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BUILDING HEALTHY COMMUNITIES THROUGH PUBLIC ENGAGEMENT AND SENSE OF PLACE: COMMUNITY ECONOMIC DEVELOPMENT AT K.I. SAWYER

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Report for Northern Michigan University's
Center for Rural Community and Economic Development

Contents

<u>CHAPTER</u>	<u>PAGE</u>
List of Tables	2
List of Figures	2
Acknowledgements	3
Executive Summary	4
Introduction and Overview	7
Research Design and Methods.....	10
Analysis and Interpretation.....	14
Summary and Discussion.....	31
References.....	32
Appendices	
Appendix A Script for Semi-structured Interviews and Focus Group	
Appendix B Coding Analysis Sheet and Coded Documents References	
Appendix C Sawyer Tax Estimates	
Appendix D Survey Monkey Questions and Results	
Research Team Biographies	

List of Tables

Table 1. Economic Indicators Sawyer Scored Highest Compared to the County and Other Population Centers	9
Table 2. Community Services with the Most Resident Support.....	28
Table 3. Important Assets with a Response Rate of 50% or More	29
Table 4. Poor Services Chosen by the Most Respondents.....	29
Table 5. Good Services Chosen by the Most Respondents	29

List of Figures

Figure 1. Do You Believe Sawyer as a Whole is a Safe Place to Live?.....	16
Figure 2. Sawyer’s Location Relative to Numerous Lakes	17
Figure 3. What is Your Perception of KI Sawyer?	19
Figure 4. What Do You Hear About the Perceptions of Others Related to KI Sawyer.....	20
Figure 5. Comparison of Tenancy in Marquette County	24
Figure 6. Sawyer Housing Areas for the Purpose of this Study	26
Figure 7. Least Safe Housing Sections of Sawyer as Identified by Survey Respondents	27

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Executive Summary

The United States Department of Defense has closed more than 350 military installations since 1989 and more closures are possible in the future. The closing of an air force base can have severe cultural impacts, leaving a community without an identity or sense of cohesion, and is especially traumatic in rural areas already struggling in a global economy. As an example, K.I. Sawyer Air Force Base, in Michigan's Upper Peninsula, was closed in 1995 and resulted in a loss of 4,500 jobs with an estimated payroll of 100 million dollars per year, which has taken its toll on surrounding communities. Officials and citizens worked together to retain housing and create a community from the decommissioned air force base, now called K.I. Sawyer (Sawyer).

Today, Sawyer suffers from above average poverty rates and unemployment, blighted buildings, substandard housing, and a lack of services and places for safe, healthy community activities. Now home to over 1,000 households, a regional airport and technology park, it faces numerous obstacles to redevelopment—obstacles perhaps more pronounced than in surrounding communities, but not unique from many rural American communities across the country. Studies show successful community development is linked to good health and well-being, but many communities continue to struggle from underinvestment in community institutions, especially in rural America.

All too often in struggling communities a negative narrative comes from the outside that can define perception of a particular place. This has been referred to as "the single story" (Adichie 2009) and can lead to a one-dimensional view of a community, impede development, and rob people of a healthy sense of place. For example, one of the greatest concerns expressed by both youth and adults, in a Sawyer needs assessment, was the negative impressions people throughout the rest of the county have of the community (Martin 2010). Residents believe people perceive Sawyer as a "dysfunctional, low-income, group of irresponsible people," and "They call it 'Little Detroit' or a ghetto... People suggest dropping a bomb on the place, rather than try to fix its problems" (Martin 2010).

Yet, distress is not Sawyer's only story. Survey responses show that most citizens like living there and feel it is a safe place with affordable housing, plenty of space, recreational opportunities, a good school, and citizens with talents and skills who are interested in putting their talents to work. There are many residents committed to making Sawyer a permanent home and interested in making it a better place to live.

This study utilized a combination of qualitative and quantitative methods, such as participant observation, a census survey, semi-structured interviews, a focus group and community forum, and coding and discourse analysis of documents and transcriptions. This study sought to: (1) examine the feasibility of potential community development projects measured by citizen support and, (2) determine methods for addressing negative perceptions of the community.

Key findings include a list of various assets for the community to build upon, as well as a list of community improvements residents would be most likely to support. Results show negative perception issues are long-standing, and are likely associated with: Sawyer's controversial past,

disorganization (including a lack of formal leadership and coordinated efforts), a lack of available basic services such as a gas station or grocery store, and a generally downtrodden ambiance in some parts of the community. In addition to being a young and evolving community, Sawyer lacks its own formal local governmental structure as well as lacking organized coordinated efforts to improve quality of life and services for residents of Sawyer. Community development projects will likely continue to be unsustainable until underlying structural, organizational and perception issues are addressed.

Introduction and Overview

BASE REALIGNMENT AND CLOSURE (BRAC)

The closing of an air force base can be culturally and economically traumatic for a community (U.S. Environmental Protection Agency 2006, 2). In an effort to increase efficiency and decrease costs for the United States Department of Defense (DOD), more than 350 military bases and support installations have been closed since 1989 (Congressional Research Service 2011, 1). The federal government's process for closing bases is known as Base Realignment and Closure (BRAC). Further reductions and cost savings are still needed and an additional round of base closures is possible in the future (U.S. Government Accountability Office), but is highly contentious and politically charged due to the economic impact base closures have on communities. Base closures have been found to create substantial distress, but government research shows "that they generally have not had the dire effects that many communities expected" (Congressional Research Service 2005, 1). Surplus property can be utilized for industrial, commercial, recreational and housing development and job creation, but this transition to redevelopment can be very difficult for a community. Impacts are often greater for rural areas and recovery rates can take much longer (Congressional Research Service 2005, 1), and the challenges to redevelopment are compounded where air force structures were not built efficiently and built in areas already facing major economic challenges.

A QUICKLY CHANGING RURAL AMERICA

It is projected that by 2050 6.5 billion people will live in cities. A global economy has shifted power from the state to international organizations and global urban powerhouses, leaving a distressed rural America in its wake. The material, environmental, and social wellbeing of nearly 60 million people living in rural areas throughout the United States is important to the economic and cultural fabric of the entire nation. Research shows that rural areas often suffer from a legacy of underinvestment in community institutions and that successful development must be built upon both monetary and non-monetary community needs (Cummings, Scott 2002; Shaffer, Dellar and Marcouiller 2006; Syme and Ritterman 2009). Today, rural communities are refocusing efforts to keep up with changing demographic and economic trends such as population loss (Brown-Graham 2008). As an example, Michigan's Upper Peninsula has lost residents in twelve of its fifteen counties—owing to declining mining and logging industries, youth out-migration, and an aging population (marked by a 12% increase in median age between 2000 and 2012) (U.S. Census Bureau 2010; Ulrich 2010). Some of this population decline was realized in Marquette County due in part to the closing of the K.I. Sawyer Air Force Base. Although the county's population peaked in 1980 at 74,101, it lost 12% of its population when the base closed (Marquette County 2012).

A CLOSED AIR FORCE BASE IN THE MIDDLE OF NOWHERE

The United States government signed a 99-year lease for K.I. Sawyer in January 1955, and the construction of the base began shortly thereafter. The location for K.I. Sawyer was an appealing contender for an air force base because of its ideal physical location—an undeveloped, uninhabited forest with plenty of open space for development. The base’s location was also advantageous because it was remote and could remain somewhat hidden, while still remaining closer to the Soviet Union than many other bases. The location led to the coining of the nickname ‘K.I. Siberia’ because of the excessive lake effect snow of the region and freezing temperatures. The base became a popular site due to its outdoor recreational value. The air force base functioned as a major civilian employer in the region until its closure in 1995.

K.I. SAWYER AIR FORCE BASE REDEVELOPMENT

In 1993, K.I. Sawyer Air Force Base was identified by the Strategic Air Command as a potential base for realignment. BRAC established a closure cost of \$143.6 million, substantially lower than other bases considered as alternatives. This made K.I. Sawyer a prime candidate for closure. The K.I. Sawyer Support Group was formed in an effort to keep the base operational. The group’s efforts were supported by US Senator Carl Levin and Congressman Bart Stupak. Despite these efforts, the base was closed in 1995. Impacts of the deactivation were a shock to the area. When the base was operational, the population of K.I. Sawyer remained at a constant 7,000 to 8,000; after closure the population plunged and remains at only about 2,000 today, leaving behind an excess of infrastructure and housing not necessarily conducive to its new purpose.

RENAISSANCE ZONE

The Michigan Renaissance Zone Act of 1996 was enacted for economically distressed areas, such as Sawyer, with the intent to spur new jobs, investment, and redevelopment in specially designated areas (Michigan Renaissance Zone Act: Act 376 of 1996, 2013). The renaissance zone at Sawyer was designated in January 2000 to alleviate the tax burden for all businesses and industries located within Sawyer’s business district (Sawyer International Airport & Business Center). Although it has attracted outside businesses, as well as existing business from nearby Marquette, it has also left Sawyer without an adequate tax base to support community development and services (this is expected to change for Forsyth Township as businesses are already beginning to pay taxes as the Renaissance Zone comes to an end¹).

[1] For 2013 West Branch Township will only end up with about \$3,712.00 for General Fund expenditures from KI Sawyer properties.

For 2013 Forsyth Township could end up with approximately \$119,809.00 for General Fund expenditures from KI Sawyer properties.

These figures are estimates based on tax information provided by the Assistant Tax Equalization Director for Marquette County

Officials and citizens chose to retain the housing after the base closed and worked hard to create a community from the decommissioned air force base. Now, home to over 1,000 households, Sawyer is a young, rural, community facing numerous obstacles similar to many other rural American communities across the nation, including above average poverty rates and unemployment, blighted buildings, substandard housing, rising crime rates, and a lack of services and places for safe, healthy community activities.

DEVELOPMENT ISSUES AND K.I. SAWYER'S MULTIPLE STORIES

Developing in a way that is socially and environmentally sound, and economically viable, is certainly not an issue unique to rural America and decommissioned air force bases, but is a much broader struggle for society in general. All too often, in poorly developed areas, a negative narrative comes from the outside that can define perception of that place. This has been referred to as "the single story" and can lead to a one-dimensional view of a community, and can rob a community of its identity and healthy sense of place (Adichie 2009).

Yet, distress is not Sawyer's only story. Survey responses show that most citizens like living there and feel it is a safe place with affordable housing, plenty of space, recreational opportunities, a good school, and citizens with talents and skills who are interested in putting their talents to work. There are many residents committed to making Sawyer a permanent home and interested in making it a better place to live.

Evidence suggests that youth today tend to decide where they want to live before finding a way to make a living (Center for Rural Affairs, 2012). With population outmigration a key issue in Michigan's Upper Peninsula and a focus for Marquette County (Marquette County 2012), it is to the region's benefit to prioritize community and cultural needs along with economic development throughout all of its communities, especially Sawyer (Table 1).

RESEARCH QUESTIONS

This study sought to: (1.) examine the feasibility of potential community development projects measured by citizen support and, (2.) determine methods for addressing negative perceptions of the K.I. Sawyer community.

This research also sought to answer the following questions: Can addressing Sawyer community needs improve economic conditions for future economic development, existing businesses, neighboring communities, and/or Marquette County as a whole? If the success of community development projects is dependent on community support, as research suggests, then what community development projects have the most resident support, (e.g. community center, healthy foods initiative, water and heat efficiency programs, blighted and abandoned properties solutions, worker training and education programs, a day care program)? What projects are the most politically and economically viable? What is the depth and breadth of negative public perception of Sawyer (within the community, and in surrounding communities)? Assuming that identification of assets and opportunities can begin to address negative perception and improve residents' sense of place, what are the assets and opportunities that already exist within the Sawyer community?

Results of this study could aid the many entities working to create a healthier, more economically stable Sawyer community and Upper Peninsula region. It could ultimately be used by citizens, nonprofits, and governments to help lay the ground work for a Sawyer community project initiative or in creating a strategic community development plan with an enhanced confidence for success. Ultimately, this study will add to the ongoing research to understand the socio-economic struggles faced by many communities in a globalized economy, especially rural areas, and to the overall understanding of the field of community development and the roles public engagement, negative perception, and healthy sense of place play in economic development and redevelopment of former air force bases.

Table 1. ECONOMIC INDICATORS SAWYER SCORED HIGHEST COMPARED TO THE COUNTY AND OTHER POPULATION CENTERS

Indicator	Marquette County (Population, 67,077)	K.I. Sawyer AFB Census Designated Place (Population, 2,624)	City of Ishpeming (Population, 6,470)	City of Negaunee (Population, 4,568)	Gwinn Census Designated Place (1,917)	City of Marquette
Income in the last 12 months below the poverty level (American Communities Survey, ACS)	15%	31%	10%	8.9%	10%	25%
Receipt of food stamps in the past 12 months (ACS)	11%	38%	15%	8%	13%	14%
Population in renter occupied housing (2010 Census)	25%	81%	28%	22%	17%	43%
Households with individuals under 18 (2010 Census)	19%	34%	22%	21%	21%	12%
Unoccupied housing (ACS)	20%	40%	10%	8%	14%	4.9%

Data Sources: U.S. Census Bureau American Community Survey and US Census, 2010

Research Design and Methods

OVERVIEW

The research reported here embodies both qualitative and quantitative methodologies, although it is primarily a qualitative study. The study was conducted between November of 2012 and September of 2013 and was funded by Northern Michigan University's Center for Rural Community and Economic Development. Considering that "communities are often treated as laboratories, provided no role in the research process and benefit little from the results of studies conducted in their borders," researchers felt a more qualitative analysis allowed for more community involvement and participation (Breitbart 2005 162). Furthering this study's potential value to the Sawyer community, this was a collaborative effort with Community Hand-UP, a local nonprofit with years of experience working at Sawyer. While this collaboration was central to the project, it was also a requirement for the grant funding of this research.

Methods utilized for this research included participant observation, a census survey, focus group and open community forum as well as semi-structured interviews. This research was reviewed by Northern Michigan University's Human Subjects Institutional Review Board. Additionally, hours were spent collecting data using various means of participant observation including: attendance of Sawyer Alliance meetings, Marquette County Board meetings, and a community redevelopment workshop hosted by the Sawyer Alliance and sponsored by the Agency for Toxic Substances and Disease Registry (ATSDR), in collaboration with CTOR Solutions for Technical Assistance to Brownfields (TAB) program at Kansas State University (27, April 2013).

Coding and discourse analysis of historical documents, transcriptions and survey write-ins aided in the organization, reduction and analysis of the data. A statistical analysis of the survey results was conducted with an online survey software and questionnaire tool, called Survey Monkey. Data from the United States Census Bureau was analyzed and displayed with the use of ESRI's GIS mapping software.

METHODS

Focus Group

A focus group was employed as a qualitative geography method to collect data from a small group of individuals. Focus groups are especially important to research involving complex situations in order to better understand the histories, thoughts, and responses of residents to issues in their communities (Bennett 2006, 151). The focus group session took place at the K.I. Sawyer Heritage Air Museum, located in Sawyer's business district, on February 11, 2013. The focus group was advertised through the K.I. Sawyer Alliance (a local community organization) and on the Sawyer community billboard prominently located on a main access route into the residential district of Sawyer. Food and drinks were served to help create a less formal and more comfortable atmosphere for participants. The session lasted approximately one hour and forty-five minutes. Only three participants showed up for the group discussion, including two Sawyer residents and

the Marquette County Administrator. The questions for the focus group session are included in the appendices as appendix A. The session was recorded with a small, unobtrusive digital recorder and was later transcribed and analyzed. The central idea of the focus group was to discuss issues related to the Sawyer community. Information gathered from the focus group was used to help frame questions and better define objectives for the subsequent semi-structured interviews and a door-to-door census survey.

Semi-Structured Interviews

Semi-structured interviews are a way of gathering information through conversation and not direct interrogation, so it was important to leave some unstructured time in case the interviewee brought forth information that had not been previously considered (Bennett 2006, 155). Schurmer-Smith argues that interviews are more appropriate for leaders and public figures who typically “state the normative values of the community” or “the way it is felt things ought to be” (2006, 97). Participants were invited because they were community leaders, such as county and township officials, police, community coordinators, business owners, organizations or entities focused on economic development, property managers, or a spokesperson for an organization or corporation. Snowball sampling was important to the interview component of this research, with participants suggesting ideas for potential interviewees throughout the process.

The eleven semi-structured interviews were conducted with: Lake Superior Community Partnership Director of Business Development, Caralee Swanberg (February 26, 2013); Marquette County Commissioner Gerald Corkin and County Administrator Scott Erbsch (February 27, 2013); Health Clinic Manager at Sawyer’s Great Lakes Family Health Center, Donald Simila (April 11, 2013); Local Sawyer Business Owner, Barry Bahrman (May 6, 2013); Forsyth Township Police Chief, Tim Rector (May 6, 2013); Forsyth Township Supervisor, Joseph Minelli (May 6, 2013); West Branch Township Supervisor Jack Heidtman (May 6, 2013); Executive Director of Telkite Enterprises, LLC Vikki Kulju (August 30, 2013); Former Executive Director of the Sawyer Operations Authority Karen Anderson (August 19, 2013); and The Sault Ste. Marie Tribe of Chippewa Indians Sawyer Village Property Manager Joy L. Page (September 17, 2013).

Household Drop-off Survey

This research consisted of a household drop-off survey with a goal of reaching every household within the Sawyer residential population in an effort to provide all residents of Sawyer an opportunity for participation. The questionnaire consisted of forty questions and began on March 13 and closed on May 7. Questions for the survey were based on suggestions from focus group participants and interviews that took place prior to the survey. In an effort to make the questions most effective and relevant to Sawyer residents, Community Hand-UP played a significant role in writing the questions for the survey. Additionally, questions were influenced by a previous 2010 Sawyer needs assessment (Martin). A goal of the household drop-off survey was to increase the percentage of people willing to respond to the questionnaire and to make personal contact whenever possible (as opposed to an impersonal, mailed survey), allow residents to ask questions, and for the convenience of the respondents taking the survey. To ensure maximum opportunity for participation of the Sawyer community, residents were given additional options to take the

survey online through Survey Monkey, provided a stamped and addressed envelope to send it by mail (upon request) or could fill it out at their convenience and a surveyor would come back to retrieve the completed questionnaire. If a resident was not home, a flier with contact information, and sometimes a survey, was left in their door. This surveying method also allowed respondents to work at their own pace in private and when it was most convenient. An attempt was made to visit households only in the evenings and on weekends, when residents were most likely to be home. The survey was also advertised on the Sawyer community's outdoor posting area for the period it was carried out, with contact information for any resident who wanted to take it. Additional surveys were dropped off at the elementary school.

Out of 1,065 residences that were surveyed there were 225 responses, for a rate of about 21%. A flier was also left at each household inviting residents to a community forum if they had further questions or more thoughts or concerns they might have liked to share.

Community Forum

An open community forum was held on April 22, 2013 at the K.I. Sawyer Heritage Air Museum, from 7 to 9pm. Refreshments were served and ten people attended the forum.

ANALYSIS OF EVIDENCE AND LIMITATIONS OF THE RESEARCH

Coding and Discourse Analysis

A substantial amount of documentation was amassed throughout this research. For the purposes of this study, the word text refers not only to written text, but also spoken dialogue to explore possible present themes and patterns. Coding is a method used to categorize and organize textual data in order to help discover patterns, trends, and understand underlying meanings and messages found in texts (Cope 2005, 447). Additionally, it was important to code findings for data organization, reduction, and further analysis. Transcriptions from the semi-structured interviews, focus group session, community forum and survey write-in responses were coded. A copy of the document used for the coding process is presented in Appendix B. Historic documents from Northern Michigan University's archives, as well as information pertinent to Sawyer from WLUC-TV 6 (local television), the Mining Journal (a regional newspaper), and the Lake Superior Community Partnership's webpage were also coded into categories for interpretation (coding references can be found in appendix B).

Survey Monkey

Hard copies of surveys were entered manually into Survey Monkey (an online survey software and questionnaire tool). Survey Monkey analysis tools were used to analyze and graph survey results.

Discourse Analysis

A University of Texas at Austin webpage describes discourse analysis as a tool that "is meant to provide a higher awareness of the hidden motivations in others and ourselves and, therefore, enable us to solve concrete problems—not by providing unequivocal answers, but by making us ask ontological and epistemological questions". As all sources are necessarily "inaccurate,

incomplete, distorted or tainted” (Hannam 2006, 191), numerous texts were used to overcome some of these possible inaccuracies, inconsistencies, and inherent textual deficiencies. For example, Che 2004 used discourse analysis to explore divergent opinions regarding the placement of a prison in Forest County, Pennsylvania (811). Similarly, this study involved exploring and analyzing the negative perception and the relationship between community and economic development strategies at Sawyer.

Geographic Information Systems

A geographic information system was useful to further analyze demographic data for communities throughout Marquette County, the Upper Peninsula, and Sawyer. Data was used from the United State Census Bureau’s 2010 census survey, and American Communities Survey.

Limitations of the Research

This research had several limitations. In an effort to address a common criticism of academic research and be more inclusive of the local community, the research was heavily focused on qualitative research and often relied upon self-reported data. It must be said that self-reported data (interviews, focus groups, surveys) should be taken at face value and contains the potential for multiple sources of bias, including selective memory, telescoping (recalling events that occurred at one time as if they occurred at another), attribution (e.g., attributing positive events and outcomes to one’s own agency, but negative events to external sources, and exaggeration or embellishment) (University of Southern California 2005). Furthermore, it should be noted that the lead researcher and the collaborating community organization have played a role in past community development efforts at Sawyer; this history could theoretically create a bias, although much effort has gone into limiting bias through critical review.

As with many research projects, time constraints played a role in the limitation of the research, especially considering the large amount of data that was amassed and had to be reviewed.

Moreover, although great effort went into including as many Sawyer residents as possible, the focus group session was not well attended. Some reasons for poor attendance may include poor weather conditions, location of the session in the business district instead of the residential area, and general mistrust or frustration with yet another study of the Sawyer community. There were additional limitations to the overall effectiveness of the survey, including an occasional difficulty in ascertaining whether a residence was occupied or vacant (especially in some of the townhouses and multiplexes), a common pattern of people planning to move out of Sawyer declining to participate in the survey, and a relatively low 21% response rate.

Analysis and Interpretation

OVERVIEW

A quick ride around the Sawyer community reveals a series of issues such as blighted and abandoned buildings, overgrown lawns, and lack of a grocery store or gas station. One of the greatest concerns expressed by both youth and adults, in a 2010 needs assessment survey, was the negative impressions people throughout the rest of the county have of the Sawyer community (Martin, 2010).

The study reported here investigates the community of Sawyer, including an exploration into the negative perceptions of the community. This study also investigates community assets as a measure of addressing the apparent perception issues and their root causes. Moreover, a significant amount of effort went into exploring the historical patterns and relationships between community development and economic development of the area—including the feasibility of potential community development projects measured by citizen, political, and economic support.

Assuming assets can be used as a spring board to addressing the continued challenges facing Sawyer residents and officials, this study included an exploration of various assets. Key assets included affordable housing, safe neighborhoods, plenty of space, a young population, an involved community organization, invested religious community, recreational opportunities, and a populace with skills and abilities and an interest in putting them to work. Furthermore, Sawyer has assets it provides for the entire county (and beyond), including a technology park and regional airport. Although surveyed residents feel Sawyer is a good and safe place to live, many also believe it gets a ‘bad rap’ outside of the community. Results show the Sawyer community has long been concerned with negative perception issues. There is some evidence that negative perceptions do exist outside of the community although a survey was not conducted of neighboring communities. However, whether real or erroneously perceived by the Sawyer community, the fact that overall survey respondents seem to like living there but feel people outside of the community look down upon it, could have an effect on their ability to develop a healthy sense of place and community. The following, is a detailed analysis and interpretation of the key findings.

SAWYER COMMUNITY ASSETS

Despite Sawyer’s difficult challenges as a former air force base, it is important to acknowledge the community’s assets as a stepping stone to addressing the deficits and needs of the community (Community Toolbox). Key assets within the community include affordable housing, safe neighborhoods, plenty of space, a young population, involved community organization, invested religious community, recreational opportunities, and a populace with skills and abilities and an interest in putting them to work in the community. Furthermore, Sawyer has assets it provides for the entire county (and beyond), including a technology park and regional airport. Overall, 89% of respondents in the community census survey felt that (although it may need some work) Sawyer was a good place to live and had issues like anywhere else. The following are identified assets.

Affordable Housing and Plenty of Space

A majority of survey respondents chose to live at Sawyer for its low cost rental housing (59%) followed by ‘low cost home purchasing’ and ‘good housing’ (a combined 56%) as well as for the ‘large property size with homes’ and ‘space’ (43%). Although high-density rentals can represent development issues (explored later in the housing section of this report), affordable rental housing has become increasingly difficult to find, especially since the recession, with fewer rental buildings being constructed and an increasing demand by former homeowners during the collapse of the housing market (Bean 2012). Furthermore, 40% of survey respondents were buying or had already paid off their home, evidence of increased mixed-income housing and of lessening transiency in the community. An increase in long-term residency is also supported by survey findings that 50% of respondents have lived in their neighborhood for five or more years, up about 9% since 2010 (Martin 2010). Also, while other rural areas suffer from youth-out-migration, Sawyer has a young population with a median age of 27 (although this can be an indicator for development issues it is also a potential asset to the county facing an increasingly aging population, with low natural increase rates, and little in-migration (Marquette County 2012).

Safe Neighborhoods

According to survey respondents, Sawyer is generally a safe place to live as well (Figure 1 p. 16). As further evidence of this feeling of safety, the majority (greater than 70%) of people surveyed, cited fire protection, ambulance, and emergency services as fair or excellent. Most also ranked police and crime watch as fair or excellent as well, (although 19% and 25% (respectively) did express that this service was poor). Interviews with individuals closely involved in economic development in Marquette County and the Sawyer technology park expressed that aside from periodic breaking and entering into abandoned buildings, few businesses or potential investors have expressed much concern with safety (Lake Superior Community Partnership Director of Business Development, C. Swanberg, personal communication, 26 February 2013; Telkite Enterprises LLC, Executive Director. V. Kulju, 30 August 2013), although business representatives in a small area of the residential district did express some safety concerns for part of Sawyer (referred to in this research as the “Shoppette Area” (Figure 6 p. 26) and discussed further in “High Density Rental Housing and Perception” p. 24).

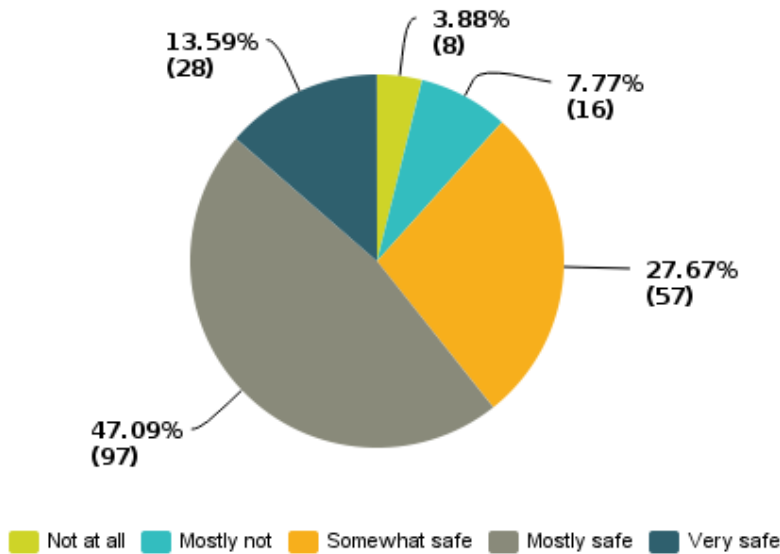
Services, Amenities and Other Assets

Other Sawyer assets identified in the survey, focus group, interviews, and community forum included Sawyer Elementary as a ‘good, award-winning’ school (Michigan Department of Education designation as a school that’s “Beating the Odds” for two years in a row (2011-1012)), nearby churches, play areas for children, community gardens, access to Internet service (73% of survey respondents had access to high-speed Internet in their homes), good bus and garbage service, a museum and recreational opportunities including numerous trails and lakes for fishing and efforts by the county to begin addressing blight by tearing down buildings closest to the school.

Figure 1.

Do you believe Sawyer as a whole is a safe place to live?

Answered: 206 Skipped: 19



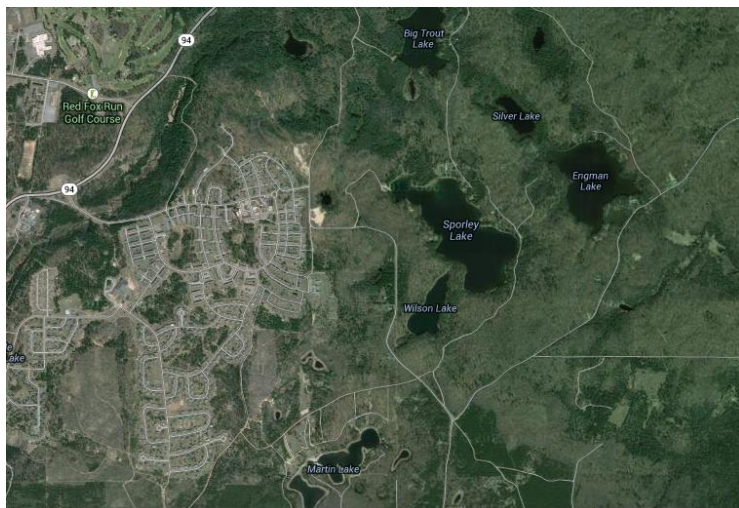
Recreational opportunities were frequently cited throughout the research process, and are evident in Sawyer’s historic past, as K.I. Sawyer quickly grew in desirability amongst the Strategic Air Command (SAC) community due to its proximity to numerous lakes (Figure 2 p. 17) and forests for outdoor activities off the base including, hunting, fishing, skiing and other winter sports. Indeed, natural beauty and availability of outdoor activities were central to a recent study for why people stay in the Upper Peninsula (Ulrich 2010, 3; Center for Rural Affairs Newsletter, March 2012)

Additionally, a restaurant—the Black Bear Grill—as well as the Cave Fitness Center have recently opened in a former community center that includes a full-size gym, fitness studio and an indoor running track.

Community Involvement and Skills

An important aspect of community development includes utilizing the skills, abilities and energies of local people. In contrast to traditional planning, people are increasingly making use of limited resources and focusing on social infrastructure and the built-environment at a local scale (Marcos 2013). Many communities are not waiting around for someone to ‘save’ them, but instead are forming their own partnerships and making creative use of resources such as creating a Veteran’s Memorial Park by selling one brick at a time (Community development workshop, 27 April 2013).

Figure 2. SAWYER’S LOCATION RELATIVE TO NUMEROUS LAKES



Source: Google Maps

Survey residents expressing an interest in volunteering were most interested in (from most to least) beautification, tearing down old buildings, and building or working in a grocery store or food cooperative, with youth programs, and in a community center. Personal skills vary widely, with most residents choosing clerical, cooking, and construction skills on the survey.

Furthermore, Sawyer also has an active community group and partners with Marquette County, West Branch Township, and Forsyth Township. The Sawyer Community Alliance is “an active group of volunteer area residents that concentrates its efforts toward the ongoing improvements of KI Sawyer” and meets regularly on a monthly basis. As further evidence of an active community, there is a documented pattern of participation in ongoing community events such as a health-oriented fall festival (hosted by an Achieving Healthy Lifestyles Workgroup) and Trout Lake fish plant that continue to attract 200 to 400 participants (Focus group; Marquette County Chairman, Gerald Corkin, personal communication, 27 February 2013).

Although surveyed residents feel Sawyer is a good and safe place to live, many also believe it gets a ‘bad rap’ outside of the community.

PERCEPTION ISSUES OF KI SAWYER

Results show negative perception issues are long-standing, and are likely associated with Sawyer’s controversial past, lack of services and formal leadership, disorganization, competing agendas, and a generally downtrodden ambiance in some parts of Sawyer. The following section will explore these potential perception issues.

Longstanding Perception Issues

When K.I. Sawyer Air Force Base closed it was devastating for the local and county economy; residents and community officials banded together to try stopping the closure but without success.

It is against this backdrop of a ‘failed effort’ to keep the base open that K.I. Sawyer was to redevelop as a community, and has since been looked upon by many throughout the county as a ‘problem,’ stress on county resources, and generally in a negative way. This is an important continuity found throughout Sawyer’s history, highlighted in the participant observations, focus group session, and survey for this research, as well as Martin’s 2010 Sawyer Needs Assessment, and as a 2000 Sawyer survey commissioned by the Lake Superior Community Partnership’s (LSCP) Education and Human Services Committee.

Since the potential uses for Sawyer’s infrastructure have changed, it has been an especially difficult process to redevelop the area, and many aspects of its redevelopment have been contentious, such as in 1999 when the regional airport was moved from Negaunee Township to Sawyer (Marquette County Commissioner Chairman Gerald Corkin, personal communication, 27 February 2013).

Even in its earliest days Sawyer residents were concerned about a perceived negative perception of the community, as highlighted in a community dialogue survey of 143 residents, headed by the Lake Superior Community Partnership’s (LSCP) Education and Human Services Committee in partnership with the Michigan State University Extension for Community and Economic Development:

The leading concern of all participating residents centered on outside perceptions and the image of Sawyer as being negative. Many commented on the perception that Sawyer is perceived as a bad place and bad people live there. There is a sense that Sawyer is a transient community with people continually moving in and out. They felt that no one was doing any positive image building (May 2000).

This message was again reflected ten years later in a ‘Needs Assessment’:

The most consistent response from the phone interviews is that Sawyer is perceived very negatively by the rest of the county. It is perceived as a “dysfunctional, low-income, group of irresponsible people.” People cringe when they hear you live at Sawyer, and they personally do everything they can to avoid it. They call it, “Little Detroit” or a ghetto. People suggest dropping a bomb on the place, rather than try to fix its problems (Upper Peninsula Bible and Camp Missions and the Great Lakes Center for Youth Development (Martin 2010).

Building on the results of Martin’s Needs Assessment, the survey for this research again assessed how citizens felt about the perception of others; although most respondents generally liked living at Sawyer, 56% felt people outside of the community had a negative or somewhat negative opinion of it. Moreover, about 40% responded that they felt others recognized Sawyer had a ‘bad rap’ or had some issues that needed addressing (3 and 4 p. 19 and 20). Perception concerns of the Sawyer community were evident in some of the interviews as well:

Then the housing part of it, I guess there’s 3,000 or so living out there and they’ve gotten attention for, negative attention, somewhat for drug issues. And I guess they have had problems out there in that way, but a lot of towns have the same problems, I mean right here [in Marquette]. But they don’t get blown up in the media like they

did out there...so they might have a few more issues with that out there, but I think that if you look in Marquette I can take you to sections that have those same issues, or Negaunee or Ishpeming, so I guess it's a matter of perception...go over to Gwinn and you have the same kinds of things, but it's got a little [bad] rap on that one, but I don't think it's fair, might have their share or a little more, but I don't think it deserves criticism it has received...but there's a lot of good people living out there. So, I think the K.I. Sawyer...Alliance has been in operation for four years, and they work on these issues and have made some good progress with the community watch program—impressive to me. Forsyth Township is paying more attention to the community with police protection. Before they were not a real good partner early as far as basic service; I think in the last couple years the township board has taken a real interest in the community and police protection has improved. (Marquette Chairman of the Board, Gerald Corkin, personal communication, 27 February 2013).

Figure 3.

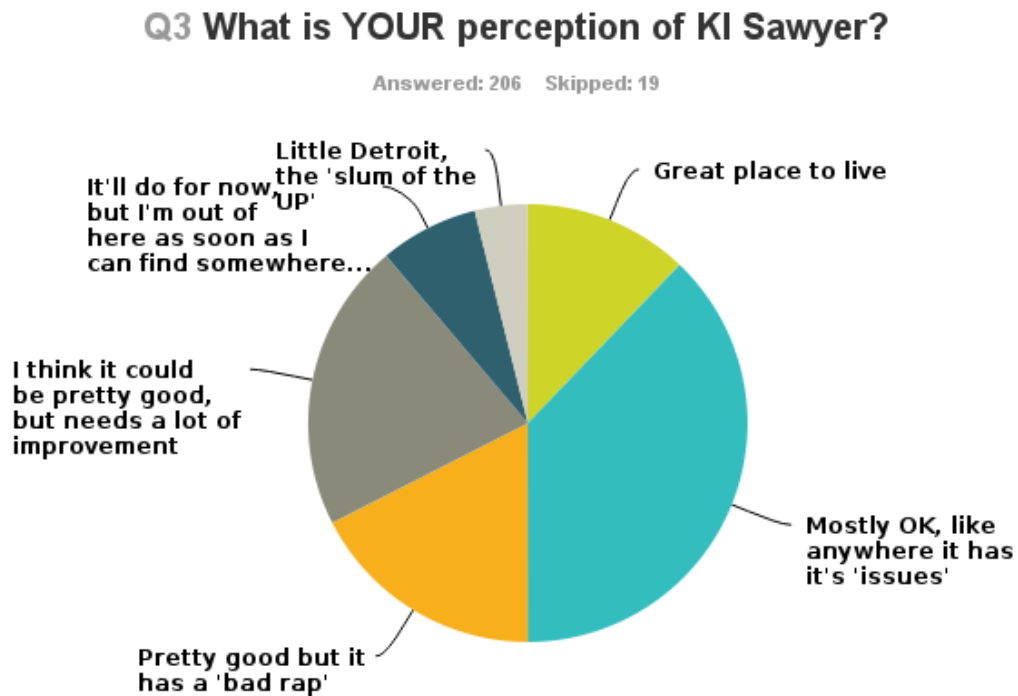
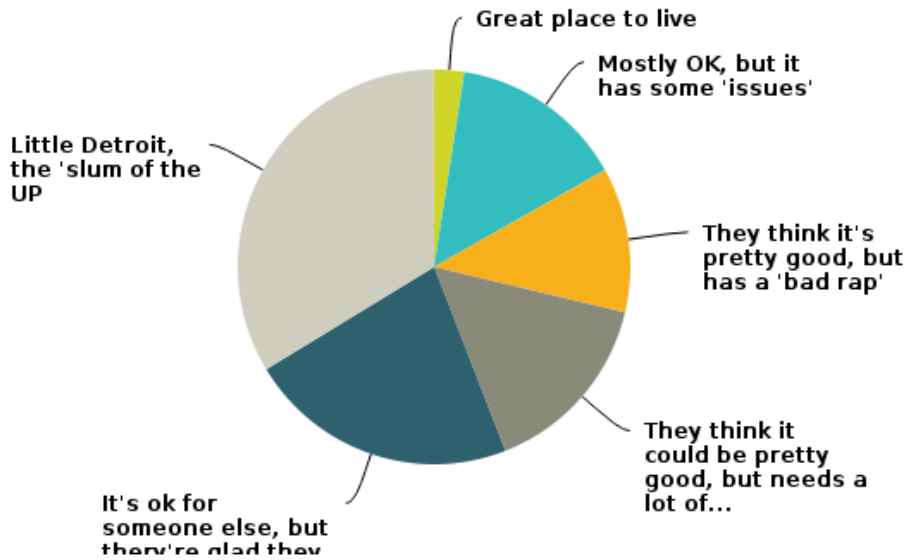


Figure 4.

Q4 What do you HEAR about the perceptions of OTHERS related to KI Sawyer

Answered: 202 Skipped: 23



Community, Economic Development and Perception of Sawyer

As was stated in the overview of this study, communities often suffer from a legacy of underinvestment in community and cultural institutions and non-monetary community development should go hand-in-hand with monetary development to ensure a healthy community attractive to citizens and businesses alike. A common pattern notably present as a result of the coding and context analysis of current (including transcriptions) and historic texts included criticism of the handling of development and a lack of public engagement at Sawyer in the redevelopment process:

It continues to be imperative that we, KI Sawyer residents, find a voice with which to adequately represent ourselves within the context of the "redevelopment" of Sawyer. When Marquette County became the Local Development Authority, they made it very clear that Community Development would not be one of their considerations. This sentiment is embodied in the highway directional sign for Sawyer that reads, "Air Terminal and Industrial Park," What about the community? The county's responsibility was to make sure that all money generated at Sawyer stayed at Sawyer. They have done just that by channeling all funds to the regional airport located at K.I. Sawyer. At the same time, the county closed or sold the bowling alley, theater, and library to use

the buildings for commercial development. We were bypassed during all stages of redevelopment...In the near future, it is probable that a very large international corporation will be purchasing the remaining 40-60 commercial buildings and 1,200 acres at Sawyer. A purchase of this magnitude has huge implications for our community, and it is of utmost importance that we are able to position ourselves as key players in this next phase of development..." (2003, Letter to the Presbyterian Committee on the Self-Development of People from the K.I Sawyer Community Association (KISCA).

Today, Sawyer is divided between West Branch and Forsyth townships with the county focused primarily on the airport and Telkite Enterprises LLC responsible for real estate development of the technology park and marketing for the county.

Coding and context analysis revealed a pattern of concern from business owners and residents of a lack of prioritization on economic development that supports the employment of Sawyer residents. There was a frequent pattern of concern that residents did not have access to jobs for which they were qualified or training services that would position them to work in companies extant at the technology park. In the survey, when asked what assets and community resources do you think are missing at Sawyer, 45% of respondents chose "employment opportunities." A county, rather than local, focus on redevelopment can change the scale of necessary amenities. For example, when asked about Sawyer amenities or the importance of community development, economic development oriented representatives, such as staff at the Lake Superior Community Partnership and Telkite, questioned the definition of 'community' and identified amenities more relevant to the county and region at large, rather than the concerns more locally relevant to the Sawyer community.

"I think in general the quality of life of the community is an important part of economic development, but is the community just Sawyer or is it Marquette County or is...the community the Upper Peninsula? So, I understand where you're getting at, but I don't know that you can necessarily, much like how the news might put us under a microscope and say, "Okay it's so much worse out here." I don't think we should be putting so much importance on it either...We're close to Northern Michigan University. We're close to one of the best engineering schools in the United States [Michigan Technological University] Tech, we're right on Lake Superior. We have so much culture, I mean Marquette is the regional hospital, there's so much going on there. I don't ever dwell on anything negative. So, if anyone comes, if anyone ever says, "Oh there's so much crime at Gwinn I'll say, "we just put that to bed and we go on to talk about ten other great things in Marquette County and not necessarily focus on what's going on across the way over there." (Vikki Kulju, personal communication, 30 August 2013)

The Lake Superior Community Partnership and Telkite work closely with the county; therefore, their focus on county government concerns makes sense, but isn't necessarily the best solution for addressing more localized community development issues, highlighting a need for close local resident involvement in development at Sawyer so residents living closest to the development might realize the greatest benefits. This concern that there was a county-wide economic focus,

rather than local community development focus, was also reflected in the focus group session and in an interview with local Sawyer Business Owner, Barry Bahrman (May 6, 2013):

But that's not what county government does. They don't run fire trucks. They don't run the ambulance, they don't deal with street lights, so they were out of their comfort zone when they brought this thing on. And, they thought they could just brush it off on the community, on the townships. And that's their role. The townships role, it is to do that. It's just they would have if there would have been a little, some of this economic development money for the community...They had the best ball field in the county and they couldn't tear that down fast enough, right across from the "w" [former community center]. They tore it out, sold the lights, sold the bleachers. For what? Prime development property. It's frustrating."

Lack of Formal Leadership and Perception Issues of Sawyer

With the driving purpose for Sawyer's initial development no longer relevant, Sawyer was left without amenities, basic businesses for community needs, or a tangible sense of place. Sawyer is a relatively new community, as evidenced by some early citizens feeling as if they were founders of a new community:

People talked about Sawyer as being a quiet community giving one the opportunity to live in the countryside but be close to a city. People felt that they were in a sense, pioneers, as they were in the process of 'becoming a community' and it was within their power to help shape Sawyer. Residents referred to themselves as 'founders' (Lake Superior Community Partnership's Education and Human Services Committee in partnership with the Michigan State University Extension for Community and Economic Development, 4 May 2000)

In addition to being a young and evolving community, Sawyer lacks its own formal local governmental structure as well as lacking organized coordinated efforts to improve quality of life and services for residents of Sawyer:

"Having an organization, governing organization, that would help to kind of guide some of the contradictory agendas that exist for that community out there. There might be a need to kind of consolidate that. It might help. There are too many competing interests." (Don Simila, Health Clinic Manager at Sawyer's Great Lakes Family Health Center, personal communication, 11 April 2013)

This has been an ongoing issue for some time; consider one of the first examples in which the Sawyer Operations Authority CEO writes to encourage a more efficient and coordinated effort to a more effective community development approach at Sawyer:

Development of the former K.I. Sawyer Air Force Base has focused primarily, and necessarily so, on economic development. The need for community development, however, had not gone unnoticed. Many agencies provide services to individuals and families at Sawyer, but not in a concerted, coordinated effort. It took approximately two years for formalization of the K.I. Sawyer Business Alliance (K.I.S.B.A), a group of

individuals with business interests at Sawyer. During that development period the people aspect of Sawyer was mentioned frequently, but as businesses were established and began to grow, economic concerns maintained highest priority. (Report from the Sawyer Community Development Workgroup, 1999-2001)

As further evidence, when residents were asked in a 2010 needs assessment what more would you like to see religious groups, community groups, and nonprofits do at Sawyer, a general response was “more collaboration; it seems to get derailed in bureaucracy or grand unrealistic plans that won’t work” (Martin 2010).

There was a period when a community center, library, community activities, organized sports for youth, beautification projects, and job training were available to the Sawyer community but have proven unsustainable to date. A community coordination office opened the same year the Catholic Campaign for Human Development provided grant funding to hire Sawyer’s first Community Coordinator. In 2000, a presentation was given to the Marquette County Board highlighting a need for three major support structures for redevelopment of the closed base including: economic development, governmental structure, and community development. And, in June of 2003, the Sawyer Operations Authority was formed as a ‘legally recognized joint operating authority,’ officially recognized by Governor Jennifer Granholm. An Executive Director was hired:

It was a...combined effort by Forsyth Township and West Branch to form the authority to serve the needs of the people...we had a big signing event at Mackinac Island at the Grand Hotel. So, that did recognize them as a quasi-governmental unit...they had hired me to be a community director, just to coordinate the efforts out there. And it was paid by a combination of the townships. And then we got a lot done... And then they stopped the funding for the program (Karen Anderson, Former Executive Director of the SOA, personal communication, 19 August 2013).

Funding for the position of a Sawyer Operations Authority (SOA) Executive Director ended in 2005, but the SOA likely still remains an option as the structure is still there but remains dormant.

Perhaps due in part to the ending of this community development position, combined with the innate difficulties of military base redevelopment, and the 2008 financial crisis, many community centered amenities have begun to close, including the recent closing of one of Sawyer’s last community centers, the Salvation Army (August, 2013).

Lack of Youth Activities and Issues of Perception

The recent closing of the Salvation Army community center could have lasting effects on youth in the community who already have little access to youth-directed activities and after school programs. This was a concern expressed during interviews and throughout the focus group session and community forum:

We’re going to see more kids roaming around now that the Salvation Army has closed. I thought the Salvation Army was doing great. I wish they could still have the building. It kept the kids busy and occupied to give them something to do instead of run around in the streets (Sawyer Village Property Manager, 17 September 2013).

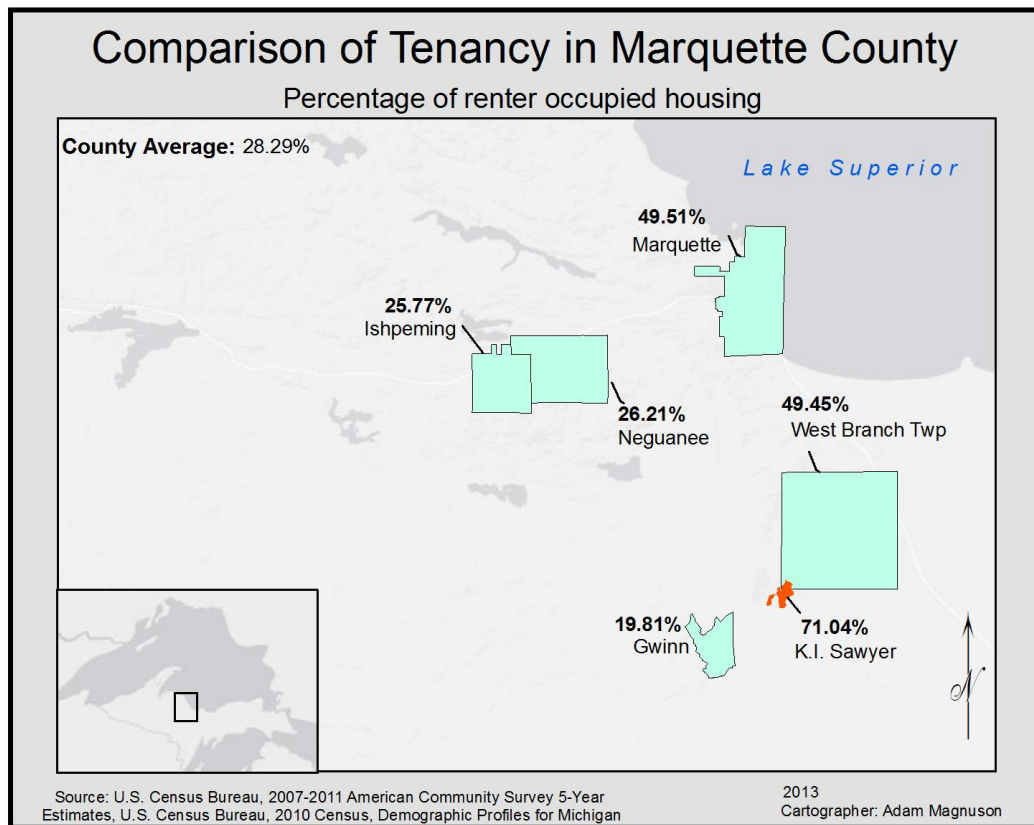
Addressing area youth needs may aid in alleviating some of the perception issues by providing alternatives to loitering and roaming the streets, and may help to address some of the negative perceptions that the community is ‘troubled’ or has ‘gangs’.

In a 2010 survey of Sawyer youth, over 90% expressed interest in a library, computer center, bowling alley, organized sports leagues, bicycling and walking trails and a recreation/fitness center, signifying there might be enough interest and participation to sustain such activities and programs, and that contrary to frequent stereotypes, youth are not only interested in video games, cell phones and computers. Very few population centers elsewhere in Marquette County have as stark a lack of amenities for area youth as Sawyer.

High Density Rental Housing and Perception

Housing continues to create issues for the Sawyer community. There were 1,700 housing units built to accommodate a population of nearly 8,500 people when the base was still in operation (1955-1995). After the base closed, the number of housing units remained constant while the population dropped to about 2,000 residents resulting in an abundance of vacancies and cheap housing units (United States Census Bureau 2010) (Figure 5 p. 24). Today about 40% of Sawyer’s housing remains unoccupied (compared to about a 20% average for the county see Table 1 p.9). A number of housing areas were sold to developers and established as housing associations.

Figure 5.



Note: This is a 5 year estimate which accounts for some of the differences between these housing figures and Table 1.

In 1995, the Sault Saint Marie Tribe of Chippewa Indians (Sault Tribe) purchased 275 residential structures, and developed the properties into real estate rentals under the aegis of Sawyer Village. Today, the village “offers affordable three and four bedroom town house apartments, duplexes and single-family homes to lease, on a monthly basis” (Sawyer Village). The Sawyer Village Property Manager also pays close attention to vacant properties by mowing the lawns and sending a maintenance crew to check properties for vandalism and possible maintenance issues every day. The Forsyth Township Chief of Police commended the Sault Tribe for their quality housing standard and screening policies. He also expressed concern about a specific residential area at Sawyer, and stated that it would be helpful to the community if landlords (including out of state landlords) would emulate the Sault Tribe’s housing policies and manage their properties better (Forsyth Township Chief of Police, personal communication, 6 May 2013).

The Chief of Police, stationed in the City of Gwinn roughly ten miles away, also explained that about 50% of their calls are to Sawyer and many times to West Branch Township outside of Forsyth’s jurisdiction, adding to the multitude of challenges. The Chief of Police expressed concerns for funding, jurisdictional issues, and a need for rental policies that need to be addressed to facilitate efforts at Sawyer—yet another example of disorganization associated with a lack of a formal governing body or entity for coordinated efforts.

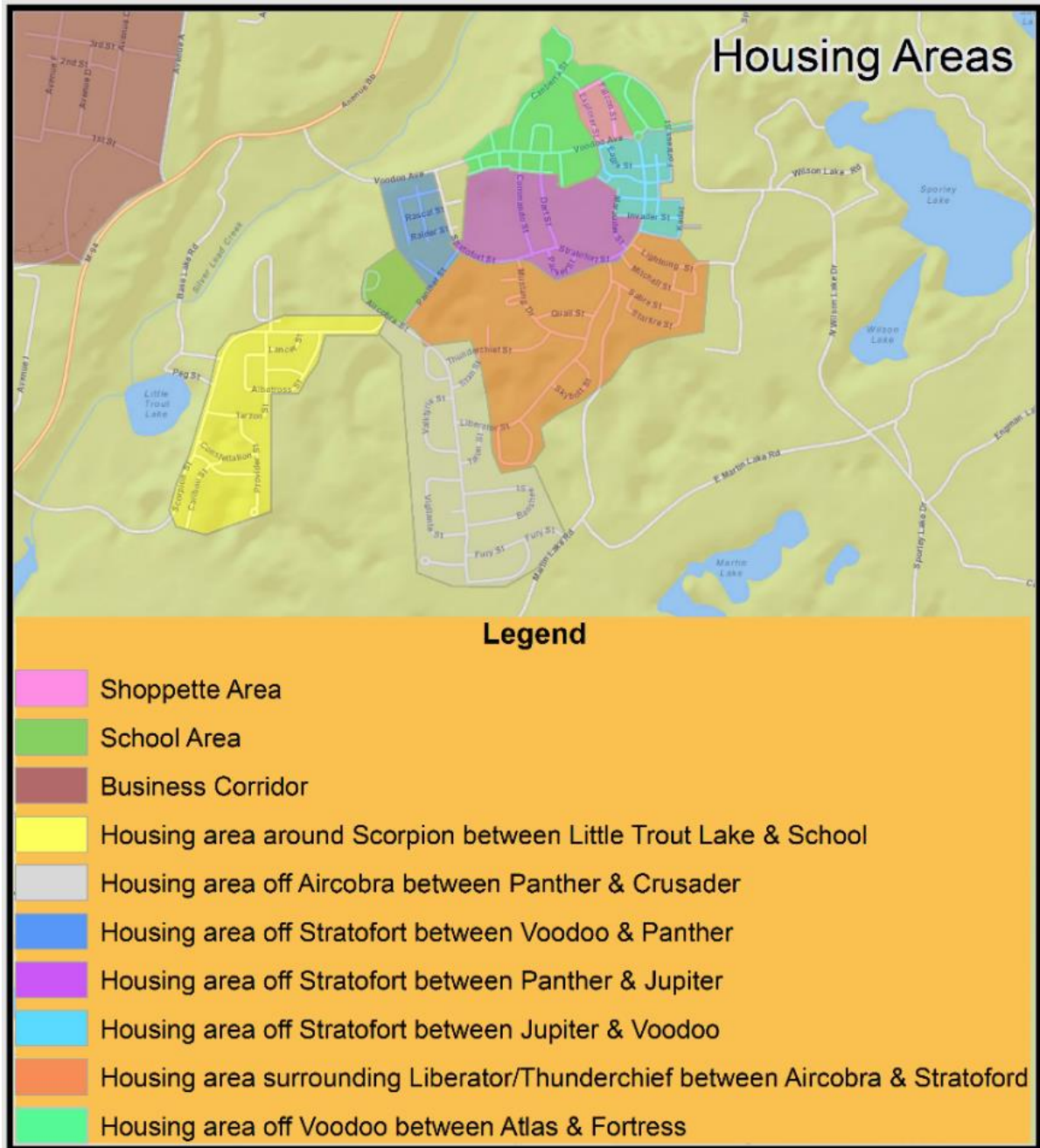
The “Shopette Area” of Sawyer was also overwhelmingly identified by survey respondents as the place they felt the least safe (Figure 6 p. 26 and Figure 7 p. 27), by a business owner who identified it as the place where their employees felt the least safe and as a general nuisance to property managers and residents:

Garbage blowing across the street is a problem from the ‘slum’ landlord side. Garbage found all along Voodoo [Avenue], so we have to go out and pick up trash (Sawyer Village Property Manager, Joy L. Page, personal communication, 17 September 2013).

According to the Chief of Police, his department was once called to the scene when a single mom and her son moved into an apartment only to find “all the pipes had been removed” and water leaking all over the house. The Chief expressed frustrations with contacting out-of-state landlords and proffered solutions to deal with the issue, such as township ordinances, or a system of rental inspections similar to those adopted in the neighboring city of Ishpeming (Forsyth Township Chief of Police, personal communication, 6 May 2013).

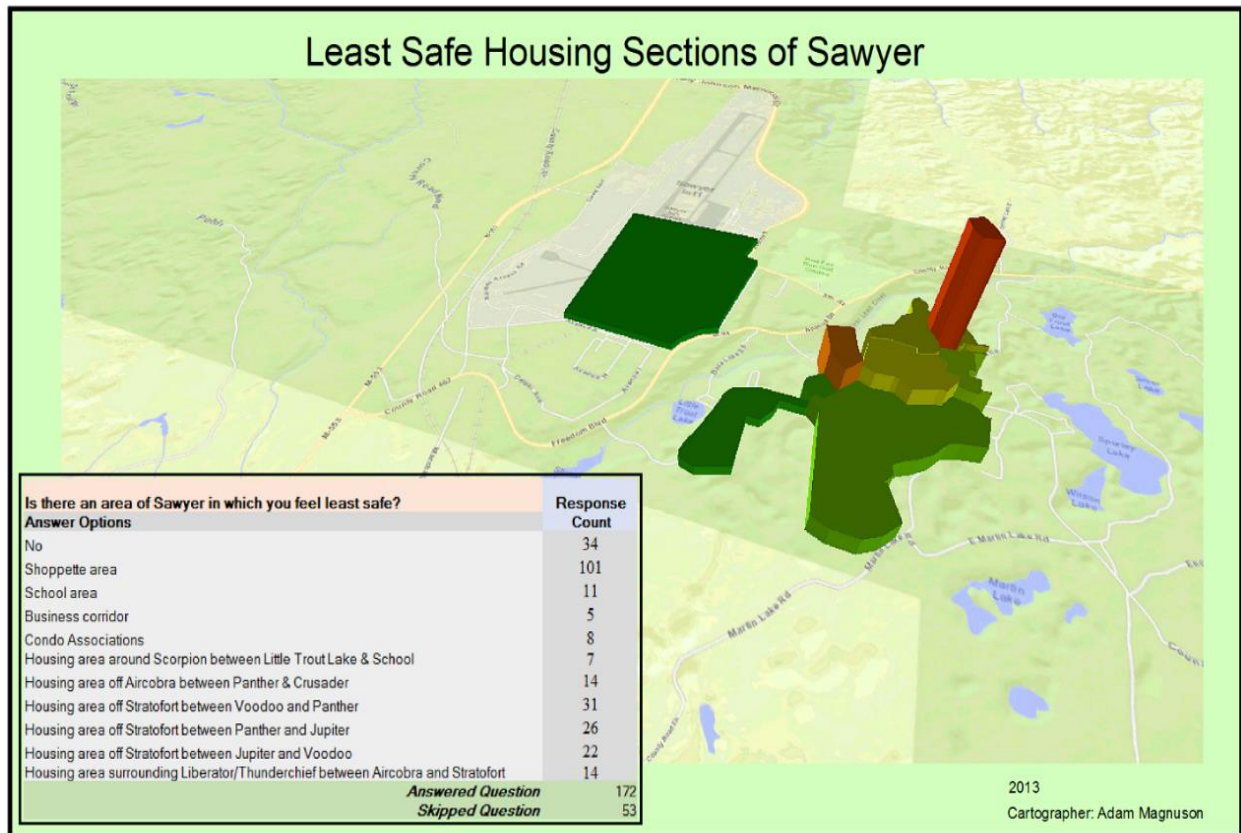
Ishpeming’s rental inspection program requires landlords to register all rental units they own within the city. Each unit is reviewed by a rental inspector and upon meeting all of the requirements a Certificate of Compliance is issued. The certificates are then valid for three years, upon which time the unit(s) must be re-inspected.

Figure 6. SAWYER HOUSING AREAS FOR THE PURPOSE OF THIS STUDY



Cartographer: Adam Magnuson

Figure 7. LEAST SAFE HOUSING SECTIONS OF SAWYER AS IDENTIFIED BY SURVEY RESPONDENTS



Cartographer: Adam Magnuson

Although the ‘Shoppette Area’ was identified by police, survey residents, and business owners in the residential district of Sawyer as a place they felt the least safe, there were only a couple stories of break-ins and no stories from participants that they were ever put in harm’s way. It appears that it may be that the area achieves a generally downtrodden ambiance from the garbage, run-down apartments, poor lighting, loose pets and loitering in the area. Beautification efforts and better rental policies would likely go a long way to addressing problems central to the “Shoppette Area” and creating a better and safer atmosphere for residents and visitors to the area. It would also help to maintain the few businesses and services that are in the residential district, as some expressed concern of whether it would be possible to continue operating there.

There is not enough data to identify exactly how people outside of Sawyer feel about the Sawyer community, but there is long-standing evidence to support that the residents of Sawyer are worried about how people may perceive their community. Whether or not the concerns are justified or only falsely perceived by Sawyer residents, it may be indicative of an issue rooted in a lack of organization and community engagement that needs to be addressed in order to build a healthier sense of community so Sawyer’s businesses and residents can thrive.

COMMUNITY DEVELOPMENT PROJECTS AND RESIDENT SUPPORT

Major community development efforts may not be sustainable until improvements are made to “the social fabric of the community,” including perception and structural and organizational challenges, but residents must also be consulted. Research shows that citizen health is linked to participation in (and control of) the “significant events that shape their lives” (Syme and Ritterman 2009). In addition to supporting community health, projects are less likely to be sustainable unless they have community support and involvement:

“The evidence now shows that no matter how elegantly wrought a physical solution, no matter how efficiently designed a park, no matter how safe and sanitary a building, unless the people living in those neighborhoods can in some way participate in the creation and management of these facilities, the results will not be as beneficial as we might hope. Physical improvements must also be accompanied by improvements in the social fabric of the community,” (Syme and Ritterman 2009).

The results of this study intend to be a step in a seemingly necessary direction to better understand what the Sawyer community’s wants and needs are, and thus what projects or changes might be most likely to receive resident support and ultimately realize more long-term stability.

Community Services with the Most Resident Support

The community services that had the most resident support—therefore likely to be the most feasible—are a gas station and a family restaurant (Table 2).

Table 2. COMMUNITY SERVICES WITH THE MOST RESIDENT SUPPORT (responses less than 40% are not shown; additionally it is important to note that respondents could choose more than one option):

- | | |
|----------------------------|-----------------------------------|
| 1. Gas station (79.38%) | 5. Post office (46%) |
| 2. Family restaurant (75%) | 6. Employment opportunities (45%) |
| 3. Farmers market (48%) | 7. Grocery Store (45%) |
| 4. General store (47.4%) | |

When asked, ‘Are you interested in participating in community activities,’ 40% or more respondents were most interested in using a farmers market (52%) and using a grocery store (51%).

What Community Assets and Resources will Keep Sawyer Residents at Sawyer?

Safety is the number one response of survey participants who were asked what assets and community resources are important factors to keep them in their current community for the long-term (Table 3).

Table 3. IMPORTANT ASSETS WITH A RESPONSE RATE OF 50% OR MORE (ranked from highest to lowest):

- | | |
|--------------------------------------|--|
| 1. Safe neighborhoods 93% | 8. Grocery store 58% [convenience store] |
| 2. EMS, fire services 88% | 9. Access to transportation and bus routes 57% |
| 3. Police presence 85% | 10. Medical resources close to home 56% |
| 4. Safe walking spaces/sidewalks 82% | 11. Employment 56% |
| 5. Good school 69% | |
| 6. Low cost housing 67% | |
| 7. Play areas for children 60% | |

Condition of Services at Sawyer

When asked to rate the services at Sawyer, residents ranked animal control, snow removal, highways and streets, library service and sidewalks-pedestrian safety as the poorest services and respondents chose garbage and bus transportation as good services at Sawyer (Table 4 and Table 5).

Table 4. POOR SERVICES CHOSEN BY THE MOST RESPONDENTS

1. Animal control (ranked lowest by 53% of the respondents)
2. Snow removal (49%)
3. Highways and streets (46%)
4. Library service (46%, ***note there is currently no designated library at Sawyer)
5. Sidewalks and/pedestrian safety (41%)

Table 5. GOOD SERVICES CHOSEN BY THE MOST RESPONDENTS

1. Bus transportation (ranked as a good service by 47% of respondents)
2. Garbage service (45%)

Conclusion

Future potential base closures will continue to have traumatic economic and cultural impacts on communities, especially in rural areas already facing economic decline in an increasingly urban world. Continued efforts to improve base closure and realignment rounds need to be a priority in order to better aid local governments and communities like Sawyer through the transition and be sure that citizens are consulted in redevelopment efforts.

Although Sawyer is not only defined by its ‘problems,’ it does the community little justice to ignore that it faces unique problems when compared to surrounding communities, with higher rates of poverty, more people on food assistance, and high density vacancy and rental housing, to name but a few. A key objective of this research was to address socio-economic issues by exploring key assets and opportunities already present at Sawyer. Results showed a number of key assets including affordable housing, safe neighborhoods, plenty of space, a good school, access to recreational areas, and citizens with clerical, cooking, and construction skills interested in volunteering to better their community.

Assets may be important to addressing challenges of development for Sawyer, but a number of community projects have failed, and this is not just a problem of the past, as the recent closure of the Salvation Army’s community center at Sawyer demonstrates. Major community development efforts will likely continue to be unsustainable until improvements are made to “the social fabric of the community,” including potential perception and structural/organizational challenges, and better public engagement to determine what the residents of Sawyer want and need for their community and will support.

An additional question addressed by this research was: what community development projects would have the most resident support and would therefore be the most likely to succeed? An analysis of survey, focus group, and community forum results shows residents would be most likely to support a gas station and an entity (business or cooperative) allowing for better access to a greater variety of food choices (farmers market, grocery store, and restaurant). Residents were mostly concerned about the condition of roads and sidewalks, including poor snow removal services. Continued support for police, emergency and fire services will be important to retaining the Sawyer population and ensuring an adequate quality of life.

Furthermore, this study sought to better understand the residents’ concerns of negative perception issues coming from outside of the community. Longstanding concerns about negative perception was an obvious continuity present in the survey results from 2000, 2010 and this research. Although most survey respondents felt safe and liked living at Sawyer, most also recognized negative perception issues in their responses. Factors likely impeding on community development and possibly leading to negative perceptions include Sawyer’s controversial past, lack of services and leadership, disorganization, and the generally downtrodden ambiance characteristic of some parts of Sawyer today.

High density rental housing might be one of the greatest factors leading to perception issues, as evidenced by the survey. Respondents felt the least safe in the “Shoppette Area,” made up of townhouses and multiplexes, where inexpensive housing has attracted a number of landlords who in some cases rent out properties with substandard living conditions. Interviewees expressed concern that some of the landlords live out of state and pay little attention to their buildings. Rental ordinances could be an effective way to address these perception problems, through the adoption of township ordinances or screening policies similar to the standards maintained by the Sawyer Village—strict but still sensitive to low income families. General beautification, including benches, garbage pickup, lighting, and flower planting could also address unsafe feelings associated with the area.

There is generally a lack of financial support for local police, as well as jurisdictional issues, since much of the multiplexed housing falls within West Branch Township, rather than Forsyth Township. West Branch does not have its own police force. Although Forsyth is expected to see more tax revenue in the near future as the Renaissance Zone comes to an end, West Branch will not, and already does not realize much revenue from its Sawyer properties. A coordinated effort to address the jurisdictional and budgetary issues for law enforcement throughout Sawyer could be very helpful in solving some of the problems identified in the “Shoppette Area” as well.

Evidence supports that it might be beneficial to community development to revive the Sawyer Operations Authority (SOA) to aid in coordinating efforts such as police service, community organizing, and beautification. If the SOA is revived it must have input from the community if it is to be successful though. Too often experts, nonprofits and officials enter communities and decide what is best for residents without any, or little, community involvement often leading to failed community efforts. Sawyer citizens need to take an active role in the decisions that are made in their community. Additionally, under an operations authority, townships and the county could more easily display how tax and development fund dollars are spent in order to begin addressing prevalent community suspicions. Without formal leadership and coordinated efforts, there is no sufficient way to prioritize Sawyer residents’ needs.

Like people and communities around the world, Sawyer has multiple stories. It is economically distressed and yet socially full of life and dreams of the many people who have moved there and call it home. Although there are no easy answers to the development issues associated with Sawyer, just as there are no easy answers to the development issues we face in our society as a whole, the fact that an air force base was created where only sand and blueberries once stood is evidence that a healthy community can develop where an air force base once stood. It is a matter of priorities. Many of Sawyer’s challenges, as outlined by the residents and community leaders, could be tackled through well-coordinated, organized efforts and community engagement. Existing positive assets at Sawyer, if combined with a committed citizenry and organized leadership, could help Sawyer develop into a healthier community.

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Appendices

APPENDIX A Script for Semi-structured Interviews and Focus Group

1. What development efforts are you aware of that have been, or are currently being, implemented at Sawyer since initial transition from a base to a civilian community
2. What strategies do you see as priorities in community development at KI Sawyer?
3. What obstacles to you see for development at KI Sawyer?
4. Please list/rank in order of importance various strategies you consider necessary for business development at KI Sawyer.
5. Please list/rank various strategies regarding impact on sustainability of the community at KI Sawyer.
6. Do you see a difference in strategies regarding economic versus social development of a community?
7. What do you see as the most successful (least successful) development projects that have taken place at KI Sawyer?
8. Do you believe that addressing K.I. Sawyer community needs can improve economic conditions for future economic development, existing businesses, neighboring communities, and/or Marquette County as a whole?
9. If the success of community development projects is dependent on community support as research suggests, then what community development projects do you believe are the most important? Have the most resident support, (e.g. community center, healthy foods initiative, water and heat efficiency programs, blighted and abandoned properties solutions, worker training and education programs, a day care program)? What projects are the most politically and economically viable?
10. What is your personal perception of KI Sawyer? What do you believe is the public perception of K.I. Sawyer (within the community, in surrounding communities)?
11. What do you view as assets and opportunities that already exist within the K.I. Sawyer community?

APPENDIX B Coding Analysis Sheet and List of Coded Documents References (Not Including Transcriptions)

Upper Michigan's Source Coding Sheet

Text	In vivo Codes/Description	Analytic codes <u>Categories:</u> 1. Physical Assets 2. Economic Development Efforts 3. Community Development Efforts 4. Positive Perception 5. Negative Perception 6. Social Assets 7. Failed Businesses	Other Notes

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APPENDIX C Sawyer Tax Estimates

--INCLUDES: AD VALOREM+SPECIAL ACTS, ADJUSTED VALUES--

CERTIFICATION OF ASSESSING OFFICER AUTHENTICATING COPY OF TAX ROLL

STATE OF MICHIGAN

I HEREBY CERTIFY that the foregoing and annexed is the Tax Roll of FORSYTH TOWNSHIP
Summer 2013 in the County aforesaid, for the year 2013, with my warrant thereunto
annexed and that the aggregate amount of taxes spread upon the said tax roll is as follows:

COUNTY OF MARQUETTE

TAXABLE-REAL	26,536,311
TAXABLE-PRE/MBT	2,753,158
TAXABLE-NON PRE/MBT	23,783,153
 TAXABLE-PERSONAL	 12,921,200
TAXABLE-PRE/MBT	12,921,200
TAXABLE-NON PRE/MBT	0
 TAXABLE-REAL & PERSONAL	 39,457,511
TAXABLE-PRE/MBT	15,674,358
TAXABLE-NON PRE/MBT	23,783,153

TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
STATE EDUCATION (COUNTY LA)	17	273,250	6.00000	1,639.50	1,639.50	0.00
COUNTY OPERATING (COUNTY LA)	17	273,250	5.29380	1,446.53	1,446.45	-0.08
STATE EDUCATION (RZ-50% RE)	80	21,630,367	3.00000	64,891.10	64,890.94	-0.16
COUNTY OPERATING (RZ-50% RE)	81	23,101,567	2.64690	61,147.54	61,147.14	-0.40
STATE EDUCATION	421	8,247,394	6.00000	49,484.36	49,484.00	-0.36
COUNTY OPERATING	421	8,247,394	5.29380	43,660.05	43,657.83	-2.22
				-----	-----	-----
				222,269.08	222,265.86	-3.22
				Tax Amount Levied:	222,265.86	
				Administration Fee:	2,220.18	
				Total of Roll:	224,486.04	

DATE _____ SIGNED _____ ASSESSOR/SUPERVISOR OF _____ CERTIFICATION # _____

--INCLUDES: AD VALOREM+SPECIAL ACTS, ADJUSTED VALUES--

CERTIFICATION OF ASSESSING OFFICER AUTHENTICATING COPY OF TAX ROLL

STATE OF MICHIGAN

I HEREBY CERTIFY that the foregoing and annexed is the Tax Roll of FORSYTH TOWNSHIP Winter 2013 in the County aforesaid, for the year 2013, with my warrant thereunto annexed and that the aggregate amount of taxes spread upon the said tax roll is as follows:

COUNTY OF MARQUETTE

TAXABLE-REAL	26,536,311
TAXABLE-PRE/MBT	2,753,158
TAXABLE-NON PRE/MBT	23,783,153
TAXABLE-PERSONAL	12,921,200
TAXABLE-PRE/MBT	12,921,200
TAXABLE-NON PRE/MBT	0
TAXABLE-REAL & PERSONAL	39,457,511
TAXABLE-PRE/MBT	15,674,358
TAXABLE-NON PRE/MBT	23,783,153

TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
COUNTY TRANSIT (COUNTY LA)	17	273,250	0.59970	163.87	163.78	-0.09
COUNTY AGING (COUNTY LA)	17	273,250	0.44740	122.25	122.17	-0.08
COUNTY M.O.E. (COUNTY LA)	17	273,250	0.55000	150.29	150.20	-0.09
COUNTY DISPATCH (COUNTY LA)	17	273,250	0.49700	135.81	135.75	-0.06
COUNTY RESCUE (COUNTY LA)	17	273,250	0.15250	41.67	41.57	-0.10
FO TOWNSHIP TAX (COUNTY LA)	17	273,250	6.08070	1,661.55	1,661.49	-0.06
FO CLB HSE/REC (COUNTY LA)	17	273,250	1.80170	492.31	492.23	-0.08
FO LIBRARY (COUNTY LA)	17	273,250	0.49650	135.67	135.60	-0.07
FO AMBULANCE (COUNTY LA)	17	273,250	0.49650	135.67	135.60	-0.07
FO POLICE (COUNTY LA)	17	273,250	1.00000	273.25	273.25	0.00
FO POLICE 2 (COUNTY LA)	17	273,250	1.00000	273.25	273.25	0.00
COUNTY TRANSIT	421	8,247,394	0.59970	4,945.96	4,944.08	-1.88
COUNTY AGING	421	8,247,394	0.44740	3,689.88	3,687.48	-2.40
COUNTY M.O.E.	421	8,247,394	0.55000	4,536.07	4,533.98	-2.09
COUNTY DISPATCH	421	8,247,394	0.49700	4,098.95	4,097.39	-1.56
COUNTY RESCUE	421	8,247,394	0.15250	1,257.73	1,255.48	-2.25
FO TOWNSHIP TAX	421	8,247,394	6.08070	50,149.93	50,148.09	-1.84
FO CLB HSE/REC	421	8,247,394	1.80170	14,859.33	14,857.02	-2.31
FO LIBRARY	421	8,247,394	0.49650	4,094.83	4,092.65	-2.18
FO AMBULANCE	421	8,247,394	0.49650	4,094.83	4,092.65	-2.18
FO POLICE	421	8,247,394	1.00000	8,247.39	8,247.07	-0.32
FO POLICE 2	421	8,247,394	1.00000	8,247.39	8,247.07	-0.32
SCHOOL DIST: 52040						
ISD (County La)	17	273,250	0.20480	55.96	55.86	-0.10
SPECIAL ED (County La)	17	273,250	2.00000	546.50	546.50	0.00
GWN SCHOOL OP (County La)	6	75,175	18.00000	1,353.15	1,353.15	0.00
GWN SCHOOL DEBT (County La)	17	273,250	0.49000	133.89	133.80	-0.09
ISD	421	8,247,394	0.20480	1,689.07	1,687.32	-1.75
SPECIAL ED	421	8,247,394	2.00000	16,494.79	16,494.50	-0.29
GWN SCHOOL OP	295	5,647,511	18.00000	101,655.20	101,654.83	-0.37
GWN SCHOOL OP (MBT Comm)	4	44,800	6.00000	268.80	268.80	0.00
GWN SCHOOL DEBT	421	8,247,394	0.49000	4,041.22	4,038.80	-2.42
GWN SCHOOL DEBT (RZ - Rena)	5	7,835,300	0.49000	3,839.30	3,839.28	-0.02

09/27/2013
04:09 PM

DB: Mgttax-13

TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
-----------------	-------	---------------	---------	-----------	------------	------------

				----- 241,885.76	----- 241,860.69	----- -25.07
--	--	--	--	---------------------	---------------------	-----------------

				Tax Amount Levied:	241,860.69	
				Administration Fee:	2,416.76	
				Total of Roll:	244,277.45	

DATE _____ SIGNED _____ ASSESSOR/SUPERVISOR OF _____ CERTIFICATION # _____

--INCLUDES: REN. ZONE (ALL), ADJUSTED VALUES--

CERTIFICATION OF ASSESSING OFFICER AUTHENTICATING COPY OF TAX ROLL

STATE OF MICHIGAN

I HEREBY CERTIFY that the foregoing and annexed is the Tax Roll of FORSYTH TOWNSHIP Winter 2012 in the County aforesaid, for the year 2012, with my warrant thereunto annexed and that the aggregate amount of taxes spread upon the said tax roll is as follows:

COUNTY OF MARQUETTE

TAXABLE-REAL	21,074,081
TAXABLE-PRE/MBT	156,942
TAXABLE-NON PRE/MBT	20,917,139
TAXABLE-PERSONAL	18,158,300
TAXABLE-PRE/MBT	18,158,300
TAXABLE-NON PRE/MBT	0
TAXABLE-REAL & PERSONAL	39,232,381
TAXABLE-PRE/MBT	18,315,242
TAXABLE-NON PRE/MBT	20,917,139

TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
COUNTY TRANSIT (RZ-25% RE)	91	29,239,710	0.14990	4,383.03	4,382.57	-0.46
COUNTY AGING (RZ-25% RE)	91	29,239,710	0.11180	3,269.00	3,268.57	-0.43
COUNTY M.O.E. (RZ-25% RE)	91	29,239,710	0.13750	4,020.46	4,020.00	-0.46
COUNTY DISPATCH (RZ-25% RE)	91	29,239,710	0.12420	3,631.57	3,631.14	-0.43
COUNTY RESCUE (RZ-25% RE)	91	29,239,710	0.03810	1,114.03	1,113.58	-0.45
FO TOWNSHIP TAX (RZ-25% RE)	91	29,239,710	1.52010	44,447.28	44,446.82	-0.46
FO CLB HSE/REC (RZ-25% RE)	91	29,239,710	0.45040	13,169.57	13,169.14	-0.43
FO LIBRARY (RZ-25% RE)	91	29,239,710	0.12410	3,628.65	3,628.18	-0.47
FO AMBULANCE (RZ-25% RE)	91	29,239,710	0.12410	3,628.65	3,628.18	-0.47
FO POLICE (RZ-25% RE)	91	29,239,710	0.25000	7,309.93	7,309.58	-0.35
FO POLICE 2 (RZ-25% RE)	91	29,239,710	0.25000	7,309.93	7,309.58	-0.35
SCHOOL DIST: 52040						
ISD (RZ-25% Re)	91	29,239,710	0.05120	1,497.07	1,496.68	-0.39
SPECIAL ED (RZ-25% Re)	91	29,239,710	0.50000	14,619.86	14,619.63	-0.23
GWN SCHOOL OP (RZ-25% Re)	82	29,082,768	4.50000	130,872.46	130,872.24	-0.22
GWN SCHOOL DEBT (RZ-25% Re)	91	29,239,710	0.12250	3,581.86	3,581.46	-0.40
GWN SCHOOL DEBT (RZ - Rena)	5	9,992,671	0.49000	4,896.41	4,896.39	-0.02

251,379.76 251,373.74 -6.02

Tax Amount Levied: 251,373.74
Administration Fee: 2,513.26
Total of Roll: 253,887.00

DATE _____ SIGNED _____ ASSESSOR/SUPERVISOR OF _____ CERTIFICATION # _____

--INCLUDES: AD VALOREM+SPECIAL ACTS, ADJUSTED VALUES--

CERTIFICATION OF ASSESSING OFFICER AUTHENTICATING COPY OF TAX ROLL

STATE OF MICHIGAN

I HEREBY CERTIFY that the foregoing and annexed is the Tax Roll of WEST BRANCH TOWNSHIP TREASURER Summer 2013 in the County aforesaid, for the year 2013, with my warrant thereunto annexed and that the aggregate amount of taxes spread upon the said tax roll is as follows:

COUNTY OF MARQUETTE

TAXABLE-REAL	3,238,297
TAXABLE-PRE/MBT	33,192
TAXABLE-NON PRE/MBT	3,205,105
TAXABLE-PERSONAL	64,700
TAXABLE-PRE/MBT	64,700
TAXABLE-NON PRE/MBT	0
TAXABLE-REAL & PERSONAL	3,302,997
TAXABLE-PRE/MBT	97,892
TAXABLE-NON PRE/MBT	3,205,105

TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
STATE EDUCATION	53	3,302,997	6.00000	19,817.98	19,817.85	-0.13
COUNTY OPERATING	53	3,302,997	5.29380	17,485.41	17,485.14	-0.27
				-----	-----	-----
				37,303.39	37,302.99	-0.40
				Tax Amount Levied:	37,302.99	
				Administration Fee:	372.82	
				Total of Roll:	37,675.81	

DATE _____ SIGNED _____ ASSESSOR/SUPERVISOR OF _____ CERTIFICATION # _____

--INCLUDES: AD VALOREM+SPECIAL ACTS, ADJUSTED VALUES--

CERTIFICATION OF ASSESSING OFFICER AUTHENTICATING COPY OF TAX ROLL

STATE OF MICHIGAN

I HEREBY CERTIFY that the foregoing and annexed is the Tax Roll of WEST BRANCH TOWNSHIP TREASURER Winter 2013 in the County aforesaid, for the year 2013, with my warrant thereunto annexed and that the aggregate amount of taxes spread upon the said tax roll is as follows:

COUNTY OF MARQUETTE

TAXABLE-REAL	3,238,297
TAXABLE-PRE/MBT	33,192
TAXABLE-NON PRE/MBT	3,205,105
TAXABLE-PERSONAL	64,700
TAXABLE-PRE/MBT	64,700
TAXABLE-NON PRE/MBT	0
TAXABLE-REAL & PERSONAL	3,302,997
TAXABLE-PRE/MBT	97,892
TAXABLE-NON PRE/MBT	3,205,105

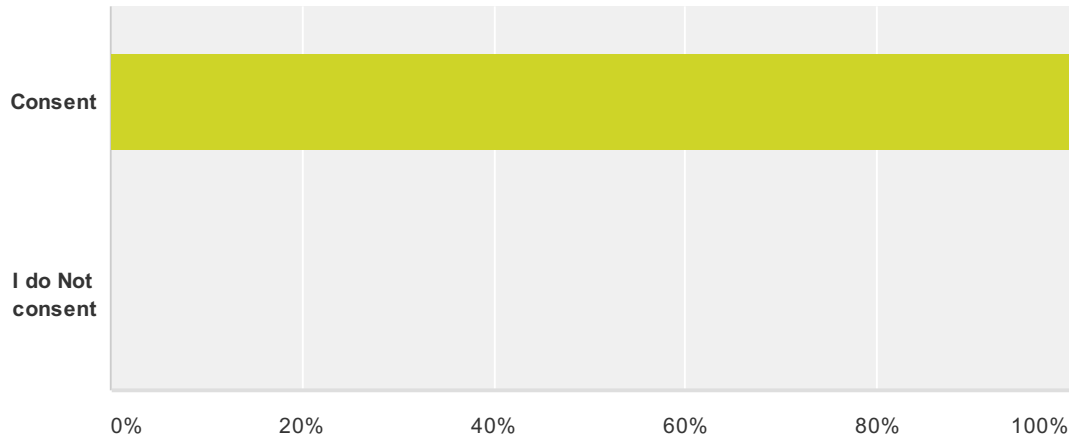
TAX DESCRIPTION	COUNT	TAXABLE VALUE	MILLAGE	GROSS TAX	TAX LEVIED	DIFFERENCE
COUNTY TRANSIT	53	3,302,997	0.59970	1,980.81	1,980.51	-0.30
COUNTY AGING	53	3,302,997	0.44740	1,477.76	1,477.54	-0.22
COUNTY M.O.E.	53	3,302,997	0.55000	1,816.65	1,816.50	-0.15
COUNTY DISPATCH	53	3,302,997	0.49700	1,641.59	1,641.31	-0.28
COUNTY RESCUE	53	3,302,997	0.15250	503.71	503.45	-0.26
WB TOWNSHIP OPER	53	3,302,997	1.12410	3,712.90	3,712.63	-0.27
WB LIBRARY	53	3,302,997	0.93130	3,076.08	3,075.86	-0.22
WB EMER SERV	53	3,302,997	1.97160	6,512.19	6,511.86	-0.33
SCHOOL DIST: 52040						
ISD	53	3,302,997	0.20480	676.45	676.13	-0.32
SPECIAL ED	53	3,302,997	2.00000	6,605.99	6,605.92	-0.07
GWN SCHOOL OP	44	3,205,105	18.00000	57,691.89	57,691.74	-0.15
GWN SCHOOL OP (MBT Comm)	5	64,700	6.00000	388.20	388.20	0.00
GWN SCHOOL DEBT	53	3,302,997	0.49000	1,618.47	1,618.23	-0.24
				-----	-----	-----
				87,702.69	87,699.88	-2.81
				Tax Amount Levied:	87,699.88	
				Administration Fee:	876.74	
				Total of Roll:	88,576.62	

DATE _____ SIGNED _____ ASSESSOR/SUPERVISOR OF _____ CERTIFICATION # _____

APPENDIX D Survey Monkey Questions and Results

Q1 I agree to the terms of this research project. I agree to complete this survey as completely and accurately as possible. I understand that all parts of this survey are optional and confidential

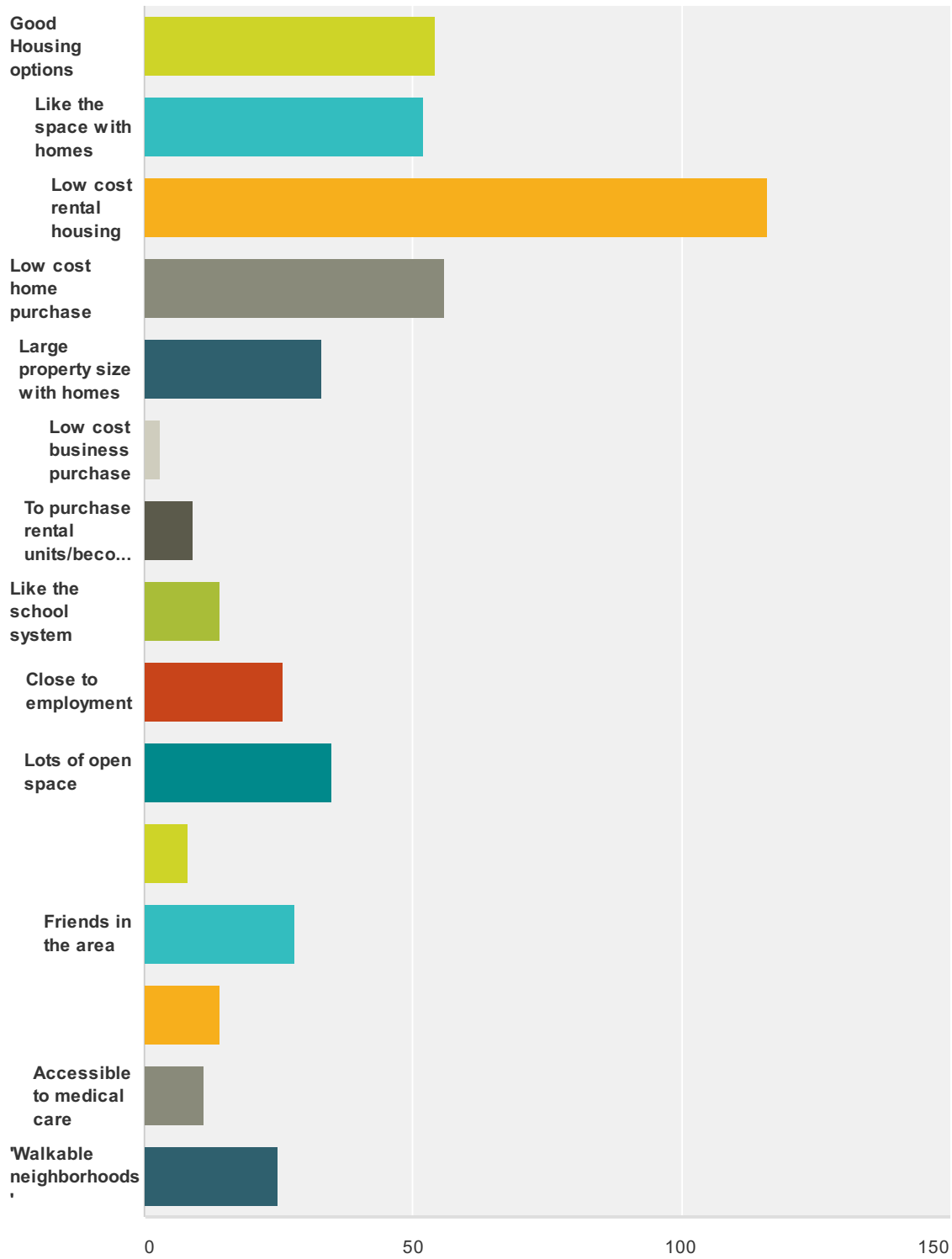
Answered: 225 Skipped: 0



Answer Choices	Responses
Consent	100% 225
I do Not consent	0% 0
Total	225

Q2 Why did you choose to live at KI Sawyer?

Answered: 197 Skipped: 28



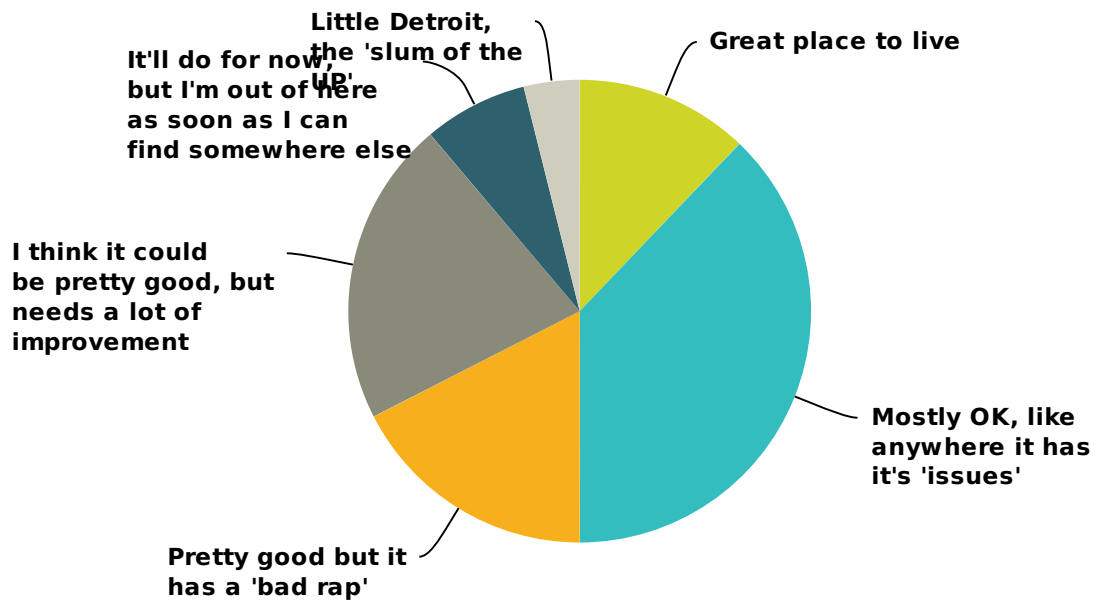
Answer Choices	Responses
Good Housing options	27.41% 54
Like the space with homes	26.40% 52

Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

Low cost rental housing	58.88%	116
Low cost home purchase	28.43%	56
Large property size with homes	16.75%	33
Low cost business purchase	1.52%	3
To purchase rental units/become landlord	4.57%	9
Like the school system	7.11%	14
Close to employment	13.20%	26
Lots of open space	17.77%	35
Close to preferred church	4.06%	8
Friends in the area	14.21%	28
Accessible to transportation	7.11%	14
Accessible to medical care	5.58%	11
'Walkable neighborhoods'	12.69%	25
Total Respondents: 197		

Q3 What is YOUR perception of KI Sawyer?

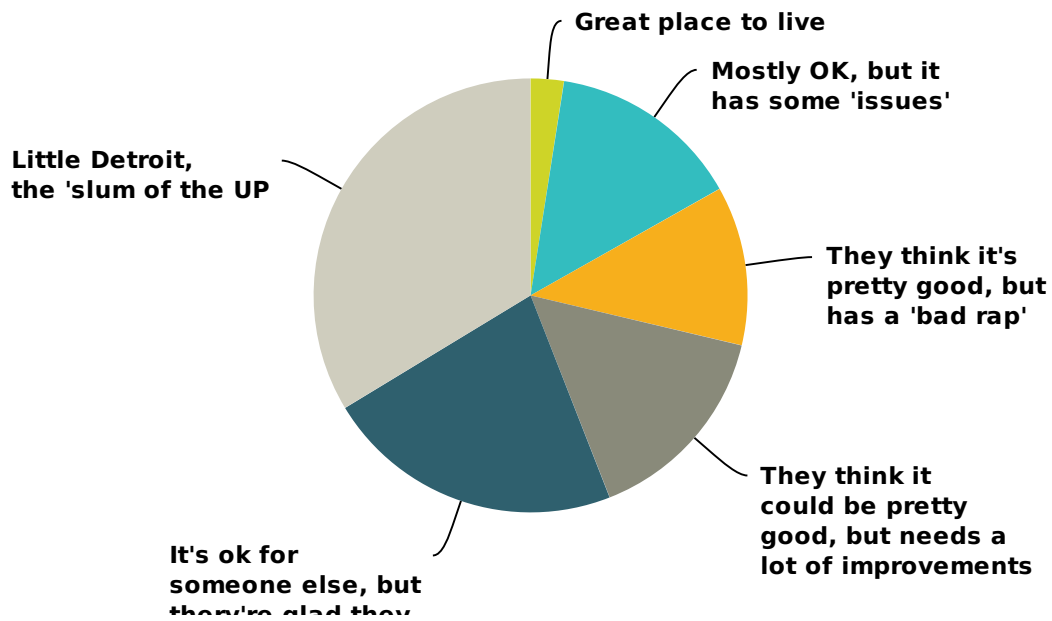
Answered: 206 Skipped: 19



Answer Choices	Responses	
Great place to live	12.14%	25
Mostly OK, like anywhere it has its 'issues'	37.86%	78
Pretty good but it has a 'bad rap'	17.48%	36
I think it could be pretty good, but needs a lot of improvement	21.36%	44
It'll do for now, but I'm out of here as soon as I can find somewhere else	7.28%	15
Little Detroit, the 'slum of the UP'	3.88%	8
Total		206

Q4 What do you HEAR about the perceptions of OTHERS related to KI Sawyer

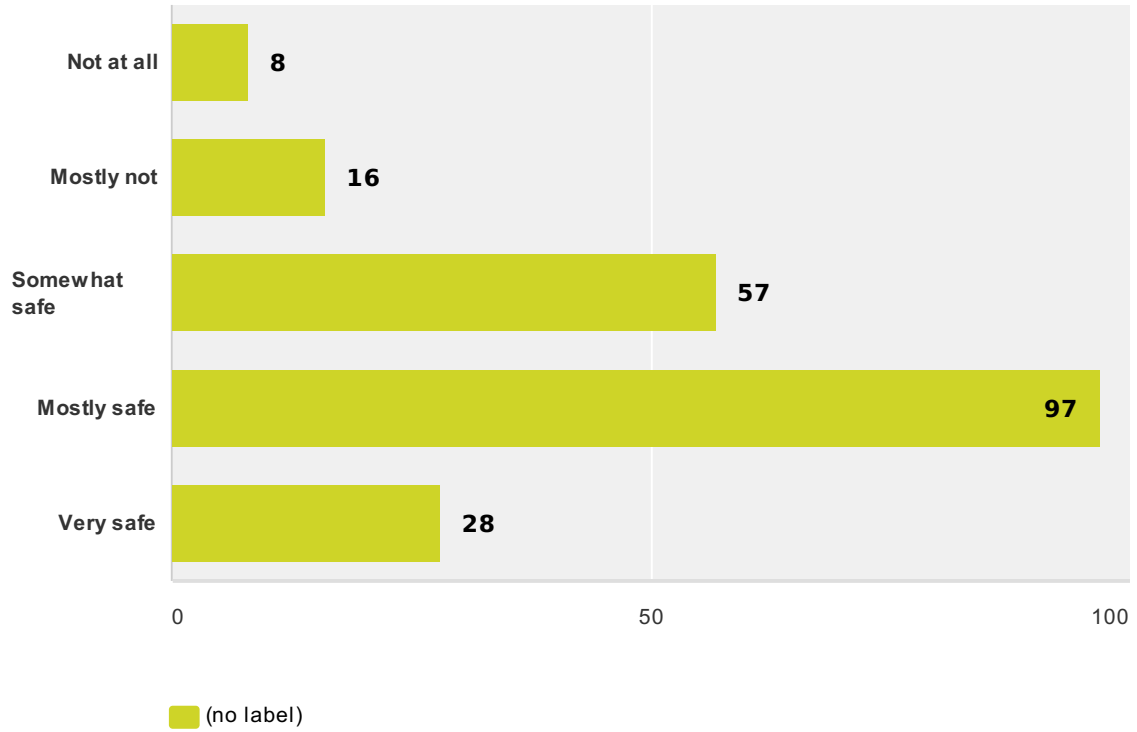
Answered: 202 Skipped: 23



Answer Choices	Responses	
Great place to live	2.48%	5
Mostly OK, but it has some 'issues'	14.36%	29
They think it's pretty good, but has a 'bad rap'	11.88%	24
They think it could be pretty good, but needs a lot of improvements	15.35%	31
It's ok for someone else, but they're glad they don't have to live here	22.28%	45
Little Detroit, the 'slum of the UP	33.66%	68
Total		202

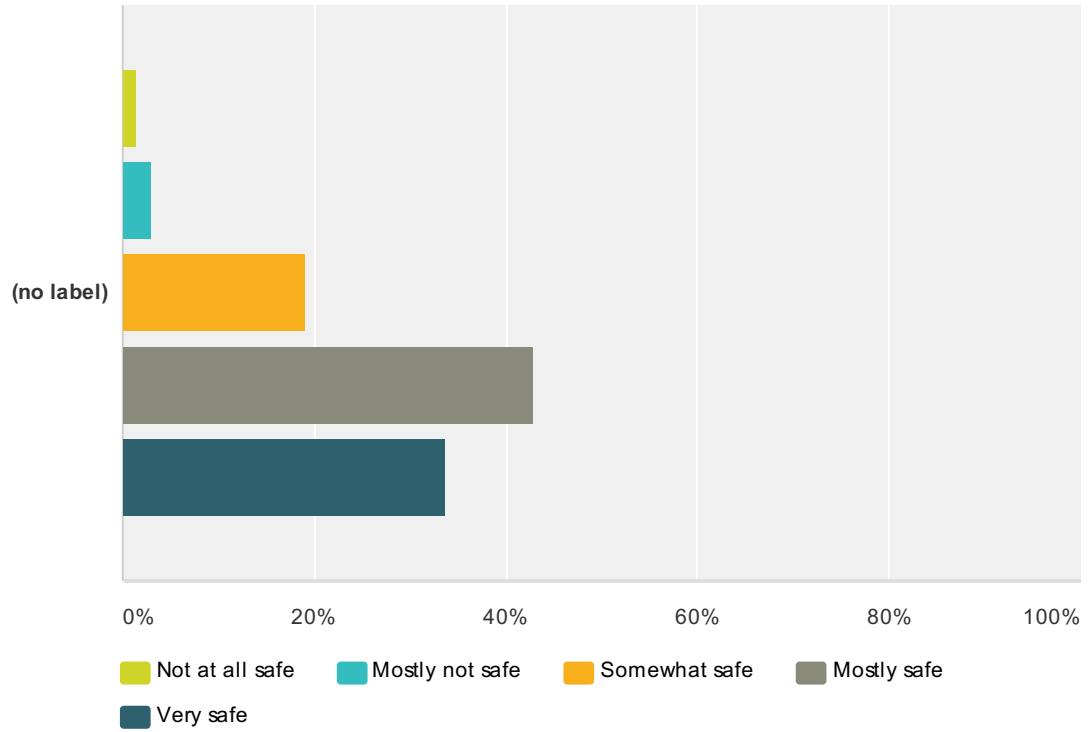
Q5 Do you believe Sawyer as a whole is a safe place to live?

Answered: 206 Skipped: 19



Q6 Do you believe the AREA YOU LIVE is a safe place to live

Answered: 205 Skipped: 20



	Not at all safe	Mostly not safe	Somewhat safe	Mostly safe	Very safe	Total	Average Rating
(no label)	1.46% 3	2.93% 6	19.02% 39	42.93% 88	33.66% 69	205	4.04

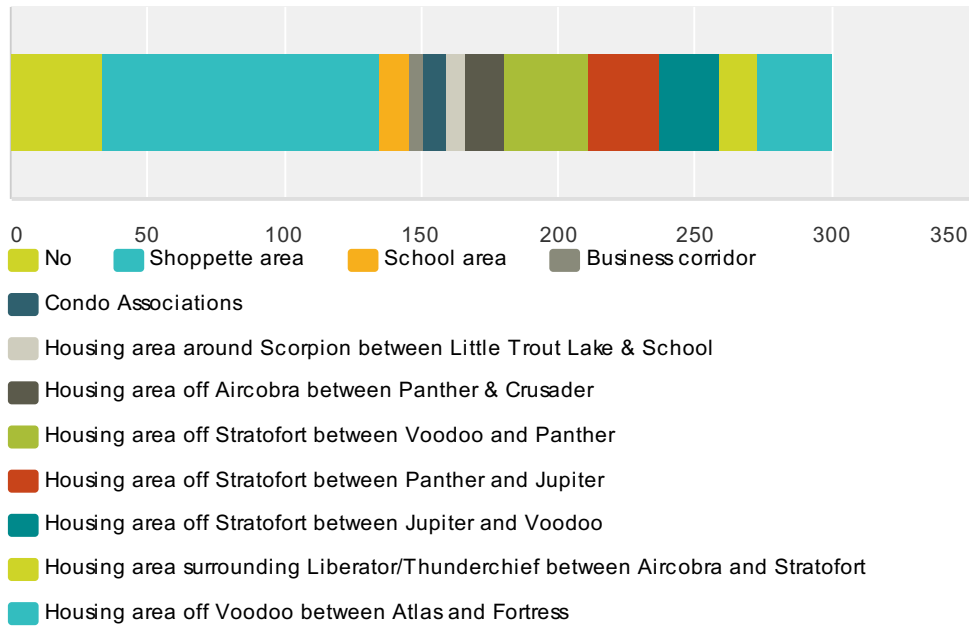
Q7 Is there an area of Sawyer that you feel MOST safe? (Check those that apply)

Answered: 178 Skipped: 47

Answer Choices	Responses	
No	15.17%	27
Shoppette area	14.61%	26
School area	23.60%	42
Business corridor	11.80%	21
Condo Associations	24.72%	44
Housing area around Scorpion between Little Trout Lake & School	28.65%	51
Housing area off Aircobra between Panther & Crusader	20.22%	36
Housing area off Stratofort between Voodoo and Panther	5.62%	10
Housing area off Stratofort between Panther and Jupiter	6.74%	12
Housing area off Stratofort between Jupiter and Voodoo	6.74%	12
Housing area surrounding Liberator/Thunderchief between Aircobra and Stratofort	17.98%	32
Housing area off Voodoo between Atlas and Fortress	12.36%	22
Total Respondents: 178		

Q8 Is there an area of Sawyer that you feel LEAST safe? (Check those that apply)

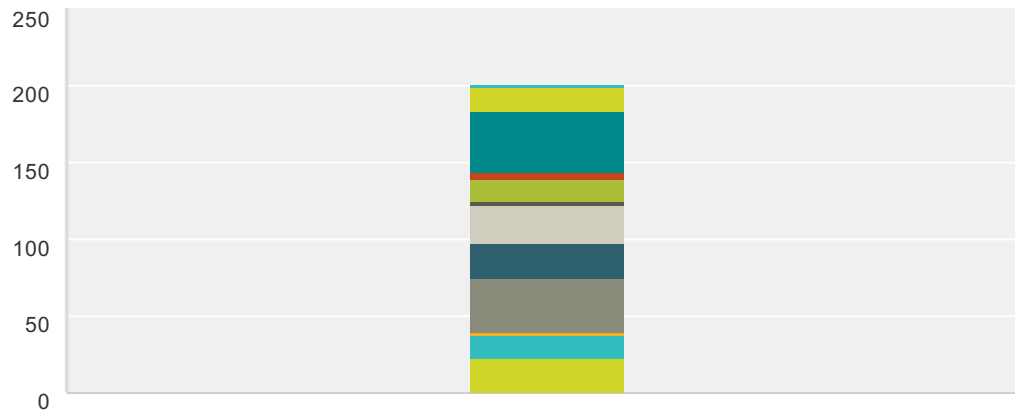
Answered: 172 Skipped: 53



Answer Choices	Responses
No	19.77% 34
Shoppette area	58.72% 101
School area	6.40% 11
Business corridor	2.91% 5
Condo Associations	4.65% 8
Housing area around Scorpion between Little Trout Lake & School	4.07% 7
Housing area off Aircobra between Panther & Crusader	8.14% 14
Housing area off Stratofort between Voodoo and Panther	18.02% 31
Housing area off Stratofort between Panther and Jupiter	15.12% 26
Housing area off Stratofort between Jupiter and Voodoo	12.79% 22
Housing area surrounding Liberator/Thunderchief between Aircobra and Stratofort	8.14% 14
Housing area off Voodoo between Atlas and Fortress	15.70% 27
Total Respondents: 172	

Q9 What area of Sawyer do you live in?

Answered: 189 Skipped: 36

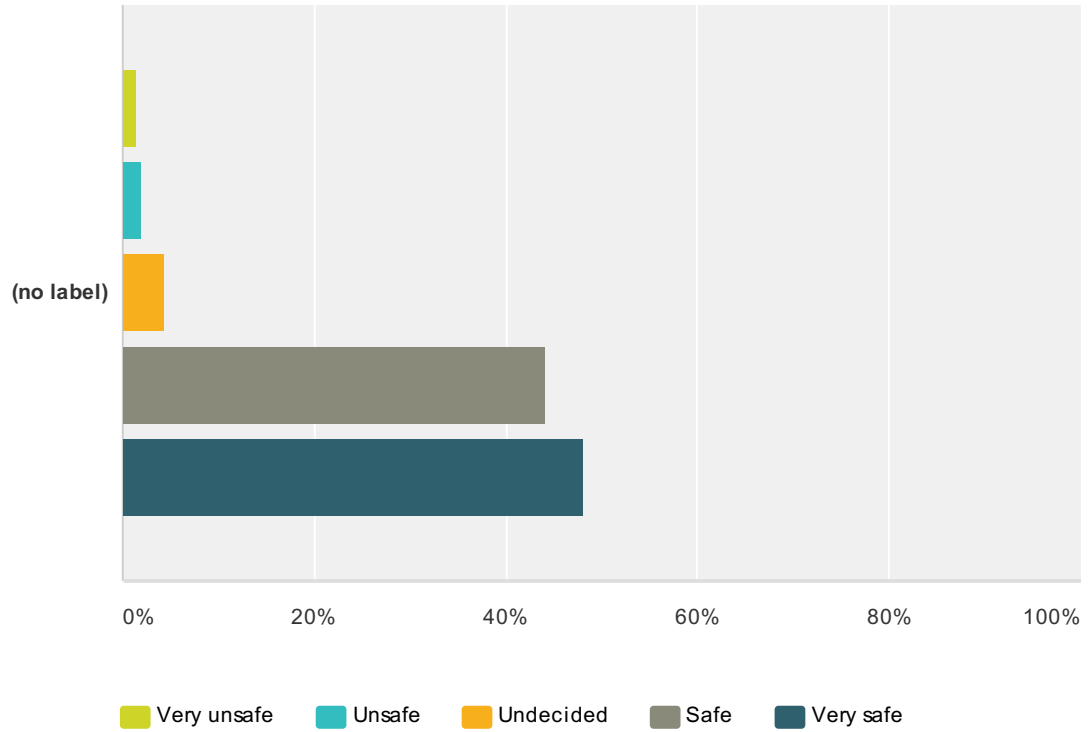


- Shoppette area
- School area
- Business corridor
- Condo Associations
- Housing area around Scorpion between Little Trout Lake & School
- Housing area off Aircobra between Panther & Crusader
- Housing area off Stratofort between Voodoo and Panther
- Housing area off Stratofort between Panther and Jupiter
- Housing area off Stratofort between Jupiter and Voodoo
- Housing area surrounding Liberator/Thunderchief between Aircobra and Stratofort
- Housing area off Voodoo between Atlas and Fortress
- I do NOT live at Sawyer (please specify below where you live)

Answer Choices	Responses
Shoppette area	12.17% 23
School area	7.41% 14
Business corridor	1.59% 3
Condo Associations	18.52% 35
Housing area around Scorpion between Little Trout Lake & School	12.17% 23
Housing area off Aircobra between Panther & Crusader	12.70% 24
Housing area off Stratofort between Voodoo and Panther	1.59% 3
Housing area off Stratofort between Panther and Jupiter	7.41% 14
Housing area off Stratofort between Jupiter and Voodoo	2.65% 5
Housing area surrounding Liberator/Thunderchief between Aircobra and Stratofort	21.16% 40
Housing area off Voodoo between Atlas and Fortress	7.94% 15
I do NOT live at Sawyer (please specify below where you live)	1.06% 2
Total Respondents: 189	

Q10 Please rank how safe you feel in YOUR Neighborhood during the DAY

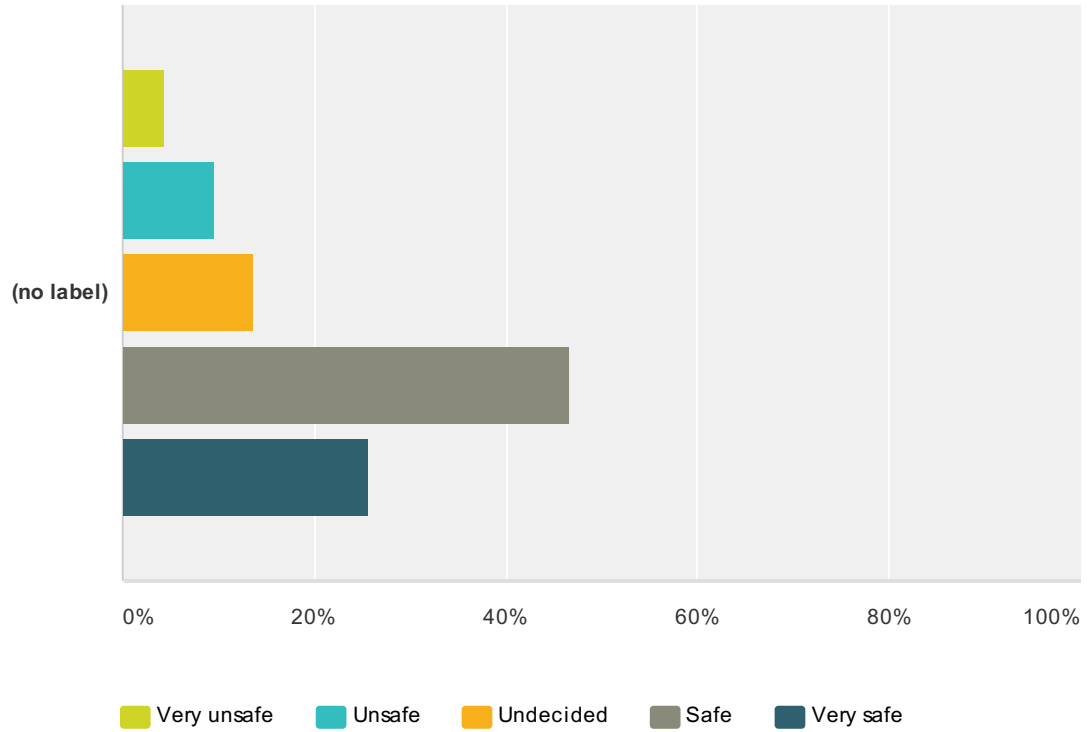
Answered: 206 Skipped: 19



	Very unsafe	Unsafe	Undecided	Safe	Very safe	Total	Average Rating
(no label)	1.46% 3	1.94% 4	4.37% 9	44.17% 91	48.06% 99	206	4.35

Q11 Please rank how safe you feel in YOUR Neighborhood at NIGHT

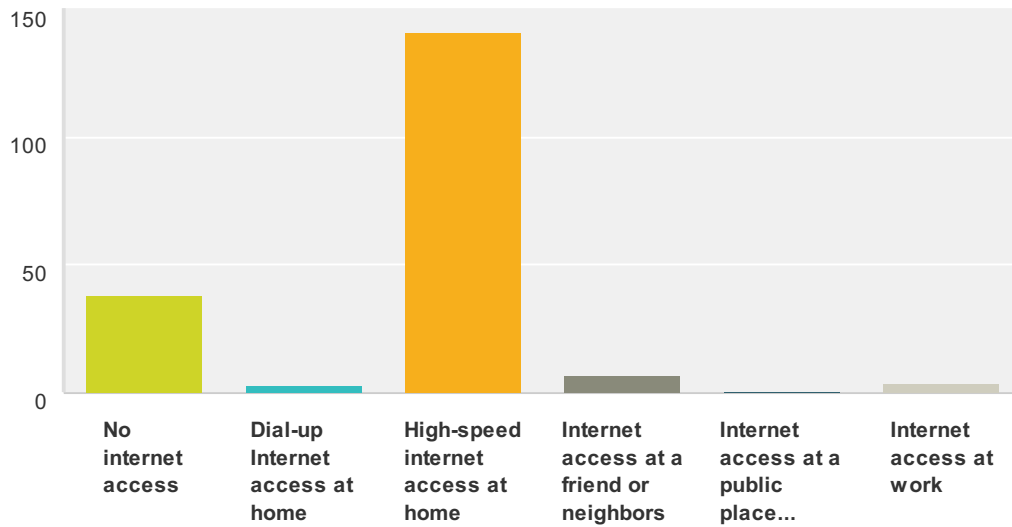
Answered: 206 Skipped: 19



	Very unsafe	Unsafe	Undecided	Safe	Very safe	Total	Average Rating
(no label)	4.37% 9	9.71% 20	13.59% 28	46.60% 96	25.73% 53	206	3.80

Q12 Do you have internet access?

Answered: 194 Skipped: 31



Answer Choices	Responses	
No internet access	19.59%	38
Dial-up Internet access at home	1.55%	3
High-speed internet access at home	72.68%	141
Internet access at a friend or neighbors	3.61%	7
Internet access at a public place (library, local business, etc)	0.52%	1
Internet access at work	2.06%	4
Total		194

Q13 What assets and community resources are you aware of at Sawyer?

Answered: 204 Skipped: 21

Answer Choices	Responses
Low cost housing	84.31% 172
Good School	50.98% 104
Grocery store	50% 102
Gas station	3.43% 7
Family Restaurant	3.92% 8
General/Department Store	3.92% 8
Play areas for children	47.06% 96
Child care close to home	42.16% 86
Summer/Daycamp programs	10.29% 21
Farmers Market	4.90% 10
Community Center	25.98% 53
Recreation Center	29.41% 60
Green Space/Public Recreation areas	25% 51
Church(s) close to home	50% 102
Safe neighborhood(s)	32.84% 67
Safe walking spaces/sidewalks	39.71% 81
Bike trails	30.88% 63
RV trails	39.22% 80
Family oriented community events	15.20% 31
Adult oriented community activities	7.84% 16
Youth groups/activities	25% 51
Senior Citizen activities	13.24% 27
Active community groups (boy/girl scouts, big brothers/sisters, 4H, substance abuse recovery groups, moms/playgroups, etc)	17.65% 36
Access to transportation/bus routes	62.25% 127
Employment opportunities	13.73% 28
Adult Education/Job training	3.92% 8
Community Education classes	1.47% 3
Medical resources close to home	57.35% 117
Active Community Improvement group	16.18% 33

Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

Local voting site	7.35%	15
Post office	6.37%	13
Low income family supports	11.76%	24
Community garden	60.78%	124
Community newsletter	13.73%	28
Police presence	56.86%	116
Total Respondents: 204		

Q14 What assets and community resources have you used or participated in at Sawyer in the PAST YEAR?

Answered: 188 Skipped: 37

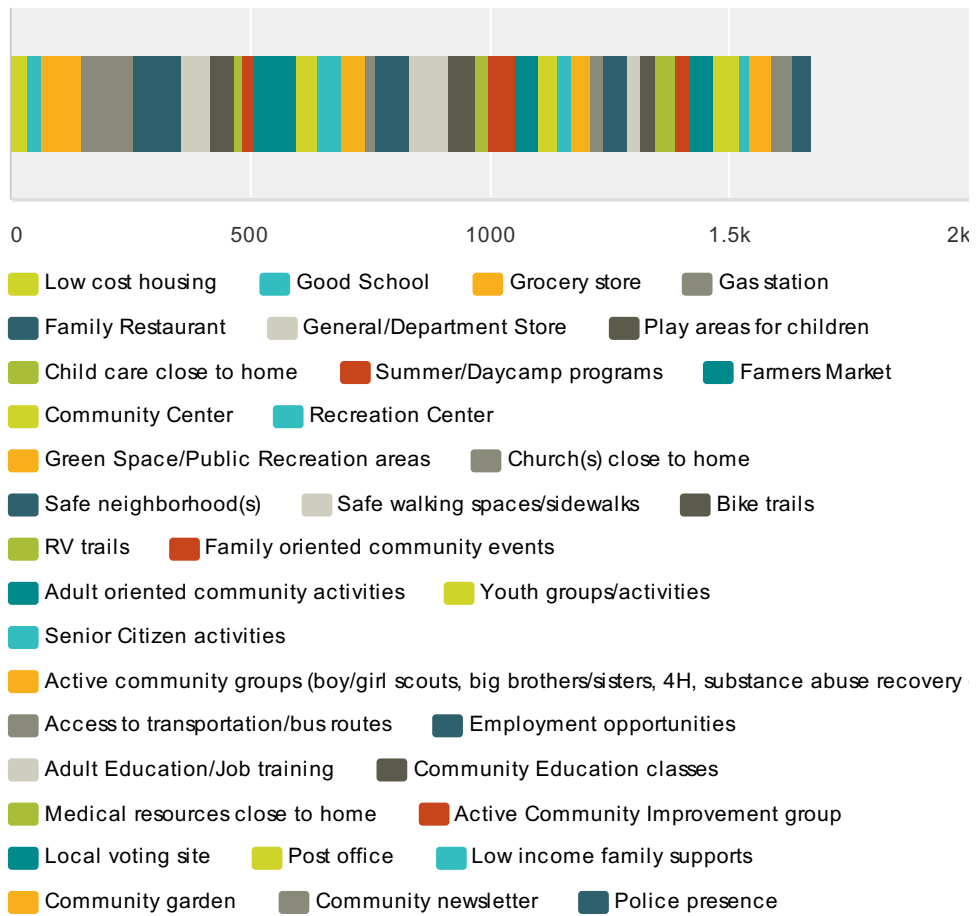
Answer Choices	Responses
Low cost housing	56.91% 107
Good School	23.94% 45
Grocery store	51.06% 96
Gas station	3.19% 6
Family Restaurant	2.66% 5
General/Department Store	3.19% 6
Play areas for children	21.81% 41
Child care close to home	4.26% 8
Summer/Daycamp programs	4.26% 8
Farmers Market	4.26% 8
Community Center	6.38% 12
Recreation Center	10.11% 19
Green Space/Public Recreation areas	11.17% 21
Church(s) close to home	15.96% 30
Safe neighborhood(s)	27.13% 51
Safe walking spaces/sidewalks	33.51% 63
Bike trails	15.43% 29
RV trails	15.43% 29
Family oriented community events	7.98% 15
Adult oriented community activities	1.60% 3
Youth groups/activities	7.98% 15
Senior Citizen activities	1.06% 2
Active community groups (boy/girl scouts, big brothers/sisters, 4H, substance abuse recovery groups, moms/playgroups, etc)	5.85% 11
Access to transportation/bus routes	18.09% 34
Employment opportunities	6.38% 12
Adult Education/Job training	0% 0
Community Education classes	0% 0
Medical resources close to home	37.23% 70

Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

Active Community Improvement group	6.38%	12
Local voting site	2.13%	4
Post office	3.72%	7
Low income family supports	2.66%	5
Community garden	7.98%	15
Community newsletter	3.19%	6
Police presence	12.77%	24
Total Respondents: 188		

Q15 What assets and community resources would you like to use or participate in at Sawyer?

Answered: 181 Skipped: 44



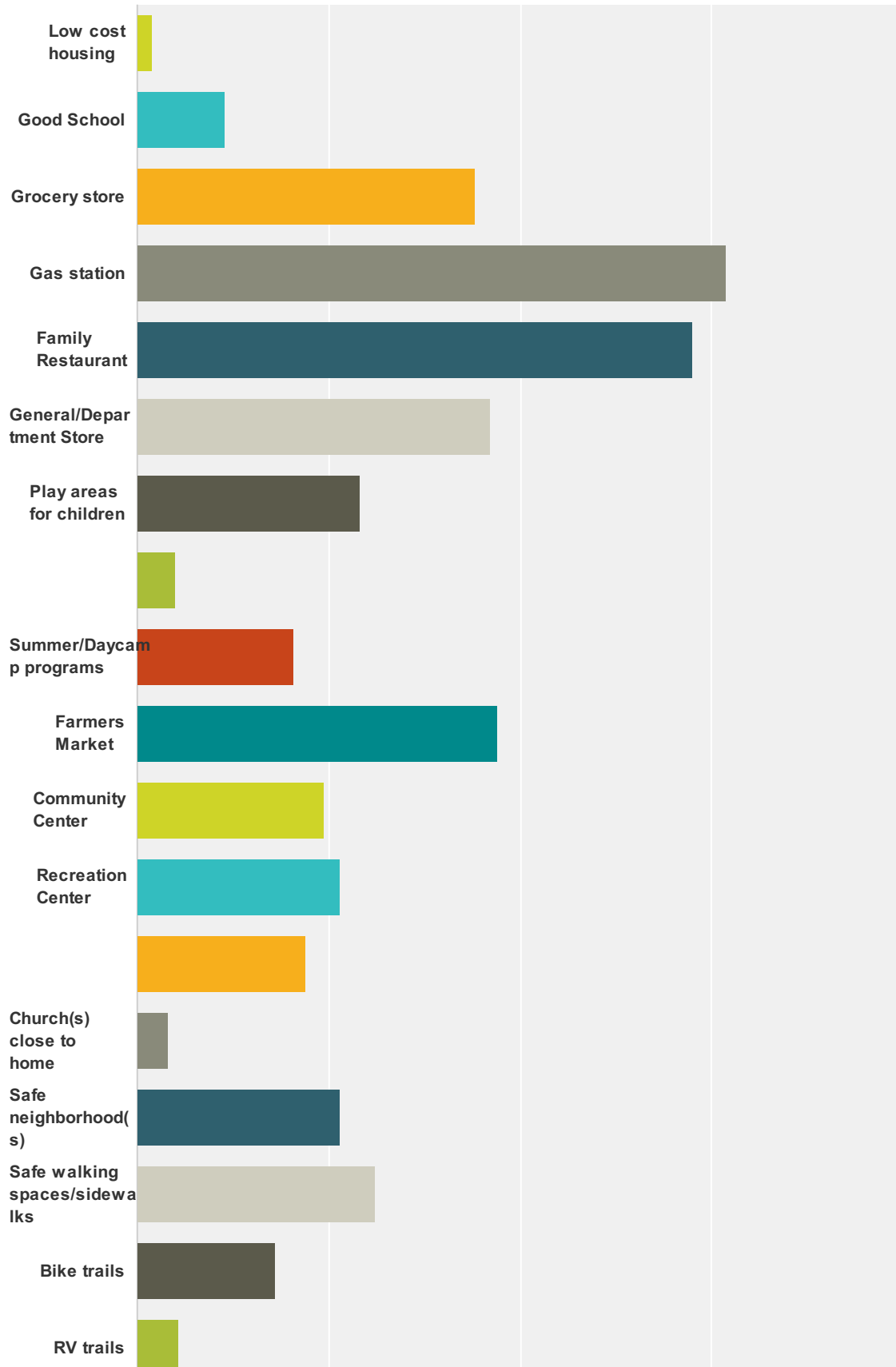
Answer Choices	Responses
Low cost housing	19.89% 36
Good School	14.92% 27
Grocery store	46.96% 85
Gas station	59.67% 108
Family Restaurant	55.25% 100
General/Department Store	32.60% 59
Play areas for children	29.28% 53
Child care close to home	8.29% 15
Summer/Daycamp programs	14.36% 26
Farmers Market	48.07% 87
Community Center	24.86% 45

Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

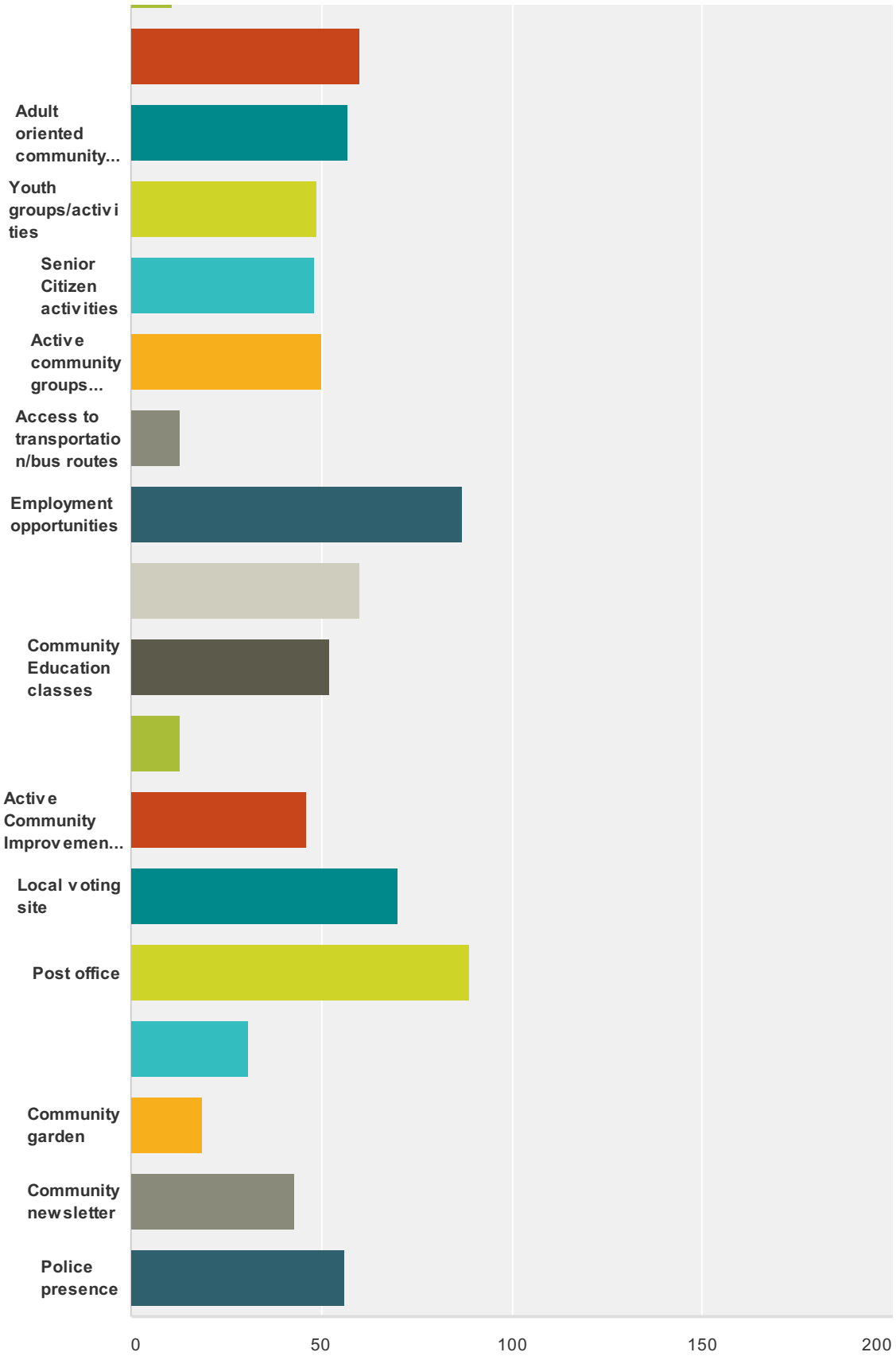
Recreation Center	27.07%	49
Green Space/Public Recreation areas	28.73%	52
Church(s) close to home	11.60%	21
Safe neighborhood(s)	38.12%	69
Safe walking spaces/sidewalks	44.20%	80
Bike trails	32.60%	59
RV trails	13.81%	25
Family oriented community events	32.60%	59
Adult oriented community activities	27.07%	49
Youth groups/activities	20.99%	38
Senior Citizen activities	16.02%	29
Active community groups (boy/girl scouts, big brothers/sisters, 4H, substance abuse recovery groups, moms/playgroups, etc)	22.65%	41
Access to transportation/bus routes	14.36%	26
Employment opportunities	25.97%	47
Adult Education/Job training	15.47%	28
Community Education classes	18.23%	33
Medical resources close to home	22.65%	41
Active Community Improvement group	17.68%	32
Local voting site	25.97%	47
Post office	32.60%	59
Low income family supports	11.05%	20
Community garden	24.31%	44
Community newsletter	22.65%	41
Police presence	22.10%	40
Total Respondents: 181		

Q16 What assets and community resources do you think are missing at Sawyer?

Answered: 194 Skipped: 31



Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.



Answer Choices	Responses
Low cost housing	2.06% 4
Good School	11.86% 23

Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

Grocery store	45.36%	88
Gas station	79.38%	154
Family Restaurant	74.74%	145
General/Department Store	47.42%	92
Play areas for children	29.90%	58
Child care close to home	5.15%	10
Summer/Daycamp programs	21.13%	41
Farmers Market	48.45%	94
Community Center	25.26%	49
Recreation Center	27.32%	53
Green Space/Public Recreation areas	22.68%	44
Church(s) close to home	4.12%	8
Safe neighborhood(s)	27.32%	53
Safe walking spaces/sidewalks	31.96%	62
Bike trails	18.56%	36
RV trails	5.67%	11
Family oriented community events	30.93%	60
Adult oriented community activities	29.38%	57
Youth groups/activities	25.26%	49
Senior Citizen activities	24.74%	48
Active community groups (boy/girl scouts, big brothers/sisters, 4H, substance abuse recovery groups, moms/playgroups, etc)	25.77%	50
Access to transportation/bus routes	6.70%	13
Employment opportunities	44.85%	87
Adult Education/Job training	30.93%	60
Community Education classes	26.80%	52
Medical resources close to home	6.70%	13
Active Community Improvement group	23.71%	46
Local voting site	36.08%	70
Post office	45.88%	89
Low income family supports	15.98%	31
Community garden	9.79%	19
Community newsletter	22.16%	43
Police presence	28.87%	56
Total Respondents: 194		

Q17 What assets and community resources are important factors to keep you in your current community for 'the long-term'?

Answered: 182 Skipped: 43

	Very important	Fairly important	Somewhat important	Not very important	Not important at all	Total	Average Rating
Low cost housing	66.67% 94	12.77% 18	14.18% 20	3.55% 5	2.84% 4	141	3.47
Good School	69.12% 94	11.03% 15	8.09% 11	5.15% 7	6.62% 9	136	3.54
Grocery Store	57.82% 85	23.81% 35	14.97% 22	2.04% 3	1.36% 2	147	3.39
Gas Station	56.08% 83	25% 37	14.19% 21	3.38% 5	1.35% 2	148	3.36
Family Restaurant	39.16% 56	20.28% 29	31.47% 45	6.99% 10	2.10% 3	143	2.94
General/Department Store	32.58% 43	16.67% 22	25% 33	13.64% 18	12.12% 16	132	2.78
Play areas for children	59.85% 82	24.09% 33	7.30% 10	4.38% 6	4.38% 6	137	3.46
Child care close to home	34.17% 41	16.67% 20	22.50% 27	12.50% 15	14.17% 17	120	2.84
Summer/Daycamp programs	27.35% 32	17.95% 21	28.21% 33	15.38% 18	11.11% 13	117	2.64
Farmers Market	29.85% 40	25.37% 34	30.60% 41	11.19% 15	2.99% 4	134	2.76
Community Center	34.15% 42	31.71% 39	23.58% 29	7.32% 9	3.25% 4	123	2.96
Recreation Center	38.10% 48	31.75% 40	20.63% 26	7.14% 9	2.38% 3	126	3.03
Green space/Public Recreation areas	39.84% 49	35.77% 44	21.14% 26	2.44% 3	0.81% 1	123	3.14
Church(s) close to home	32.26% 40	18.55% 23	25% 31	15.32% 19	8.87% 11	124	2.74
Safe neighborhood(s)	92.70% 127	6.57% 9	0.73% 1	0% 0	0% 0	137	3.92
Safe walking spaces/sidewalks	81.95% 109	11.28% 15	4.51% 6	1.50% 2	0.75% 1	133	3.75
Bike trails	30.77% 36	30.77% 36	28.21% 33	8.55% 10	1.71% 2	117	2.85
RV trails	19.82% 22	24.32% 27	20.72% 23	21.62% 24	13.51% 15	111	2.49
Family oriented community events	35.54% 43	32.23% 39	20.66% 25	6.61% 8	4.96% 6	121	3.02

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Adult oriented community activities	28.33% 34	31.67% 38	30% 36	5.83% 7	4.17% 5	120	2.86
Youth groups/activities	43.70% 52	24.37% 29	22.69% 27	2.52% 3	6.72% 8	119	3.17
Senior Citizen activities	35.83% 43	28.33% 34	24.17% 29	5.83% 7	5.83% 7	120	3.00
Active community groups (boy/girl scouts, big brother/sisters, 4H, self-help/support groups, etc)	41.44% 46	26.13% 29	23.42% 26	3.60% 4	5.41% 6	111	3.11
Access to transportation/bus routes	56.45% 70	17.74% 22	16.13% 20	4.03% 5	5.65% 7	124	3.34
Employment opportunities	56.25% 72	21.88% 28	15.63% 20	3.13% 4	3.13% 4	128	3.35
Adult education/job training	38.26% 44	24.35% 28	19.13% 22	10.43% 12	7.83% 9	115	2.98
Community education classes	37.93% 44	25% 29	23.28% 27	7.76% 9	6.03% 7	116	2.99
Medical resources close to home	56.35% 71	21.43% 27	18.25% 23	0.79% 1	3.17% 4	126	3.38
Active community improvement group	56.41% 66	22.22% 26	15.38% 18	1.71% 2	4.27% 5	117	3.39
Local voting site	35.48% 44	20.16% 25	27.42% 34	11.29% 14	5.65% 7	124	2.85
Post office	34.68% 43	26.61% 33	21.77% 27	8.87% 11	8.06% 10	124	2.95
Low income family supports	34.29% 36	20% 21	22.86% 24	14.29% 15	8.57% 9	105	2.81
Community garden	28.32% 32	23.89% 27	30.09% 34	10.62% 12	7.08% 8	113	2.75
Community newsletter	28.21% 33	23.08% 27	30.77% 36	9.40% 11	8.55% 10	117	2.77
Police presence	84.62% 121	9.79% 14	4.20% 6	0.70% 1	0.70% 1	143	3.80
EMS/Fire services	88.06% 118	7.46% 10	3.73% 5	0% 0	0.75% 1	134	3.85

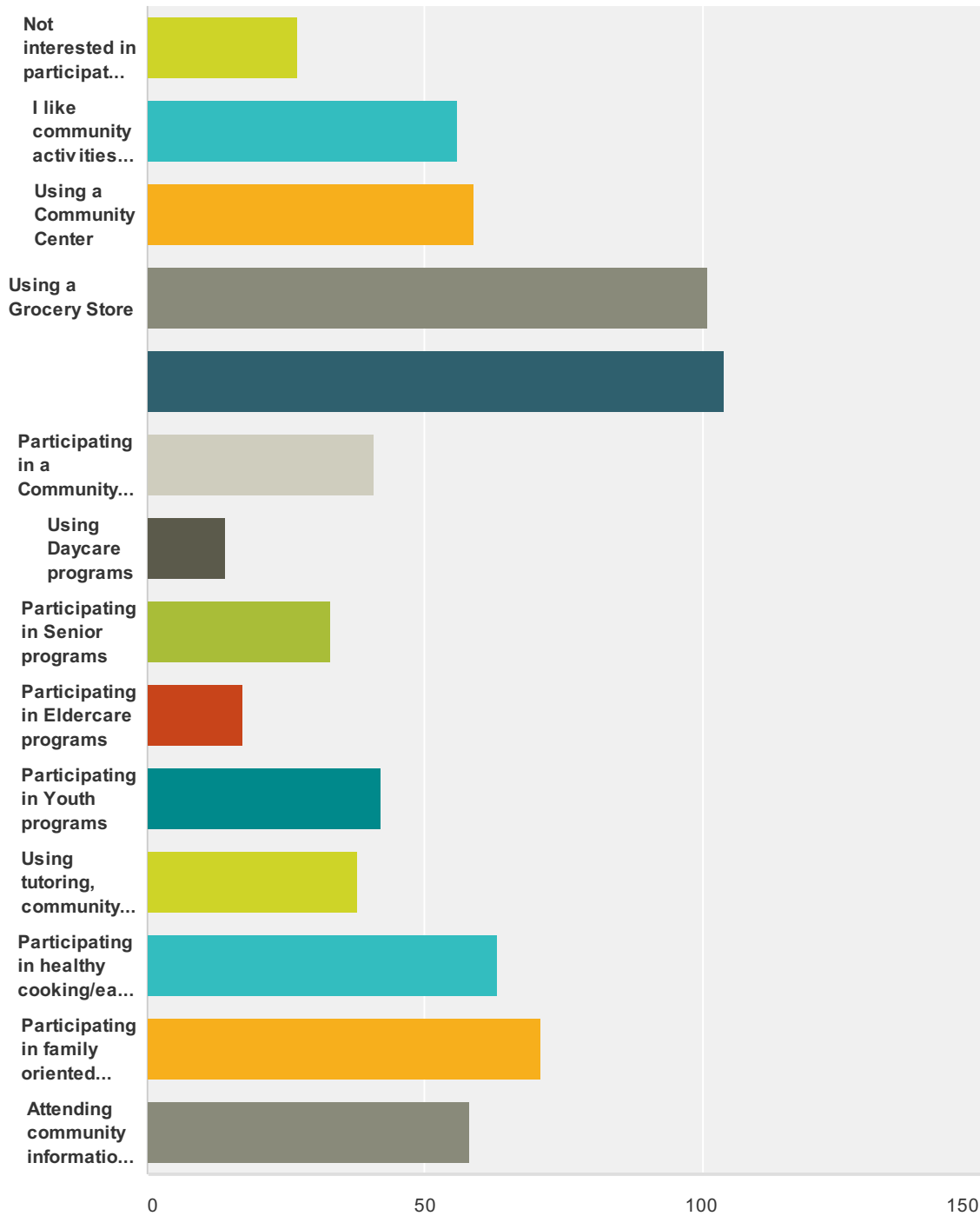
Q18 How would you rate each of the following services at Sawyer?

Answered: 203 Skipped: 22

	Excellent	Good	Fair	Poor	Don't know	Total	Average Rating
Law enforcement	12.69% 25	39.59% 78	23.86% 47	19.29% 38	4.57% 9	197	3.37
Fire protection	17.95% 35	37.95% 74	23.08% 45	6.15% 12	14.87% 29	195	3.38
Ambulance service	19.80% 39	37.56% 74	19.29% 38	8.12% 16	15.23% 30	197	3.39
Emergency 911	20.53% 39	34.74% 66	20% 38	9.47% 18	15.26% 29	190	3.36
Community Crime Watch	9.52% 18	18.52% 35	18.52% 35	24.87% 47	28.57% 54	189	2.56
Mental Health services	3.85% 7	11.54% 21	13.74% 25	20.33% 37	50.55% 92	182	1.98
Other health services	10.61% 19	27.37% 49	22.91% 41	8.94% 16	30.17% 54	179	2.79
Garbage collection	27.98% 54	45.08% 87	16.58% 32	8.29% 16	2.07% 4	193	3.89
Roads/highways/streets	2.62% 5	15.18% 29	36.13% 69	45.55% 87	0.52% 1	191	2.74
Snow removal	4.59% 9	19.39% 38	26.53% 52	48.47% 95	1.02% 2	196	2.78
Parks and recreation	2.20% 4	18.68% 34	34.07% 62	36.26% 66	8.79% 16	182	2.69
Animal control	1.55% 3	16.06% 31	18.65% 36	52.85% 102	10.88% 21	193	2.45
Sidewalks/pedestrian safety	3.74% 7	25.13% 47	28.34% 53	40.64% 76	2.14% 4	187	2.88
Storm drainage	4.79% 9	33.51% 63	25.53% 48	27.66% 52	8.51% 16	188	2.98
Street lighting	5.15% 10	27.84% 54	27.84% 54	37.11% 72	2.06% 4	194	2.97
Bus service	12.90% 24	47.31% 88	17.74% 33	8.60% 16	13.44% 25	186	3.38
Library service	1.07% 2	8.02% 15	8.56% 16	45.45% 85	36.90% 69	187	1.91
Postal service	6.45% 12	25.81% 48	19.89% 37	32.26% 60	15.59% 29	186	2.75

Q19 Are you interested in Participating in community activities?

Answered: 199 Skipped: 26



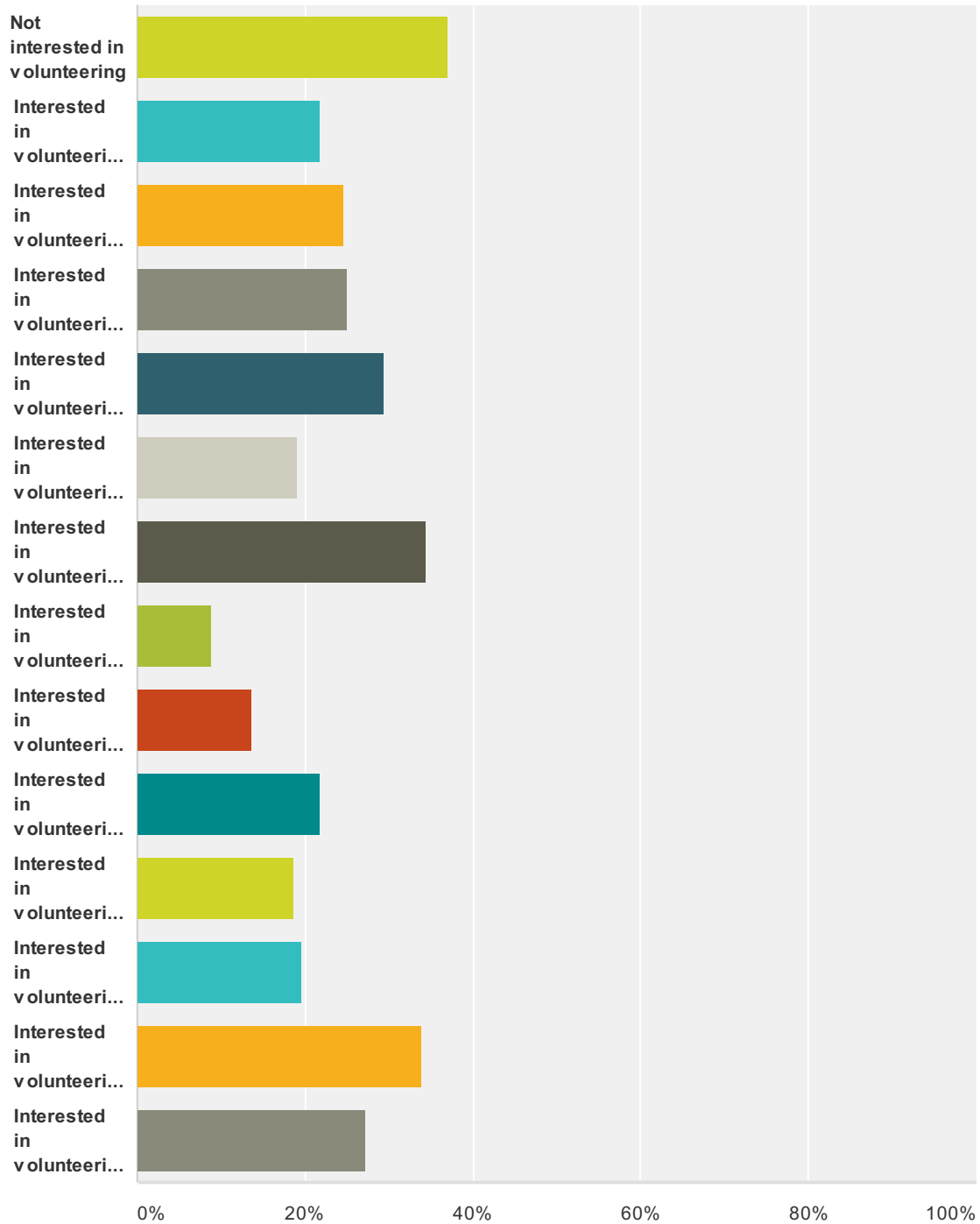
Answer Choices	Responses
Not interested in participating in community activities	13.57% 27
I like community activities to be available but I don't usually participate or attend	28.14% 56
Using a Community Center	29.65% 59

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Using a Grocery Store	50.75%	101
Using a Farmers Market	52.26%	104
Participating in a Community Garden	20.60%	41
Using Daycare programs	7.04%	14
Participating in Senior programs	16.58%	33
Participating in Eldercare programs	8.54%	17
Participating in Youth programs	21.11%	42
Using tutoring, community education, or job training programs	19.10%	38
Participating in healthy cooking/eating, fitness, and other wellness programs	31.66%	63
Participating in family oriented community events (fun days, movie nights, etc)	35.68%	71
Attending community informational meetings and workgroups	29.15%	58
Total Respondents: 199		

Q20 Are you interested in VOLUNTEERING for community building activities to improve areas identified as needing improvement?

Answered: 183 Skipped: 42



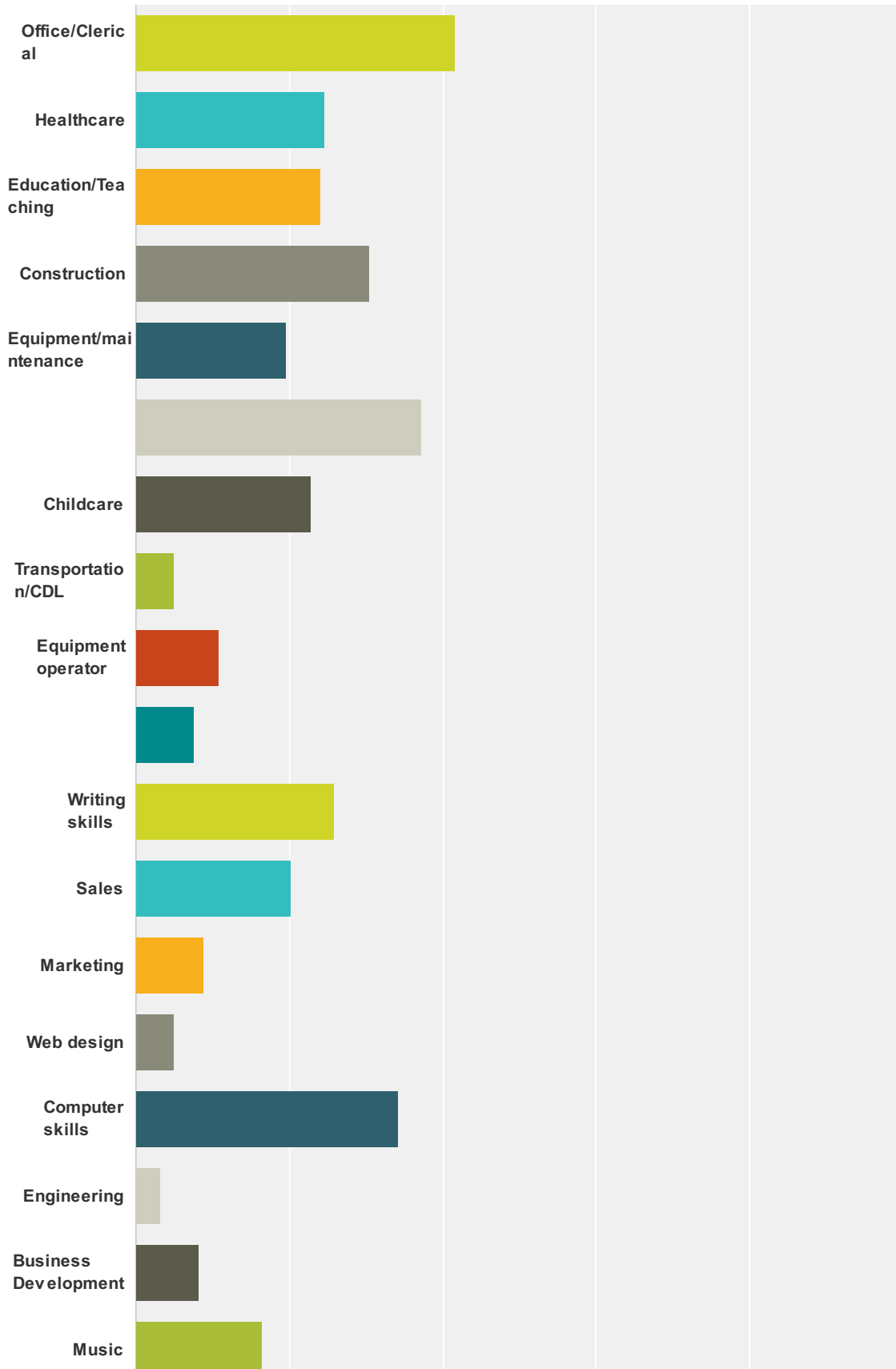
Answer Choices	Responses
Not interested in volunteering	37.16% 68
Interested in volunteering for building a community center	21.86% 40

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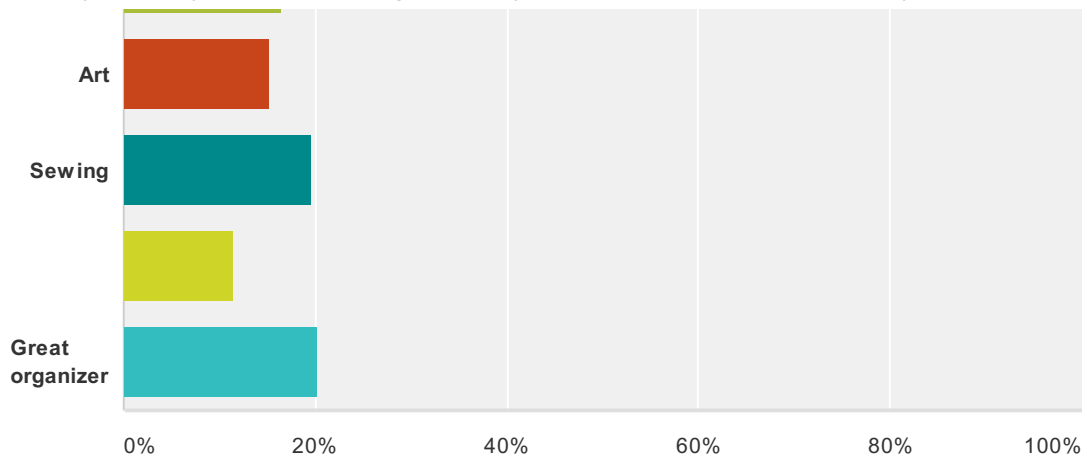
Interested in volunteering for building a grocery store	24.59%	45
Interested in volunteering for working in a Co-Op community center	25.14%	46
Interested in volunteering for working in a Co-Op Grocery	29.51%	54
Interested in volunteering or providing goods for a Farmers Market	19.13%	35
Interested in volunteering to help tear down blighted and abandoned buildings	34.43%	63
Interested in volunteering for serving in a daycare program	8.74%	16
Interested in volunteering for serving in an eldercare program	13.66%	25
Interested in volunteering for helping run youth programs	21.86%	40
Interested in volunteering for providing tutoring programs for youth and adults for school, college, or job training	18.58%	34
Interested in volunteering for caring for community garden	19.67%	36
Interested in volunteering for area beautification projects	33.88%	62
Interested in volunteering for upgrading or maintaining playgrounds or Little Trout Lake	27.32%	50
Total Respondents: 183		

Q21 What skills or experience do you have that could help make your community a better place to live?

Answered: 158 Skipped: 67



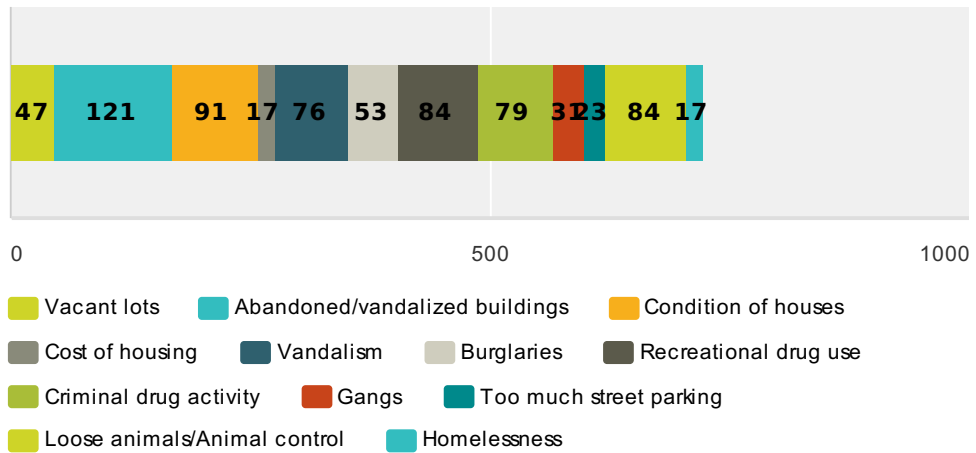
Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.



Answer Choices	Responses	Count
Office/Clerical	41.77%	66
Healthcare	24.68%	39
Education/Teaching	24.05%	38
Construction	30.38%	48
Equipment/maintenance	19.62%	31
Food service/Cooking	37.34%	59
Childcare	22.78%	36
Transportation/CDL	5.06%	8
Equipment operator	10.76%	17
Grant search/writing	7.59%	12
Writing skills	25.95%	41
Sales	20.25%	32
Marketing	8.86%	14
Web design	5.06%	8
Computer skills	34.18%	54
Engineering	3.16%	5
Business Development	8.23%	13
Music	16.46%	26
Art	15.19%	24
Sewing	19.62%	31
Social/Recruiting volunteers	11.39%	18
Great organizer	20.25%	32
Total Respondents: 158		

Q22 Which, if any, do you think are problems in your neighborhood?

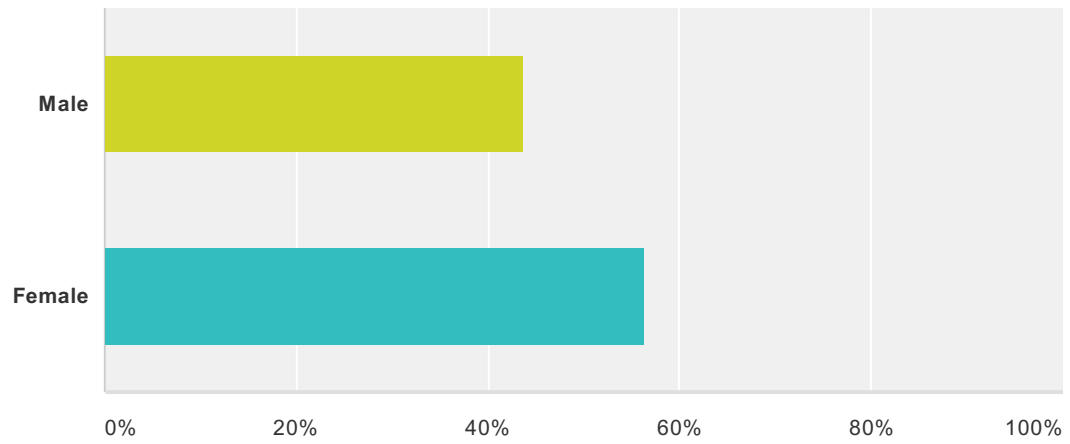
Answered: 175 Skipped: 50



Answer Choices	Responses	Count
Vacant lots	26.86%	47
Abandoned/vandalized buildings	69.14%	121
Condition of houses	52%	91
Cost of housing	9.71%	17
Vandalism	43.43%	76
Burglaries	30.29%	53
Recreational drug use	48%	84
Criminal drug activity	45.14%	79
Gangs	17.71%	31
Too much street parking	13.14%	23
Loose animals/Animal control	48%	84
Homelessness	9.71%	17
Total Respondents: 175		

Q23 What is your gender?

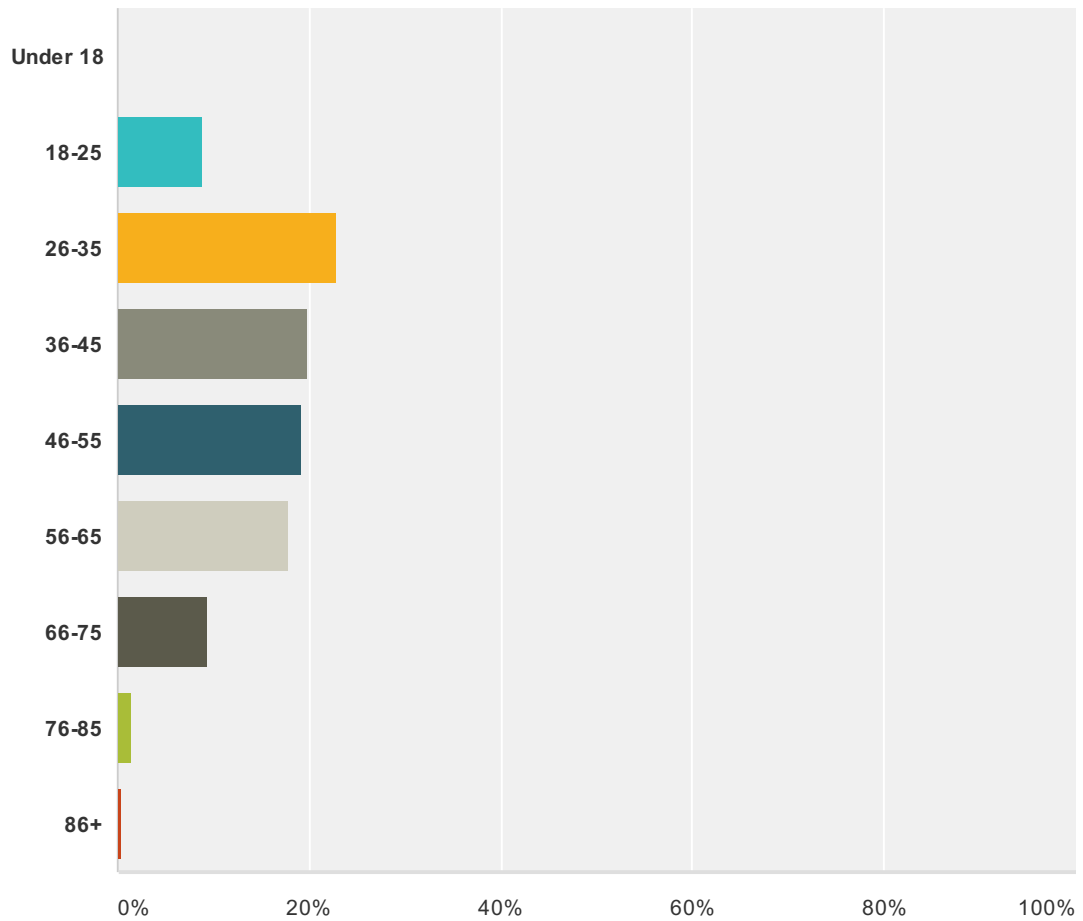
Answered: 201 Skipped: 24



Answer Choices	Responses
Male	43.78% 88
Female	56.22% 113
Total	201

Q24 How old are you?

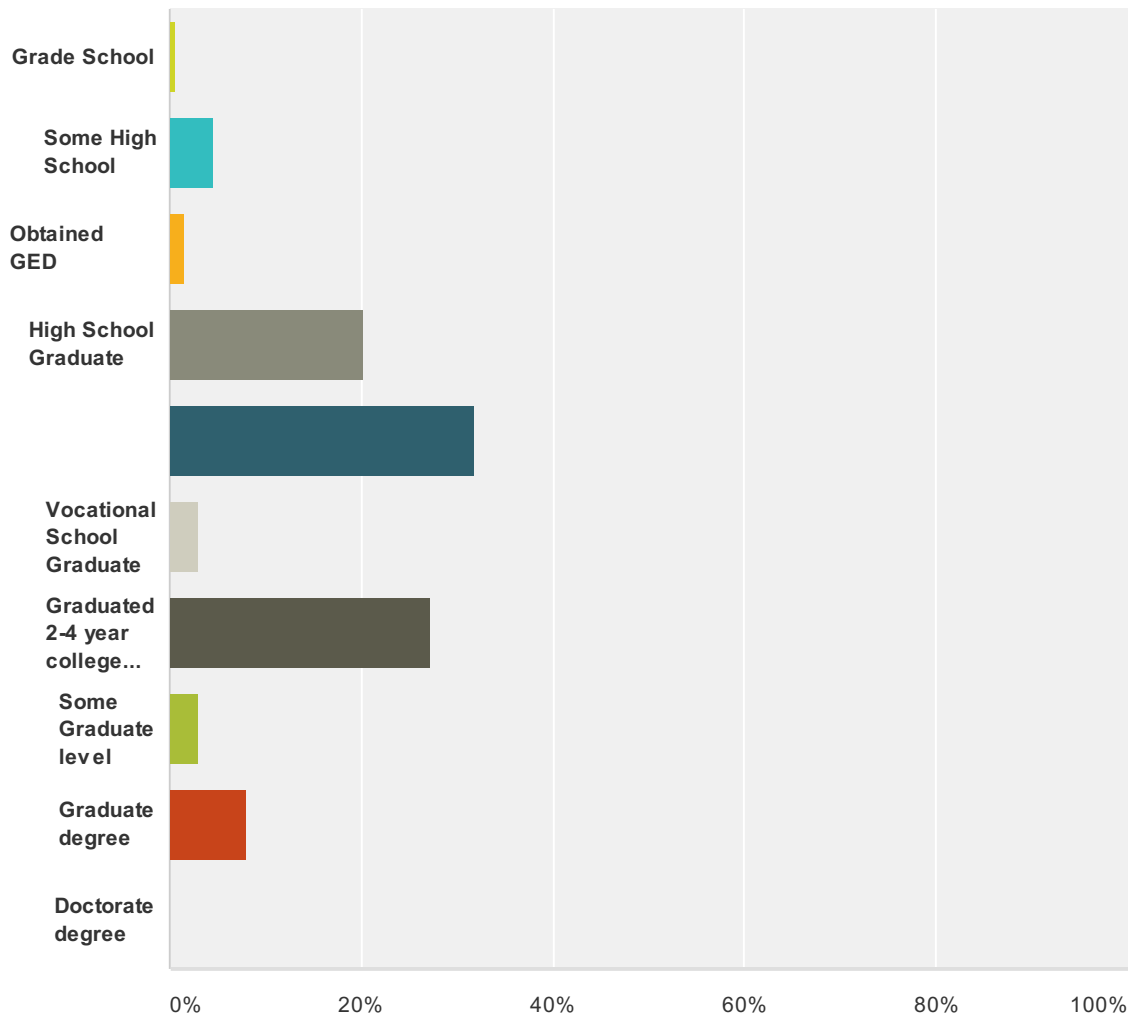
Answered: 202 Skipped: 23



Answer Choices	Responses
Under 18	0% 0
18-25	8.91% 18
26-35	22.77% 46
36-45	19.80% 40
46-55	19.31% 39
56-65	17.82% 36
66-75	9.41% 19
76-85	1.49% 3
86+	0.50% 1
Total	202

Q25 What is the highest level of education you have completed?

Answered: 198 Skipped: 27

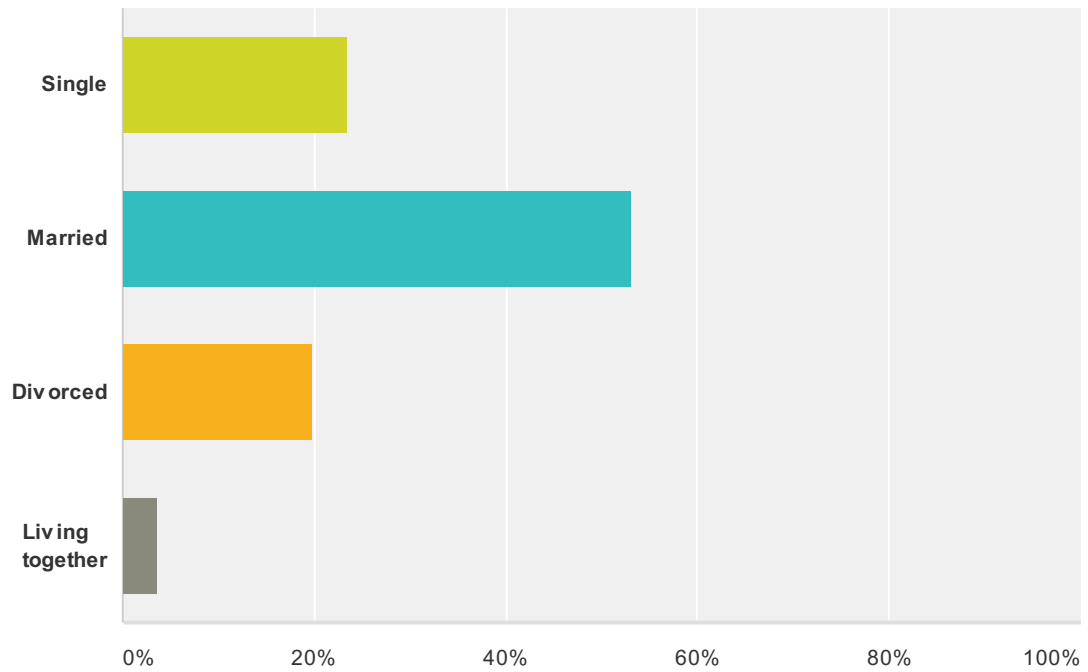


Answer Choices	Responses
Grade School	0.51% 1
Some High School	4.55% 9
Obtained GED	1.52% 3
High School Graduate	20.20% 40
Some College/Vocational, didn't graduate	31.82% 63
Vocational School Graduate	3.03% 6
Graduated 2-4 year college program	27.27% 54
Some Graduate level	3.03% 6
Graduate degree	8.08% 16
Doctorate degree	0% 0

Total	198
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Q26 What is your marital status?

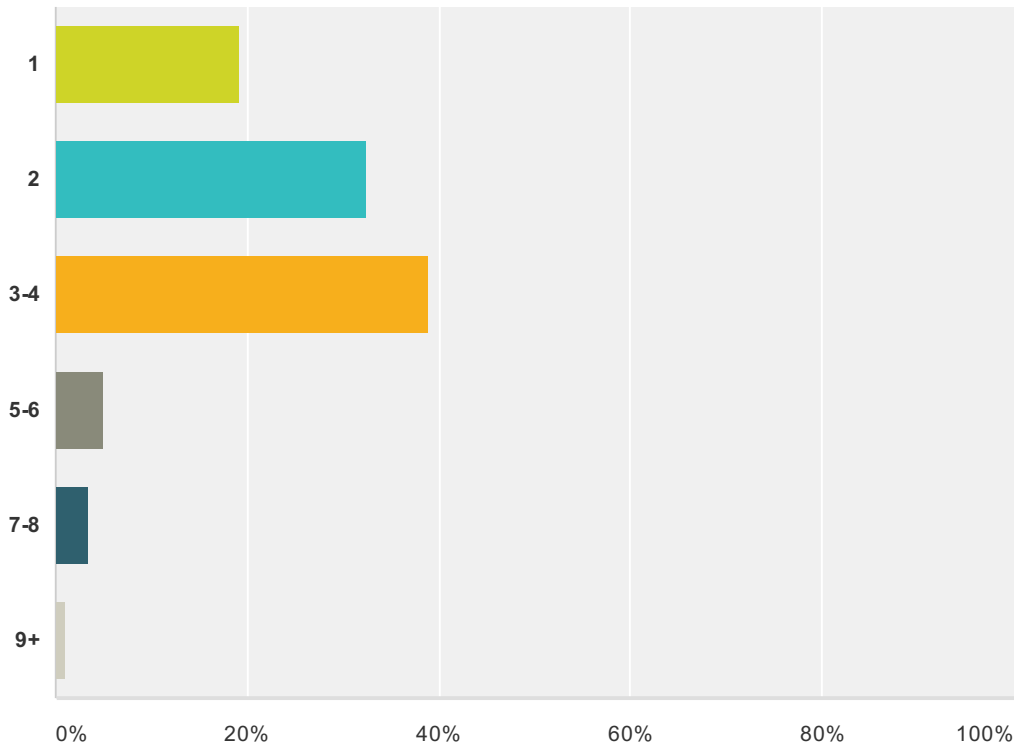
Answered: 196 Skipped: 29



Answer Choices	Responses
Single	23.47% 46
Married	53.06% 104
Divorced	19.90% 39
Living together	3.57% 7
Total	196

Q27 How many people currently live in your household?

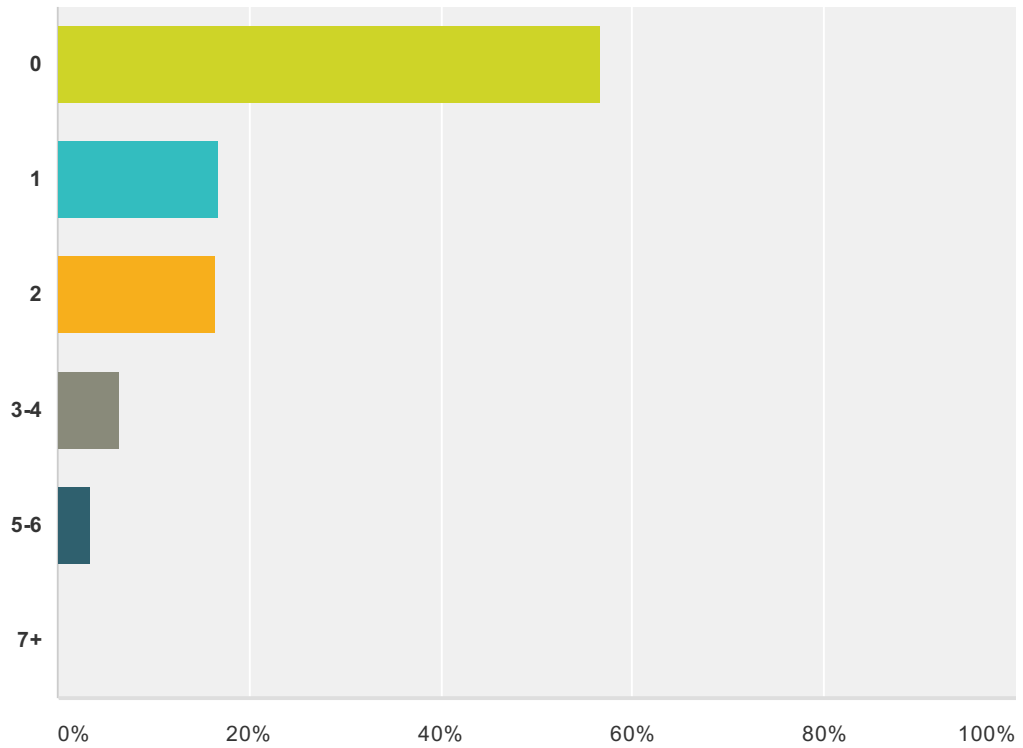
Answered: 203 Skipped: 22



Answer Choices	Responses	
1	19.21%	39
2	32.51%	66
3-4	38.92%	79
5-6	4.93%	10
7-8	3.45%	7
9+	0.99%	2
Total		203

Q28 How many children under the age of 18 live in your home?

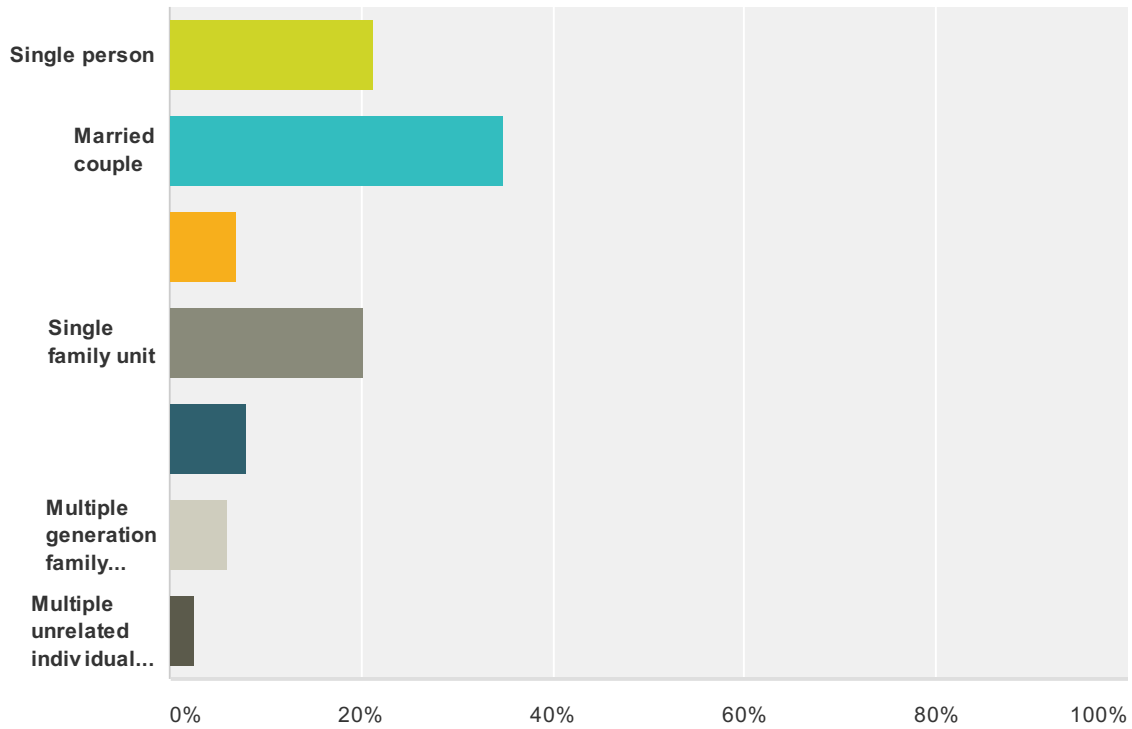
Answered: 201 Skipped: 24



Answer Choices	Responses
0	56.72% 114
1	16.92% 34
2	16.42% 33
3-4	6.47% 13
5-6	3.48% 7
7+	0% 0
Total	201

Q29 How would you describe the 'family unit' living in your house?

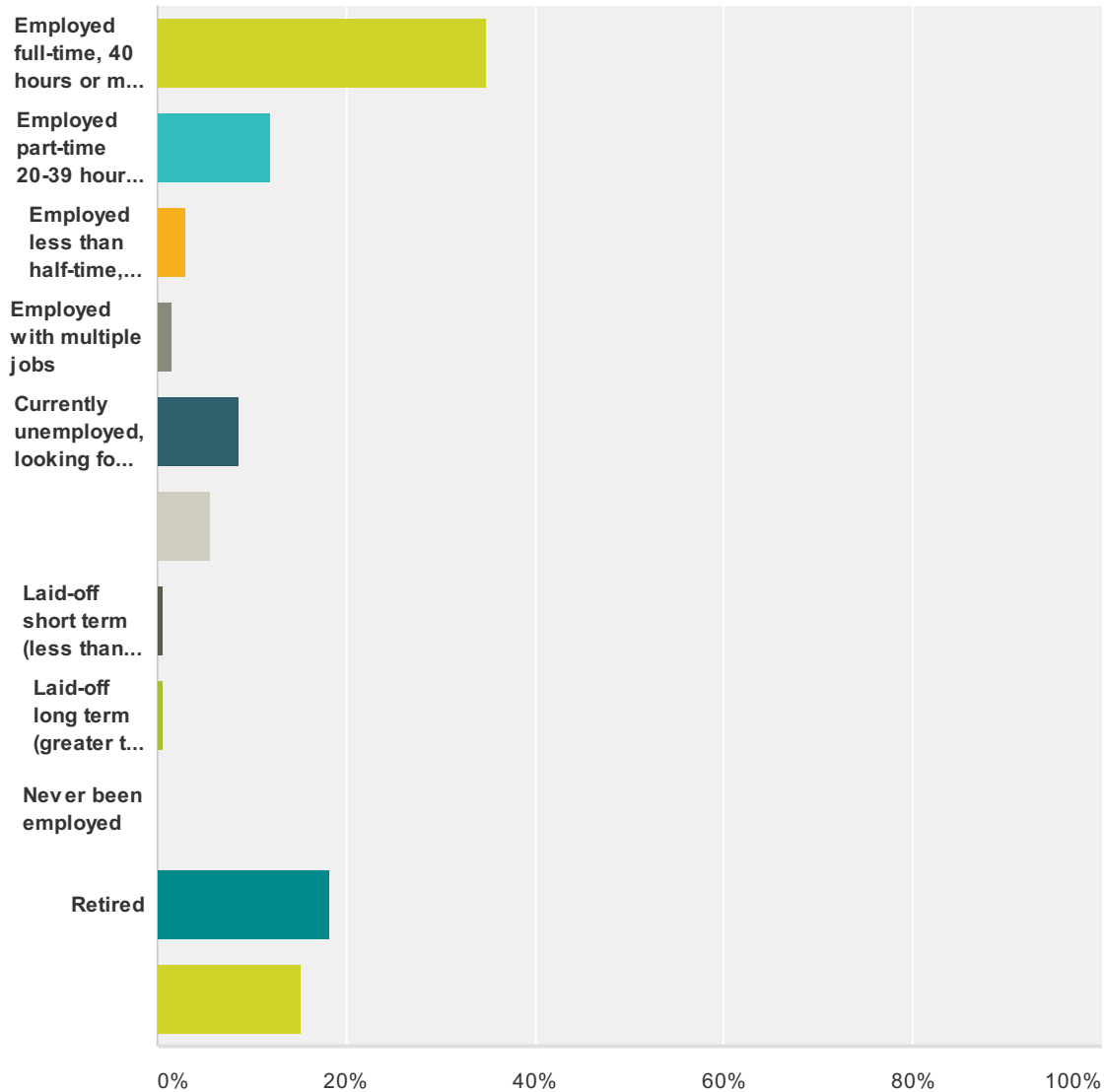
Answered: 198 Skipped: 27



Answer Choices	Responses	
Single person	21.21%	42
Married couple	34.85%	69
Unmarried, living together	7.07%	14
Single family unit	20.20%	40
'Blended' family, step-children from prior relationships living in home	8.08%	16
Multiple generation family (children, parent(s), grandparent(s), aunts/uncles, cousins, etc)	6.06%	12
Multiple unrelated individuals or families in one household	2.53%	5
Total		198

**Q30 Which of the following categories best describes your employment status?
(please check the ONE that best describes your status)**

Answered: 198 Skipped: 27



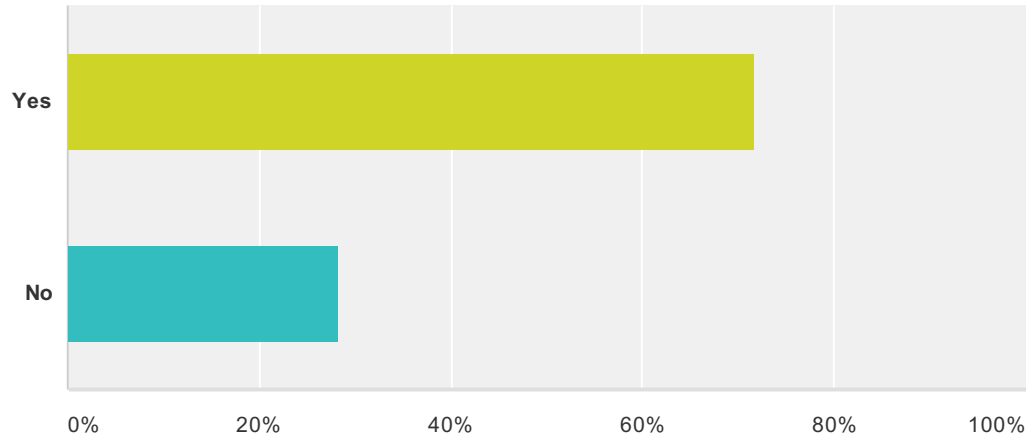
Answer Choices	Responses
Employed full-time, 40 hours or more per week	34.85% 69
Employed part-time 20-39 hours per week	12.12% 24
Employed less than half-time, 1-19 hours per week	3.03% 6
Employed with multiple jobs	1.52% 3
Currently unemployed, looking for work	8.59% 17
Not employed, NOT looking for work	5.56% 11
Laid-off short term (less than 6 months)	0.51% 1

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Laid-off long term (greater than 6 months)	0.51%	1
Never been employed	0%	0
Retired	18.18%	36
Disabled, not able to work	15.15%	30
Total		198

Q31 Does your job bring in enough income for you/your family to pay for your ESSENTIALS such as groceries, rent/mortgage, utilities, clothing, etc?

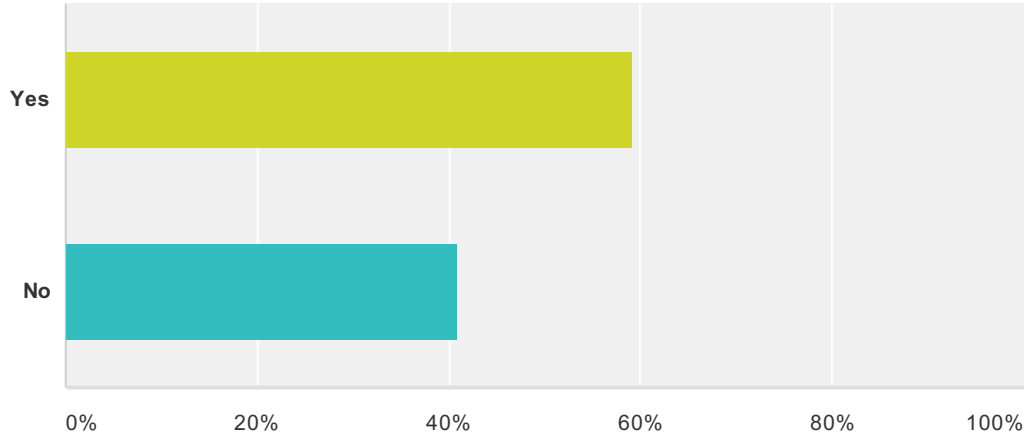
Answered: 188 Skipped: 37



Answer Choices	Responses
Yes	71.81% 135
No	28.19% 53
Total	188

Q32 Does your job bring in enough income for you/your family to pay for your NON-ESSENTIALS such as pop, alcohol, cigarettes, dining out, etc?

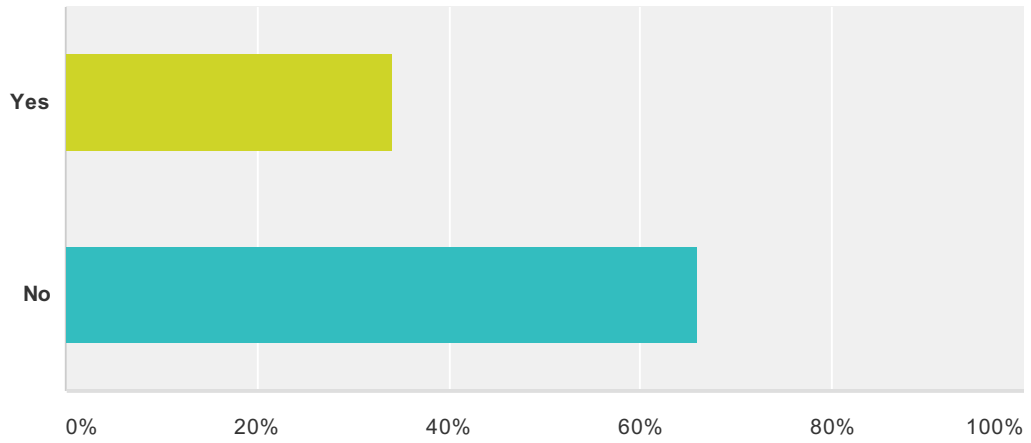
Answered: 176 Skipped: 49



Answer Choices	Responses	
Yes	59.09%	104
No	40.91%	72
Total		176

Q33 Do you garden to provide part or all of your produce?

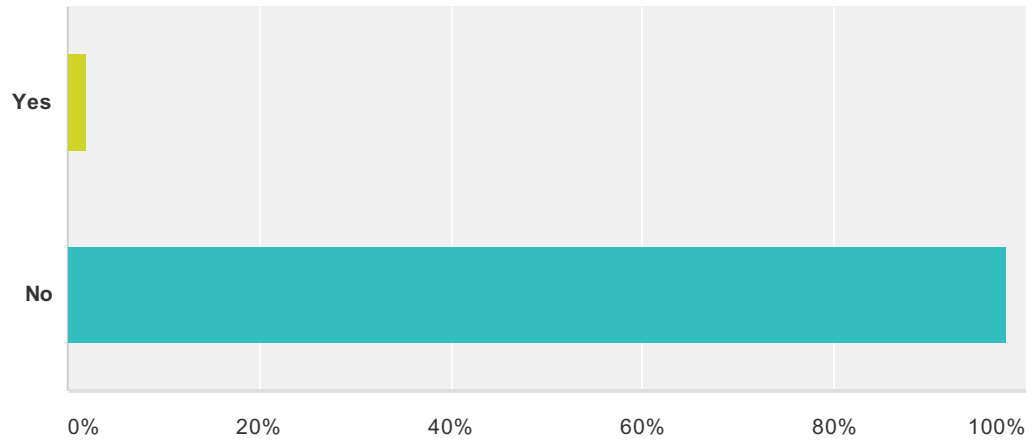
Answered: 202 Skipped: 23



Answer Choices	Responses	
Yes	34.16%	69
No	65.84%	133
Total		202

Q34 Do you raise livestock as part of your food supply?

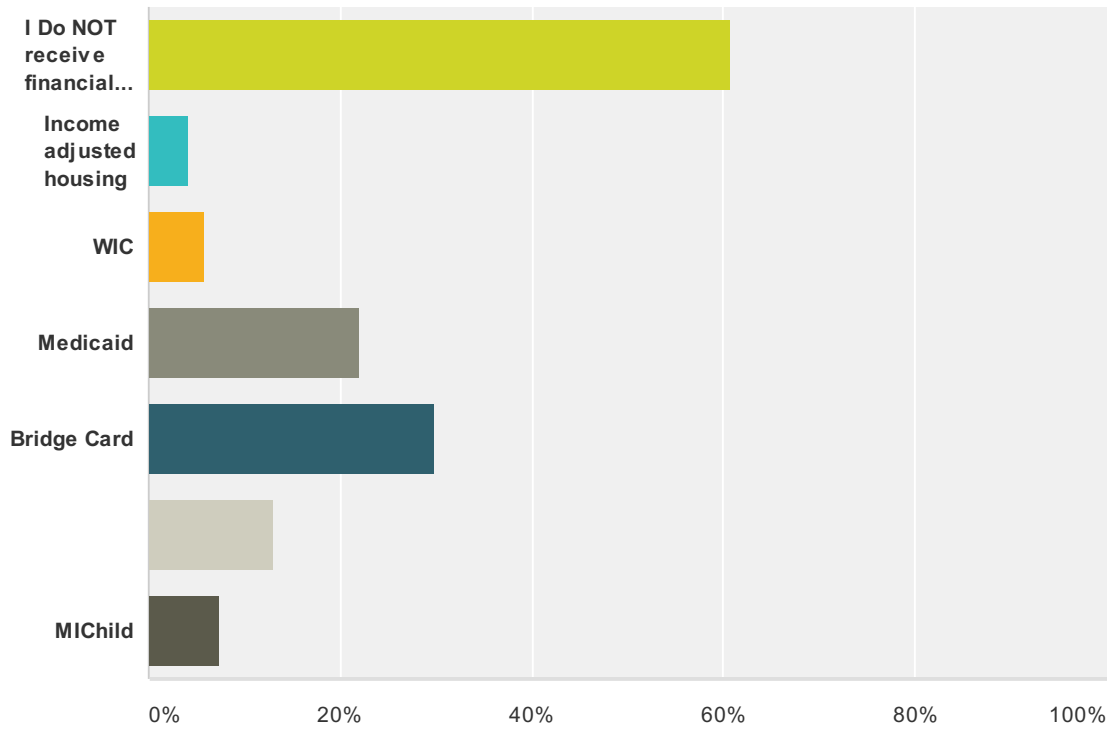
Answered: 202 Skipped: 23



Answer Choices	Responses	
Yes	1.98%	4
No	98.02%	198
Total		202

Q35 Do you receive financial or other support? (please specify)

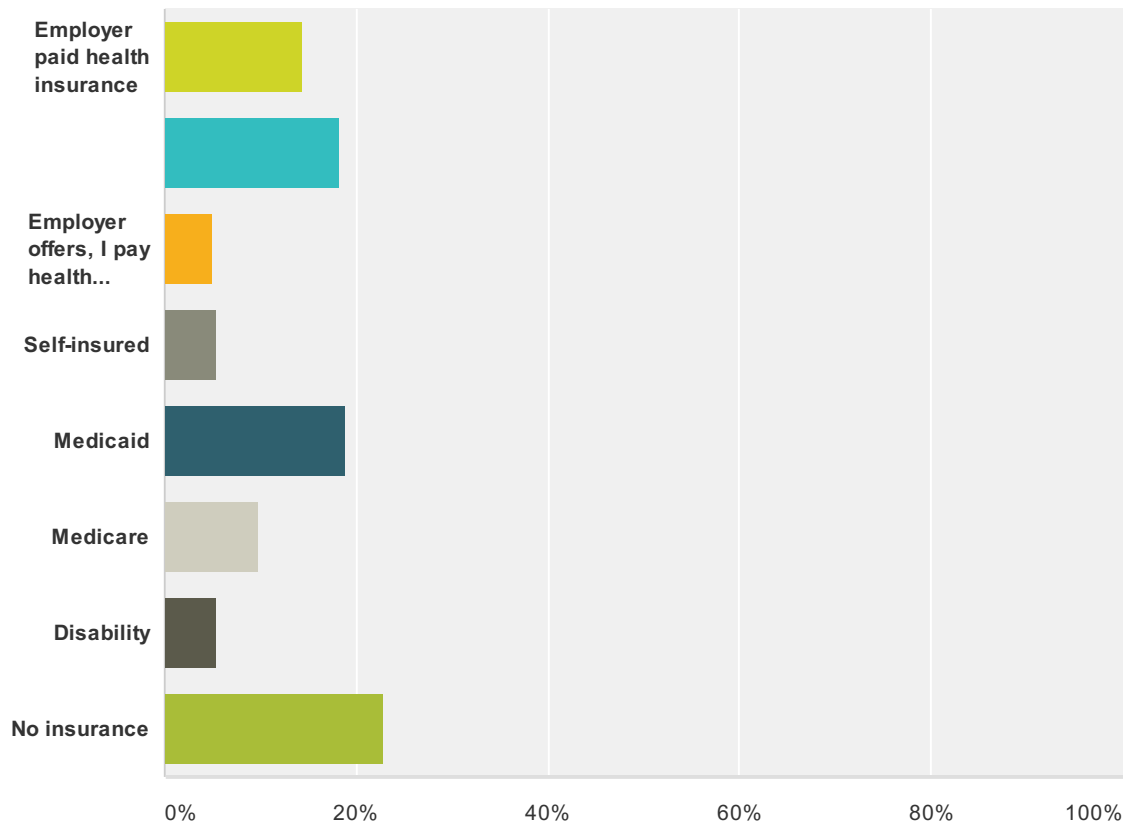
Answered: 191 Skipped: 34



Answer Choices	Responses
I Do NOT receive financial support	60.73% 116
Income adjusted housing	4.19% 8
WIC	5.76% 11
Medicaid	21.99% 42
Bridge Card	29.84% 57
Free/Reduced cost school lunch	13.09% 25
MIChild	7.33% 14
Total Respondents: 191	

Q36 What kind of health insurance do you have?

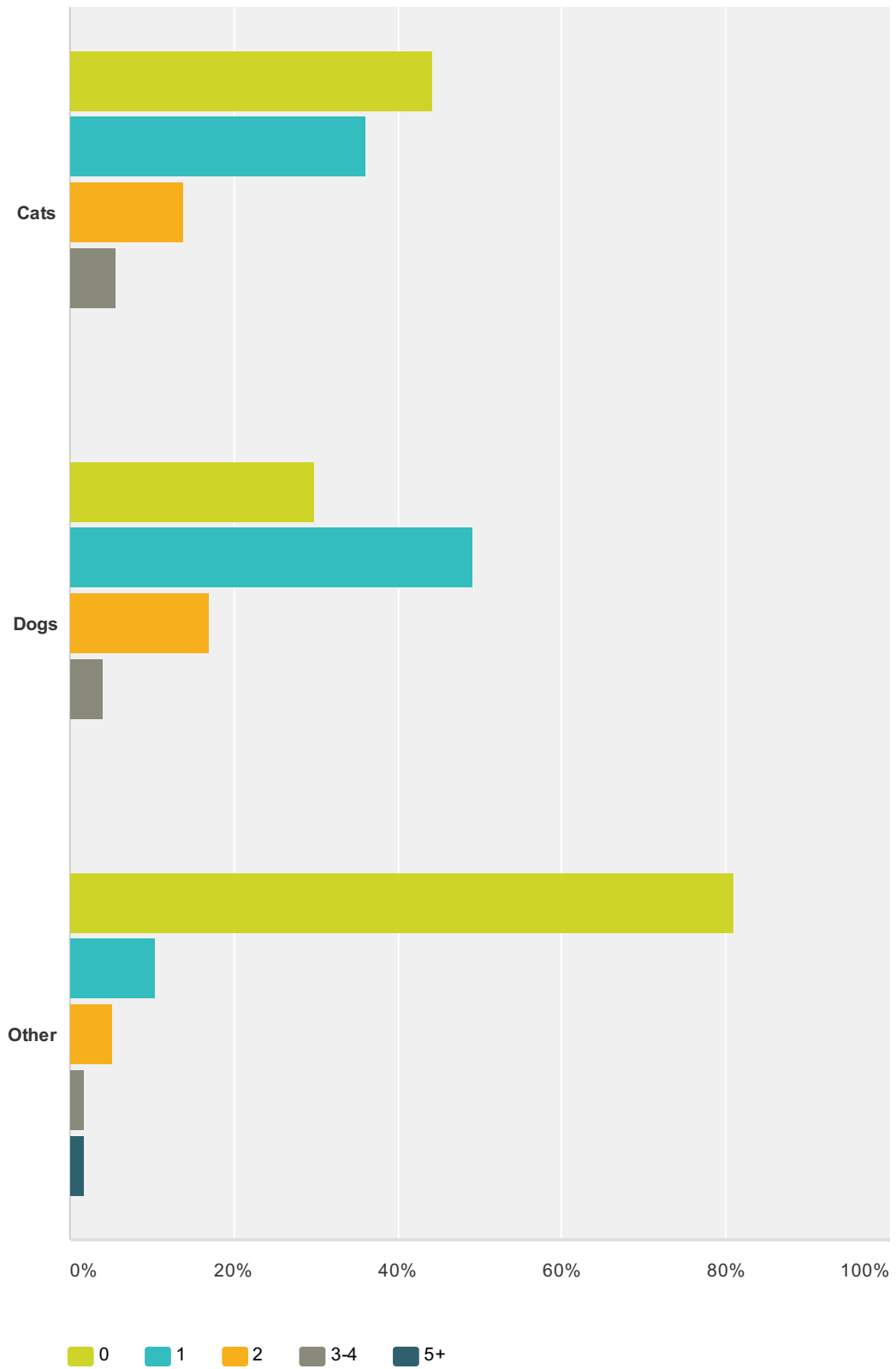
Answered: 202 Skipped: 23



Answer Choices	Responses
Employer paid health insurance	14.36% 29
Employer & I SHARE cost of health insurance	18.32% 37
Employer offers, I pay health insurance	4.95% 10
Self-insured	5.45% 11
Medicaid	18.81% 38
Medicare	9.90% 20
Disability	5.45% 11
No insurance	22.77% 46
Total	202

Q37 Do you have pets?

Answered: 198 Skipped: 27



	0	1	2	3-4	5+	Total
Cats	44.30% 70	36.08% 57	13.92% 22	5.70% 9	0% 0	158

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Dogs	29.94% 53	49.15% 87	16.95% 30	3.95% 7	0% 0	177
Other	81.03% 94	10.34% 12	5.17% 6	1.72% 2	1.72% 2	116

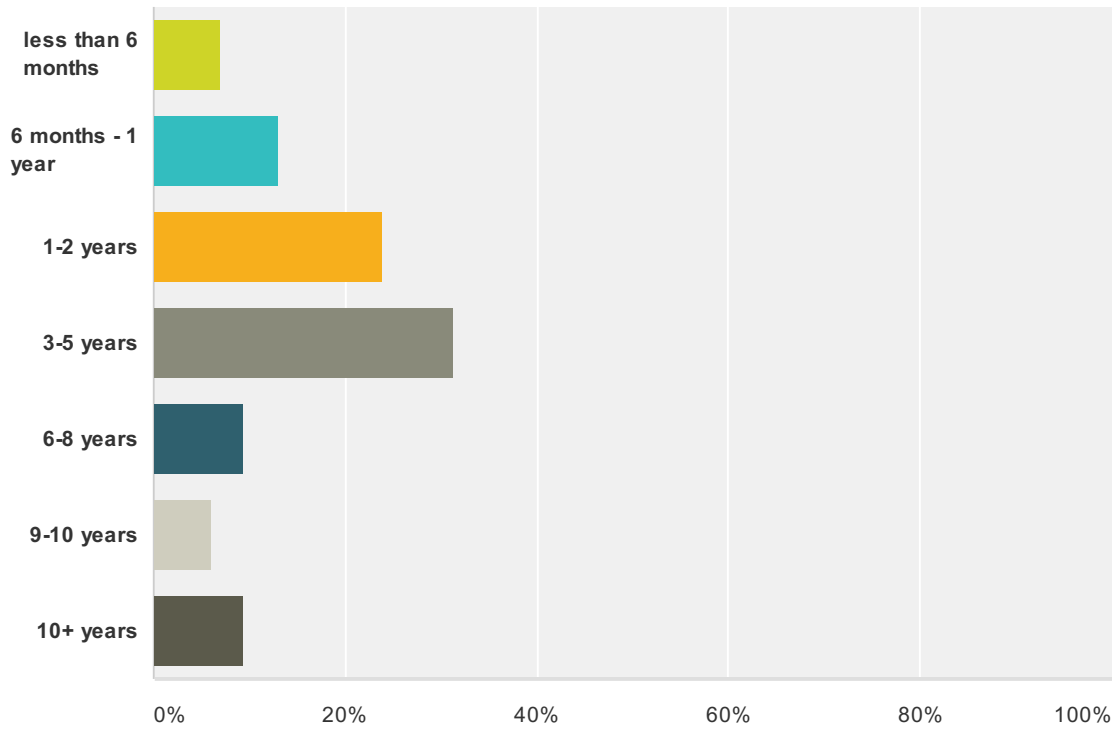
Q38 Do you rent or own your home?

Answered: 206 Skipped: 19

Answer Choices	Responses	
Rent	66.50%	137
Buying/Mortgage	14.08%	29
Own/Paid off	19.42%	40
Living 'house to house', staying with friends as able	0%	0
Homeless	0%	0
Total		206

Q39 How many years have you lived in your current neighborhood?

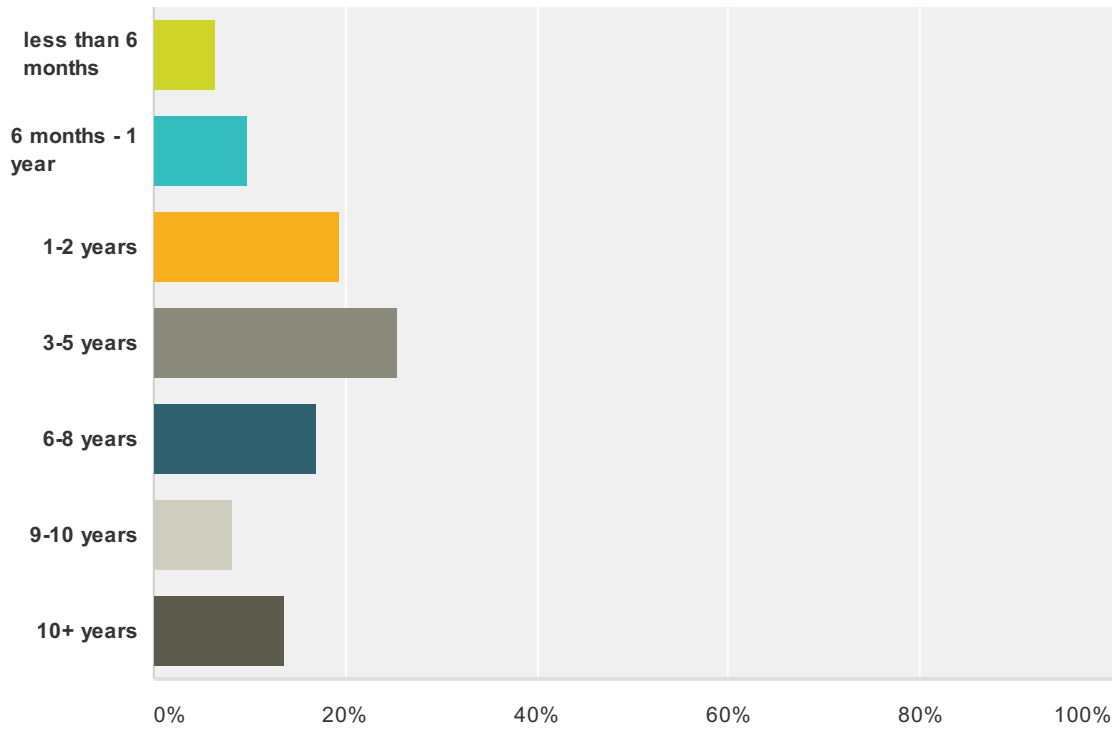
Answered: 201 Skipped: 24



Answer Choices	Responses
less than 6 months	6.97% 14
6 months - 1 year	12.94% 26
1-2 years	23.88% 48
3-5 years	31.34% 63
6-8 years	9.45% 19
9-10 years	5.97% 12
10+ years	9.45% 19
Total	201

Q40 How many years have you lived at Sawyer?

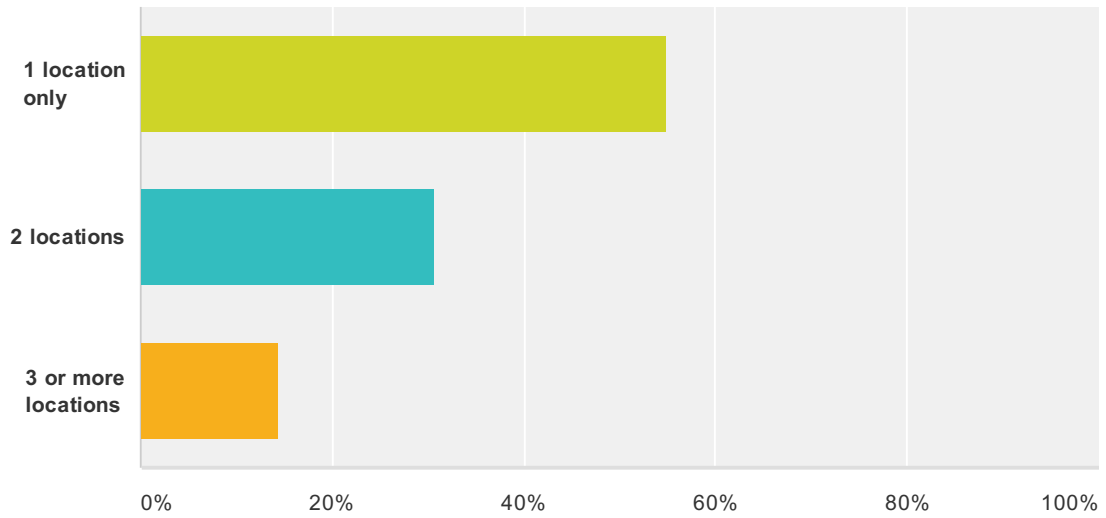
Answered: 205 Skipped: 20



Answer Choices	Responses
less than 6 months	6.34% 13
6 months - 1 year	9.76% 20
1-2 years	19.51% 40
3-5 years	25.37% 52
6-8 years	17.07% 35
9-10 years	8.29% 17
10+ years	13.66% 28
Total	205

Q41 How many homes have you lived in at Sawyer?

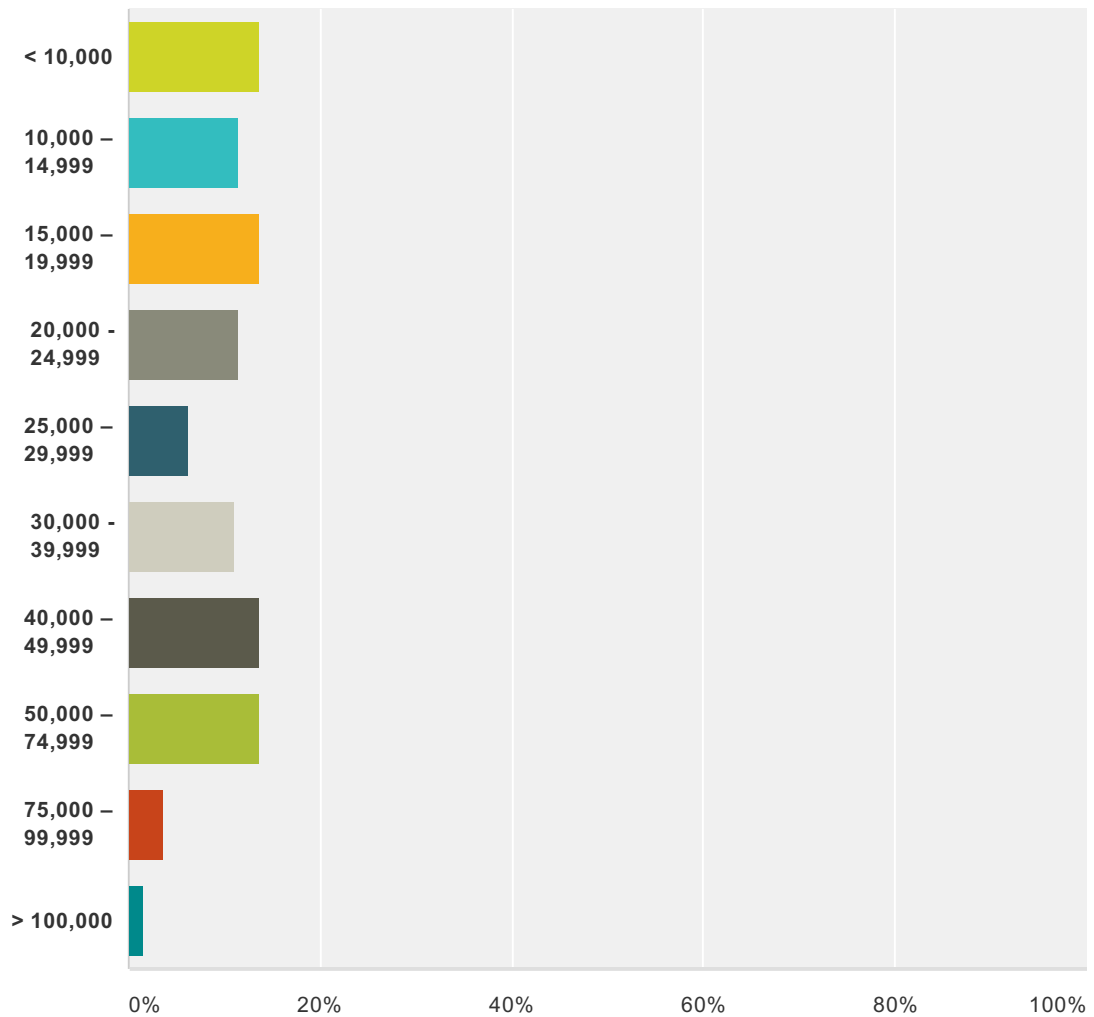
Answered: 202 Skipped: 23



Answer Choices	Responses
1 location only	54.95% 111
2 locations	30.69% 62
3 or more locations	14.36% 29
Total	202

Q42 Which best describes your gross total family income during the past year?

Answered: 191 Skipped: 34



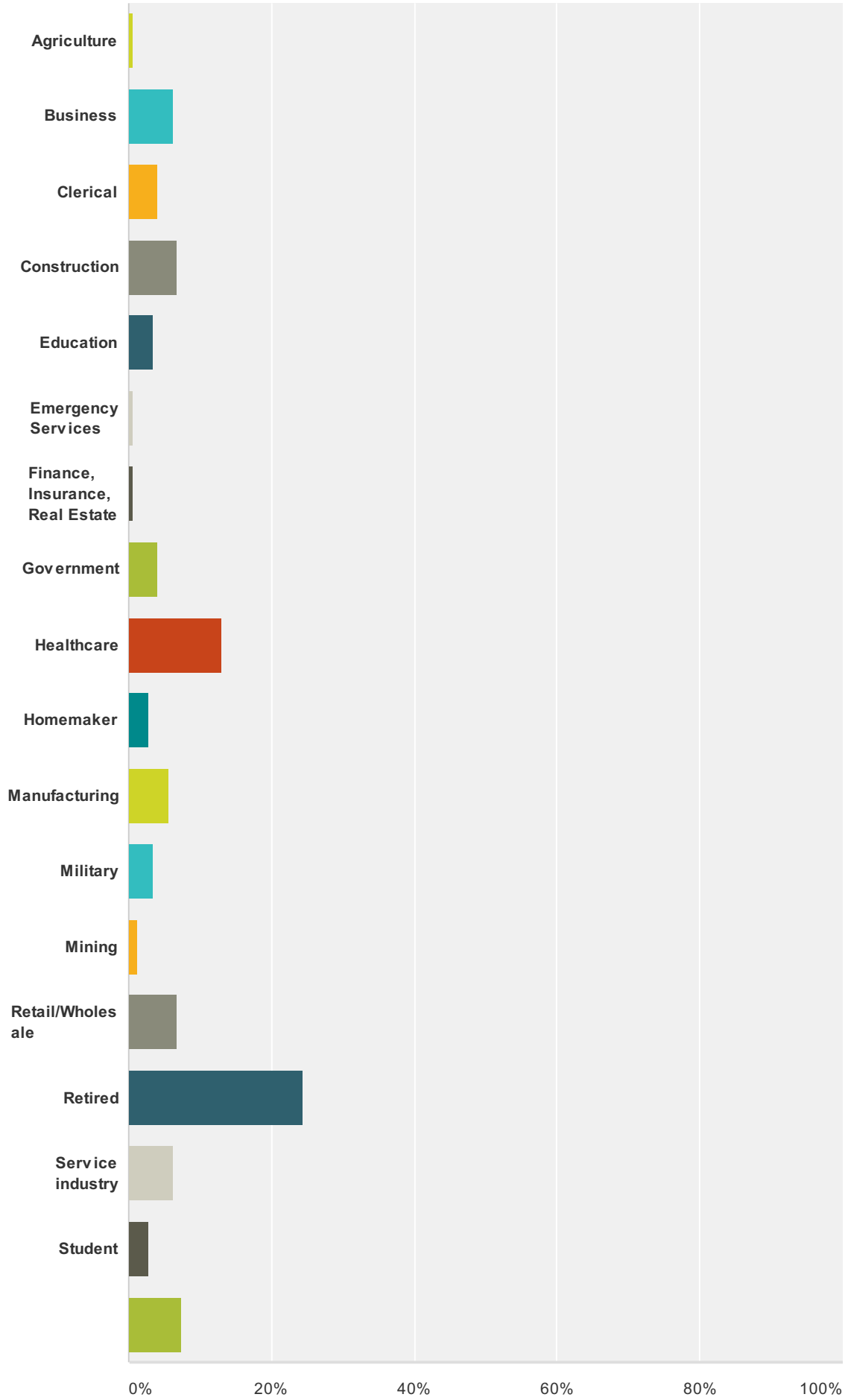
Answer Choices	Responses
< 10,000	13.61% 26
10,000 - 14,999	11.52% 22
15,000 - 19,999	13.61% 26
20,000 - 24,999	11.52% 22
25,000 - 29,999	6.28% 12
30,000 - 39,999	10.99% 21
40,000 - 49,999	13.61% 26
50,000 - 74,999	13.61% 26
75,000 - 99,999	3.66% 7
> 100,000	1.57% 3

Total	191
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Q43 What industry category best describes the primary wage earner in your home?

Answered: 176 Skipped: 49

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Sawyer Community Survey 2013 Building Healthy Communities: Community Development At K.I.

Answer Choices	Responses	
Agriculture	0.57%	1
Business	6.25%	11
Clerical	3.98%	7
Construction	6.82%	12
Education	3.41%	6
Emergency Services	0.57%	1
Finance, Insurance, Real Estate	0.57%	1
Government	3.98%	7
Healthcare	13.07%	23
Homemaker	2.84%	5
Manufacturing	5.68%	10
Military	3.41%	6
Mining	1.14%	2
Retail/Wholesale	6.82%	12
Retired	24.43%	43
Service industry	6.25%	11
Student	2.84%	5
Transportation, Communications, & Public Utilities	7.39%	13
Total		176

Research Team Biographies

Teresa A. Bertossi, Lead Researcher

Teresa lives in Michigan's Upper Peninsula and currently teaches full time as an Instructor in Northern Michigan University's Earth, Environmental and Geographical Sciences Department. Teresa has a B.S. in Geography with an emphasis in environmental conservation from Northern Michigan University and an M.A. in Geography from Western Michigan University with an emphasis in natural resources analysis and environmental management. Inspired by her own family's roots in poverty and mining, she continues to work toward healthier rural and natural resource dependent communities.

Lisa Johnson, Community Hand-UP Community Research Collaborator

Lisa Johnson, RNC, BSN, president of Community Hand-UP, has established the non-profit organization as a 501c3. Lisa has been a Registered Nurse for 28 years, working in many areas of floor nursing, home health and most recently in staff development in education. She also has acted in several management roles overseeing staff, scheduling, hiring, training, etc. for a majority of that time. In the current role of Staff Development Coordinator, Ms. Johnson is responsible for planning, implementation and evaluation of conferences, courses, and classes to meet the needs of a wide variety of employee types and roles from ancillary to physicians. In addition to her roles in nursing and management Ms. Johnson held an entrepreneurial position as an independent sales vendor for several companies for the former Base Exchange during high school and college. In her spare time Ms. Johnson has been active in community service for the past 30 years. She is actively involved through church in nursery, Sunday school and youth groups. As a community leader she is also active in volunteering to provide health education for schools, Girl Scouts and Boy Scouts, and other community groups. For the past several years, she has provided free or low cost CPR and first aid training for local groups. As developer and president of Community Hand-UP she has recognized the importance of health education, mentoring, and promoting volunteerism in the community and developed the organization with that intent in mind.

Adam Magnuson, Student Researcher

Adam Magnuson is a senior at Northern Michigan University, studying Environmental Studies and Sustainability with a minor in Geographic Information Systems. He currently is a macro invertebrate crew leader for the Yellow Dog Watershed Preserve, club historian for Gamma Theta Upsilon chapter Eta Chi and interns for Earthkeepers II, an interfaith environmental initiative. Adam has previously worked as a GIS intern for Alger County Conservation District and is the former president of the outdoor recreation club The Tree Musketeers.

Luke Gray, Student Researcher

Luke Gray grew up in a small town in Michigan's northern Lower Peninsula. For the past two years, he has studied at Northern Michigan University in the Earth, Environmental and Geographical Sciences Department. Luke is currently a senior at Northern Michigan University and studying environmental science with an emphasis in natural resources. Luke's career goal is to work with land use planning or natural resource management.