that I feel I need to print. Often to compile
 104 responses and sometimes as reminders.
 105 Need documentation sometimes.
 106 Need the hard copy for my records.....Computers go down
 107 frequently
 108 To take to meetings, as a reminder, etc
 109 to have hardcopy
 110 To be placed in our file to maintain the "chain of information" that we
 111 receive from out of state clients
 112 Not all the time - only on occasion for Tribunal Appeals, etc
 113 frequently to keep in a folder that is portable as the area where I work
 114 is flexible, even though I have a cubical.
 115 To use as reminders or to put into files.
 116 to read and save
 117 Print e-mails pertaining to Michigan Tax Appeal cases
 118 Only print when needed for direct contact with collateral supports
 119 Efficiency
 120 some emails have pertinent info for my job
 121 when they include phone numbers or directories for easy access while
 122 answering and transferring calls
 123 They are needed for files, such as victim impact statements
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120 Print some, as visible reminder task notes --also handwrite notes on
 these
 121 only occasionally for reminders of meetings, events, etc.
 Very seldom. Sometimes I need a hard copy. Probably print 1 of
 122 every 100 emails.
 123 They are kept in employees files.
 Proof of pertinent information exchanged with supervisor, instructions
 that were written out within an email, meeting notes and updates
 124 shared, updates to job duties, etc.
 Print only if I need to put with other info and use as back up for filing
 125 etc..
 126 to have in hand if I have to go talk to someone about it
 127 Only print about 5% when they are important
 To use as a reminder for something or place holder and to help in
 128 keeping my e-mail inbox more manageable
 Only those that I need a written documentation from the State Health
 129 Department for my file.
 130 remind me to do something later
 131 organization
 Visual reminder and use some documents as reference and easier to
 132 write or include in some documents
 133 Need reminders and records.
 134 Reminders to follow up on items
 135 Need them for work. Don't print all emails, just the ones I need.
 136 To keep them before the Outlook transition.
 DCH contracts for hard copy signature; other attached documents to
 137 scan into laserfiche
 I don't print all of my emailsj just the ones that I need to do something
 138 with so I don't forget.
 139 Occasionally print e-mails to take to meetings, etc.
 if I will need to refer back to them, I like to keep my email inbox on my
 140 computer empty
 141 documentation
 142 Need paper copy of emails for file and to reference later.

143

I only print the ones that have work orders or work related requests and important material I will need to reference on a repeated basis.

29. Do you print materials that are also stored electronically?

AnswerOptions	ResponsePercent	ResponseCount
Yes	55.6%	149
No	44.4%	119
AnsweredQuestion		268
SkippedQuestion		16

30. Please explain why.

AnswerOptions	ResponseCount
	138
AnsweredQuestion	138
SkippedQuestion	146

Number	Response Text
1	Need to fax stuff sometimes and I don't have a way to fax thru my computer (and emailing is not acceptable)
2	No computer in areas where I need the information.
3	Keep on file
4	Because although some cases are in imaging, some are not, and everything is still filed by paper - no e-filing here.
5	I'll say that I print some maybe for record keeping purposes.
6	To use in the field

- 7 So that I can write in consumer's answers w/o needing to hook my laptop up to a hot spot
- 8 For convenience during interactions with clients (I do not have a computer available during interviews) or to fax documents.
9 If needed for the chart.
- 10 easier to take to meetings, easier to access at times
- 11 I print some things for the file, but also keep the email until I know for sure I don't need to do anything more with it.
- 12 Sometimes you need the information that is already been scanned and it takes long to go back and forth between programs to finish a task.
- 13 Monthly reports, reports I have to prepare other reports from, for files, to post on bulletin board
- 14 As a checks and balance system for our accountant,
15 to have at hand
- 16 Not often, but when need to refer to them frequently.
17 same as before.
18 Much easier to read
19 for files
- 20 To share with employees who have no E-Mail
- 21 if I need them for instructions or signature
- 22 I need to have an individual complete the form - usually in the office by hand or the form needs to be mailed.
23 The department still wants hard copies.

24 Computer is not always available/in service when forms/information is needed, must have some forms in hard copy to use in these instances & "clients" must sign a hard copy & take a copy with them to know what to do

25 only occasionally in order to track completion

26 we have to print out warrant requests and also training forms.

27 Things like photos that may have to go into jackets of folders things of that nature

28 A FEW reasons include: keeping record of trend lines, which change with each addition of data, able to keep related materials in a concise packet, computer/files not always readily available, and printing file names on printed reports is helpful in locating electronic files.

29 Government grant paperwork that has been lost on the computer when it has crashed in the past.
30 To bring to meetings.
31 for filing in files

32 It is often much easier to have a mutl-page document in front of me on my desk.
33 they are images
34 Only upon request of a client/customer.

35 We print paperwork for the units but store it electronically. Not everyone has access to computers in our building.
36 Often a hardcopy is more convenient.

37 SO I HAND THEM OUT TO CUSTOMERS

38 For employee benefit files.

39 easier to find if I have my own paper copy that I can make notes on
and organize

40 Again, I do this less than I used to because the documents are on line,
and are fairly easy to locate. However, I find myself doing this
occasionally out of some self imposed need to have it on hand.

41 I have clients in other conference rooms and need materials readily
available, dont have same access in conference room

42 Hard copies are required to be in patients' charts; to scan into
laserfiche; to respond to requests for disclosure of records

43 For proof to those who do not have access. I hear every five minutes,
"I didn't get the memo/policy!"

44 At times it is necessary to reference a document while accessing
another electronic document. I don't routinely print electronic
documents.

45 to have a hard copy to file for auditing purposes

46 Sometimes it's necessary

47 the state bulletons are used for board of reviews and need a copy at
location of the review

48 To go into the physical file. We only print out when we need to.

49 Because my boss often likes things kept in a file.

50 sometimes it's necessary.

51 I have to print reports and maps for customers.
52 For consumer use.

53 access for those that don't have immediate access
54 Like a hard copy

55 Hard to read electronic copies, sometimes the software does not allow
56 toggling.
56 To use with consumers-workbooks etc.

57 Some of what we do requires temporarily having paper copies with us
58 as we move around the building. We have limited access to portable
58 electronics.
58 Record needed to be kept in court file.

59 I don't print them all, just ones I will refer to often.
60 I print resident care plans for the chart.

61 We are required to because we have to give printed materials for
61 medication requests, and for some med reviews. I do not understand
61 why all this is not done via email which it well could.

62 Again, to take materials with me. Access to materials is not available
62 in a convenient way in the community.

63 Record is not user friendly and not located in just one area. Med
63 information sheets are printed for clients. Forms need clients
63 signature on it and have to be printed. Small screen on my laptop
63 makes it difficult to read.

64 I print those documents electronically stored that are in constant use in order to have a more convenient way of accessing them. Plus, our computer is often having issues and there are times I can not access documents.

65 not all, but when I make packets to send to agencies to look at for possible residential placement. Also print materials for Placement Review Committee meetings (these often can be used to send packets to placements mentioned above), materials taken to Family Resource Center meetings; packets sent to agencies when referring kids for assessments; sending out releases of information to agencies to get info on kids.

66 CLIENTS WANT COPIES OF ITEMS STORED ELECTRONICALLY

67 copies for clients requesting medication lists

68 Different department require a copy and they may or may not have the capability or ability to use electronically
69 jon necessity
70 In order to share with consumers.

71 For reference and I am use to writing on paper

72 not much but would be for work purposes only, like non public info that the judge needs to view and cannot see with out me printing it

73 Very occasionally - more convenient to access them at a meeting,
print to share with others at meetings
74 need to use away from office

- 75 Easy access to frequently needed info. I only print assessments, PCPs, and a list of basic consumer info (birthdates, case numbers, date last seen). It takes too much time to pull these things up on Avatar when I need to glance at them for only a moment.
- 76 needed for jail files/warrant entry/validation
- 77 I don't always, but if it's a long document that requires a lot of reding I have a hard time reading it on my monitor.
- 78 If I am referring to the document then our computer program does not allow for that while typing in another document. Also, I print them out to ensure other worker's are aware of their existence
- 79 Need information to show to another, convenient if looking for a file, or need docket to find scheduled matters.
- 80 Mostly to read at my leisure between meetings, at home, or free time outside of the office.
- 81 If they are organizations or groups I can pass them out to clients
- 82 Use them as handouts to give to WIC clients
- 83 To make notes when task is completed, or to write additional information required to complete task, e.g., scheduling consumers appointments, respond to medical records request.
- 84 sometimes a hard copy is needed

85 Needed at times for off site use, to place in filing to be scanned into laser fiche, to provide someone who does not have access with a copy for their records/chart

86 SOMETIMES IF I NEED TO PUT IN A HARD COPY FILE
87 for back up of information

88 I don't print electronically stored documents all of the time, but sometimes I need hard copies.

89 I fax and mail records.

90 TO HAVE THEM FOR MY USE.

91 I refer to it frequently and write notes all over it.

92 To complete documentation for my hard files.

93 BECAUSE WE DON'T HAVE PORTABLE COMPUTERS TO BRING INFORMATION WITH US INTO THE FIELD

94 I print out paperwork for monthly meetings, where we review de-identified case summaries. I am uncomfortable sharing this information electronically with so many people. Other groups who had tried that have found that people do not read electronic files prior to the meetings and paper copies are still necessary.

95 Very few, just frequently used information or updates pertaining updates in law or procedures until I'm used to them.

96 sometimes someone needs a copy of something that they have misplaced. and most significantly, because i don't trust the system. things get lost, misfiled. and when someone can't find it it assumed it wasn't done. many many many times we have been told something wasn't in laserfiche and because i make copies of some of my work, i can always support the fact that it was done.

97 We have to have on-site charts available at our program for staff
98 information on persons receiving services and as a medicaid
98 requirement.
98 Physical recprd

99 need the information when writing reports, to have on hand at
99 meetings outside the building, etc.

100 Again, I only print them when absolutely necessary.

101 When the information needs to be sent/given to another agency
102 To have a visual hard copy for use when I don't have my computer
102 with me

103 Sometimes I need a paper copy to make notes on or to work off of.

104 its the policy. have to turn it in to supervisor. some people prefer a
104 paper copy.

105 On occassion because I can't always remember where they are
105 stored in the computer or to serve as reminders.

106 do not have a good way to track materials at this time. I did not when
106 last imaging system was operational.

107 Working chart for hands on when with family, doctors or client either
108 in the building or in the community. Not all is printed
Only sometimes....

109 If it is a long detailed document I need to read it in hard copy

110 report for meetings, minutes, state transmittals

111 Don't trust the laserfiche system. I have had too many times that a
document is marked scanned but it can not be located in laserfiche.

112 To put into files for use during meetings and hearings.
113 for court notification to victims

114 Only occasionally when I need the email to go to a meeting with me.
115 Otherwise I do not print them.
116 policies and procedures
117 save to file
118 Only as needed
Only when necessary.

119 We are required to hand out educational material to our clients.

120 The review of some material is not feasible to be done electronically.
Therefore, I print out the support in order to properly review the
contents.

121 There are times when we have to file conversations/"proof" from an
email in personnel files etc. to support a change being made

122 Used for audit when auditors come to audit 207 state report.

123 too inconvenient to look back and forth when typing document using
124 info from stored document
124 Only when necessary

125 If it's an item I'll refer to often like a policy or something I'll need to
review with someone - as opposed to having to share work space with
someone looking over my shoulder

126 Not always but depends if others may need to review this info as well.
127 require it to perform a task

128 For meetings and in-servicing of staff where a computer is not always
readily available and multiple times have been unable to access the
server from a different location/outside of the building.
129 I need hard copies to do my job
130 preferred
131 Easier to get to and read. Again, don't print everything, just certain
items.
132 To prevent loss.
133 Electronic copies have been lost in the past; hard copies don't
disappear.
134 I need to look at hard copies of things.

135 My job is on the road & if i don't sometimes print the info off I cannot
view it when I am in the field. As a result of my lap top not being
hooked up to the network.

136 Occasionally print materials for meetings, posting on bulletin boards.

137 Although stored electronically, there are times when a hard copy is
necessary for highlighting; filling out forms, etc.
138 for mailing

31. Do you use refillable coffee cups and water bottles?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	87.0%	234	
No	13.0%	35	
		AnsweredQuestion	269
		SkippedQuestion	15

32. If no, why not?

AnswerOptions	ResponseCount
	29
AnsweredQuestion	29
SkippedQuestion	255

Number	Response Text
1	I'll use the coffee mugs we have in our office.
2	I don't use water bottles or coffee cups.
3	Use my own personal ceramic cup.
4	Don't drink coffee or water.
5	I dont know
6	Don't drink coffee and recycle my own water bottles.
7	I don't drink coffee and reuse plastic bottles.
8	convenience, more sanitary (i.e. drinking fountains are not sanitary and therefore I don't use them to refill water bottles, tap water is warm & unfiltered)
9	I do not drink coffee or water while at work.

- 10 We don't have easy access to rinse, dump or clean them. When we do, we will use re-useable.
- 11 I don't drink coffee
- 12 unsure
- 13 I don't drink coffee, and I bring in water from home and drink bottled water.
- 14 access
- 15 Forget to use this option
- 16 Sometimes I do. When I don't, it's mostly due to convenience.
- 17 don't drink neither one.
- 18 Don't have any at work
- 19 I do not use any cups/bottles during work
- 20 to inconvenient at work
- 21 I use no cups or bottles at work.
- 22 We use a water cooler and are able to refill water bottles but we use disposable coffee cups because we don't have a sink in our break area.
- 23 Don't drink coffee and only drink bottled water due to allergies
- 24 use mostly refundable bottles
- 25 Do not drink coffee here and I think it is unsterile to re-use water bottles
- 26 because I choose not to
- 27 I don't drink coffee or water
- 28 I don't drink coffee and I drink water from the water fountain.
- 29 I bring my own water from home or a pop to drink that lasts me through the day

33. If you drive a County vehicle, are you aware there is an anti-idling program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	10.0%	27
No	32.3%	87
N/A	57.6%	155
AnsweredQuestion		269
SkippedQuestion		15

34. Do you follow the program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	42.0%	71
No	58.0%	98
AnsweredQuestion		169
SkippedQuestion		115

35. If no, why not?

AnswerOptions	ResponseCount
	90
AnsweredQuestion	90
SkippedQuestion	194

Number	Response Text
1	I don't know what anti-idling is.
2	Was not aware of the program
3	Did not know about it
4	Never heard about it.
5	did not know about it
6	didnt know anything about it
7	n/a
8	not applicable to me

9	I am not sure what program you are referring to.
10	Did not know it existed.
11	Don't have a county car.
12	not applicable
13	unaware of it.
14	N/A
15	Do not have County vehicle.
16	I don't know anything about it- I would follow it if I knew more about it.
17	What is it?
18	Don't know anything about it.
19	Do not have a County vehicle.
20	NEED TO GET THE ICE OFF IN THE WINTER
21	not applicable
22	N/A
23	I am not exactly sure what it means, so I don't know if I am following it. If it is sitting in the car with it running, about the only time that happens is to keep the dash lit to get mileage information for the car form.
24	not aware of program, rarely drive county vehicles
25	NA
26	I don't know what that is
27	I do not use a company car.
28	n/a
29	I do not drive a county car.
30	n/a
31	Don't drive county vehicle
32	Not aware of any such policy. What is it?
33	I don't have a county vehicle. I have no idea what it is. I rarely let the car idle when not at a stop
34	sign/light.
35	I don't use a county car
36	wasn't aware of it
37	DOES NOT APPLY
38	N/A

39 I am not familiar with the anti-idling program
40 unaware of what that program is.
41 do not know about it
42 Not aware of it or what it is
43 never heard about it
44 didn't know there was actually a program
45 I don't know what this program is.
46 I don't drive a county vehical typically.
47 Do not use county vehicle
48 Was not aware that there is such a program. But I am glad that there
49 is.
50 Do not use county vehicle.
51 don't drive county vehicles
52 Didn't know there was any such thing
53 didn't know about it
54 was not aware of the program
55 What is an anti-idling program?
56 n/a I don't drive a county car but would be interested in the no idle
57 program
58 I DON'T KNOW IF I FOLLOW IT BECAUSE I DIDN'T KNOW IT
59 EXISTED
60 Do not drive a county vehicle
61 I am not aware of an "idling program".
62
63 Was not aware of the program, although I seldom drive a county car
64 and don't idle when I do.
65
66 I wasn't aware of this. This is the first time hearing about this. Don't
67 know what it is.
68 I wasn't aware there was an anti-idling program nor do I know what it
69 is.
70 i didnt know about it
71 do not know what it is.
72 I don't know what it is
73 Did'nt know about it

66	Not aware of it and normally drive own car
67	do not drive county car
68	didn't answer it
69	I don't take county cars. If I do, I don't leave them idle.
70	didn't know
71	unaware of the program
	Don't take out cars very often, only 1-2x/year, and don't find myself
72	idling anyplace but traffic lights.
73	N/A, county automobiles were revoked
74	I didn't know it there was one.
75	Was not aware of it.
76	Not sure if there is one or not
77	Unaware of the program
78	can't follow something your never told about.
79	Don't use
80	Don't drive county vehicles.
81	don't sit and idle ever
82	does not apply to me
83	n/a
	I am not sure what this is... so I don't know if I am following it. I only
84	had a yes/no choice to mark.
85	I don't use county cars.
86	Don't use a county vehicle.
87	N/A
88	never heard of it
89	I don't drive a County car.
90	N/A

36. If you make purchasing decisions for your department, if given a choice, do you select items with a recycled material content?

AnswerOptions	ResponsePercent	ResponseCount
Yes	18.0%	47
No	11.1%	29
N/A	70.9%	185
AnsweredQuestion		261
SkippedQuestion		23

37. If you make purchasing decisions for your department, if given a choice, do you select items that are the most energy-efficient available?

AnswerOptions	ResponsePercent	ResponseCount
Yes	22.1%	57
No	6.2%	16
N/A	71.7%	185
AnsweredQuestion		258
SkippedQuestion		26

38. Do you carpool to work?

AnswerOptions	ResponsePercent	ResponseCount
Yes	7.0%	19
No	93.0%	251
AnsweredQuestion		270
SkippedQuestion		14

39. Does your household participate in a waste recycling program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	51.1%	137
No	48.9%	131

AnsweredQuestion	268
SkippedQuestion	16

40. Do you participate in household hazardous waste collection programs?

AnswerOptions	ResponsePercent	ResponseCount
Yes	40.0%	106
No	60.0%	159
AnsweredQuestion		265
SkippedQuestion		19

41. Do you use any water conservation measures at home?

AnswerOptions	ResponsePercent	ResponseCount
Yes	48.9%	129
No	51.1%	135
AnsweredQuestion		264
SkippedQuestion		20

42. Please describe any water conservation measures you use at home.

AnswerOptions	ResponseCount
	110
AnsweredQuestion	110
SkippedQuestion	174

Number	Response Text
1	I have a front loading washing machine and a dishwasher that only uses a fraction of the water from traditional machines.

2	high efficiency washing machine low flow toilets
3	Do not leave water running. Low flow faucet.
4	Limit shower time and frequency. Shut off water while brushing teeth. Limit yard watering
5	low-flow shower heads; low water usage toilet; don't run water while brushing teeth.
6	When I take a shower, I cut the water off when I'm not rinsing off. I hope that is not too personal.
7	Turn water off when not in use, low flow toilets and front loading washing machine.
8	Turn off tap when brushing teeth, short showers
9	Aerated faucets, tight seals to prevent drips or leaks, using only as needed.
10	low flow shower heads. water to the garden after rinsing vegetables
11	Water collected prior to it turning hot from the tap is used for plants and other uses.
12	We don't run any water that isn't necessary, have low flow toilets,
13	don't use anymore water than we have to in the washing machine. Try to take shorter showers.
14	Condense laundry, run dishwasher less, don't water lawn
15	Low flow toilets, and shower heads
16	Navy showers, full laundry & dishwasher loads, rain barrels
17	limit length of showers, no watering of lawn

18 we are just conscientious about water use, sprinkling, etc.
19 I don't
20 low flow toilets and shower heads
Pitchers of water in fridge. Turn off on shower. Microwave heating
21 water.

short showers, no water running when brushing teeth, minimal lawn
22 watering, no leaky faucets or toilets
23 I'm not home much, don't use much!
24 NEW WATER HEATER

25 Showers flow control and toilet bowl water control methods.

Save water from boiling eggs to water plants, use the dishwasher as
much as possible rather than hand wash, try to combine laundry to
decrease number of wash loads, turn off water when brushing
26 teeth.....
27 water reducing shower heads
28 FILTERS,

mostly drink bottle water and try not to use the washing machine but
29 once a week, when i have a large enough load.
30 Actual answer is we try

31 1.5 gallon toilets, shorter showers and front load washer

energy efficient water heater, washer, dishwasher, do dishes once
32 daily, laundry once weekly, rain barrel for watering

33 Water saving shower heads and water saving toilets

Low flow shower head, timers on sprinkler systems. Would like to use
34 rainwater irrigation.

35 Ensure no faucets drip...toilet with efficient flush mechanism.
 36 Turning temperature down
 37 changed water heads on faucets
 38 Efficient toilets, etc.

39 collect rainwater, water flow control shower heads and toilets
 40 Variable level in washer, low flow showerhead, avoid flushing urine only.

41 limit the amount used while brushing teeth, showers, washing dishes
 42 I use left over water on house plants or plants out side. We have water efficient dishwasher.
 43 low flow options
 44 water saving toilets, shower heads that conserve water, don't let water just run
 45 water conservation faucets and toilets

46 small hot water heater, one at each end of the house; rainfall from roof goes into container for watering flowers; use a filtered pitcher to store water so not excess running when getting a drink
 47 short showers , hand wash dishes

48 Do not let water run - new hot water heater set at a lower temperature
 49 Short Showers
 50 HE washer
 51 rain barrels, low flow faucet aerators
 52 newer toilet. well water,
 53 rain barrel collection for watering garden. Less baths and more showers.
 54 We don't run water unless needed.
 55 dishwasher, low-flow shower head

- 56 The males in the household (there are 4 of them) take military showers. (That is, they only use water to get wet and for rinsing. Otherwise they keep the water turned off during the shower.)
- 57 water savers in showers, faucets, toilets. Wash only full loads of laundry and dishes. Water lawn sparingly.
- 58 Low water flow shower heads, low water washing machine.
59 Changed shower heads and faucets to energy efficient. Take more showers.
- 60 never keep water running when brushing teeth/ flush only when needed/ water in refrigerator for drinking
- 61 Low flow faucets and shower heads, short dishwashing and laundry cycles, turn off faucet while brushing teeth, landscaping with low water needing plants and only watering when strictly necessary.
- 62 We don't water our lawn. We collect unused household water in the summer to water our garden. And....."when it's yellow let it mellow, when it's brown flush it down."
- 63 Planned and limited flushing, washing and shorter showers.
- 64 Water conserving shower heads and faucets, well water for lawn, do not let faucet run while brushing teeth, shaving, etc.
- 65 Not leave the faucet on too long when washing dishes, take shorter showers, make sure dishwasher is completely full before starting it

- 66 Turning water off when brushing teeth, shorter showers.
- 67 My children know that they are not allowed to run the water when they
brush there teeth, no long showers and I have low flush toilets
- 68 ENERGY EFFICIENT APPLIANCES
- 69 Low flow shower heads; water grass every other day or third day
instead of every day; purchased high-efficiency front load washer and
dryer that significantly cut down on water usage.
- 70 reducers
- 71 shower head
- 72 Low flow fixtures
- 73 Wait until we have a full dishwasher, before running it. Turn faucet off
when brushing teeth. Little ones take bath together.
- 74 Do not let water run to get cold, minimal amounts of laundry done
each week, limit shower time
- 75 Showers and Laundry operations.
- 76 We only flush when we poo.
- 77 Only use dishwasher when full. Limit lawn watering. Purchased a
water-conserving wash machine.Encourage family members to not
allow water to run down the drain unless immediately using it, and
shorten shower times.
- 78 Energy effecient appliances, turn things off when not in use, common
sense.
- 79 full dishwashers, full load of laundry, water lawn in the a.m., turn water
off for tooth brushing
- 80 A timer in the shower and only washing full loads of dishes or laundry

- 81 shorter showers
- 82 Low-flow faucets.
- 83 Low flow toilets and taps

- 84 only run the diswasher when it's full, don't sprinkle too much, not too long in the shower, HE washing machine.
- 85 changed all faucets, toliet, flow of water pressure

- 86 Restricted flow showerhead. Not flushing "everytime", short showers, not watering lawns

- 87 reduced water inshower head. low flow toilet. had high efficiant washer but it broke. too costly to fix.
- 88 Shower heads and toilets.

- 89 Low flow, when drawing warm water... collect cold water in bottles to use in the washer later

- 90 High-Efficiency Washer, gather rainwater for use in watering potted plants, low-flow toilets and faucets

- 91 shut off faucet while brushing teeth, shut off faucet while washing dishes and rinse them all at the same time, when watering lawn I set a timer and I only water during the early morning hours
- 92 turn off brushing teeth, etc.

- 93 Rain barrels, low flow showerheads, low flow toilets

- 94 Don't shower every day, toilet -if it is yellow, let it mellow, turn off water when brushing teeth, sprinkle outdoors only early morning or late evening (even then not lawn, only specific plants).
- 95 Flow restrictors

- 96 low flow shower head and small flush toilets

- 97 Special faucet fixtures and shower heads. No running water while brushing teeth, or rinsing dishes, unless rinsing consecutively.
- 98 Low flow toilet, rarely sprinkle the lawn.
- 99 Type of washing machine purchased. Quit watering the lawn.
- 100 Don't run water when not necessary, like when brushing teeth etc.
- 101 Water we end up not drinking or using goes into the dogs water bowls, not down the drain.
- 102 TIMED SHOWERS, ONLY DO FULL LOADS OF LAUNDRY, ONLY DO FULL LOADS OF DISHES IN DISHWASHER, NO RUNNING WATER WHILE BRUSHING TEETH
- 103 high efficiency dishwasher, washer, low water usage toilet
- 104 Limit time in the shower, do not let water run from the faucet for a longer period of time, limited underground watering use.
- 105 Rain barrel. Automatic lawn sprinklers.
- 106 turn water off while brushing teeth until I need it on. Monitor water temp for showers and sinks. Monitor water temp for our hot water heat.
- 107 Full loads laundry
- 108 Water conserving showerheads, toilet; do not allow water to run. Fix leaks. Do not water lawn.
- 109 Rain barrel for watering outside, water filters for drinking water, low-flow toilets
- 110 High Efficient washer

43. Do you volunteer your time with local organizations?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	49.8%	132	
No	50.2%	133	
		AnsweredQuestion	265
		SkippedQuestion	19

44. Will you share the names of the organizations?	
AnswerOptions	ResponseCount
	91
AnsweredQuestion	91
SkippedQuestion	193

Number	Response Text
1	through my church
2	FFA
3	Muskegon Service League, NM Rec Board, Girls on the Run, Prince of Peace communicant
4	Cooking Matters-YMCA
5	church, school
6	Habitat for Humanity
7	VFW, American Legion, Optimist International,
8	We foster cats for local cat rescues.
9	Pioneer Resources, Knights of Columbus, Fruitport Youth Club
10	muskegon rescue mission , MPC
11	United Way
12	Service League
13	every womans place
14	Old Newsboys. Toys for Tots
15	No
16	United Way

17 No More Sidelines
 18 Laketon Bethel Reformed Church
 church activities, kids school activities.

19 ESL - English as a Second Language
 Red Cross blood donor
 20 Previously participated over 12 years with Girl Scouts
 Every womans place, march of dimes

21 Harbor UU church, Planned Parenthood, Muskegon Public Schools,
 Community garden initiatives
 22 HOLTON AMERICAN LEGION

23 Varies - enjoy community events and volunteer for them and school
 programs.
 24 Faith to Felines Cat Shelter
 25 The church of which I am a member

26 Life Change Church; Muskegon Area Cooperating Churches
 27 Churches, animal rescue
 28 No More Sidelines
 29 Special programs at the local HS
 30 no
 31 Fraternal Order of Police

32 Volunteer Center of West Michigan, American Red Cross of
 Muskegon, Oceana & Newaygo, Muskegon Community College.
 33 church
 34 Irish Music Festival
 35 No
 Child Abuse Council
 Muskegon Guns and Hoses
 36 Greater Muskegon Service League

Church
 Love, Inc
 EWP
 37 Muskegon Bar Association
 38 Fraternal Order of Police
 39 church
 40 Schools and church
 41 United Way
 42 No
 43 Christian Care Nursing Center

 previous Summer Celebration, Heart Association, March of Dimes, No
 44 More Sidelines, Bike Time.
 45 city rescue mission
 46 United way
 47 Girl Scouts
 48 with church and with political party

 HHW collections - County of Muskegon
 Rotary
 Muskegon Lake Watershed Partnership
 49 Other watershed groups and variety of events.
 50 First Wesleyan Church
 Supper House
 51 Muskegon Family Promise
 52 Wedgwood, United Way

 53 Youth volunteer, mona shores, salvation army
 54 Central Assembly of God
 55 LOVE, INC Newaygo County
 56 United Way and Salvation Army
 United Way
 57 Mona Shores HS Band Parents Assn.
 58 no

 59 Muskegon Rescue Mission, United Way

- 60 No More Sidelines
- 61 KAINAY CHURCH, UNITED WAY
- 62 Multiple organizations, too numerous to name and NOYB.
- 63 No.
- 64 not necessary for this survey is it?
- 65 Old newsies. Child abuse council
- 66 Love INC
Child abuse council.
- 67 American Red Cross
- 68 Girl Scouts of Michigan Shore to Shore
- Muskegon Eagles 668 Auxiliary
USS LST 393 Preservation Association
- 69 I am a member of both and help with fundraising.
- United way
Church
- 70 Private owned garage serving Muskegon Heights
- 71 Muskegon YMCA and First Presbyterian Church
- Boy Scouts of America - Troop 1048 and I volunteer at the Council
Level President Ford Boy Scout Council - Grand Rapids
- 72
- 73 Life Change Church, Muskegon Railroad Historical Society,
74 Faithful to Felines Rescue.
75 Muskegon Center for the Arts
- 76 No More Sidelines, Big Brothers Big Sisters, United Way
- Muskegon Rescue Mission
United Way
- 77 Area Food Trucks via Journey Community Church
- 78 Boy Scouts of America
- 79 North Casnovia Baptist Church

- 80 Montague Area Public Schools
- 81 United Way, No More Sidelines
- 82 Red Cross blood donations, Life Change Church Bible study
- 83 Big Brothers Big Sisters of the Lakeshore
- 84 snowflake ministries, church activities
- 85 Various church groups, Lions Club, Fire Dept.
church
- 86 special needs
Making Strides Against Breast Cancer
National Outdoor Women
- 87 Autism Society of Muskegon County
- 88 United Way, local schools
Every Woman's Place and
- 89 Hispanic Community Services Coalition
- 90 church
- 91 Big Brothers Big Sisters

45. Please describe up to three ideas.		
AnswerOptions	ResponsePercent	ResponseCount
Idea 1	100.0%	133
Idea 2	67.7%	90
Idea 3	45.9%	61
AnsweredQuestion		133
SkippedQuestion		151

Number	Idea 1	Idea 2	Idea 3
1	work from home will help with all the above		

2	Tablet or laptop to decrease need for paper	Have recycling, drop off, at other areas of county	
3	Stop insisting that WIC materials be printed when they can be viewed on a computer screen and have them sign to show they have seen them.	Begin composting for the community garden.	Put more efficient lighting in with dimmer switches. Realize that
4	In a county recycling program, start a competition and the department who recycles the most gets a prize like a pizza party.		
5	Change the plumbing in the jail	Make recycling more available	
6	Never thought about it. It would be to participate		
7	plastic cup for the residents verses foam cups		
8	Limit the number of printers	Use ECM for electronic records	
9	Emphasize recycling	Get rid of all the small kitchens at Cmh	Charge the people who use the fitness center at cmh
10	Printers with double-sided capability (not just copiers)	Training staff on sharing electronic documentation (eg saving database docs to PDF and emailing vs printing and faxing)	Carpool or rideshare coordinating site

11	less electric use, turn off computers at night	have every one turn off lights in cubes and offices	have mobile systems available, cell
12	have nice looking recycle areas	insulate windows	have better heating and cooling systems w/adjustments
13	eliminate small or individual printers by utilizing the copiers		
14	Encourage people to carpool by putting in place an incentive program.		
15	clean up all unused space instead of using it for storage		
16	get and EMR system		
17	Put key codes in the copiers to make a person responsible for all copies in which they make. Paper is our #1 highest office expense.		
18	Four 10-hr works days instead of five 8-hr work days		
19	recycling needs to be made available to all floors like it is on the 4th floor		
20	Have the Hall of Justice lights automatically shut off at 5:00 p.m.		
21	have more recycling bins for plastics / cardboards / papers. at oak st we only have a plastics container because one of the employees takes care of it, but it is in an opposite part of the building.	use more cfl lights.	purchase more efficient cars for staff wherever possible
22	n/a		

23	Adjust heating system in the CMH Halmond Center so the forced air fan doesn't blow so long at a time, to cur down on the duration of the COLD air drafts.	Have a safety patrol in the parking lot when it is dark out. Many people leave BETWEEN 5:00 and 7:00 p.m., not just at 5:00 and at 7:00.	Some lights are left continually for plants.
24	Upgrade the facility at the Transition Center		
25	Better heating and cooling system	Better breakroom	Cleaner filtered water system eliminate 2nd refridgerator in health dept break room
26	Place labled recycling containers throughout county bldgs	eliminate personal heating or cooling devices in office spaces have recycle bins at all sites and pay for the service that picks up in the locations that are not near the	
27	Tell supervisor to stop printing papers up for every staff when staff gets them in email anyway.	Start a carpooling incentives program.	Provide electric reader devices to
28	Put pressure on the State to no longer require hardcopies.	Initiative for motion sensor lighting in all county buildings where reasonable.	Further implement and encourage paperless systems.
29	Further centralize a formal recycling program including paper/plastics/batteries/toner, etc.		
30	TRY TO HEAT AND COOL ALL AREA OF THE BUILDING EVENALY		
31	Do not print pay records - this should be accessible on-line.	All employees should have to have direct deposit of checks	Employee portal for those w/out email
32	ban space heaters		
33	I have noticed recyclable materials in the trash in the small kitchen. I don't know if people do not realize there is recycling bins in the larger kitchen, or if they are not inclined to walk over there to recycle.	It seems to me there is a lot of paper in the recycle box next to the printers/copy machines. I am sure this is due to human error when making copies. I am not sure what can be done to decrease this	
34	Mandatory turn off of office electronic equipment	Provide list of acceptable recycled office products	
35	better lighting		

36	Stop printing up notices to post every ten feet throughout the facility. The same thing over and over and over again. On every wall, every door, every bulletin board, the same notice. It's not necessary.		
37	Fix our heating and cooling system. Sometimes it's so hot we open windows	water saving shower heads in clients rooms. automatic turn off water in client room sinks	Fix heating and cooling in clients rooms. Same reason as #1
38	Install Hand dryers in all the restrooms	remove auto flush toilets that flush when not necessary	update technology across board to reduce waste
39	do not lower temp in ofc lower than 10 degrees over the weekend so it doesn't take as long to heat up on mondays also same for ac	have boxes for empty pop cans or plastic bottles	
40	Insulate the windows in the building so some offices are not too hot or too cold depending on the temperatue outside. (Then no use for heaters or fans).	Maintain the self flushing toliets. They seem to flush without anyone using them or flush too often.	Have some kinds of scanning process for inner office departments that can
41	None at this time		
42	please get someone to dust and vacuum I am allergic	we pay for our own water, there is none on our floor	do a study as to why the district court girls
43	Change the way our building heats in the colder months. Presently, it turns the heat on at 6 am and turns it off at 8 am. However, the heat is at over 100 degrees by 8 am and gradually cools until it is chilly in the office at the end of the day.	The toilet in the communal bathroom - family - needs to be fixed. It is continually running-on.	Put automatic switch-offs in all rooms.
44	Get rid of all paper documents-Go to electronic documents		
45	Fire some of the old fossils who work around here.	Provide recycling centers. Not avail in Whitehall.	Provide a person to provide education on

46	Need space or closer location for recycling		
47	automatic sinks and toilets		
48	Do not use styrofoam coffee cups		
49	Reduce copiers by half.	Require use of email or electronic means for med requests, briefings and other communications.	Make recycling more accessible for each work area.
50	Iphones or Ipods for staff in the field	Personal copy codes/print codes that track activity	
51	Go green		
52	Add recycling program	Lighting is not appropriate for service provision, this is why most offices add their own lighting ,	Building is not well designed for providing services
53	no	no	no
54	electronic copies of court paperwork from court to jail	install correct HVAC system on west end of jail to cool it properly	Replace roof on jail to save energy
55	There is a lot of papertowel waste. I think we should get automatic air hand dryers for the bathrooms.	This is a very old building and the heating/cooling system is often either too hot or too cold and very 4-day work weeks -- saves a lot of fossil fuel and makes early and late hours available to working families	solar collectors on the roof and sides of the building; solar street
56	STOP USING SALT ON THE ROADS -- it all drains into the lakes and harms everything		
57	provide coffee with large commercial coffee makers for employees so each person doesnt have one at their desk		

58	Heating sytem is often way to hot or way to cold. There is rarely an in between.	The building is not cleaned properly. We have complained for over a year and no one cares. This causes bad attitudes and people don't give a rip about conserving energy.	No one listens to our complaints so why should we care. We get excuses and double talk about environmental issues.
59	Start using more scanning options	Accept electronic payment	Reduce paperwork by using fill in online forms
60	make it easier to unplug electronics when not in use	make staff aware of recycling that is available	have recycling bins for plastic, paper, etc Continued recycling and encourage even more. So much is thrown in garbage that could be
61	Facilities Mgt. staff not drive the vehicle back & forth to their home. Unnecessary mileage use. Other dept. staff oncall have to report to their site for a county vehicle if needed.	Turn off lights when not in use in offices/cubicles.	
62	give back our x-mas/holiday party		
63	leave of absence forms DC'd and go electronic		
64	Go Paperless	when you fix something, stop fixing in reaction mode, and fix it in proactive mode.	Take the time to fix it right the first time wireless projectors in all meeting areas - won't have to copy agendas, etc. for meetings
65	Automatic Light switchoff - Public Health	More energy-efficient cars	

66	cleanliness of the jail and offices - not just cleaned up - it would help employees want to keep it cleaned if it was actually clean to begin with	availability of copy machines for offices in the front of the jail. would increase productivity and decrease wasted time in going to the back of	
67	fix plumbing in buildings so that hot and cold water run efficiently (takes a long time to get warm water)	use bulk purchasing methods instead of each department purchasing for themselves	allow more flexible travel policies (can include travel time to
68	Eliminate personal printers in staff work areas		
69	Make more forms for county employees electronic and can be submitted electronically		
70	Offer onsite recycling		
71	Provide bikes for use for near distance traveling. I work form CMH and do many home and community visits which many are within biking distance	Offer a true incentive program for people to bike/run/walk/skip to work. How about a 15 mintute grace period at the beginning and	Provide more encouragment and education on simple ways to conserve

			change computer programs that allow us to navigate back and forth so we don't have to print out historical documents that we are referring to during writing of current documents.	Allow reports placed into scanning to be printed on both front and back. Right now I do not do this for scanning because what if they do not look at the back and don't scan that.
72	allow lights to be adjusted in the office			
73	Paper recycling		Paperless files/records IF computers worked right, everything should be put on instead of paper first and then put on computer from the paper form.	
74	put windows back in buildings, use natural sunlight			
75	use Office Services more regularly		Use reusable products for coffee/water	Work cooperatively throughout all departments

76	Many people complain of dust in the area, need more employees that can clean the ducts or put in air filters	sneezing or coughing due to this, and we have a layer of dust on	
77	Take steps to remove names from mailing lists for ex-employees, duplicates, junk mail	Provide more water coolers for employees to fill their containers	policy to turn off lights,
78	better heating/cooling in buildings	employees bring own dishes/utensils	
79	New windows for the HOJ - cold air flows making work spaces cold	Buy Hybrid cars-cost more at the start but coordinate recycling	Have a convient all County lighting to compact
80	Have dedicated recycling bins at all county workplaces: paper, bottles, cardboard, etc.	pick-ups on specific days at all County	
81	Improved Heating and Cooling settings in our office building.		
82	Stop duplicating written materials given to consusmers	Remind workers to stop printing unnecessary emails	
83	motion sensitive water faucets in restroom	Quit paying a cleaning crew to clean our offices they don't clean	Maintain the cars for better gas mileage
84	Promote staff to turn off lights, and computers; limit paper waste.	Set temperatures on thermostats so staff and others aren't constantly	Address energy inefficiency problems
85	Send some documents by E-mail	When possible hand out manifest to users instead of Mailing	
86	LAPTOPS AND/OR TABLETS FOR FIELD EMPLOYEES		
87	Institute recycling	Turn stuff off	Centralize small appliance use
88	Issue Tablet PC's to employees so they have information at their fingertips rather than having to print off materials.	Use more energy effecient electronics.	Have procedural updates and operation/manuals

89	Keep electronic files	Turn off Lights	Recycle more items
90	Suggest reusing/refilling water bottles.	Plastic covers on windows-limit energy loss.	
91	Updating insulation and windows on Hall of Justice		
92	provide staff data on the cost of wasteful electric usage (not turning lights off in the cubicles and offices)	encourage staff to recycle	
93	All paper recycling gets shredded, even non-confidential. I was told that we don't have enough man power to shred all of the paper to be recycled, so was subtly encouraged not to recycle paper unless it's confidential. We need a method of recycling paper that isn't confidential.		
94	Educate more on the programs.	Make sure that their are recyclable bins available.	Increase computer speed and technology to reduce the need for paper. allow work from home for certain employees
95	go to a 4-day work week!	purchase reliable imaging and workflow software, train on use	encourage not to
96	allow people to work from home on paperwork days	do not leave lights on in buildings after hours	

97	Have lights in main entrance isles that dim after no movement and them light up		
98	the auto mated lights were a great idea.	faucets that turn on and off by self solar or wind turbines to produce energy	
99	Have working drinking fountains	Have a convenient nice looking recycling program	Better heating and cooling system
100	The temperature in my department is 84 degrees when we arrive at 8:00 am. This is a terrible waste of energy and very uncomfortable for workers.		
101	Better collection system for recycling.	Use green lighting systems.	Use smaller wind turbine units that can mount on the roof.
102	set copiers to print double-sided as default	fix the toilet in the women's restroom on the 4th floor that	make paper recycling bins more convenient
103	Unscrew at least 1 light bulb in each floresent light set. They are brighter than the sun and because they are so bright they have caused severe headaches/nausea. And yes I have 1 off above me due to this.		
104	in the bathrooms the water is cold. Have to run it to get warm water to effectively wash hands.		
105	Use full spectrum lighting instead of CFUs	Windows please!!	stop workplace bullying
106	blinds we can reach to keep out sun/heat	automatic faucets and drying machines in bathrooms	lights that turn off when there is no

107	Enterprise Document Management System	Master Power switch to turn off all power at end of day for building	Convert toilets and fix leaking toilet that runs
108	more paper recycle bins	pop return cans on each floor	
109	Provide collection recepticals for plastic, paper, glass, etc. for each main department.	Encourage participation/motivate by posting pictures of recepticals filled with paper, etc. showing what	Provide clear instructions as to what is acceptable
110	Improve air flow so some parts of the office aren't freezing and people need heaters		
111	I am new to the government workplace. I worked in corporate prior to this. There is generally an assumption unlimited resourses and therefore waste among gov't workers that generally does not exist at the public level.		
112	Improve hot water supply in our building. Water runs for a long time to get hot water to wash dishes.		
113	Recycling Program-Education	Utilization of electronic files instead of paper files	
114	Lighting with dimmer switches	Better heating system, or ability to control individually	
115	Rather than print copies, send the info electronically if possible.		
116	install 2phase toilets - up for liquids, down for solids - saves water, lowers water and sewer bills	improve office ability to adjust temperatures - if we are using space heaters in the warmer use a substance with sand in it to resurface the South Campus	mileage should be looked at with new vehicle purchases
117	Install hand blowers in bathrooms instead of paper towel	USE POWER STRIPS AND TURN THEM OFF AT END OF EACH	HOLD PEOPLE ACCOUNTABLE
118	SET EVERYONE'S PRINTERS TO 'ECONOMODE' OR GRAYSCALE		

119	continue the recycling pilot program the 4th floor HOJ has been doing and expand to all departments	replace HOJ windows	
120	The new accounting program didn't help paper savings.		
121	cut the central air off in the winter months? such a waste!		
122	Compressed natural gas for fleet vehicles	Recycling center run by inmates to collect glass, paper, plastic	Replace windows in hall of justice
123	battery operated cars	better water heater for the kitchens. takes over 5 minutes of running water before it even gets warm!!!	
124	Automatic lights would be helpful in all areas of building		
125	better manage the heat in the building, it is too hot most of the time	better manage the air conditioning, it is too cold	you have to run the sink water for a time
126	Regulate the temperature in the building better	Don't let people bring county vehicles home	Find a way to be able to turn computers off
127	Conserve water/paper towels: install hand sanitizers in all bldg restrooms	HOJ windows need to be replaced; would stop cold air/hot air from	
128	Something to increase air flow for better heating/cooling, especially in the restrooms (they're freezing in the winter time)	More electrical outlets, we use numerous power strips	A thermostat that works - ours is off by several degrees
129	Air dryers in the restrooms instead of paper towels		
130	Use less overhead lighting and allow cubicles to be lit via under cabinet lighting or separate lighting as needed. Overhead lights are not always necessary	Offer a place to recycle empty soda cans and bottles within the breakroom area.	

131	more efficient water heater	automatic/senor activated sinks	recycling of more than just paper
132	Electronic files	100% electronic communication to employees. Ensuring that individuals who do not work at a computer regularly have access to a computer within their department.	Have an employee portal on the county website.
133	put recycle bins on all floors, in all buildings	fix the automatic toilets that flush all day long and waste tons of water	

Appendix 5

Muskegon County Employee Survey Summary Analysis

Question Numbers

Employee Question Response

Question 17/18	Inconvenience	Never thought of It/was never informed	Required to run 24 hours/day	Afraid of work loss	N/A
17. Do you unplug electronics when not in use? 18. If not, why?	11	44	18	8	7

Question 22/23	Compact Florescent Bulbs	Cardboard/Boxes	Medical Waste	Mercury	Tin
22. Do you have recycling available in your work area/department? 23. If yes, what types?	1	12	1	1	1

Question 27/28	Hard copy reference, away from desk, meetings, field work	Convenience of reading and reviewing/visual reminder	Billing/Filing purposes	Faxing/scanning purposes	Client/customer requests	Back up documentation
27. Do you print emails? 28. If yes, please explain why.	58	46	28	13	7	20

Question 29/30	Hard copy reference, away from desk, meetings, field work	Convenience of reading and reviewing/visual reminder	Billing/Filing purposes	Faxing/scanning purposes	Client/customer requests	Back up documentation
29. Do you print materials that are also stored electronically? 30. If yes, explain.	25	38	11	6	27	10

Question 31/32	Do not drink coffee or water at work	Inconvenience to reuse cups	Unsanitary to use recycled cup/personal preference	Use recyclable cups	No area to wash reusable cups
31. Do you use refillable coffee cups/water bottles? 32. If no, why not?	12	7	2	5	3

Muskegon County Employee Survey Summary Analysis

Question Numbers

Employee Question Response

Question 33/34/35	Not informed about anti-idling or policy	Do not use a county vehicle/ N/A	Idle vehicle during winter months	To use accessories in the truck/battery level
33. If you drive a county vehicle, are you aware of the anti-idling program? 34. Do you follow the program? 35. If not, why?	46	37	1	1

Question 41/42	Energy efficient/low water appliances	Low flow faucet/shower head/toilet	Conserve water (shorter showers/brushing teeth, watering lawn)	Recycle water (rain barrels, dish water)	Do not conserve water
41. Do you use water conservation at home? 42. If so, how?	20	45	46	16	5

Question 43/44	Church and school Organizations	Special needs/health/cancer organization	VFW (Veterans of Foreign War)	YMCA (Young Men's Christian Association)	Knights of Columbus	United Way/Salvation Army/American Red Cross/Habitat for Humanity	Children's Foundation/Boy Scouts/Girl Scouts of America	Wildlife/ Animal Reserve/ Shelter	March of Dimes/ Woman's Rights/ Child Abuse	Other	No I do not
43. Do you volunteer you time with a local organization? 44. If so, whom?	36	7	5	4	1	19	8	5	15	12	7

Muskegon County Employee Survey Summary Analysis

Describe up to three ideas of improvement		
Recycling	Equipment, HVAC, Lighting, Kitchens	Staffing
more recycling areas/bins	use tablets or laptops	work from home
community composting	more efficient lighting/dimmers	charge for fitness center use
electronic signatures	change the plumbing in the jail	car pool
start department competitions for recycling	remove smaller kitchen	ride share
make recycling more accessible	turn off computers at night	use incentives for car pooling
use plastic cups instead of foam	insulate windows	4-10 hour work days instead of 5-10 hour days
limit number of printers	improve HVAC systems	safety patrol for the parking lot
use electronic records	clean up unused space instead of using it for storage	better break room
promote recycling	automatic timers on lighting	eliminate personal heating and cooling devices
only use doubled sided printer option	use CFL bulbs	car pool
train staff to use electronic documentation	purchase more efficient cars for staff	encourage less printing of emails
improve recycling areas appearance	upgrade the Transition Center	ban space heaters
eliminate small printers	better HVAC	use direct deposit
EMR system	cleaner water filtration	mandatory to turn off electronics at night
install key codes on printers	provide electronic readers to eliminate paper use	provide water on our floor, there is none
more recycling areas/bins	motion sensor lighting	no use of personal heaters
use timers on thermostats	check HVAC diffusers for even air distribution	fire some of the old fossils that work here
more recycling areas/bins	employee portal for off site workers	train employees on recycling
eliminate States request for hard copies	upgrade HVAC	buy iphones and ipads for employees
centralize recycling centers	add water saving hardware	use personal copy codes, track activity
use electronic records	upgrade HVAC	go green
train staff to use the printers correctly	auto flush toilets need to be adjusted	four day work weeks
inform staff of recycling areas	HVAC	make it easier to unplug electronics
create a better website and stop printing bulletins	insulate windows	eliminate Mgt. driving company vehicles home
use hand dryers instead of paper towel	adjust sensors on auto flush toilets	stop wasting time
reduce waste by updating technology	dust and vacuum the building, im allergic	better travel policies
add more bottle return bins	use automatic switches	keep a cleaner workplace in the jail
use auto scanning process	fix running toilets	provide better encouragement and education
eliminate paper documents	improve HVAC systems	incentive program for non fuel vehicles
provide recycling center in Whitehall	reduce lighting	provide bikes for employee who live close
more recycling areas/bins	redesign the building	office services
automatic sinks and toilets	replace the roof o the jail	work more cooperative
eliminate foam cups	change the HVAC system	provide more water coolers
reduce copiers by half	install hand dryers in the restrooms	four day work weeks
require use of electronic paperwork and email	solar collection	allow people to work from home
more recycling areas/bins	provide commercial coffee makers	stop bullying people around
add a recycling program	heating system is way too cold or too hot	don't let staff drive county vehicles home
electronic copies	the building needs to be cleaned properly	employee portal
stop using slat on the roads and walk ways in the winter	environmental issues	

Muskegon County Employee Survey Summary Analysis

Describe up to three ideas of improvement		
Recycling	Equipment, HVAC, Lighting, Kitchens	Staffing
use more scanning options	stop fixing in reaction mode and start in proactive mode	
accept electronic payments	fix the plumbing	
filling online forms	use more natural sunlight	
more recycling bins	eliminate dust in buildings	
turn off lights	better HVAC	
electronic forms	change lighting	
go paperless	but hybrid cars	
paperless meetings	new windows	
automatic light switches	replace water faucets	
eliminate personal printers	buy laptops or ipads for field staff	
offer onsite recycling	eliminate cleaning crew	
dimmer switches	storm windows	
paper recycling	increase computer speed	
electronic paperwork	reliable imaging and workflow program	
electronic scanning	solar or wind turbines	
paperless	fix water fountains	
reusable cups for water and coffee	fix HAVC	
turn off lights	green lighting systems	
only use doubled sided printer option	full spectrum lighting	
recycling center on each floor	enterprise document management system	
hand dryers in bathrooms	improve air flow in biuldings	
use compressed natural gas for fleet	more windows	
automatic lights	more efficient hot water heater	
hand dryers in restrooms	buy more power strips	
more recycling areas/bins	two phase toilets	
electronic files	replace HOJ windows	
recycling bins on all floors	new windows for Hall of Justice	
100% electronic communication to employees	better water heaters	
	buy battery operated cars	
	better HVAC	
	replace HOJ windows	
	add more electrical outlets	
	better air flow	
	automatic/sensor fausets	
	replace water heater	



Appendix E: Evaluation Survey

Muskegon Area-wide Plan Annual Evaluation/Survey

Are you familiar with the Muskegon Area-wide Plan?

Not Familiar		Somewhat Familiar		Very Familiar
1	2	3	4	5

Are you familiar with the Principles of Smart Growth?

Not Familiar		Somewhat Familiar		Very Familiar
1	2	3	4	5

Does your community/organization consider the MAP when make development decisions?

Never		Sometimes		Always
1	2	3	4	5

Do you believe local governments in Muskegon County are communicating, cooperating, and collaborating for the betterment of the community?

Never		Sometimes		Always
1	2	3	4	5

Do you believe local sustainability and recycling efforts are making an impact and reducing waste in Muskegon County?

Never		Sometimes		Always
1	2	3	4	5

Vision #1: Land Use & Growth

Future Development: New development is occurring in areas with existing infrastructure, re-using existing structures, or in downtowns and core areas within Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

Downtowns: Mixed-use development that increases population, commerce, and employment is occurring in downtown areas.

Disagree		Neutral		Agree
1	2	3	4	5

Planning & Zoning: Local governments are utilizing modern planning and zoning techniques to reduce development impediments and encouraging municipal coordination.

Disagree		Neutral		Agree
1	2	3	4	5

Community Image: Muskegon County's community image is improving.

Disagree		Neutral		Agree
1	2	3	4	5

Vision #2: Natural Resources & Environment

Brownfields: Brownfields in Muskegon County are being identified, cleaned, and made available for future development.

Disagree		Neutral		Agree
1	2	3	4	5

Green Infrastructure & Greenspace Protection: Natural resources are being adequately preserved and protected.

Disagree		Neutral		Agree
1	2	3	4	5

Watershed and Habitat Protection/Restoration: Local watersheds and aquatic habitat areas are being adequately protected and restored.

Disagree		Neutral		Agree
1	2	3	4	5

Surface Water and Groundwater Quality: Local efforts to protect and improve surface water and groundwater quality are appropriate and effective.

Disagree		Neutral		Agree
1	2	3	4	5

Vision #3: Economy & Jobs

Workforce Development/Education: Educational institutions and private business are working together to provide an educated, trained, and skilled workforce in Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

Business Retention and Attraction: Local governments, economic development agencies, and the State of Michigan are working together to retain and attract business and industry to Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

Environmental Revitalization: Environmental cleanup of area brownfields is having a positive impact on the local economy.

Disagree		Neutral		Agree
1	2	3	4	5

Infrastructure: Local governments are taking a county-wide approach to improving and maintaining infrastructure including transportation, public facilities, water/sewer, and community services.

Disagree		Neutral		Agree
1	2	3	4	5

Commercial Area and Neighborhood Revitalization: Appropriate efforts are being taken to encourage commercial and neighborhood revitalization.

Disagree		Neutral		Agree
1	2	3	4	5

Tourism: The promotion of tourism is encouraging economic development in Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

Vision #4: Infrastructure

Intergovernmental Cooperation: Local governments are taking a regional perspective when dealing with public infrastructure such as roads, water, sewer, and cable/internet.

Disagree		Neutral		Agree
1	2	3	4	5

Non-Motorized or Multimodal Transportation: Local governments in Muskegon County are making progress in implementing Complete Streets and multimodal forms of transportation.

Disagree		Neutral		Agree
1	2	3	4	5

Port Development/Utilization: There is a strong public/private partnership established to promote both commercial and recreational port activities in Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

Mass Transit: The Muskegon Area Transit System (MATS) is adequately serving the community through its services, hours of operation, and transit facilities.

Disagree		Neutral		Agree
1	2	3	4	5

Water & Sewer Expansion: The expansion of water and sewer is well planned and coordinated.

Disagree		Neutral		Agree
1	2	3	4	5

Vision #5: Quality of Life

New Downtown Development: Sufficient steps have been taken to encourage vibrant downtowns that attract business and people.

Disagree		Neutral		Agree
1	2	3	4	5

Adequate & Available Medical Care: Muskegon County is becoming a healthier community.

Disagree		Neutral		Agree
1	2	3	4	5

Promotion of Muskegon County Wastewater System: The Muskegon County Wastewater Management System property is being adequately promoted for recreational use.

Disagree		Neutral		Agree
1	2	3	4	5

Education Attainment: The educational attainment level in Muskegon County is improving.

Disagree		Neutral		Agree
1	2	3	4	5

Healthy Lifestyles: There is adequate infrastructure and opportunities in place for residents to pursue a healthy lifestyle.

Disagree		Neutral		Agree
1	2	3	4	5

Bring Young People to the Planning Table: Young people are being engaged during the planning process to assist in improving the quality of life in Muskegon County.

Disagree		Neutral		Agree
1	2	3	4	5

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