

Spring 3-2012

Finding Out What Issues Citizens Care About Most: Should Local Governments Adopt an Electronic Citizen Survey? A Case Study of the Fayetteville (NC) City Council

Phillip Gilfus

Follow this and additional works at: <https://digitalcommons.law.ggu.edu/capstones>



Part of the [Business Administration, Management, and Operations Commons](#)

Finding Out What Issues Citizens Care About Most:
Should Local Governments Adopt an Electronic Citizen Survey?
A Case Study of the Fayetteville (NC) City Council
by Phillip Gilfus

EMPA 396

Golden Gate University
San Francisco, CA

Faculty Advisors:

Dr. Joaquin Gonzales III and
Dr. Mick McGee

March 2012

Table of Contents

Introduction.....	4
Background and History.....	4
Purpose of this Study.....	6
Research Question.....	6
Hypothesis of this Study.....	6
Scope of Research.....	6
Literature Review.....	8
Methodology.....	14
Importance of the Study.....	14
Results and Findings.....	18
Campaigns/Elections.....	20
Public Forums.....	21
Correspondence and Citizen Interaction.....	23
Web-based Citizen Survey.....	25
Conclusions/Policy Recommendations.....	27
Policy Recommendations.....	27
Areas for Further Research.....	28
Conclusion.....	30
Works Cited	
Appendices	

Abstract

Local governments, specifically city councils, struggle to find the best way to determine what issues are important to their constituents. The use of citizen surveys has become more common in recent decades to gauge the effectiveness of public programs, but the question remains whether it is the most effective tool for a city council to use in discovering the important concerns of their citizens. This study surveyed the members of the Fayetteville City Council, comprised of a nine-member (by individual districts) elected body, as well as an at-large elected mayor, all representing a North Carolina municipality of over 200,000 citizens.

The perceptions of city councilmembers were tested through the use of both a quantitative/qualitative electronic survey and an in-person follow-up interview. This survey also examined the city's existing methods of public feedback (over the six-month time period from January to June 2011), specifically councilmembers' in-person interactions with the public, the role of campaigns/elections, public hearings/public forums held during city council meetings, and constituent e-mails sent to city councilmembers. The author of this study is a former local elected official who struggled with how to find out what issues were most important to his constituents. This study found that the proposed web-based citizen survey was rated the lowest, on average, by the city councilmembers on all given metrics, and that the most valued public input tools were those most directly-tied to the actual constituent. The results and finds suggest that the Fayetteville City Council should receive more information about the strengths and weaknesses of citizen surveys, and that more research should be conducted in the specific area of citizen interaction with their elected officials.

Chapter 1 - Introduction

Local governments require the right tools to know what citizens are thinking. Government staff members continually seek out the best methods for ensuring the public input is incorporated into the work of public policy. One of the many responsibilities of public administrators is to ensure they are working on the issues that most concern the citizens they serve. The primary goal of public administrators is to carry out the programs of respective jurisdictions; however, in the American democracy, those programs must be reflective of the goals and vision of elected leaders and the constituents they serve. Elected officials at the municipal level are responsible, on both political and public policy grounds, for determining what issues are considered important by their constituents. It is important today that city officials, facing limited resources during a time of national and state economic troubles, must know what the priorities of the public are in order to promote efficiency for city government.

The questions that must be answered by municipal leaders include: What programs are most important to the public? Which are the least important? Are there issues that are being ignored? Are there concerns that should be given more focus? The answers to these fundamental questions are the key to whether a program will succeed through public support or whether a city councilmember is defeated during their next re-election. All organization charts in local government must have the citizens at the top; therefore, when that boss gives an order, it must be understood by the subordinates of elected officials and municipal staff. In order to answer these questions of what citizens care about, administrators look to a variety of tools and methods that gauge public opinion.

Background and History

The city council of Fayetteville, North Carolina (population: 210,000), is a nine member (by district) elected body, plus an at-large elected mayor, that is concerned about what their constituents

think and uses a variety of formal and informal mechanisms to seek out the public's concerns. The city council is a manager-council form of government wherein a city manager is hired by the city council to run the day-to-day operations of municipal government. The mayor is also a voting member of the city council, so there are a total of ten voting members of the elected body. All terms for office, to include both the mayor and city council, are two years, and elections are held for all ten offices every odd year (e.g., the last city election held was on November 2011). They hold their formal city council meetings twice a month at 7 p.m., during the second and fourth Mondays of every month. The Fayetteville City Council's first monthly meeting always includes a set aside time for a "public forum" period in which citizens are allowed to sign up with the city clerk (either on the city's website or on paper ten minutes before the meeting begins) and speak for two minutes on any topic of their choosing. Typically the mayor and city council only listen to the comments of citizens and do not respond directly to what is said. Another direct tool that the Fayetteville City Council uses to collect public input is by posting the elected officials' e-mail addresses, phone numbers, and mailing addresses on the city's website. City citizens e-mail, call, and write their elected officials on a variety of issues and concerns.

The Fayetteville City Council also uses a variety of indirect and informal methods to collect public input about what issues are most important to their citizens. The mayor and city council must run for office every two years, so therefore their political campaigns and elections provide an instrument for them to hear from their voters about what issues matters to them. The Fayetteville City Council is non-partisan (i.e., the mayor and city council do not file nor formally identify with a political party on the ballot), so if more than two individuals file for an office, a primary election is held in October of the odd-numbered year in order to determine whom the final two candidates will appear on the November ballot. All the door-knocking, fundraising events, phone calls, meet-and-greets, and other campaign events force these municipal candidates to interact with the public and, in order to seek their vote, seek input about what issues citizens care most about. The Fayetteville City Council, as

public officials, are also stopped by citizens in their daily lives and given input about public opinion. For example, a councilmember may find that members of their church talk to them about city issues or they may be stopped at a grocery store by a citizen who wants to share their opinion. This "citizen interaction" is an indirect tool for gathering public input.

A web-based citizen survey (or any form of citizen survey) has not been used by the city council in a decade to seek out the general concerns of their citizens. Citizen surveys have been used by other localities across the country, but it is not yet considered a tool for this city council. This study addressed to the Fayetteville City Council whether this 21st century tool might be effective for them in learning more about what issues their citizens consider to be important for city government.

Purpose of this Study

This study seeks to determine what the Fayetteville City Council considers to be the most beneficial public input collection tool from the decision-maker perspective. The study also seeks out information about their beliefs and perceptions about the existing public input methods they use, as well as a proposed web-based citizen survey.

Research Question

This study seeks to answer this question: Should a web-based citizen survey be adopted by the Fayetteville City Council to determine what issues are most important to their constituents? In order to determine the answer, further research sub-questions involved in this research are:

- 1) What are the most beneficial methods for elected officials to determine what their citizens are thinking?
- 2) Do they believe that there is a significant number of citizens involved in the city council's existing public input collection techniques?
- 3) Does the Fayetteville City Council believe these methods best reflect the opinion of the population of the city as whole?

- 4) What are the beliefs and perceptions of the Fayetteville City Council about a proposed web-based citizen survey?
- 5) Do the beliefs and perceptions of citizen involvement with existing public collection methods match the actual numbers of citizen participation?

Hypothesis of this Study

The hypothesis of this study is that the Fayetteville City Council will find that a web-based citizen survey is the most beneficial tool for them to determine what issues are most important to their citizens. The null hypothesis is that the Fayetteville City Council will find that a web-based citizen survey is the least beneficial tool for them to determine what issues are most important to their citizens.

Scope of Research

The study will focus on the elected members of the Fayetteville City Council, to include their existing practices for capturing public opinion and the perceived (by the elected officials) cost-benefits of the inclusion of a web-based citizen survey. This survey collects the beliefs and perceptions of the elected officials on the existing public input methods, as well as the proposed web-based citizen survey, and compares those beliefs/perceptions with quantitative secondary data from their existing public input instruments. This study seeks to determine whether the decision-makers, i.e., elected officials, believe in their existing methods and would seek to find a new way to find out public opinion. The study also seeks to show the surface strengths and weaknesses of the existing methods, and propose whether a web-based citizen survey is a new option that the Fayetteville City Council should adopt.

Chapter 2 - Literature Review

This study is important in analyzing the perspectives and beliefs towards their existing methods of collecting public input but it is not necessarily unique. Berner (2011) focused his study on surveying citizens by determining, among various stakeholders to include elected officials, what constituted "effective" citizen participation. He used telephone surveys across four (anonymous) cities in North Carolina, and surveyed elected city officials, city staff, and citizens, as to what "effective" citizen participation meant to them. Berner found general agreement among elected official that citizen participation should be meaningful, and not merely "symbolic" (Berner, 2011, p. 156). City councilmembers were more likely to view "effective" citizen participation through the lens of re-election and a lack of citizen complaints. In addition, many city councilmembers believed that once they were voted into office that their need for public input decreased, and they could be led by their own beliefs about the community's needs. Other city councilmembers responded that the loudest voices in the community were usually the ones who got the most attention and resources, regardless of how well those voices actually represented the community as a whole. Berner concluded that it was important for elected officials to first define what made for effective citizen participation before endeavoring to create tools for public input, though many elected officials took re-election victories as a confirmation that they had successfully gauged public input. In comparison, the research area of this paper focuses on specific public input techniques and seeks to expand upon the results of Berner's study.

Marlowe (2006) studied public input in local government through the budget process, as opposed to collecting citizen opinion on general topics. He examined this process and found that the traditional budget public forums of local governments wherein citizens merely offered comments was not constituting effective public input. His finding and conclusions suggested that another strategy

might be to shift the away from simply commenting on a proposed budget and that city council's should move toward ways that proposed resource allocations would or would not advance the community's stated objectives. Marlowe's policy recommendations were for the creation of "citizen academies" (Marlow, 2006, p.194) and other programs designed to provide citizens an in-depth understanding of local government inner workings.

Public input is also used by some jurisdictions in the municipal planning process. Some local governments and organizations seek out the broadest collection of stakeholders in order to create strong, effective city planning (Burby, 2003). These stakeholders can range from community watch groups to business groups, and elected officials to city staff. A reason local governments may choose to not focus on increasing public input instruments is that representative government and administrative efficiency may, in their minds, devalue citizen involvement (Burby, 2003). Whatever decisions the local governments make, current strategies suggest that successful instruments for collecting public input should emphasize the community of participants and their connections regardless of the specific instrument being used (Feldman & Quick, 2011). These methods that are the subject of this paper are existing public input collection techniques of the Fayetteville City Council that have been in place for decades.

In the specific area of citizen surveys as a method for collecting what issues are most important to the public, many scholars have found that citizen surveys are a relatively new tool of the latter-half of the twentieth century that provide much-needed information for local governments. Dalehite (2008) states that the use of citizen surveys is an evolving body of knowledge regarding the measurement of government activity and its impact. He delves into the history of their use, starting in the 1960s with the expansion of government services during the Great Society anti-poverty programs. Research performed in the 1970s and 1980s reported that citizen surveys had been conducted in more than 50 percent of cities with populations in excess of 25,000. A 2001 survey indicated that only 31 percent of municipal,

county, and sheriff law enforcement agencies conducted citizen surveys. Van Ryzin, Immerwahr & Altman (2008) find that citizen surveys are used in a variety of ways, to include customer ratings of program quality, participation rates and frequency of service use, suggestions for improving services, demographic differences, and unreported complaints. Dalehite adds that citizen surveys are considered instruments for "increasing citizen participation, setting budget priorities, holding government accountable for results, achieving program effectiveness, and obtaining information on citizen experiences, perceptions, and subjective evaluations of services received" (Dalehite, 2008, p. 891). The use of citizen surveys are also found to be a less difficult and less costly way to measure service outcomes (Van Ryzin et al., 2008).

Prior use of citizen surveys has focused on the area of public safety and budgetary issues, specifically, and has not been used to determine what issues are important to a city's citizens in a general sense. Lord, Kuhns & Friday (2008) used citizen surveys to determine the effectiveness of community-policing policies for a municipality. A citizen survey was viewed as the best tool to determine citizen perception of police effectiveness and responsiveness. Hassett & Watson (2003) examined other methods of receiving public input during the local government budget process, e.g., public hearings, media coverage, and neighborhood meetings, and found that citizen surveys were a more effective tool in receiving feedback that reached farther than community special interests.

The usefulness of citizen surveys, however, has not led to universal adoption by local governments because of some of the perceived weaknesses of this tool. The data from citizen surveys has been subject to reports of misuse, poor methods, and an elusive relationship between objective and subjective performance measures (Dalehite, 2008). Poister & Thomas (2007) report that little agreement exists among scholars about the added value of citizen surveys for public managers in assessing agency performance or increased understanding of programs. However, in their study, they found that one way this could be corrected was by forcing administrators to predict the results of a

citizen survey on transportation issues in advance. Their study found that by doing this, public managers were forced to take an explicit stand on programmatic issues and made them examine whether their views of how citizens' perceived their programs were correct or not. Other critiques of citizen surveys center on perceived weak or inconsistent correlations between citizens' ratings of services compared to more objective indicators of program performance (Van Ryzin et al., 2008; Poister & Thomas, 2007).

Citizen studies have been used to determine efficiency of programs, but a citizen survey that seeks out the important issues of a city council's constituents is critical to the elected leaders' decision-making process. Cassia (2008) develops his own model to determine the efficacy of citizen surveys as related to local governments. He stresses the importance of the decision-maker's perspective in the use of surveys and ultimately concludes that such surveys play an indirect role for decision-makers choices to intervene in a public program. Cassia describes the transition from an efficiency-orientation to a customer service-orientation in government, and the changing role for citizen surveys in that transition. He posits that surveys should seek to measure not only citizens' perceptions of local government programs' efficiency but that they should also measure the experience of citizens as customers of those services. He explores the strengths and weaknesses of citizen surveys, to include the question of the ultimate worth of citizen surveys for decision-makers. Perhaps the greatest contrast he introduces is the different uses of surveys in the private and public sector: For businesses, surveys can mean the difference between profits and failure; for the public sector, there is no competition for their services. Cassia further develops a model that asks whether decision-makers choose to intervene, e.g., make changes to, a local government program based on objective measurements (is the program quantitatively succeeding or failing?), subjective measurements (including the use of citizen surveys), and the availability of resources. He concludes that there is a negative relationship between objective attitudes and the choice to intervene (if there is no negative information, there is no need to change the

program), and a positive relationship between subjective measurements and the choice to intervene. However, he interprets his sample survey results as meaning that the results of a citizen survey are indirect on a decision-maker since it must go through the filter of objective information and the availability of resources.

The scholarship on the collection of public input has come to various conclusions, but they may not match those opinions of the Fayetteville City Council. It seems to be a truism in public administration that increased levels of public participation are always desired in the public policy process (Herian, 2011). Herian (2011) found in his study of the uses of public input in local government budgeting that, in many cases, state government passed laws requiring public input since many localities do not make the effort to collect public input. For some jurisdictions, there are direct public input collection instruments in place because they have been ordered there by state government for local government to use, however this study focuses on the voluntary direct and indirect methods for collecting public input by a local government, in this case, a city council. While the use of public input in the policy process has increased in recent years (Herian, 2011), the instruments used by the Fayetteville City Council have not changed in recent years, which is why a proposed web-based electronic citizen survey is also included in this study.

The study of whether a web-based citizen survey should be used by the Fayetteville City Council is framed in the statement that "in all but the smallest and more stable communities where face-to-face contact with the citizenry still survives, the elected officials and chief administrative officers may feel isolated from the community who needs and wishes they are supposed to perceive" (Dalehite, 2008, p. 892). The importance of gathering public input to the field of public administration is because citizen participation is seen as an effective method for reducing the level of citizen distrust of government in a community (Berner, 2011). The negative effects of increased public input can take the form of increased workload for city staff, the need for additional resources for such programs,

increased levels of public scrutiny, negative media coverage, and a counter-intuitive effect of increased public apathy about government (Berner, 2011). Some public administration scholars have declared that civic participation should be an integral part of the administrative process, but that it should not dominate (Berner, 2011). Those concepts are the academic roots of this study.

Chapter 3 - Research Methodologies

This is a mixed (qualitative/quantitative) case study research design. The primary survey instrument was an 18-question qualitative/quantitative survey sent to the 10 elected members (one mayor and nine councilmembers) of the Fayetteville City Council. This survey examined their perspectives and beliefs on methods for collecting public input. Further research information was collected in the form of city election results, public correspondence to the city council from citizens, and minutes from the Fayetteville City Council's public forums. The hypothesis examined in this study is that a citizen survey is the most beneficial method for the Fayetteville City Council to use to determine what issues are important to its constituents. The methodologies used for data collection focused on the variables in this hypothesis.

Importance of the Study

For the purposes of this study, a citizen survey is defined in the follow way: It is a qualitative and/or quantitative measurement tool for recording the opinions of a specific jurisdiction's residents' opinions regarding their community. The term "the most beneficial method" refers to the quality of citizen input as measured through the beliefs and perspectives of the elected members of the Fayetteville City Council. These beliefs and perspectives are then compared to existing data of the 2011 city election results, quantity and variability of topics of citizen correspondence (through January to June 2011), and the quantity and variability of topics of citizens discussions in public forums at city council meetings (through January to June 2011). This study measured the "value" of public input collection instruments to the Fayetteville City Council, so the term "value" is used as a qualitative descriptive term that merely reflects what the individual elected official considers to be of "value." Lastly, the term "constituents" refers to the registered voters in the city of Fayetteville, North Carolina, as of November 1, 2011.

As stated, this study used a variety of measurement tools to examine the variables involved in the hypothesis. The ten city council members were e-mailed a survey asking 18 quantitative and qualitative questions concerning the existing methods of collecting public input: campaigns and elections, public forums, in-person citizen interaction (one-on-one discussions and telephone conversations), and correspondence sent to the city council by the public (e-mails/letters), and the preference of the councilmember in adopting a web-based electronic citizen survey.

Eight councilmembers answered the survey electronically within seven days of it being sent, while the remained two were mailed the surveys in paper form, and returned them via a self-addressed envelope. Two follow-up interviews were conducted: one with the mayor and one with the youngest citycouncilmember. These were structured interviews were the two participants were asked the same five questions. The questions were the following:

- 1) Please let me know any questions or comments you had about the survey you took.
- 2) Other than the existing structures for collecting public input that were surveyed, what other ways do you use to find out what issues are most important to your constituents?
- 3) What do you think is the best way for you, as an elected official, to find out what issues are most important to your constituents?
- 4) Has the city council used citizen surveys in the past?
- 5) What do you think about the city council adopting a web-based citizen survey, hosted on the city's website, to determine what issues are most important to citizens?

These two participants of the Fayetteville City Council were the only members to respond to the request for a follow-up interview who were also available for a scheduled time. The mayor was interviewed in-person, while the citycouncilmember's interview was conducted over the telephone.

Further data collection involved the examination of the Fayetteville City Council's existing public input collection methods. Specifically, the election results from the 2011 municipal elections,

both the primary and general elections, (Appendices B and C, respectively) were obtained from the Cumberland County Board of Elections. The purpose of this data was to provide a quantitative source of data on the level of involvement of the citizens of Fayetteville in the mayoral and city council elections. This data of actual number of voters (for mayor and by city council district) is compared to the information from the Fayetteville City Council gave in their questionnaires on the "value" of campaigns/election in providing them with the issues that their constituents consider important.

There was also a collection of secondary data in the form of examining e-mail correspondence sent to members of the Fayetteville City Council for a six-month period (January to June 2011). This information was obtained through a publicly accessible computer in Fayetteville City Hall wherein all e-mail correspondence from the elected officials and city staff are archived. The initial purpose of this data collection was to provide quantitative data on the existing public input collection method on correspondence (letters/e-mails); however, the contents of the e-mails also lent themselves for quantitative information about citizen interaction with elected officials (phone calls/one-on-one conversation). The e-mails referenced an individual citycouncilmember passing along a concern of a citizen they met, for example, at a community watch meeting, or a complaint from a citizen they received via telephone. Therefore, this secondary data source was used for comparative quantitative data on the Fayetteville City Council's value of correspondence and citizen interaction in providing them with their constituent's concerns and issues. The dates the e-mails were received and general topic areas of said e-mails are referenced in Appendix D wherein they are categorized using "correspondence" and "citizen interaction."

Finally, there was also an examination of the public forums of the Fayetteville City Council for a six-month period (January to June 2011). As mentioned previously in this paper, public forums are held during the city council's first meeting of the month. Citizens are allowed to sign up to speak for two minutes on any topic of their choosing, either via the city website or with the city clerk ten minutes

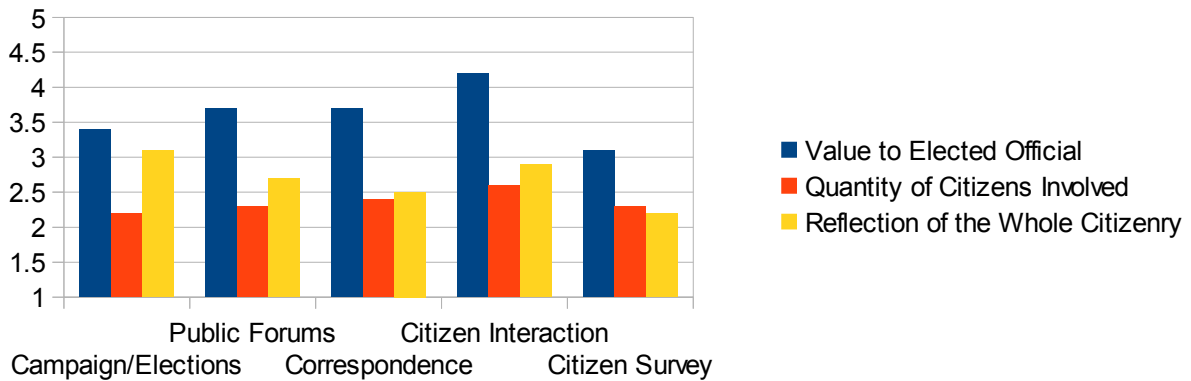
before the city council meeting begins. The contents of those public forums were collected through the Fayetteville City Council's minutes which were available on the city's website. The dates and general topics areas of the public forums are contained in Appendix E. As with the above cited public input collect methods, this data is used comparatively with the beliefs and opinions of the Fayetteville City Council as measured through the 18-question survey they answered.

These methodologies were used to discover the comparative relationships that exist between the variety of public input collection methods and the beliefs and perspectives of the "value" of those methods by the Fayetteville City Council. The comparison of quantity of citizens' opinions, in comparison to the quantity as seen by the elected officials, revealed what the current strengths and weaknesses of those current tools are for collecting public input.

Chapter 4 - Results and Findings

The primary findings of this survey of the Fayetteville City Council focused on the qualitative/quantitative questionnaire submitted to the election body. The results are detailed as follows:

Results (Averaged) of Questionnaires of the Fayetteville City Council



N = 10

The same data from the questionnaire follows in its numerical form (results averaged from the ten responses received):

Value to CC / Quantity of Citizens Involved / Reflection of Citizenry as a Whole

Campaign/Elections	3.4	2.2	3.1
Public Forums	3.7	2.3	2.7
Correspondence (E-mail/Letters)	3.7	2.4	2.5
Citizen Interaction (Calls/In Person)	4.2	2.6	2.9
Proposed Web-Based Citizen Survey	3.1	2.3	2.2

The findings from the Fayetteville City Council show that the most generally beneficial method of public input collection is citizen interaction (based on the measurements of value to the city council member and the number of citizens seen as involved in it), and yet it was not perceived of the most reflective of overall public opinion. It was campaign/elections that were seen as most reflective of the citizens of Fayetteville as a whole. The proposed web-based citizen survey did not prove popular or beneficial at all to the Fayetteville City Council. The results seem to infer that the more personal the public input collection tool, i.e., the closer the elected official is in interacting with a citizen, the more

beneficial it is perceived by a city council member.

The first primary measurement of the questionnaire (value of a given public input tool to the Fayetteville City Council) went to the heart of this research study; the purpose is to find the most beneficial tool for the Fayetteville City Council in discovering what issues are most important to their citizens. The primary hypothesis is that a proposed web-based electronic citizen survey would be the most beneficial, but the respondents of the questionnaire disagree with the stated hypothesis. The most valued public input collection technique was citizen interaction, followed by public forums and correspondence (tied at second place in value). Campaigns/elections were the public input collection technique that was also seen as having more value than did the proposed citizen survey, which was given the least amount of value as stated by the elected officials.

The Fayetteville City Council members were also surveyed on their perceptions of the quantity of citizen involvement in specific public input collection methods. The category of citizen interaction was perceived as having the most involvement, followed by correspondence, and public forums and the proposed web-based citizen survey tied in third place. Curiously, campaign/elections were surveyed as having the least amount of citizen involvement, and yet it scored much higher in other categories measured. The results of the perception of citizen involvement, broadly speaking, were still close in scale to one another. There was a .4 difference in scale (using a 1-5 measurement of perception of quantity of citizens involved) between the highest and lowest public input collection tool surveyed. Broadly speaking, the findings suggest that the Fayetteville City Council does not perceive its citizens as being overly-involved in public input collection techniques; the 1 to 5 rating scale measured the quantity of citizens involved in the increments of "almost none," "few," "some," "most," and "all." All the public input tools measured (with the responses averaged) fell into the "2" category of "few" citizens involved in a public input technique.

The final measurement of the questionnaire concentrated on how accurate the city

councilmember perceived a public input collection tool to be in reflecting the opinion of the citizenry as a whole (as opposed to the individual citizen using the technique). Campaigns/elections were seen as most reflecting the majority opinion of Fayetteville citizens, with citizen interaction ranking next, followed by public forums. The correspondence received by the elected officials was seen as being less reflective of the entire citizenry, and a proposed web-based citizen survey was seen as being, by far, the least reflective of the citizenry as a whole.

Campaigns/Elections

In a democracy, elections can be the final word for some on what the public has to say; for the Fayetteville City Council, they agree that elections are meaningful, but the actual participation of citizens in this process leaves doubt in the accuracy of this public input tool. One councilmember commented in the questionnaire that, during the municipal campaign season, that "[t]here are limited useful public forums during campaigns that allow citizen input. Campaigns primarily are a method for candidates to get their own message out, the hope is that it represents the needs/desires of the citizenry they hope to represent." This comment seems reflected in the findings that "the hope" of the Fayetteville City Council is that elections reflect the opinion of the city of Fayetteville as whole, despite the fact that they do not find it as beneficial of a public input tool nor does it rate high in citizen involvement (it, in fact, was rated the lowest in perceived citizen involvement by councilmembers).

These findings of perceived low citizen involvement in campaigns/elections seem confirmed by the most recent municipal elections. The Cumberland County Board of Elections recorded 121,765 registered voters in Fayetteville, NC, as on the October 11, 2011 primary election, and 147,289 registered voters, as of the November 8 , 2011 general election (CCBOE, 2011). The actual percentage of voters that went to the ballot box in those elections were (using the city-wide mayoral race) 5.5% and 8%, respectively (see below table for specific election results).

2011 Election Results (Fayetteville City Council)

Source: CCBBoE (Appendices B and C)

<u>Elected Office</u>	<u>Total Number Votes Cast (Primary)</u>	<u>Total Number Votes Cast (General)</u>
Mayor	6,723	11,786
District 1	502	831
District 2	No Primary Held	1,872
District 3	No Primary Held	1,471
District 4	943	1,348
District 5	No Primary Held	2,434
District 6	730	1,114
District 7	No Primary Held	803
District 8	No Primary Held	725
District 9*	No Primary Held	843

*Uncontested Election

The above numbers confirm the perception of the Fayetteville City Council that campaigns/elections have low citizen participation; this may infer why the elected officials do not find this as a valuable tool for collecting public input about what issues matter most to citizens. However, these findings do not explain why the city council believes campaigns/elections to be the most reflective of public input tools while at the same time believing them to be of small value to them as elected officials and involving the fewest amount of citizen participation.

Public Forums

The Fayetteville City Council monthly public forums are of average value to the elected body, are perceived as having average participation levels, and are of average accuracy in reflecting the entire opinion of city citizens. One city councilmember commented in their anonymous questionnaire that, in regards to public forms, "I don't believe the majority of citizens feel their opinion matters and won't take the time to participate. There are the 'Big' issues such as crime that are reflective of the entire community, but from there the needs and concerns vary greatly." This statement seems indicative of a perception that citizens are not involved with this public input method, and that the views that are shared using this medium may or may not touch on "big issues" that concern all citizens. The actual

participation of citizens in the council's monthly public forum period during the six-month time period studied (January to June 2011) are as follows:

Public Forum Participation

Source: City of Fayetteville (Appendix E)

<u>Month</u>	<u>Number of Citizen(s) Participating</u>
January	5
February	10
March	1
April	4
May	2
June	2

The public forum tool would seem, at first, to be a valuable method of determining what issues are most important to citizens: They are allowed to speak directly to their elected officials about the issues that concern them. The level of participation, as noted above, however, shows the weakness of this method; very few citizens take the time to attend a city council meeting for the purpose of addressing their issues to their elected representatives. However, the Fayetteville City Council members of average value and average quantity of citizens participating do not seem to reflect the actual low number of citizens involved.

However, despite the lack of participation, the subjects covered by those citizens who do speak during a public forum seem to be of interest to citizens. The six-month period of study included public forum comments on subjects including crime, the need for public recreation options for youth, concerns about the development of specific parcels of property, opinions about the city's public transit system, city beautification, and economic development issues (Appendix E). These seem to be standard concerns of city citizens, yet the Fayetteville City Council perceive public forums to only be of average value and of average accuracy in reflecting the opinion of citizens overall. The findings of the topics covered in public forums would appear to be common concerns, yet the level of citizen participation is extremely poor which seems to diminish its value.

Correspondence and Citizen Interaction

The two public input collection tools categorized as correspondence and citizen interaction were both valued highly and studied in similar fashion in this study (Appendix D). Correspondence (defined as e-mails and letters received by the Fayetteville City Council) scored comparatively high in value to the elected officials, correspondingly high in quantity of citizens believed to be involved, and yet ranked near last in perception of how this method accurately reflects the citizenry as a whole. Citizen interaction (defined as telephone calls and one-on-one in-person interaction) was valued highly by the city councilmembers, ranked highest in perception of citizens involved, but was in second place of the public input tools (after campaigns/elections) in accurately reflecting the opinion of the entire city. The following chart shows the amount of correspondence and citizen interaction measured through public e-mails received by the Fayetteville City Council during January through June 2011:

<u>Month</u>	<u>Number of Correspondence Received</u>	<u>Number of Citizen Interaction(s)</u>
January	11	5
February	2	1
March	3	0
April	7	3
May	10	1
June	9	4

This secondary data gathered from city hall's public e-mails reflects more that this measurement does not adequately capture the amount of correspondence and citizen than it does about the nature of these public input collection tools. For instance, while the public e-mails are a way to collect information about the correspondence (e-mails/letters) received by the Fayetteville City Council, this information collection method does not appear to show the true picture of how these two public input tools are being used by citizens. The value given to correspondence, and the qualitative data gathered from councilmember interviews shows a different picture than what the above quantitative numbers show. One councilmember stated in an interview that no technology can replace citizen interaction. Another commented that correspondence was "Very valuable! Very!" Another elected official

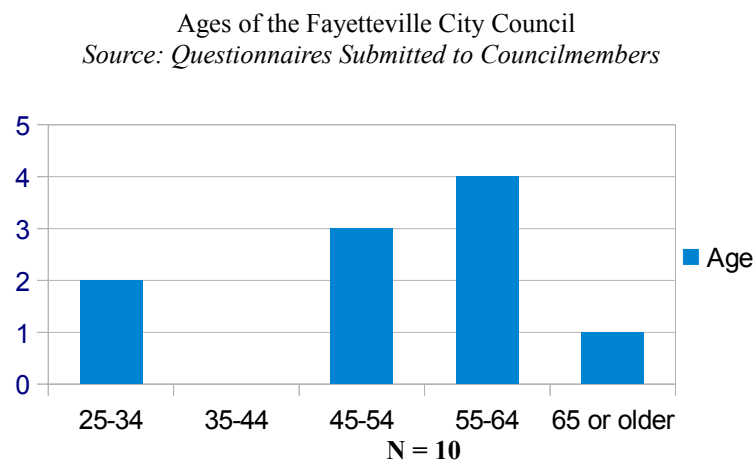
emphasized the importance of community watch meetings for many city councilmembers. This was echoed by about councilmember who stated in an interview that community watch meetings, churches, and other community events were the primary ways used to gain what issues were most important to constituents. The same elected city official stated that, "It's a good sample of the opinion of people who may not regularly participate [in the political process]." The weakness of the correspondence collection data gathering may be the result of a bad snapshot in time of the amount of correspondence received during the chosen time period of January through June 2011; there data collection may also be hurt by citizens who call their city councilmembers' home telephone numbers and/or send e-mail to their personal, rather than their city, e-mail addresses. City councilmembers and city staff may also not be collecting all e-mails sent to the elected officials via the public access e-mail computer at City Hall. This author, who previously served as a locally elected official, knows of mistakes concerning the correct public archiving of e-mails in his own experiences.

Despite the weakness of the correspondence/citizen interaction data collection, the data received from the Fayetteville City Council themselves still provides vital information about the perceived strengths and weaknesses of these two public input collection techniques. The findings of this survey show that the city council prefers public input collection tools that are closest to actual constituents. In this case, correspondence is one step away from personal contact and is given a corresponding value by elected officials. Actual citizen interaction, in which the city councilmember is actually directly speaking and listening to a citizen, is the most valuable public input collection method. One city councilmember repeated the phrase that "you can't govern from an office" and that, by having citizens approach him in his daily life with comments and concerns was "how I feel the pulse of the community." The old and new technologies used to collect what issues are most important to the city citizens pale in comparison to old-fashioned one-on-one citizen interaction. Some of that citizen interaction is passive, e.g., when the elected officials are approached by citizens, while other forms are

active, e.g., when council members attend community watch meetings.

Web-based Citizen Survey

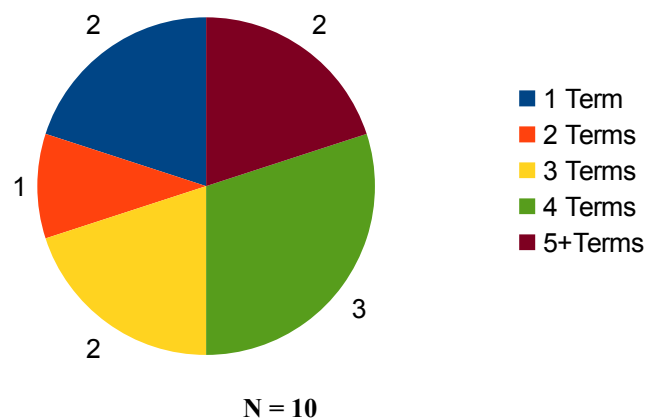
The hypothesis of this research study was that a web-based electronic citizen survey would be the most beneficial way for the Fayetteville City Council to determine what issues were most important to their citizens; the city council disagreed strongly with that statement. The proposed web-based citizen survey was valued least by the city council (1.1 points less value than the top valued tool), was next-to-the-bottom in the perceived quantity of citizens that would be involved in it, and ranked in the bottom of how reflective it would be of city-wide opinion (.9 points less than the most accurately reflective tool). One councilmember who was interviewed worried that an electronic citizen survey would not reach many citizens because of the technology involved, i.e., not all citizens have internet access nor are they all computer-savvy. Another categorized a web-based citizen survey as "a start," but reiterated that not all of the city population is online.



The negative results about the benefits of a proposed web-based citizen survey may be attributed to other factors besides citizens' knowledge of technology. The Fayetteville City Council was asked questions about a proposed web-based citizen survey in the same stead as other public input techniques; however, the elected officials have more familiarity with their existing public collection methods than with a proposed one. City councilmembers themselves may not be fully tech-savvy

themselves. Demographics cannot always serve as a basis for assumptions; but it is worth noting in the chart above that half of the members of the Fayetteville City Council are above age 54, so it may be fair to infer that their level of technology savvy may not be as high as those members who are between the ages of 25 to 54. The length of service on the Fayetteville City Council may or may not be a factor in whether councilmembers seek to embrace new techniques of collecting public input (see chart below). Half of the city council has been on the elected body for at least four terms (each term is two-years), so whether the length of time on city council lends experience to knowing what public input techniques are best or whether it leads to rejecting new ways of thinking is unclear from this study.

Served Terms in Office of the Fayetteville City Council
Source: Questionnaires Submitted to Councilmembers



What is clear from this study is that the Fayetteville City Council is most satisfied with the existing techniques of determining what issues are most important to their citizens and do not believe that a proposed web-based citizen survey would be of benefit to them.

Chapter 5 - Conclusions/Policy Recommendations

The initial conclusion is that this research survey was a defeat for the initial hypothesis, but it serves as a springboard for a policy recommendation and areas of further research. The research question posed was that a web-based citizen survey would be the most beneficial way for the Fayetteville City Council to determine what issues were most important to their constituents. The survey found that the elected officials found their existing public input tools to be better than a citizen survey in terms of value to themselves as elected officials, had more citizen involvement, and better reflected the opinions of the citizenry as a whole. Their perceptions did not always fit with the reality of discoverable quantifiable information about citizen involvement, so there are areas where a web-based citizen survey may be feasible for the use of the Fayetteville City Council.

Policy Recommendations

The adoption of a web-based citizen survey by the city council is not a logical policy recommendation from the survey results; however there are a few actions with this and other municipal bodies can take to improve public input collection. First, the Fayetteville City Council should adopt of a review of their existing public input tools to adequately gauge their strengths and weaknesses. This survey is a small step in the analysis in the ability of campaigns/elections, public forums, correspondence, and citizen interaction to inform elected officials about public opinion. The perception of citizen involvement sometimes did and sometimes did not match the actual number of citizen involvement. The Fayetteville City Council, and all other local governments who use similar public input collection methods, should instruct their city manager and staff to give an internal analysis about the validity of these techniques and see how they can be improved. This action would not only be for effectiveness of the tools, but it would also show their constituents that the city council is committed to ensuring that they hear from the public. The values involved in this entire issue are both efficient public

administration and the power of democracy.

The second policy recommendation for the Fayetteville City Council and similar-situated local governments is to receive more information about citizen surveys, and their accompanying strengths and weaknesses. The study sought their perceptions about a proposed web-based citizen survey; what this survey did not do was attempt to inform the elected officials about how the citizen survey would look, how it could benefit them, and what cost/benefits would be involved. The hypothetical nature of a web-based citizen survey may have affected the results given by councilmembers who had more knowledge and experience about the existing public input collection tools. Their answers on the questionnaire that was submitted to them may or may not have been a case of first impression concerning citizen surveys, whether one that is web-based or any other citizen survey method. The city council should know all the public input tools at their disposal, to include a citizen survey, whether web-based or via another medium. They should seek out information from various local government interest groups, as well as other city councils, about other jurisdictions' experiences with citizen surveys, and how they have been adopted in those locales.

Areas of Further Research

The failure of this study to advance its hypothesis has led to the discovery of many areas that call for further research by those in the field of public administration. These areas are concerned with some of the research methodologies that may not have been as accurate in revealing sought-after data, and also asks questions of the survey findings to take the research to the next step in explaining the beliefs and perceptions of locally-elected officials' attitudes towards public input collection techniques, as well as exploring these same concepts from the citizen perspective.

One significant area of this study concerned citizen interaction, and this seems to be an area that calls for further study. Citizen interaction was defined as phone calls from constituents to their elected leaders, as well as the one-on-one interaction between citizens and city councilmembers. This study

measured that public input tool through the perception of city councilmembers and the amount of public e-mails that referenced citizen interaction. It is likely that there are more substantive ways to measure how this public collection technique is used, both by elected officials and by citizens. At the local level, elected officials encounter their constituents in their daily lives, whether at the grocery store, at their children's schools, and in and around town. This is citizen interaction at the ground level, and, as the results and findings of this survey show, the city councilmembers value personal interaction with their constituents the most. This area of public input deserves further research to see how it is used, and the value that elected officials place on it.

The area of campaigns/elections also deserves further research because of an inconsistency discovered in this survey: Why are campaigns/elections seen as most reflective of the public opinion of the city when it is also perceived as having the lowest amount of citizen participation? Certainly the legitimacy of an election leads some credence to the views that the votes of citizens should be seen as reflecting the will of the entire city. But is this necessarily true? If low voter turnout is endemic in city elections, is the true will of the city being reflected in the election results? Our democratic system would dictate that only actual voters have a say in the results of elections, and that those who choose not to vote are making a conscious choice not to be a part of the political system. However, that does not explain why elected officials place a high value on voters' choices reflecting the choices of all city constituents. This area calls for further study that focuses on the perceptions of elected officials and the opinions of voters and non-voters on how effectively their opinion is reflected in election results.

This seemingly contradictory relationship between high accuracy in reflecting public opinion and low levels of citizen participation are also present in the city council's public forums. The actual numbers of citizen involvement do not fully explain why the elected official's perceive this public input method to be of medium accuracy on reflecting the whole opinion of city resident's. It is worth studying, again, why personal interaction (such as in a face-to-face public forum) is rated higher in

accuracy despite the few citizens who actually choose to participate in this process. A research question could focus on a possible cognitive dissonance between personal interaction and accuracy of citizen opinions reflecting the entire city's issues and concerns.

A final area of further research would flip this entire study on its head, and examine public input collection methods from the citizen perspective. A similar survey could be done on local government public input tools with the citizens of a city. One possible research question could be what public input tools are the most beneficial for city citizens to use to communicate their most important issues to their locally elected officials. The results of this survey were that city councilmembers preferred public input methods that were closest to actual citizens; citizens may have a converse preference since they may value convenience in a public input tool rather than personal contact. There are many possible hypotheses in a study like this; surveying citizens would provide a different point-of-view on these questions and would provide a more complete picture of what public input methods are most beneficial to all.

Conclusion

The Fayetteville City Council is not currently interested in pursuing a web-based citizen survey, and is largely satisfied with its existing methods for collecting public input. This selected group of elected officials value public input techniques that places them closest to their constituents; the farther away they are from an actual citizen, their value of that public input tool decreases. The city council is comprised of a majority of officials who have served many terms -- whether they are full aware of the strengths and weaknesses of a web-based citizen survey remains to be seen. This survey is a stepping stone to educating local governments about how they determine what issues are most important to their citizens and seeks to jump start further research into this critical area of democracy and public administration.

Works Cited

- Berner, M. (2011). What Constitutes Effective Citizen Participation in Local Government? Views From City Stakeholders. *Public Administration Quarterly*, 35(1), 128-163. doi:10.1016/j.worlddev.2010.09.010
- Burby, R. (2003). Making plans that matter: Citizen involvement and government action. *Journal Of The American Planning Association*, 69(1), 33-49. doi:277435021
- Cassia, F. (2008). Citizen surveys impact on decisions in local government. *Journal of Services Research*, 8(1), 109-122. doi:1548477041
- Cumberland County Board of Elections. (2011). *October 11, 2011 Municipal Primary Election Results* [Data file]. Retrieved February 19, 2012 from http://www.co.cumberland.nc.us/election_board/downloads/Election_Results/2011/2011_oct_11_municipal_primary.pdf
- Cumberland County Board of Elections. (2011). *November 8, 2011 Municipal Primary Election Results* [Data file]. Retrieved February 19, 2012 from http://www.co.cumberland.nc.us/election_board/downloads/Election_Results/2011/2011_nov_08_municipal_election.pdf
- Dalehite, E. (2008). Determinants of Performance Measurement: An Investigation into the Decision to Conduct Citizen Surveys. *Public Administration Review*, 68(5), 891-907. doi:1586897211
- Feldman, M., & Quick, K. (2011). Distinguishing Participation and Inclusion. *Journal Of Planning Education And Research*, 31(3), 272-290. doi:10.1177/0739456X11410979
- Hassett, W., & Watson, D. J. (2003). Citizen Surveys: A Component of the Budgetary Process. *Journal of Public Budgeting, Accounting & Financial Management*, 15(4), 525-541. doi:516936421
- Herian, M. (2011). Local Budgeting and Public Participation: Contextual Predictors of State Laws Mandating Public Input. *State And Local Government Review* 43(2), 95-109. doi:10.1177/0160323X11408739
- Lord, V.B., Kuhns, J.B., & Friday, P.C. (2009). Small city community policing and citizen satisfaction. *Policing*, 32(4), 574-594. doi:1920022641
- Marlowe, J. (2006). Citizen Engagement in Local Budgeting: Does Diversity Pay Dividends? *Public Performance & Management Review* 30(2), 179-202. doi:10.2753/PMR1530-9576300203
- Poister, T., & Thomas, J. (2007). The Wisdom of Crowds: Learning from Administrators' Predictions of Citizen Perceptions. *Public Administration Review*, 67(2), 279-289. doi:1265435781

Van Ryzin, G., Immerwahr, S., & Altman, S. (2008). Measuring Street Cleanliness: A Comparison of New York City's Scorecard and Results from a Citizen Survey. *Public Administration Review*, 68(2), 295-303. doi:1435702201

Appendix A - Questionnaire Submitted to the members of the Fayetteville City Council

General Information

This questionnaire is designed to measure how the Fayetteville City Council benefits from existing methods for collecting public input (that is, what issues are most important to the citizens of Fayetteville). This survey contains 18 questions and should take no more than 10 minutes to complete. The data collected will provide information needed to better understand local governments and the use of public input collection techniques.

If this questionnaire is to be useful, it is important that you answer each question frankly and honestly. There are no right or wrong answers to these questions. I am interested in what you, as elected officials, think and feel about how public input is collected.

Your answers to these questions are completely confidential. All questionnaires will be collected by me (Phillip Gilfus) and used for my Masters of Public Administration (EMPA) Capstone Project at Golden Gate University. No one in the city of Fayetteville will have access to your individual answers.

Thank you in advance for your cooperation and assistance.

1. How many full or partial terms (including this current term) have you served on Fayetteville City Council?

1

2

3

4

5 or more terms

2. How old are you?

25-34

35-44

45-54

55-64

65 or

older

3. How would you rate your current level of satisfaction in knowing what issues are most important to your constituents?

Not	Somewhat	Neutral	Mostly	Very
satisfied	satisfied	opinion	Satisfied	Satisfied

My level of

satisfaction is:

Campaigns/Elections

The following questions survey your perceptions and beliefs about the strengths and weaknesses of a specific method for collecting public input.

4. How much value do campaigns/elections provide you about what issues are most important to your constituents?

No Value Little Value Neutral Value Some Value Much Value

Level of value:

(Optional) Comments about the value of campaigns/elections:

5. What is the quantity of citizens that you believe are involved in campaigns/elections?

Almost None Few Some Most
1

Quantity of citizens involved:

6. Do campaigns/elections accurately reflect the opinion of the majority of citizens?

Not at all Somewhat Neutral opinion For the most part Completely

I believe they reflect the opinion of the majority of citizens:

Public Forums/Public Hearings

The following questions survey your perceptions and beliefs about the strengths and weaknesses of a specific method for collecting public input.

7. How much value do public forums/public hearings provide you about what issues are most important to your constituents?

No Value Little Value Neutral Value Some Value Much Value

Level of value:

(Optional) Comments about the value of public forums/public hearings:

8. What is the quantity of citizens that you believe are involved in public forums/public hearings?

Almost None Few Some Most
1

Quantity of citizens involved:

9. Do public forums/public hearings accurately reflect the opinion of the majority of citizens?

	Not at all	Somewhat	Neutral opinion	For the most part	Completely
--	---------------	----------	--------------------	----------------------	------------

I believe they reflect the opinion of the majority of citizens:

Correspondence (E-mails/Letters)

The following questions survey your perceptions and beliefs about the strengths and weaknesses of a specific method for collecting public input.

10. How much value does correspondence (e-mails/letters) provide to you about what issues are most important to your constituents?

	No Value	Little Value	Neutral Value	Some Value	Much Value
--	----------	--------------	---------------	------------	------------

Level of value:
(Optional) Comments about the value of correspondence:

11. What is the quantity of citizens that you believe are involved in correspondence?

	Almost None	Few	Some	Most	All
--	-------------	-----	------	------	-----

Quantity of citizens involved:

12. Does correspondence accurately reflect the opinion of the majority of citizens?

	Not at all	Somewhat	Neutral opinion	For the most part	Completely
--	---------------	----------	--------------------	----------------------	------------

I believe they reflect the opinion of the majority of citizens:

Citizen Interaction (Phone Calls/One-on-One Conversations)

The following questions survey your perceptions and beliefs about the strengths and weaknesses of a specific method for collecting public input.

13. How much value do citizen interactions (phone calls/one-on-one conversations) provide to you about what issues are most important to your constituents?

	No Value	Little Value	Neutral Value	Some Value	Much Value
--	----------	--------------	---------------	------------	------------

Level of value:
(Optional) Comments about the value of citizen interaction:

14. What is the quantity of citizens that you believe are involved in citizen interaction with you?

Almost None Few Some Most ^{Al}
1

Quantity of citizens involved:

15. Does citizen interaction accurately reflect the opinion of the majority of citizens?

Not at Somewhat Neutral For the most Completely
all opinion part

I believe they reflect the opinion of the majority of citizens:

Web-Based Citizen Survey

The following questions survey your perceptions and beliefs about the strengths and weaknesses of a specific method for collecting public input.

16. How much value do you believe a web-based citizen survey (placed on the city's website) would provide you about what issues are most important to your constituents?

No Value Little Value Neutral Value Some Value Much Value

Level of value

(Optional) Comments about the value of a web-based citizen survey:

17. What is the quantity of citizens that you believe would participate in a web-based citizen survey (placed on the city's website)?

Almost None Few Some Most ^{Al}
1

Quantity of potential citizen participation:

18. Do you think a web-based citizen survey (placed on city's website) would accurately reflect the opinion of the majority of your constituents?

Not For
at Somewhat Neutral the
all opinion most Completely
part

I believe it would reflect the opinion of the majority of my constituents:

Appendix B - October 11, 2011 Mayoral and City Council Primary Election Results

*Source: Cumberland County (NC) Board of Elections

CITY OF FAYETTEVILLE MAYOR

Bob White	16.23%	1,091
Charles Ragan	4.88%	328
Nat Robertson	25.17%	1,692
Tony Chavonne	53.73%	3,612
		<i>Total: 6,723</i>

CITY OF FAYETTEVILLE COUNCIL DISTRICT 1

Robert L. Evans	25.10%	126
Chris Corcione	14.94%	75
Keith A. Bates	59.96%	301
		<i>Total: 502</i>

CITY OF FAYETTEVILLE COUNCIL DISTRICT 4

Chalmers L. McDougald	33.40%	315
Bob Inman	11.13%	105
D.J. Haire	55.46%	523
		<i>Total: 943</i>

CITY OF FAYETTEVILLE COUNCIL DISTRICT 6

Jeffrey Long	18.49%	135
Bill Crisp	69.32%	506
Jason Brady	12.19%	89
		<i>Total: 730</i>

Appendix C - November 8, 2011 Mayoral and City Council General Election Results

*Source: Cumberland County (NC) Board of Elections

CITY OF FAYETTEVILLE MAYOR

Tony Chavonne	56.62%	6,673
Nat Robertson	42.89%	5,055
Marshall Pitts (write-in)	0.04%	5
Bob White (write-in)	0.04%	5
Write-In (miscellaneous)	0.41%	48

Total: 11,786

CITY OF FAYETTEVILLE COUNCIL DISTRICT 1

Keith A. Bates	70.28%	584
Robert L. Evans	29.36%	244
Write-In (miscellaneous)	0.36%	3

Total: 831

CITY OF FAYETTEVILLE COUNCIL DISTRICT 2

Kady Ann Davy	80.45%	1,506
Arthur Duke	19.12%	358
Write-In (miscellaneous)	0.43%	8

Total: 1,872

CITY OF FAYETTEVILLE COUNCIL DISTRICT 3

Robert A. Massey, Jr.	71.31%	1,049
Al Woodall II	28.14%	414
Write-In (miscellaneous)	0.54%	8

Total: 1,471

CITY OF FAYETTEVILLE COUNCIL DISTRICT 4

D.J. Haire	52.67%	710
Chalmers L. McDougald	47.11%	635
Write-In (miscellaneous)	0.22%	3

Total: 1,348

CITY OF FAYETTEVILLE COUNCIL DISTRICT 5

Bobby Hurst	76.87%	1,871
Tony D. McKinnon, Sr.	22.88%	557
Write-In (miscellaneous)	0.25%	6

Total: 2,434

CITY OF FAYETTEVILLE COUNCIL DISTRICT 6

Bill Crisp	65.89%	734
Jeffrey Long	33.84%	377
Write-In (miscellaneous)	0.27%	3

Total: 1,114

CITY OF FAYETTEVILLE COUNCIL DISTRICT 7

Val Applewhite	73.97%	594
Steve Borth	24.78%	199
Write-In (miscellaneous)	1.25%	10

Total: 803

Citizen Survey - Gilfus 39

CITY OF FAYETTEVILLE COUNCIL DISTRICT 8

Wade Fowler	63.72%	462
Michael Pinkston	35.45%	257
Write-In (miscellaneous)	0.83%	6
		<i>Total: 725</i>

CITY OF FAYETTEVILLE COUNCIL DISTRICT 9

Jim Arp	93.59%	789
Write-In (miscellaneous)	6.41%	54
		<i>Total: 843</i>

Appendix D - Emails

*Source: Fayetteville City Hall

<u>Dates E-mail Received</u>	<u>General Topic of E-mail</u>	<u>Category (Correspondence/Citizen Interaction)</u>
January 2, 2011	Senior Services	Correspondence
January 3, 2011	Police department	Correspondence
January 3, 2011	Neighbor complaint	Correspondence
January 4, 2011	Neighbor complaint	Correspondence
January 5, 2011	Police department	Correspondence
January 6, 2011	Neighbor complaint	Citizen Interaction
January 6, 2011	Police department	Citizen Interaction
January 6, 2011	Public information request	Correspondence
January 6, 2011	Public recreation inquiry	Correspondence
January 7, 2011	Neighbor complaint	Correspondence
January 8, 2011	Neighbor complaint	Citizen Interaction
January 11, 2011	Public streets	Correspondence
January 18, 2011	Community watch	Correspondence
January 20, 2011	Police department	Citizen Interaction
January 21, 2011	Citizen complaint	Correspondence
January 24, 2011	Citizens complaints (3)	Citizen Interaction
February 1, 2011	Community watch	Correspondence
February 11, 2011	Community watch	Correspondence
February 19, 2011	Public roads	Citizen Interaction
March 19, 2011	Economic development	Correspondence
March 23, 2011	City festival	Correspondence
March 26, 2011	Public information request	Correspondence
April 11, 2011	Community watch	Correspondence
April 19, 2011	Public roads	Citizen Interaction
April 25, 2011	City festival	Correspondence
April 25, 2011	City festival	Correspondence
April 25, 2011	City festival	Correspondence
April 25, 2011	City festival	Correspondence
April 25, 2011	Speeders	Citizen Interaction
April 26, 2011	Property concern	Correspondence
April 27, 2011	Street lights	Citizen Interaction
April 30, 2011	Community watch	Correspondence
May 2, 2011	Speeding	Correspondence
May 4, 2011	Public recreation	Correspondence
May 4, 2011	Stormwater damage	Citizen Interaction
May 11, 2011	Weather response	Correspondence
May 13, 2011	Annexation complaint	Correspondence
May 16, 2011	Public utilities	Correspondence
May 21, 2011	Public property inquiry	Correspondence
May 24, 2011	Public recreation	Correspondence
May 28, 2011	Public building inquiry	Correspondence
May 28, 2011	Eagle Scout project	Correspondence

May 31, 2011	Public roads	Correspondence
June 11, 2011	Crime prevention	Correspondence
June 13, 2011	Public utilities	Correspondence
June 13, 2011	Public buildings	Citizen Interaction
June 16, 2011	Trash collection	Correspondence
June 16, 2011	Trash collection	Citizen Interaction
June 17, 2011	Property concern	Correspondence
June 18, 2011	Economic development	Correspondence
June 19, 2011	Trash collection	Citizen Interaction
June 22, 2011	Pothole complaint	Correspondence
June 22, 2011	Community watch	Citizen Interaction
June 23, 2011	Community watch	Correspondence
June 24, 2011	Property concern	Correspondence
June 28, 2011	Public roads	Correspondence

Appendix E - Fayetteville City Council Public Forum (January - June 2011)

*Source: City Council Minutes, City of Fayetteville, NC website

<u>Date of Public Forum</u>	<u>General Topic of Citizen's Discussion</u>
January 24, 2011	Dangers of identity theft
January 24, 2011	Concern about police department
January 24, 2011	Public recreation request
January 24, 2011	Concern about police department
January 24, 2011	Concern about crime
February 14, 2011	Property development
February 14, 2011	Public transit concern
February 14, 2011	Concern about registered sex offenders
February 14, 2011	Property development
February 14, 2011	Property development
February 14, 2011	Public transit concern
February 14, 2011	Public health awareness
February 14, 2011	Property development
February 14, 2011	Public transit concern
February 14, 2011	Public transit concern
March 14, 2011	Economic development issues
April 26, 2011	Property development
April 26, 2011	Public transit concern
April 26, 2011	City beautification
April 26, 2011	Veterans assistance issues
May 9, 2011	Veterans assistance issues
May 9, 2011	Traffic concerns
June 13, 2011	Race relations
June 13, 2011	Voter registration awareness