Mayor - Sandy Sanders

City Administrator - Ray Gosack

City Clerk - Sherri Gard

Board of Directors

Ward 1 - Steve Tyler
Ward 2 - Andre' Good
Ward 3 - Don Hutchings
Ward 4 - George Catsavis
At Large Position 5 - Pam Weber
At Large Position 6 - Kevin Settle
At Large Position 7 - Philip H. Merry Jr.

AGENDA

Fort Smith Board of Directors

Study Session

October 30, 2012 ~ 12:00 Noon

Fort Smith Public Library Community Room

3201 Rogers Avenue

1. Report on City of Fort Smith National Citizen Survey *~ Deferred and placed on agenda by Weber/Merry at the October 23, 2012 study session ~*

2. Review preliminary agenda for the November 6, 2012 regular meeting

1

MEMORANDUM

October 26, 2012

TO: Mayor and Board of Directors

FROM : Ray Gosack, City Administrator

SUBJECT: Citizen Survey

One of our objectives this year was to conduct a citizen survey. The scientific survey gives us feedback about the overall living experience in Fort Smith, what citizens think of city services, and areas of concern. The survey was mailed in early August to more than 1,100 households. We received responses from 324 households or 29%. The survey staff reports that they typically see response rates in the range of 25% to 40%.

The survey results, which have a margin of error of plus or minus 5%, are attached. Some of the survey results may be startling. For example, less than half of the respondents rated the overall direction of the City of Fort Smith as excellent or good. The survey allowed us to compare results with several hundred other cities and counties across the country. In 37 service areas for which comparisons could be made, Fort Smith ranked higher than the benchmark in 2 service areas, similar in 15, and lower in 20.

Services found to be influential in overall service quality ratings were:

- Police
- Land use planning and zoning (principally the appearance of the city)
- Public information

The good news is that a majority of respondents ranked their interactions with city employees as good or excellent, which was

similar to the national benchmark comparisons. Perhaps our customer service isn't as bad as we think. Nonetheless, we are planning to provide employees with customer service training in 2013. We can never be "good enough" in this area.

We also asked respondents where they get their information. Nearly nine out of 10, 87%, said that mainstream media (TV, newspaper, radio) was a major source. Word of mouth was a major information source for 38% and a minor information source for another 48%. Social media (Facebook, Twitter, blogs) was a major information source for less than 20% of the respondents, and wasn't an information source at all for more than half of the respondents. These results have caused us to revisit the communications emphasis we were about to put into social media. While social media can't be ignored, these results suggest we should strongly emphasize mainstream media for communicating with residents.

Discussion of the survey is planned for the October 23rd study session. The staff has prepared initial plans to address the 3 critical areas identified by the survey. We will be prepared to discuss these recommendations at the study session. However, it will be important to solicit the community's feedback about improvement. All of the answers shouldn't come from city hall. Citizens need to be engaged in identifying and prioritizing community and service improvements. The comprehensive plan updates, which will begin soon, will be a prime opportunity for this involvement.

I recommend that our next comprehensive citizen survey be conducted in 2-3 years. This will give us time to realize changes in the priority areas that we decide to address before undertaking the next measurement.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

INTERDEPARTMENTAL MEMORANDUM

To: **Ray Gosack, City Administrator**

From: **Kevin Lindsey, Chief of Police**

Subject: **City of Fort Smith 2012 National Citizen Survey**

Date: **October 18, 2012**

The recent administration of the National Citizen Survey[1] in Fort Smith provided a great deal of insight into citizens' opinions on the overall quality of City services. As illustrated in the full report's *City of Fort Smith Action Chart* (National Research Center, p. 51, Fig. 91), citizen opinions concerning police services were similar to benchmarks for other cities asking the same question. However, since police services were identified as one of three key drivers for the City's service ratings, there were some areas noted where changes may result in improved resident perceptions.

Crime Victimization and Reporting

In assessing the impact of crime victimization and reporting on delivery of police department services, 15% of citizens surveyed indicated they were victimized by at least one crime in the past year but less than one-third (28%) of victims reported the crime to the police department (National Research Center, p. 24, Figs. 36-37). Thus, in comparison to other benchmarked cities, the incidence of crime in Fort Smith being reported to the police department was "much less" than in other cities.

Community and Personal Public Safety

The percentage of citizens' feeling "very safe" or "somewhat safe" was found to be 60% from violent crime, 47% from property crimes, 71% from being out after dark in their neighborhood, and 45% from being out after dark in the downtown area, but were benchmarked "below" or "much below" other cities participating in the survey (National Research Center, p. 22, Fig. 34).

[1] National Research Center (2012). *National citizen survey: City of Fort Smith, AR draft 2012*. Boulder, CO: Author.

Public Safety Services

One of the eight rated public safety services, crime prevention, was rated Excellent or Good by 54% of survey respondents. However, when benchmarked against participating cities, crime prevention was ranked "much below" other cities (National Research Center, pp. 25-26, Figs. 38-39).

Discussion

Without first-hand knowledge of survey respondents' reasons for not reporting crimes that have occurred to them in the past year, it would be difficult to identify strategic interventions that would guarantee an increase in the crime reporting rate in Fort Smith. Likewise, feelings of personal safety change based upon different environments, such as daytime, nighttime, and being in a familiar or unfamiliar neighborhood.

Crime prevention activities, which are generally associated with public information campaigns encouraging citizens to actively report crime and criminal activity, were cited as ranking "much below" other cities' benchmark. The Crime Prevention Officer position in the Police Department was vacated and the officer was reassigned to patrol duties due to manpower staffing concerns in 2011. Crime prevention activities like the Citizens Police Academy, police department demonstrations and appearances were placed on hold throughout 2011 and for the first few months of 2012. Recently, a Crime Prevention officer has been appointed to carry out these duties and in fact, will be graduating the first Citizen's Police Academy class of 2012 on October 25th.

Public information and communication was another major service that was rated below the benchmark with other cities. As with any breakdown in communication, it is best to gather as much information as possible in order to formulate the best remedy. The best place to obtain this information is from citizens, as they can tell us what we need to know concerning:

- Why citizens are not reporting crime incidents to the police department?
- What specifically causes citizens' fear of experiencing violent and property crime?
- What could we do to help citizens feel safer in their neighborhoods and downtown at night?
- What other types of crime prevention activities would citizens like to see or experience?

Crime prevention activities will increase in frequency and will complement day-to-day crime prevention efforts practiced by patrol officers through their beat centered problem-solving analysis and by criminal investigators through analysis of trends and perpetrators. The Department will continue to take advantage of opportunities to remind citizens to report crime and criminal activity, such as in the neighborhood problem solving meetings. To date, we have conducted almost thirty initial and follow-up neighborhood problem solving meetings in all four wards of the city, reaching many different neighborhoods. The meetings have improved dialogue between residents and city departments, and will continue to provide opportunities to enhance communications.

Memorandum

To: Ray Gosack, City Administrator

From: Wally Bailey, Director of Development Services

Date: 10/19/2012

Re: National Citizen Survey

Several sections of the citizen survey relate to the efforts of the Planning and Neighborhood Services divisions of the Development Services Department. The purpose of this memorandum is to address these items and offer some suggestions to possibly address the issues.

The survey shows Fort Smith is much below the comparison benchmark with regard to how the citizens feel about the quality of new development in Fort Smith and the overall appearance of Fort Smith. Below are some thoughts on these topics.

Quality of new development in Fort Smith.

1. *Commercial/Industrial: The UDO has been in effect since August 2009. Since that time, all new development has been significantly different with building facades of high quality materials, landscaping and access management. A few examples include the Jam Mart/Dunkin Donuts; Beef O-Brady's, the retail development at 1700 block of Rogers Avenue, and the development at 7110 Rogers Avenue. My suggestion is that we continue with the current UDO standards. It will take a few more years and as more development occurs, we will begin to see the long term effects. The UDO does have several exceptions of existing developments that could be revisited.*

2. *Residential: New residential subdivisions require perimeter landscaping and entrance features. We have been seeing this enhancement with the new subdivisions. There could be concern about the construction of duplexes in some neighborhoods. We have been hearing some comments about the quality of duplex construction and the insertion of multiple duplexes in predominately single-family residential neighborhoods. If this is the issue, it will take some further consideration and discussion. In many cases even though the neighborhoods are predominately single family the zoning allows duplexes or multi-family developments. Also, we hear complaints that the design and construction of many of the duplexes that do not complement the neighborhood. We could review these issues to determine what, if any, ordinance changes could be made.*

This topic needs more discussion to determine the specific concerns that would cause the comments to be made that the citizens are unhappy with the quality of new development. These items can and should be further discussed during the comprehensive plan project so that we can determine the specific concerns.

Overall appearance of Fort Smith.

What are the specific items that affected the survey responses to indicate there is such an overall appearance problem in Fort Smith? This is a difficult question as it could be any number of issues including litter, parking, vacant buildings, weeds on private property, weeds in the sidewalk, etc. Some items are addressed further in this memo but I have added a few items here for discussion.

1. *Signs. With the enhancements in the UDO for building facades and landscaping we should be thinking about a comprehensive review of signage in Fort Smith. Large signs, portable signs and signs in the right of way are sources of comments we have heard. Any comprehensive rewrite of the sign provisions will be more work than what the staff can accomplish on its own. There may be some immediate signage issues we can address such as regulating signs in the right of way. I believe this is another topic that should be a significant topic of discussion during the comprehensive plan project.*
2. *Property Maintenance. We can review our ordinances and procedures and offer some suggestions with regard to enhanced property maintenance activities. It is difficult to determine if the survey responses were concerned about the commercial areas or their neighborhoods. The property maintenance code tries to focus on everything but we may need to focus on specific problems such as our major corridors. We have noticed many land uses on our major corridors have created some significant appearance problems. Some examples include auto related businesses that have many wrecked or inoperable vehicles.*
3. *New construction. The UDO has some significant code requirements to improve the appearance of new buildings. Many features in the UDO do not apply for major alterations and additions less than 50%. Lowering this threshold might improve more properties currently not affected by the UDO.*

Survey responses also showed significant concern regarding nuisance problems, community code enforcement and planning issues. Below are some thoughts on these topics.

Land Use, Planning and Zoning.

1. *This is a very dynamic topic which makes it difficult to determine what the specific concerns are. We have been making progress with the enhancements of the UDO but change is gradual. The problem may relate to many existing zoning classifications and not necessarily the current efforts for better planning. We should attempt to get more information from the citizens on this subject during the comprehensive plan development.*

Rundown buildings, weed lots and junk vehicles seen as a "major" problem

1. *This will take some enhanced code enforcement efforts (see below). We are diligent about the removing the junk vehicles from residential areas. The responses could be about the growing number of car lots and repair facilities that are becoming quasi-salvage yards. One solution would be to start an aggressive inspection program concerning the automobiles. The weed lots are also a subject that the inspectors work diligently. The rundown buildings are another subject that we are working with more than three hundred (300) current active court cases. These are hard to resolve and we have recently been working with the Judge and Prosecutor to determine better and faster ways to resolve these problems.*

Code Enforcement (weeds, abandoned buildings, etc.)

1. *We will start reviewing all our existing codes and ordinances to see how we can expedite our procedures. Funding may be an issue for us to increase any activities. We have recently met with Judge Saxon and plan to meet with City Attorney's Canfield and Wade. We may need to determine specifically what areas the citizens are concerned about and focus on these subject areas. For example, is it the commercial buildings, residential buildings or both? We could get more aggressive in all parts of the city but this will require time and political support and possibly additional funding for more staff. We are doing a lot to stay on top of these issues but with three (3) inspectors for all the issues and the entire city, it presents some problems staying on top of all the service requests.*

In summary, to fully research and discover the specific focus of the citizen's concerns we really need to drill down much more on each of these subjects. The citizen engagement that will occur during the comprehensive plan project will be an excellent opportunity to acquire this information.

MEMORANDUM

TO: Ray Gosack, City Administrator

FROM: Tracy Winchell, Communications Manager

DATE: 10/18/2012

National Citizen Survey™ - Communications Response

A number of sections within the citizen survey are either directly or tangentially related to communication – based on where citizens get their information and how accurate it may be to how much they trust their local government in general, and how involved they are – or how effective they feel they *could be* – in shaping the future of our region through involvement in our local government.

Civic Activity-Participation in Civic Engagement Opportunities

The Numbers[i]

For example, while 60% have either attended a local public meeting or watched on TV, a full 94% have provided help to a friend and neighbor. 52% have volunteered to a group or activity, and 38% have participated in a club or civic group in Fort Smith.

It seems clear that residents of Fort Smith are engaged in activities. That an overwhelming majority of citizens have helped a friend or neighbor shows our community members are generous and eager to help, perhaps when they *know* they can make a difference when *no one else* can do so. Involvement in a church or civic organization gives our citizens the opportunity to *believe* in something bigger than themselves and, perhaps to evidence the difference their time, work, and their emotional investment makes in the lives of individuals.

The Challenges

With such low marks in so many areas of this survey – including community inclusiveness and public trust – how do we convince citizens that:

1. Elected leaders and staff *are* interested in citizens' thoughts and that by taking time to participate in the process and provide constructive ideas, these hard-working and talented individuals *can* shape the community's vision for the future *and* benefit individual citizens and businesses?
2. Providing relevant information about the city on a frequent and consistent basis about how these individuals have multiple opportunities to provide input – either through an hour-long public meeting or by serving on a committee, board, or commission?

Civic Activity-Information & Awareness

The Numbers[ii]

Public information services are below the national benchmarks, with only 57% rating public information services and information dissemination as excellent or good.

The city's electronic newsletter, the *Fast Focus* just completed its first year of providing monthly updates. The email publication began with just under 200 subscribers in August 2011 and as of August 2012 just under 400 subscribers are on the list. It would be easy to point to the elimination of the quarterly *Focus* newsletter which, up until this year was mailed to every home and business in Fort Smith. The newsletter reached citizens four times per year, and we had many calls during the first quarter from citizens wondering why they hadn't yet received a new issue. We are in the process of ramping up a drive to subscribe more individuals to

the *Fast Focus,* beginning with every city employee. Magnets are also being produced, with QR codes to make it easy for new residents and citizens to place the magnets on their refrigerators and simply use their smart phones to access key websites.

The Challenges

Reaching 1,000 citizens once isn't nearly as effective as reaching 100 citizens 100 times. With media use and access so fragmented, it's difficult to reach all 86,000 citizens multiple times per week, per month or per year, especially through any one specific medium. It is critical that we plan a media mix that is affordable, manageable, and that includes as many media as possible – including word of mouth.

- Do elected officials have any feedback from constituents that might allow the city to help make public messages more relevant and accessible to citizens, or that might allow employees and elected officials to speak with one voice in impacting word of mouth?

Public Trust

The Numbers[iii]

Only 38% of citizens surveyed believe Fort Smith is on the right track, and only 42% believe our local government welcomes citizen involvement, while the overall reputation of Fort Smith – according to those surveyed – is only 47%.

The Challenges

- How do we communicate that the following are ways for citizens to make a *legitimate impact* on our community and, through our public and individual actions, appreciate and openly welcome that involvement from individuals who *want* to *be part of solutions?*
    - Town Hall meetings
    - 3 citizens academies – twice per year (Police, Fire, City Hall)
    - Televising city board meetings
    - Ward meetings
    - Neighborhood problem-solving meetings
    - Meetings with neighborhoods about proposed new developments nearby
    - Boards
    - Commissions
    - Task forces

Public Trust-City of Fort Smith Employees

The Numbers[iv]

In all four attributes measured about interfacing with city employees, the percentages of those surveyed, who had contact with someone at the city, were well above 50%, similar to benchmarks from other cities.

The Challenges

In 2013, administration and human resources are planning for customer service training for *all* employees. The results of this survey will impact the type of customer service training offered. Not only do we internally want to see the knowledge and responsiveness levels improved – especially on the "excellent" side of the equation - it is expected that even better response rates in this category can be a driver of positive word of mouth in our community, and also have a positive impact on public trust, based on the Edelman Trust Barometer, a world-wide survey performed by the world's largest public relations firm. Briefly, one of the findings in the 2012 Edelman survey is that individuals tend to trust "people like them" much more than they do CEOs or public officials. By training our employees to engender public trust through knowledge of their department and the city's overall operations, by responding quickly and courteously, we can have a positive impact on public trust *and* word of mouth, through time, effort, training, and consistency.

Custom Questions[v]

All custom questions centered on public trust and public access to information. Briefly, the highlights from these three questions are that:

The Numbers

1. 90% of citizens surveyed expect their local government and representatives to act in accordance with our words when it comes to investing their tax dollars.
2. Top 3 sources of information:
    a. 98% of citizens surveyed say mainstream media are a major or minor source of information
    b. 86% of citizens surveyed say word of mouth is a major or minor source of information
    c. 44% of citizens surveyed say Facebook is a major or minor source of information

The Challenges

The results of this survey were surprising. Facebook analytics[vi] show that in the past 6 months, the City of Fort Smith's Facebook popularity has grown exponentially in terms of *active* users. More than seven hundred interact with, view, or share the page during the most recent 28 day period, while in late March 2012 the fewer than 100 people during the same period interacted with the page.

It's clear that, with an overwhelming majority relying on mainstream media, we must continue to rely on relationships with local reporters and 2 to 3 *relevant and newsworthy* news releases or story pitches per week to impact the greatest number of citizens. It also means that news headlines generated by board and staff action have a tremendous impact on how citizens view the city, and all of the trust measurements gathered in the survey. While citizens may not read the same story more than once, and may even miss a story generated as a news release, the frequency and consistency of board and staff words and actions profoundly impacts the attitudes of citizens, which feeds the second-most popular method of receiving information about our government – word-of-mouth.

While we have no control over what is written or covered during meetings, we do have control of what we say, how we say it, and the decisions we make.

Which leads to the question for our policy makers:

- How do we do more of what's working?[vii]
    - Gathering input from the public
    - Arriving at a consensus
    - Making and announcing a decision
    - Implementing the decision as we originally promised
    - Showing evidence of the actions

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[i] National Citizen Survey, page 41
[ii] The National Survey, Page 43
[iii] The National Survey, Page 45
[iv] The National Survey, Page 48
[v] The National Survey, Pages 54 & 55
[vi] Facebook Analytic Data downloaded from Facebook. Relevant data charted and available upon request.
[vii] *Progress as Promised* online report card is an example of this successful process

The National Citizen Survey™

City of Fort Smith, AR
2012

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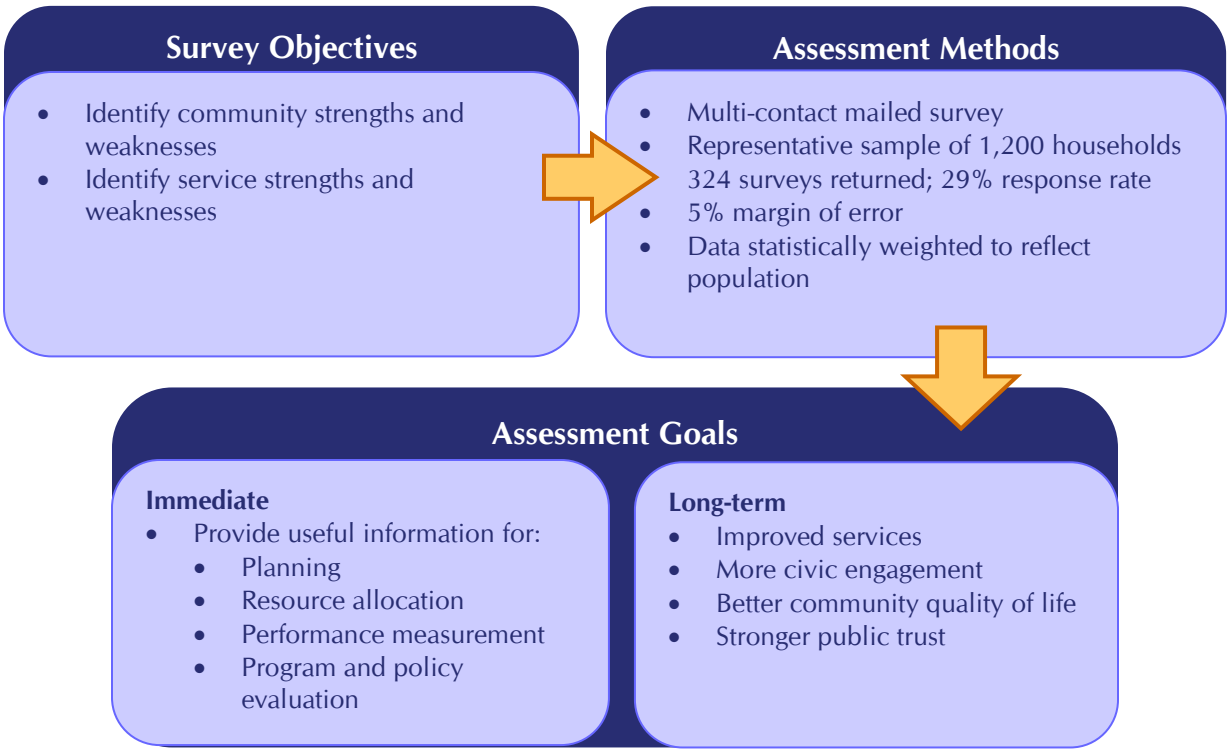
The National Citizen Survey™ by National Research Center, Inc.

Survey Background

About The National Citizen Survey™

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

Figure 1: The National Citizen Survey™ Methods and Goals



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

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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS

The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 324 completed surveys were obtained, providing an overall response rate of 29%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

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

Understanding the Results

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

Margin of Error

The margin of error around results for the City of Fort Smith Survey (324 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

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

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City of Fort Smith chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Fort Smith survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Fort Smith results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Fort Smith's rating to the benchmark.

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

"Don't Know" Responses and Rounding

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

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

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

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

Executive Summary

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

Most residents experienced a good quality of life in the City of Fort Smith and believed the City was a good place to live. The overall quality of life in the City of Fort Smith was rated as "excellent" or "good" by 59% of respondents. A majority reported they plan on staying in the City of Fort Smith for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were opportunities to participate in religious or spiritual events and activities, air quality and opportunities to volunteer. The three characteristics receiving the least positive ratings were recreational opportunities, opportunities to attend cultural activities and employment opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, nine were similar to the national benchmark comparison and 22 were below.

Residents in the City of Fort Smith were somewhat civically engaged. While only 23% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. About half had volunteered their time to some group or activity in the City of Fort Smith, which was higher than the benchmark.

In general, survey respondents demonstrated mild trust in local government. Less than half rated the overall direction being taken by the City of Fort Smith as "good" or "excellent." This was lower than the benchmark. Those residents who had interacted with an employee of the City of Fort Smith in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as "excellent" or "good."

City services rated were able to be compared to the benchmark database. Of the 37 services for which comparisons were available, two were above the benchmark comparison, 15 were similar to the benchmark comparison and 20 were below.

Respondents were asked to rate how frequently they participated in various activities in Fort Smith. The most popular activities included providing help to a friend or neighbor and visiting a City park; while the least popular activities were riding a local bus within Fort Smith and attending a meeting of local elected officials or other public meeting. Generally, participation rates in the various activities in the community were lower than other communities.

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

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

- Land use, planning and zoning
- Police services
- Public information services

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: Land use planning and zoning and public information services.

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

Community Ratings

Overall Community Quality

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

A majority of the City of Fort Smith's residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, many reported they would recommend the community to others and plan to stay for the next five years.

Figure 3: Ratings of Overall Community Quality

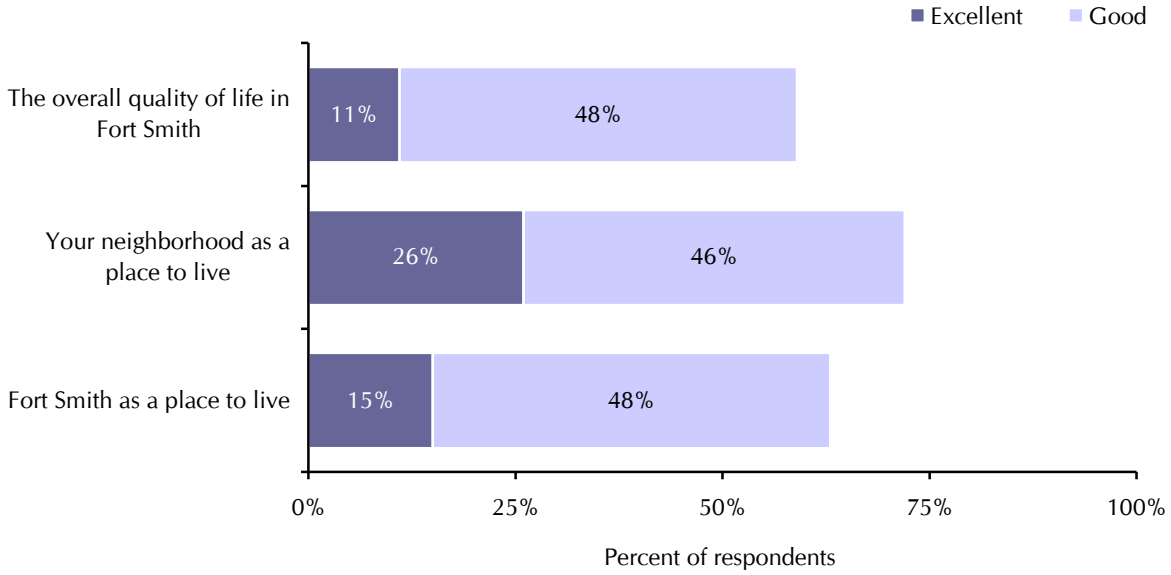
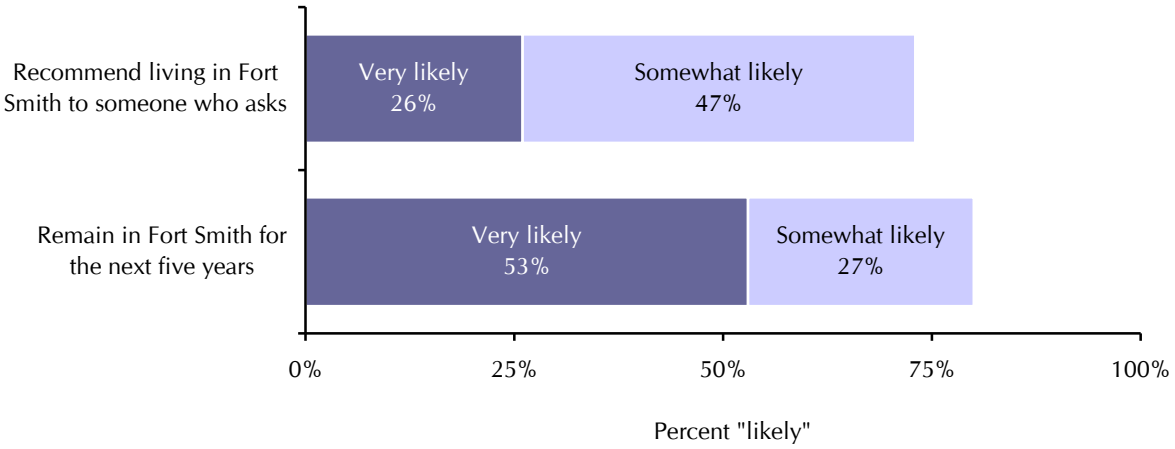


Figure 4: Likelihood of Remaining in Community and Recommending Community



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

FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Fort Smith	Much below
Your neighborhood as place to live	Below
Fort Smith as a place to live	Much below
Recommend living in Fort Smith to someone who asks	Much below
Remain in Fort Smith for the next five years	Below

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

Community Design

Transportation

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

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of car travel was given the most positive rating, followed by ease of bus travel.

Figure 6: Ratings of Transportation in Community

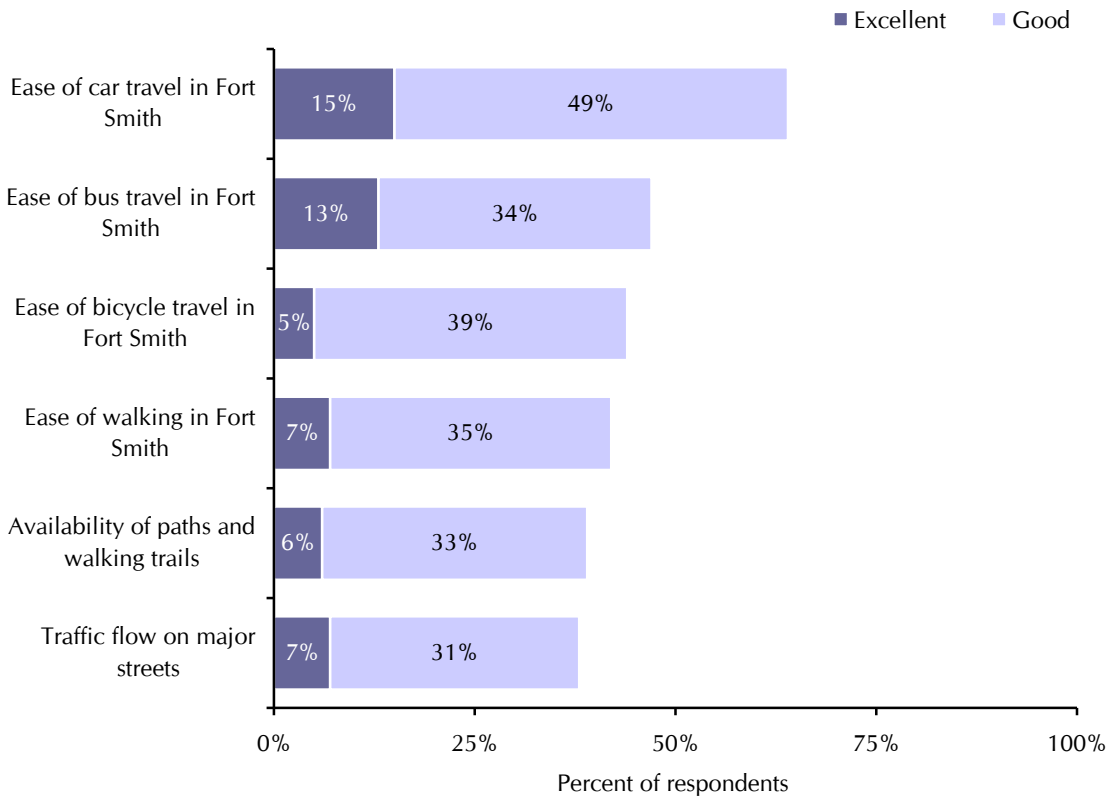


Figure 7: Community Transportation Benchmarks

	Comparison to benchmark
Ease of car travel in Fort Smith	Similar
Ease of bus travel in Fort Smith	Similar
Ease of bicycle travel in Fort Smith	Much below
Ease of walking in Fort Smith	Much below
Availability of paths and walking trails	Much below
Traffic flow on major streets	Below

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

Eight transportation services were rated in Fort Smith. When compared to most communities across America, ratings tended to be negative. Seven services were below the national benchmark and one was similar to the national benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

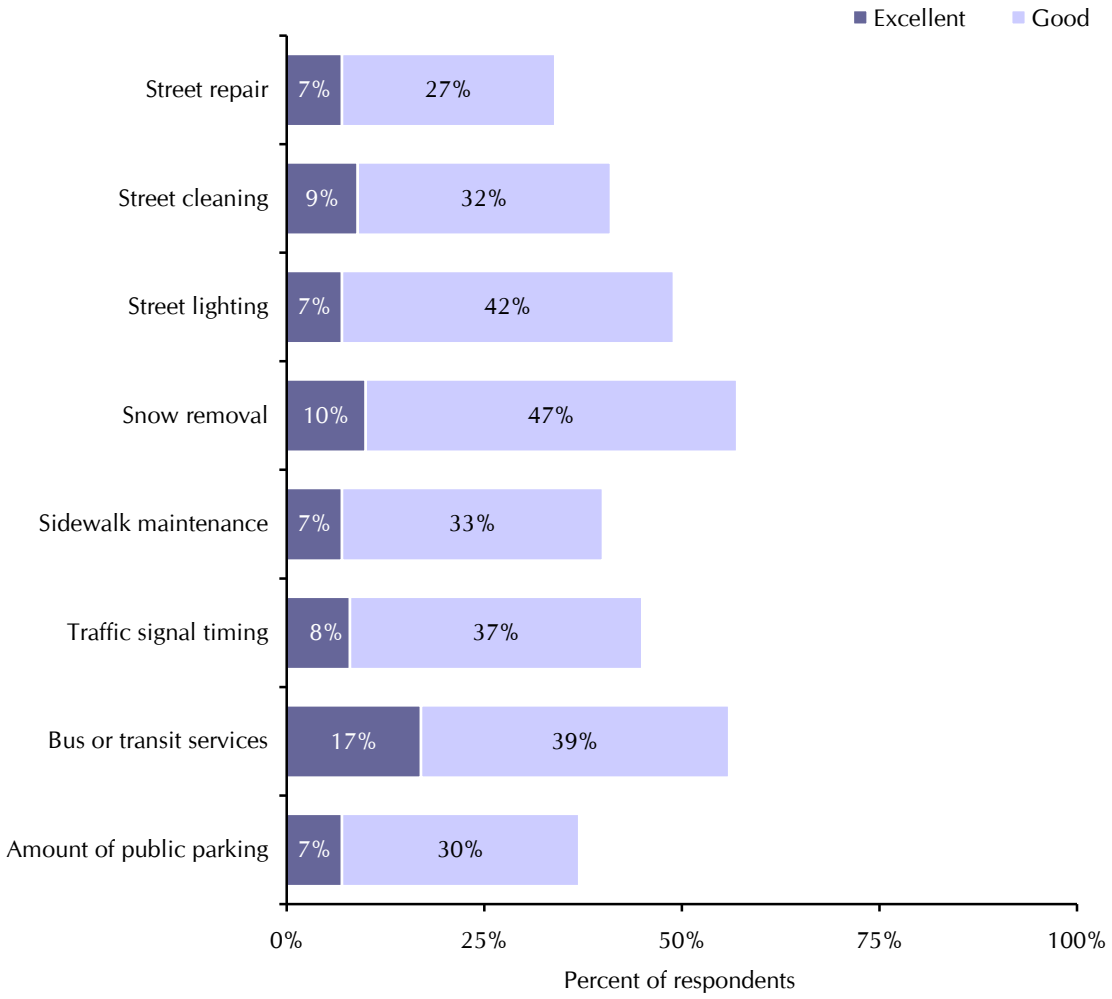


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Much below
Street cleaning	Much below
Street lighting	Below
Snow removal	Below
Sidewalk maintenance	Much below
Traffic signal timing	Below
Bus or transit services	Similar
Amount of public parking	Much below

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

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

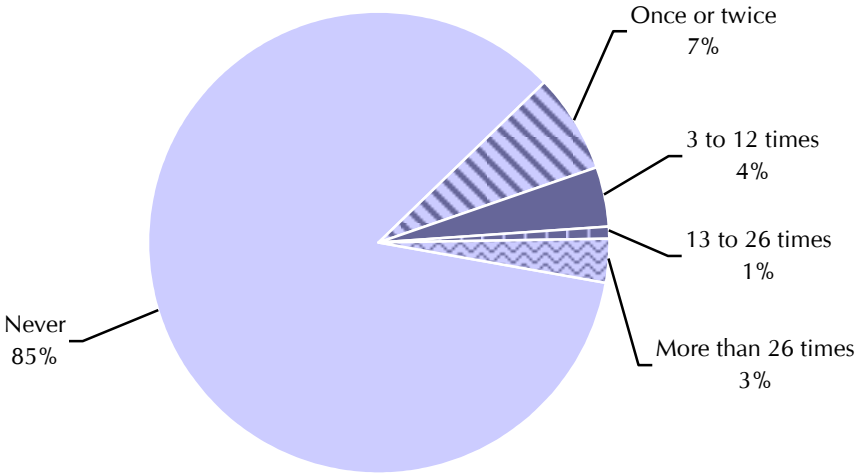


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Fort Smith	Much less

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

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

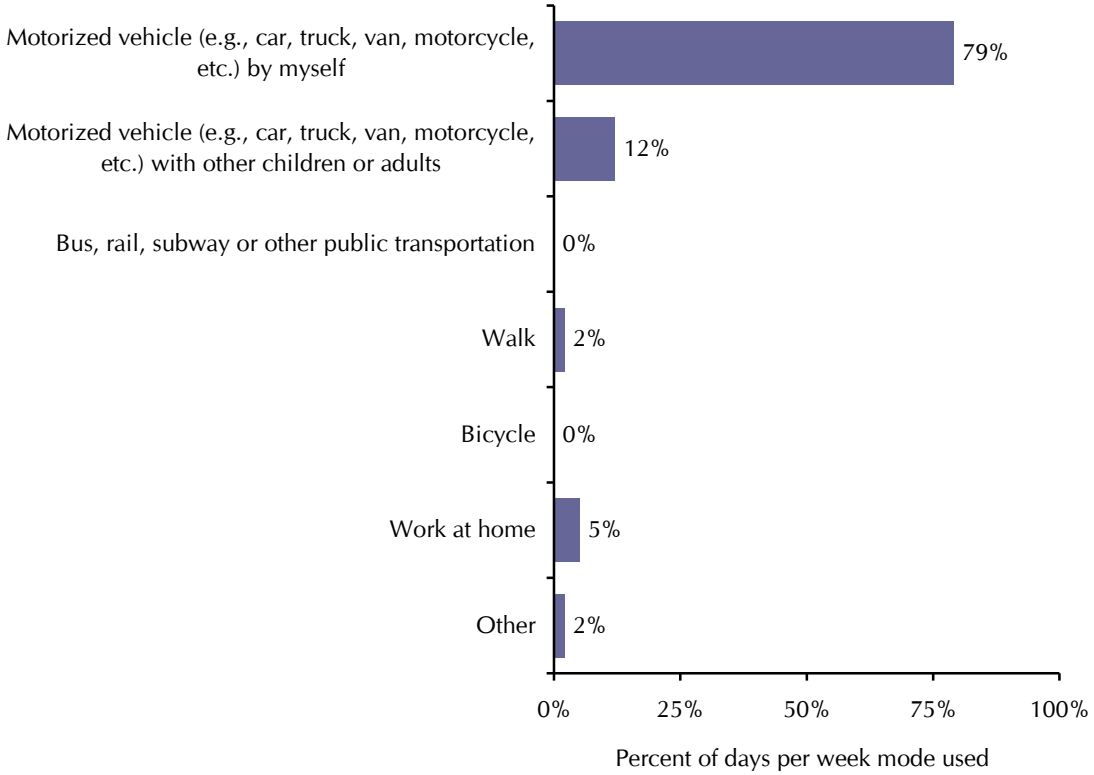


FIGURE 13: DRIVE ALONE BENCHMARKS

	Comparison to benchmark
Average percent of work commute trips made by driving alone	More

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

Housing

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

The survey of the City of Fort Smith residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as "excellent" or "good" by 39% of respondents, while the variety of housing options was rated as "excellent" or "good" by 53% of respondents. The rating of perceived affordable housing availability was similar in the City of Fort Smith compared to the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

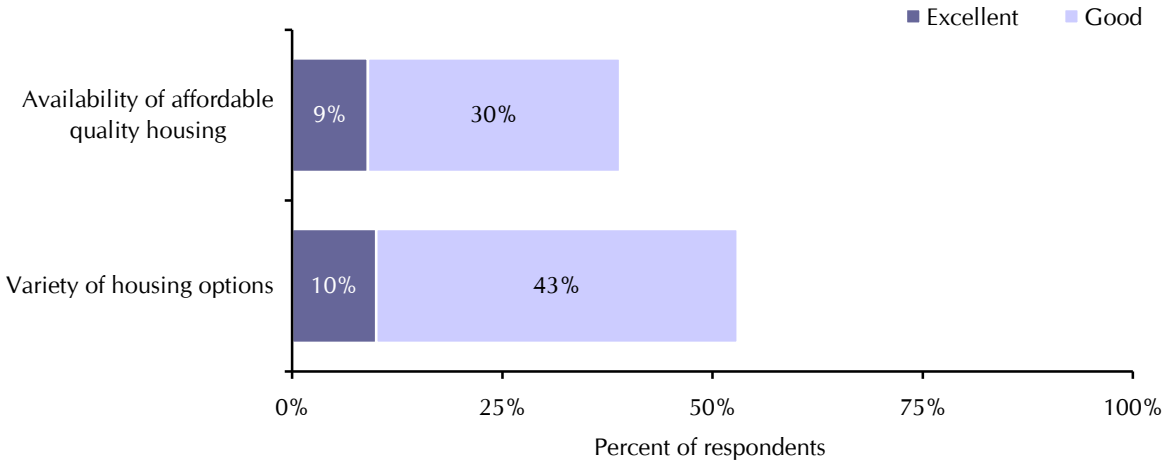


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Similar
Variety of housing options	Below

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

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

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

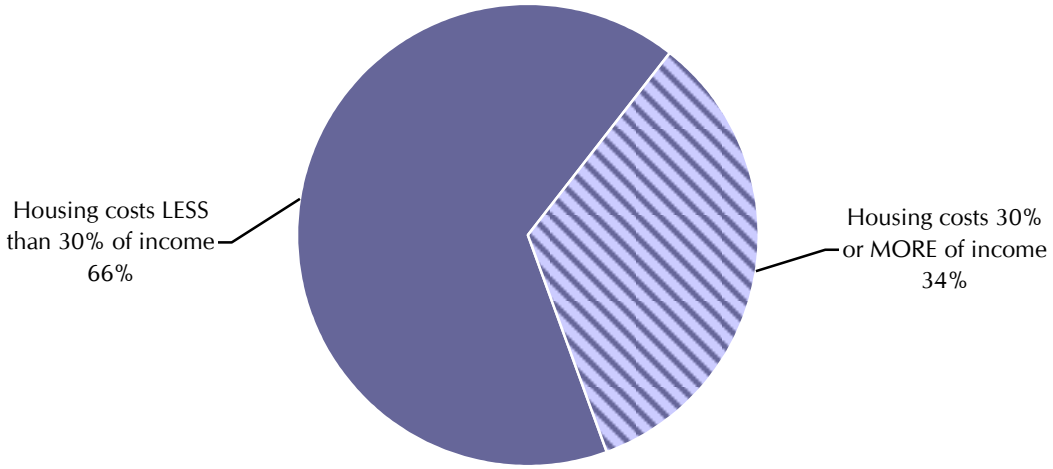


FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	Similar

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

Land Use and Zoning

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

The overall quality of new development in the City of Fort Smith was rated as "excellent" by 10% of respondents and as "good" by an additional 37%. The overall appearance of Fort Smith was rated as "excellent" or "good" by 43% of respondents and was lower than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Fort Smith, 18% thought they were a "major" problem.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

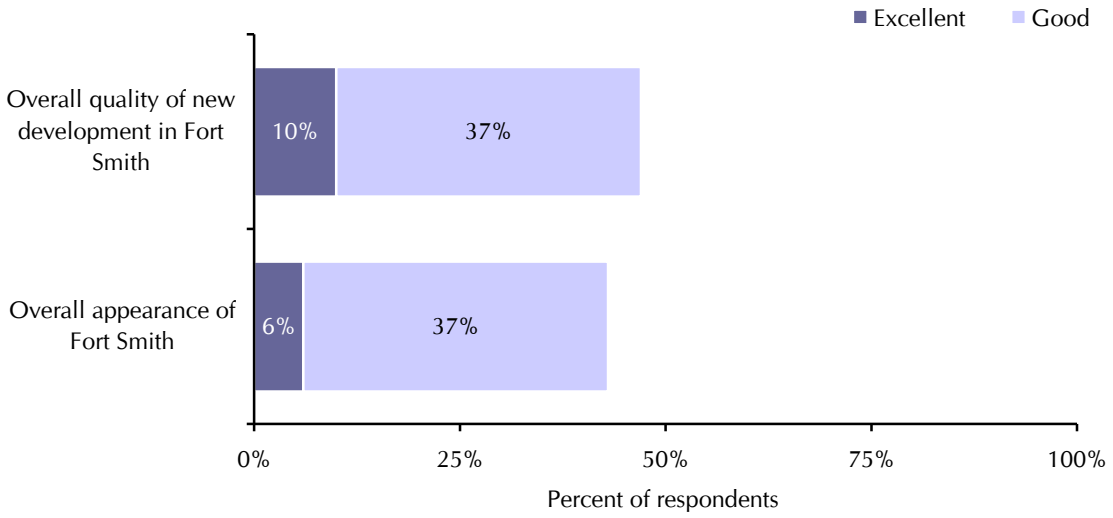


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Fort Smith	Much below
Overall appearance of Fort Smith	Much below

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

FIGURE 20: RATINGS OF POPULATION GROWTH

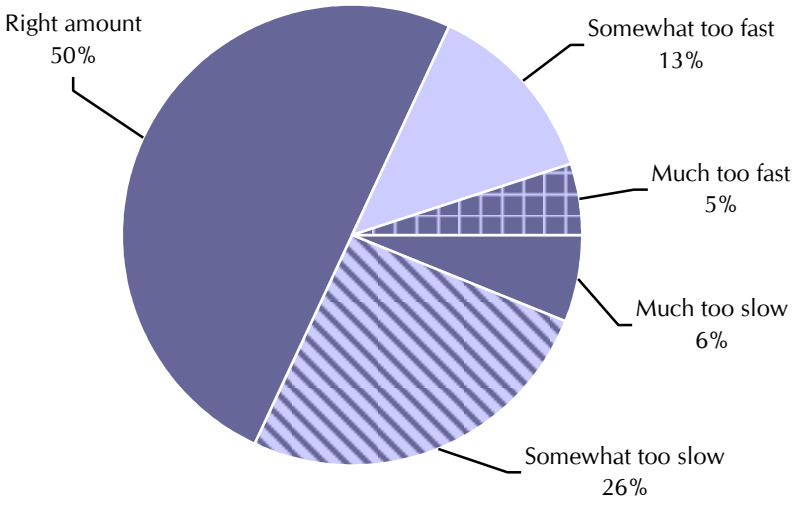


FIGURE 21: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Much less

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

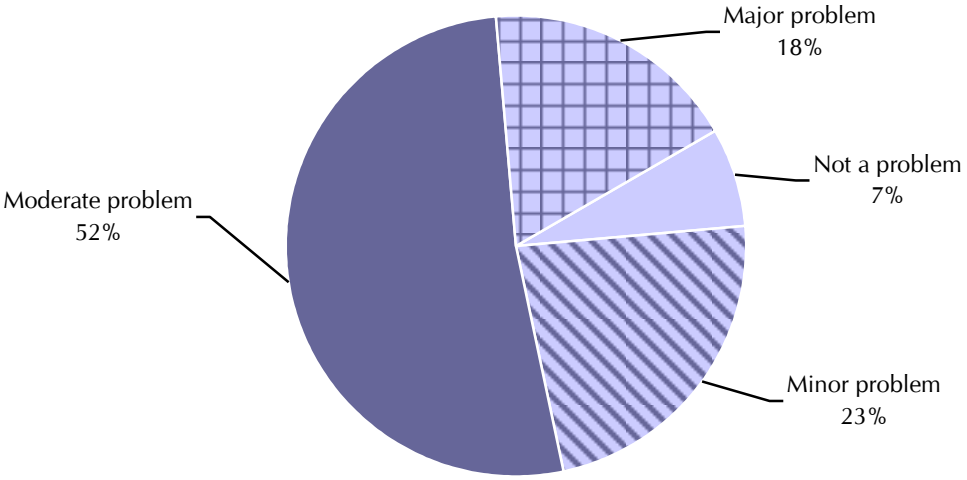


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	More

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

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

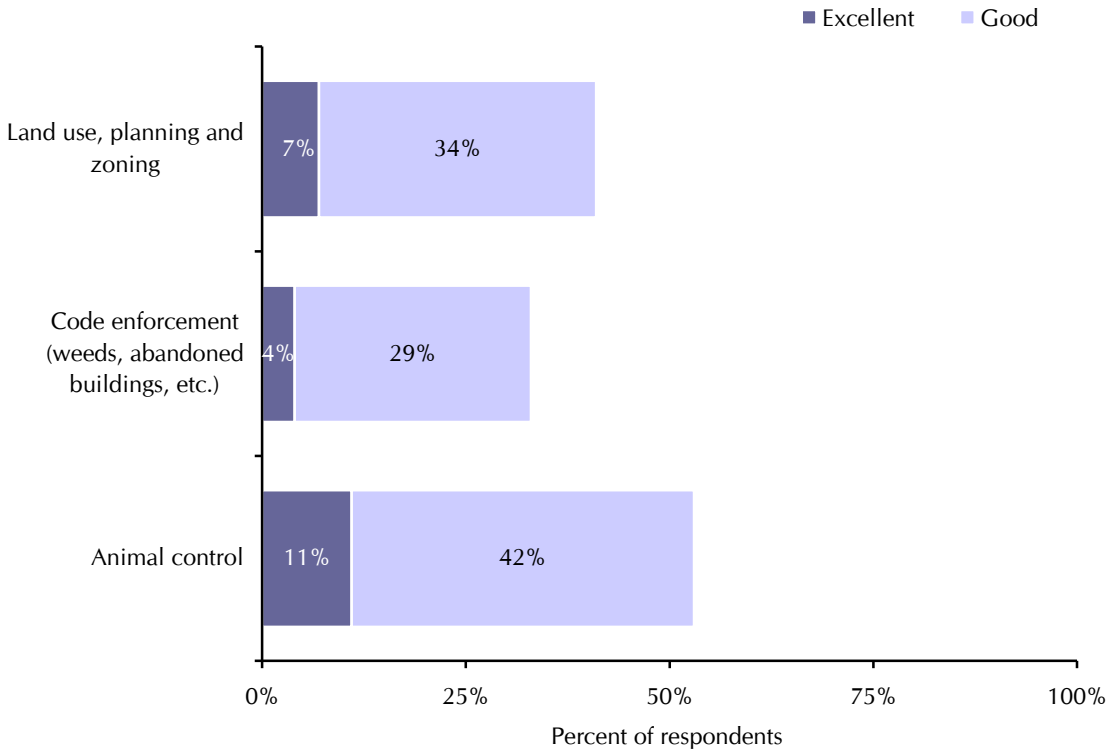


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Below
Code enforcement (weeds, abandoned buildings, etc.)	Much below
Animal control	Below

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

Economic Sustainability

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

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

Figure 26: Ratings of Economic Sustainability and Opportunities

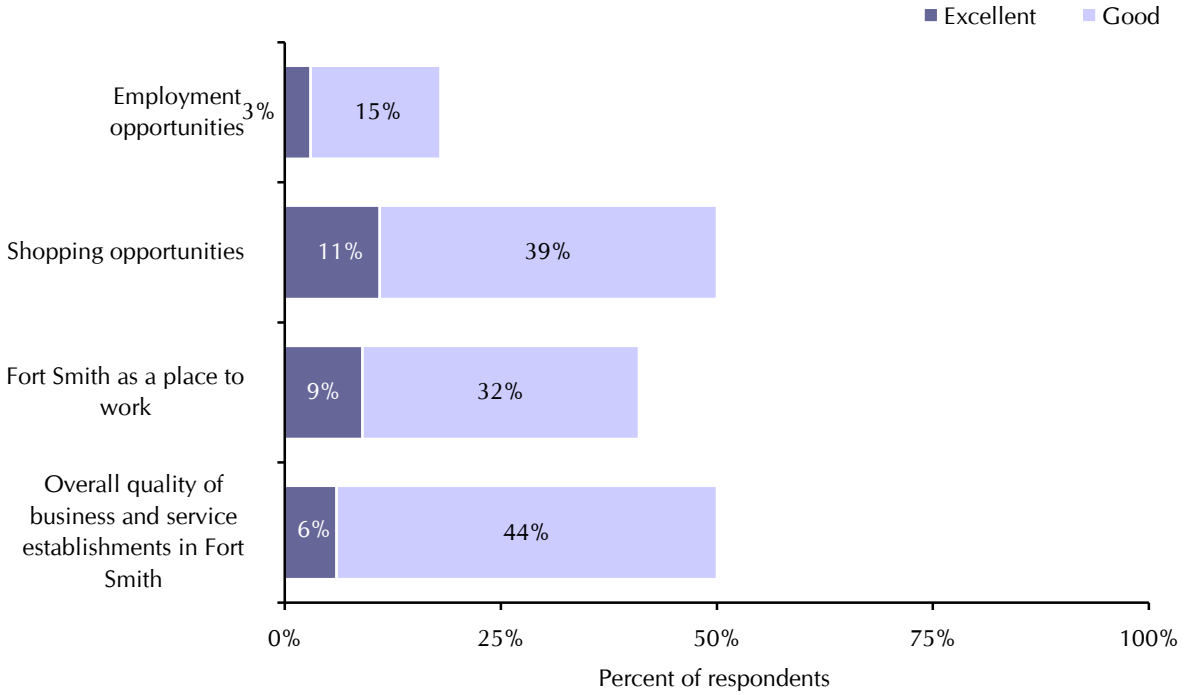


Figure 27: Economic Sustainability and Opportunities Benchmarks

	Comparison to benchmark
Employment opportunities	Much below
Shopping opportunities	Similar
Fort Smith as a place to work	Much below
Overall quality of business and service establishments in Fort Smith	Much below

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

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from "much too slow" to "much too fast." When asked about the rate of jobs growth in Fort Smith, 93% responded that it was "too slow," while 42% reported retail growth as "too slow." About the same number of residents in Fort Smith compared to other jurisdictions believed that retail growth was too slow while many more residents believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

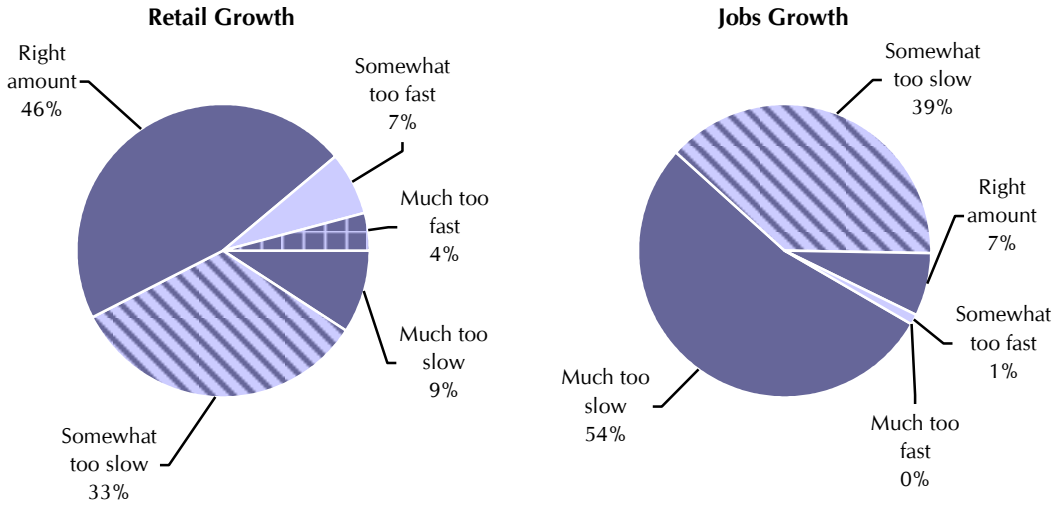


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Similar
Jobs growth seen as too slow	Much more

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

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

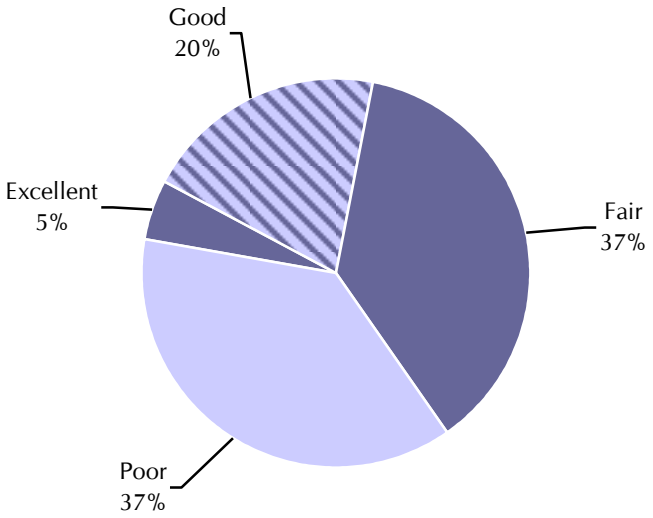


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Much below

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

Residents were asked to reflect on their economic prospects in the near term. Sixteen percent of the City of Fort Smith residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family, while 48% felt that the economic future would be "somewhat" or "very" negative. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

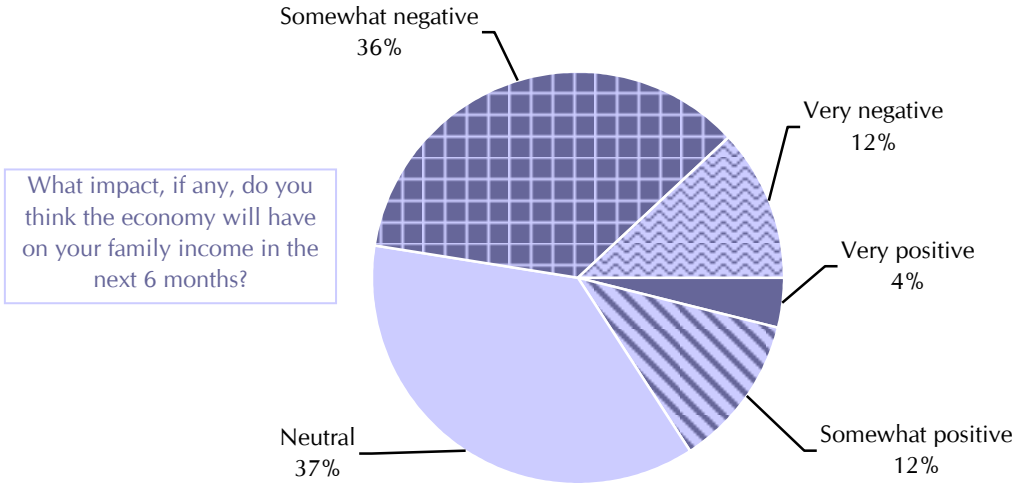


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

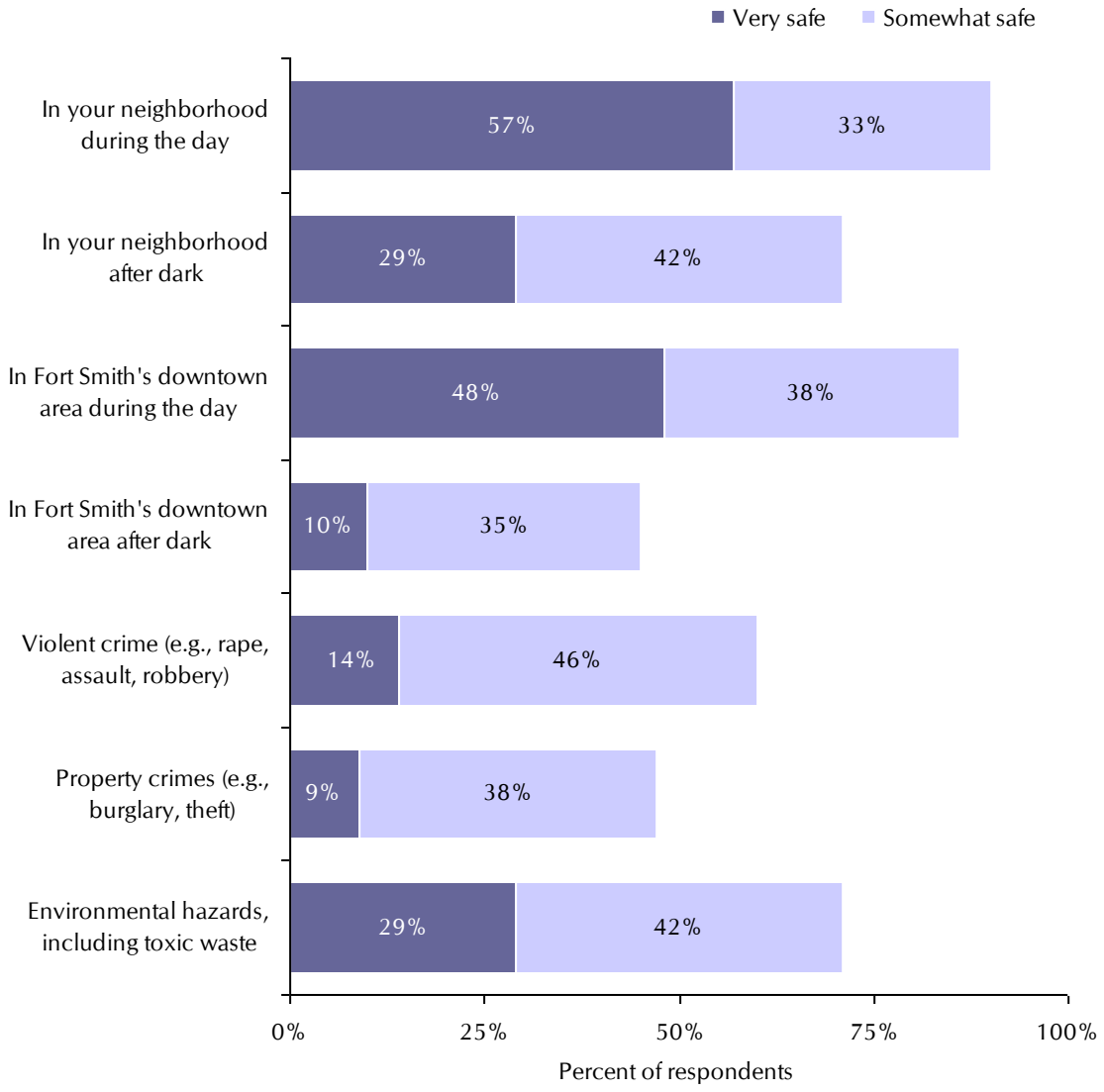
The National Citizen Survey™ by National Research Center, Inc.

Public Safety

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City of Fort Smith. About 60% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 71% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

Figure 34: Ratings of Community and Personal Public Safety



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

FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Similar
In your neighborhood after dark	Below
In Fort Smith's downtown area during the day	Similar
In Fort Smith's downtown area after dark	Much below
Violent crime (e.g., rape, assault, robbery)	Much below
Property crimes (e.g., burglary, theft)	Much below
Environmental hazards, including toxic waste	Below

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

As assessed by the survey, 15% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 72% had reported it to police. Compared to other jurisdictions, about the same percent of Fort Smith residents had been victims of crime in the 12 months preceding the survey and fewer Fort Smith residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

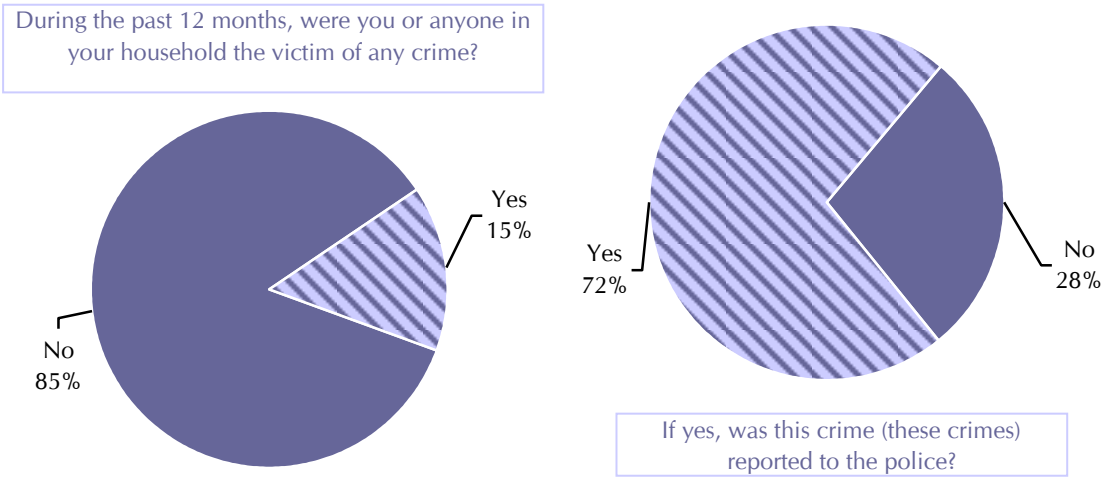


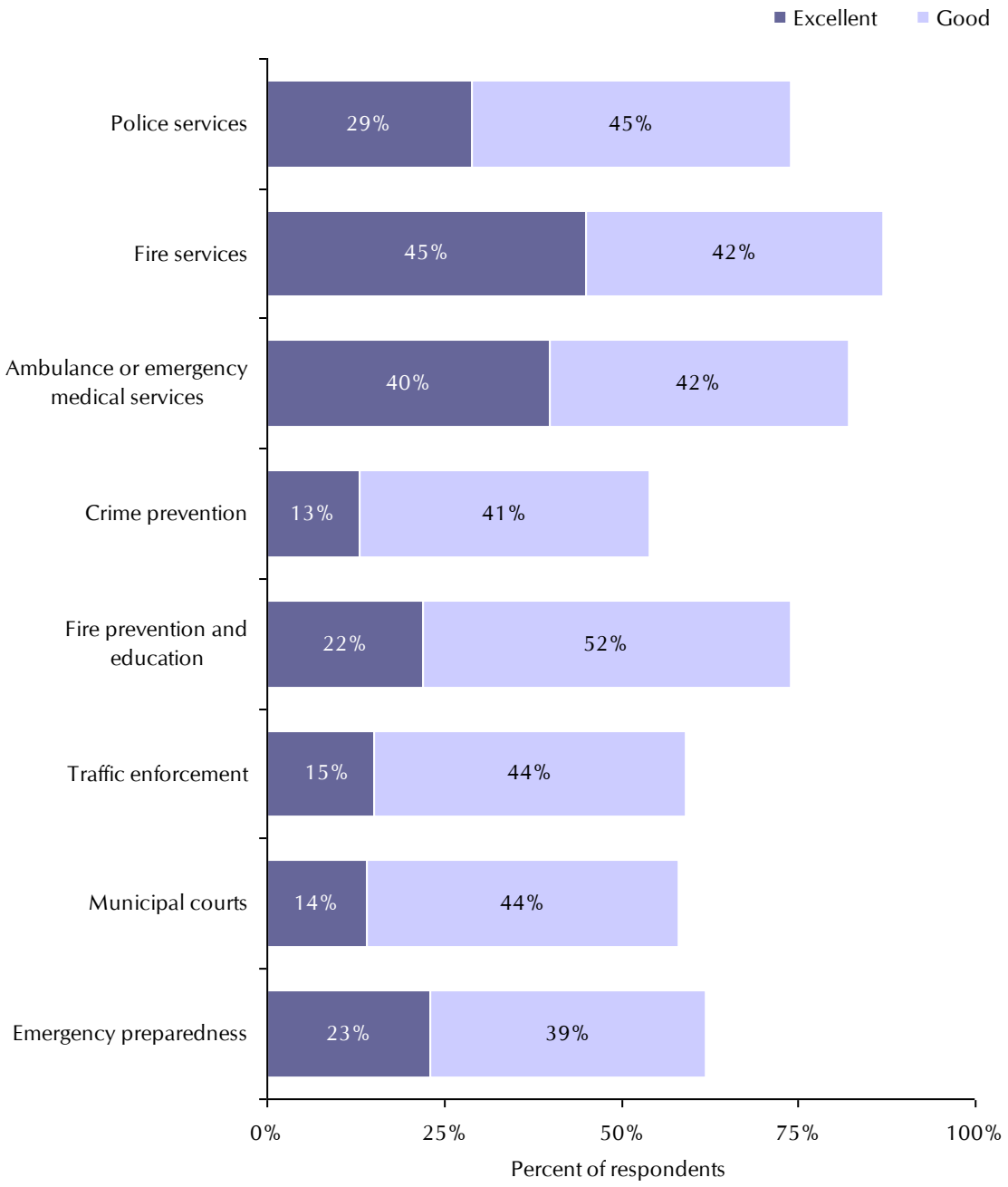
FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Similar
Reported crimes	Much less

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

Residents rated eight City public safety services; of these, six were rated similar to the benchmark comparison and two were rated below the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while crime prevention and municipal courts received the lowest ratings.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES



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

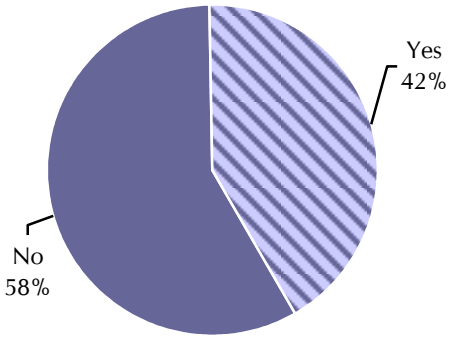
FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

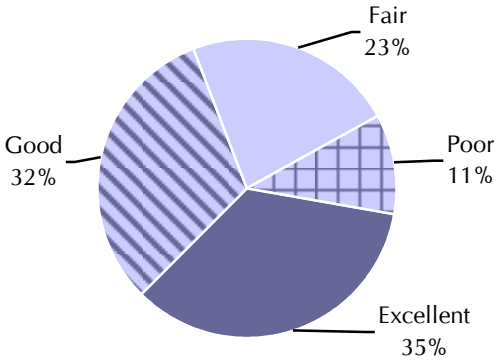
	Comparison to benchmark
Police services	Similar
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Much below
Fire prevention and education	Similar
Traffic enforcement	Similar
Courts	Below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

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

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?

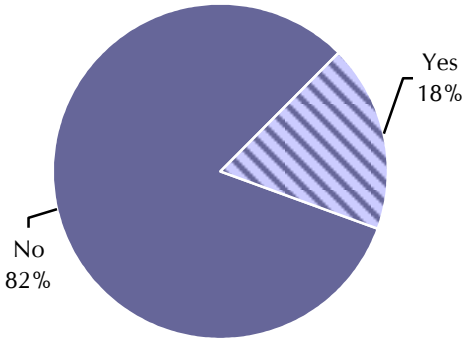


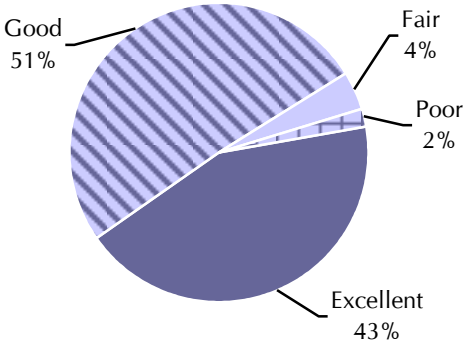


What was your overall impression of your most recent contact with the City of Fort Smith Police Department?

FIGURE 41: CONTACT WITH FIRE DEPARTMENT

Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?





What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?

FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the City of Fort Smith Police Department	More
Overall impression of most recent contact with the City of Fort Smith Police Department	Below
Had contact with the City of Fort Smith Fire Department	Similar
Overall impression of most recent contact with the City of Fort Smith Fire Department	Below

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

Environmental Sustainability

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

Residents of the City of Fort Smith were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as "excellent" or "good" by 65% of survey respondents. Air quality received the highest rating, and it was similar to the benchmark.

Figure 43: Ratings of the Community's Natural Environment

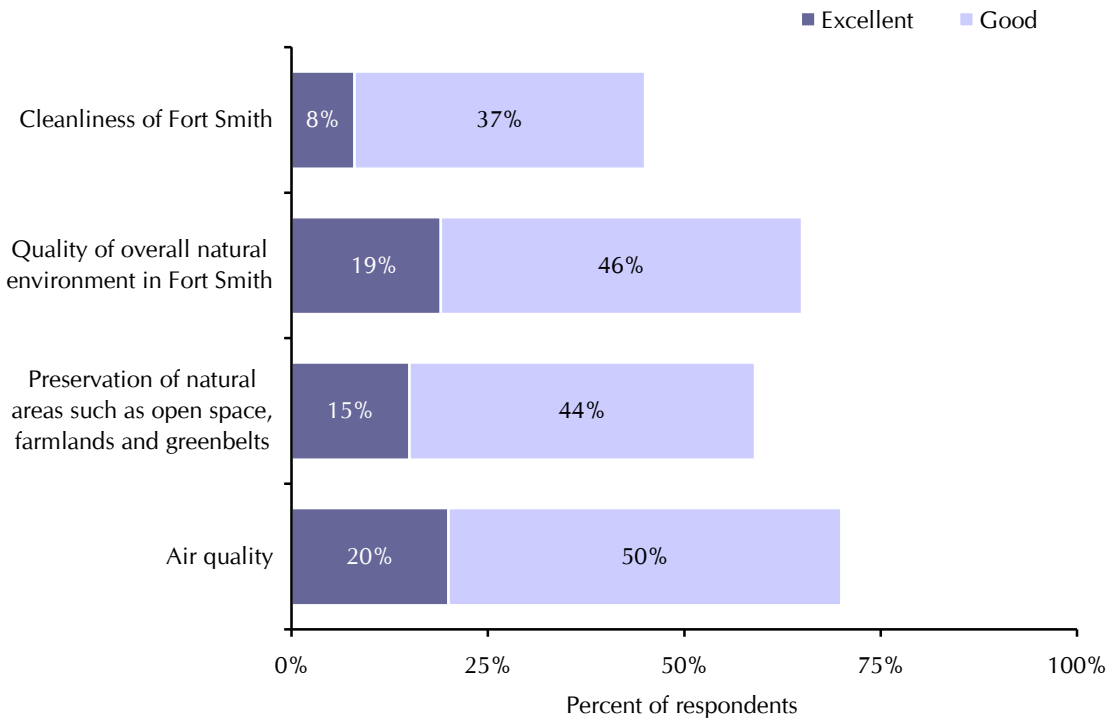


Figure 44: Community Environment Benchmarks

	Comparison to benchmark
Cleanliness of Fort Smith	Much below
Quality of overall natural environment in Fort Smith	Below
Preservation of natural areas such as open space, farmlands and greenbelts	Similar
Air quality	Similar

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

Resident recycling was less than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

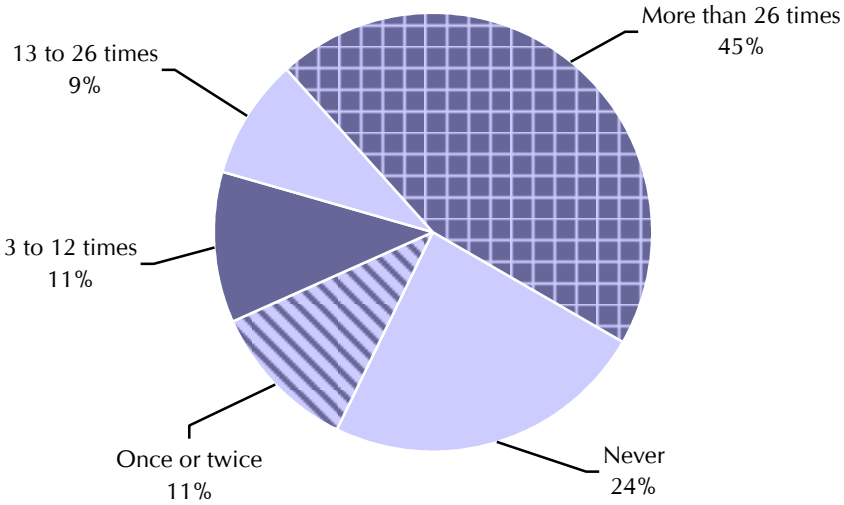


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	Much less

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

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

FIGURE 47: RATINGS OF UTILITY SERVICES

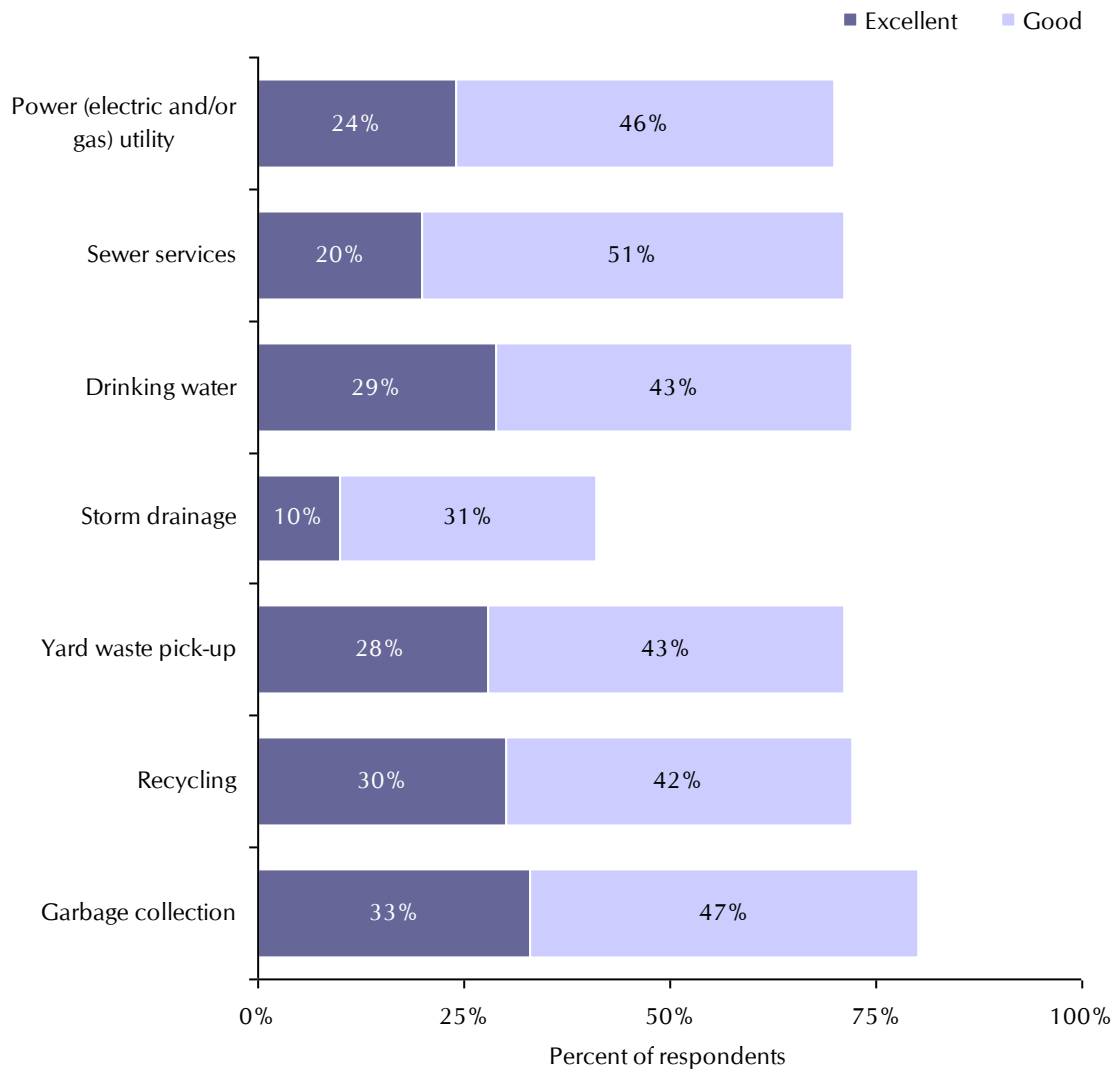


FIGURE 48: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Similar
Sewer services	Similar
Drinking water	Above
Storm drainage	Much below
Yard waste pick-up	Similar
Recycling	Similar
Garbage collection	Similar

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

Recreation and Wellness

Parks and Recreation

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

Recreation opportunities in the City of Fort Smith were rated somewhat positively as were services related to parks and recreation. City parks received the highest rating and was rated similar to the benchmark while recreation programs or classes and recreation centers or facilities were lower than the benchmark.

Resident use of Fort Smith parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. Recreation program use and visiting a City park in Fort Smith were about the same as in comparison jurisdictions. About half of Fort Smith residents participated in a recreation program or activity as least once in the last 12 months while 85% of Fort Smith residents visited a City park at least once in the last 12 months.

Figure 49: Ratings of Community Recreational Opportunities

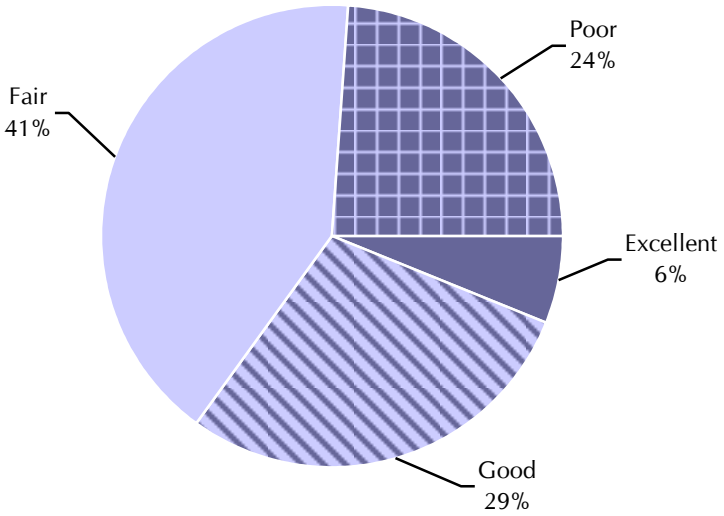


Figure 50: Community Recreational Opportunities Benchmarks

	Comparison to benchmark
Recreation opportunities	Much below

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

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

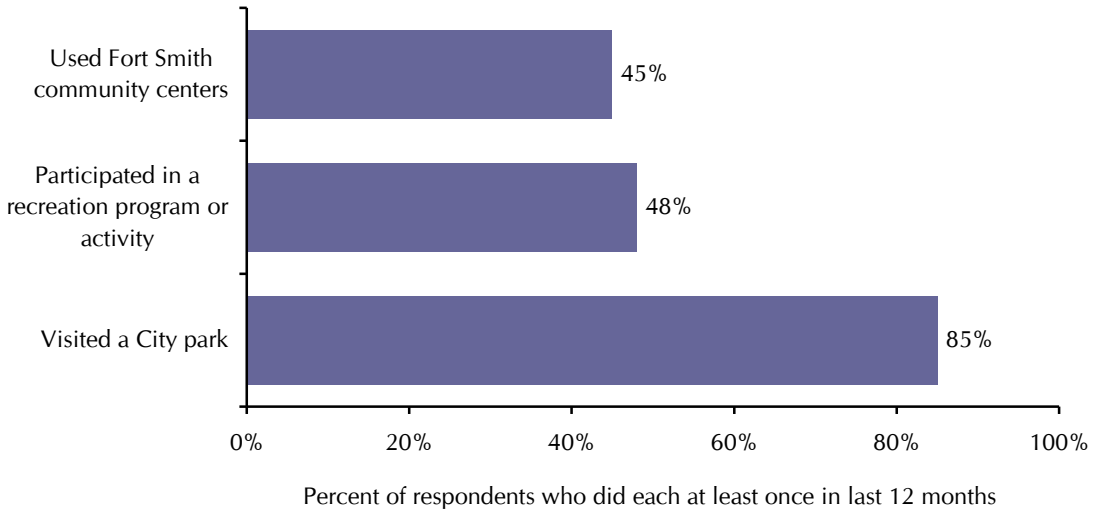


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Participated in a recreation program or activity	Similar
Visited a City park	Similar

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES

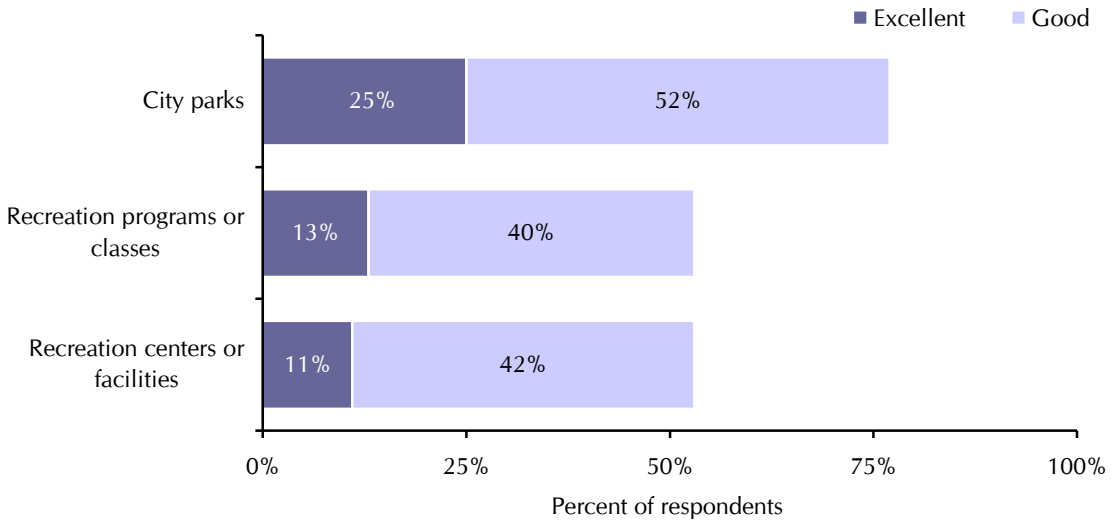


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Similar
Recreation programs or classes	Much below
Recreation centers or facilities	Much below

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

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as "excellent" or "good" by 34% of respondents. Educational opportunities were rated as "excellent" or "good" by 58% of respondents. Compared to the benchmark data, educational opportunities were similar to the average of comparison jurisdictions, while cultural activity opportunities were rated below the benchmark comparison.

About 76% of Fort Smith residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was higher than in comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

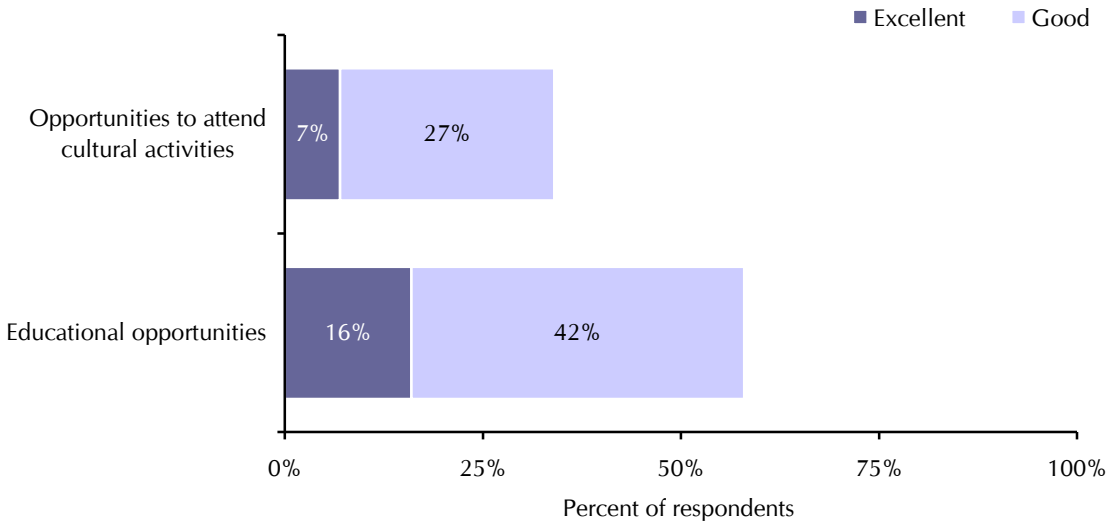


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much below
Educational opportunities	Similar

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

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

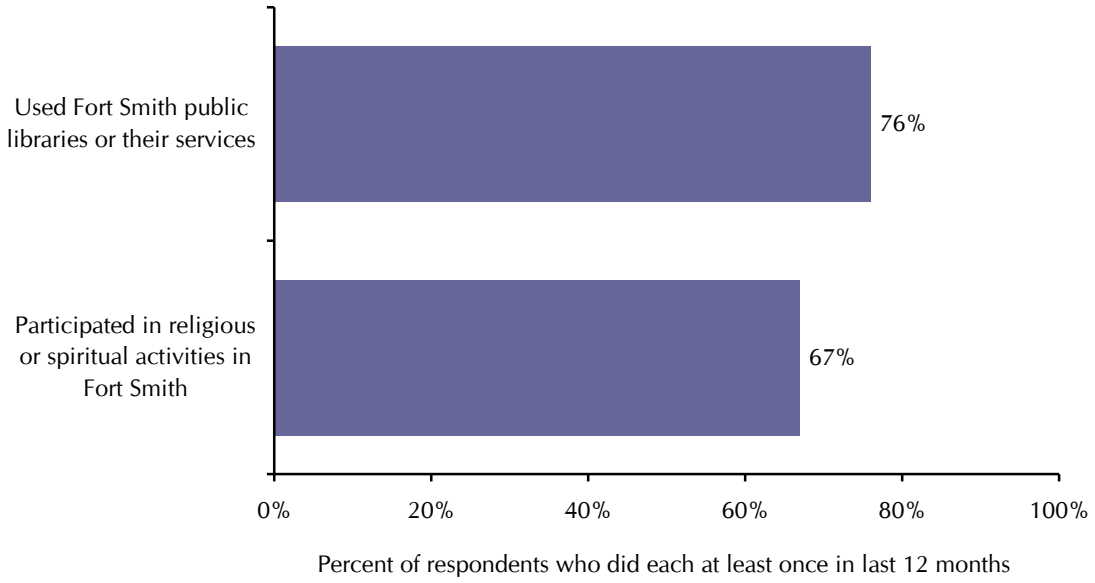


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Fort Smith public libraries or their services	More
Participated in religious or spiritual activities in Fort Smith	Much more

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

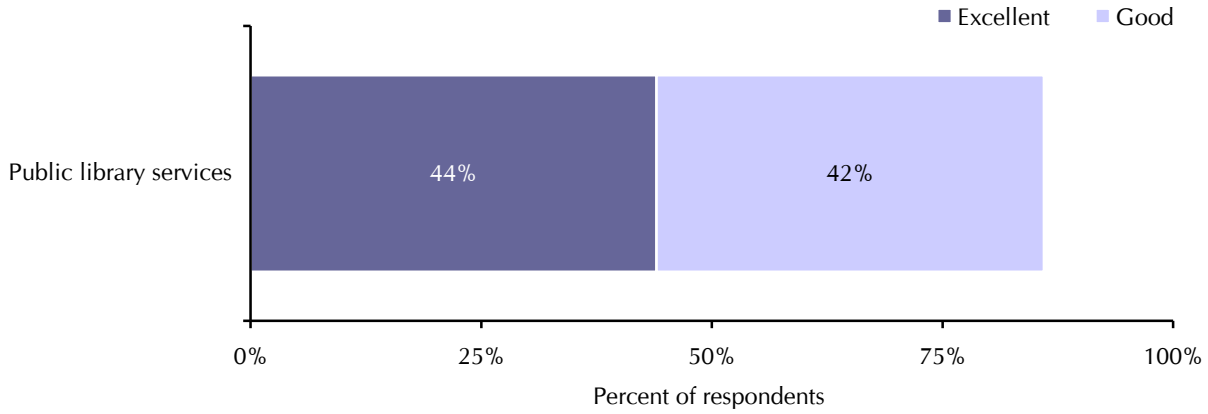


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public library services	Above

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

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of Fort Smith were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for the City of Fort Smith, while the availability for affordable quality health care and preventive health services were rated less favorably by residents.

Among Fort Smith residents, 10% rated affordable quality health care as "excellent" while 32% rated it as "good." Those ratings were below the ratings of comparison communities.

FIGURE 61: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

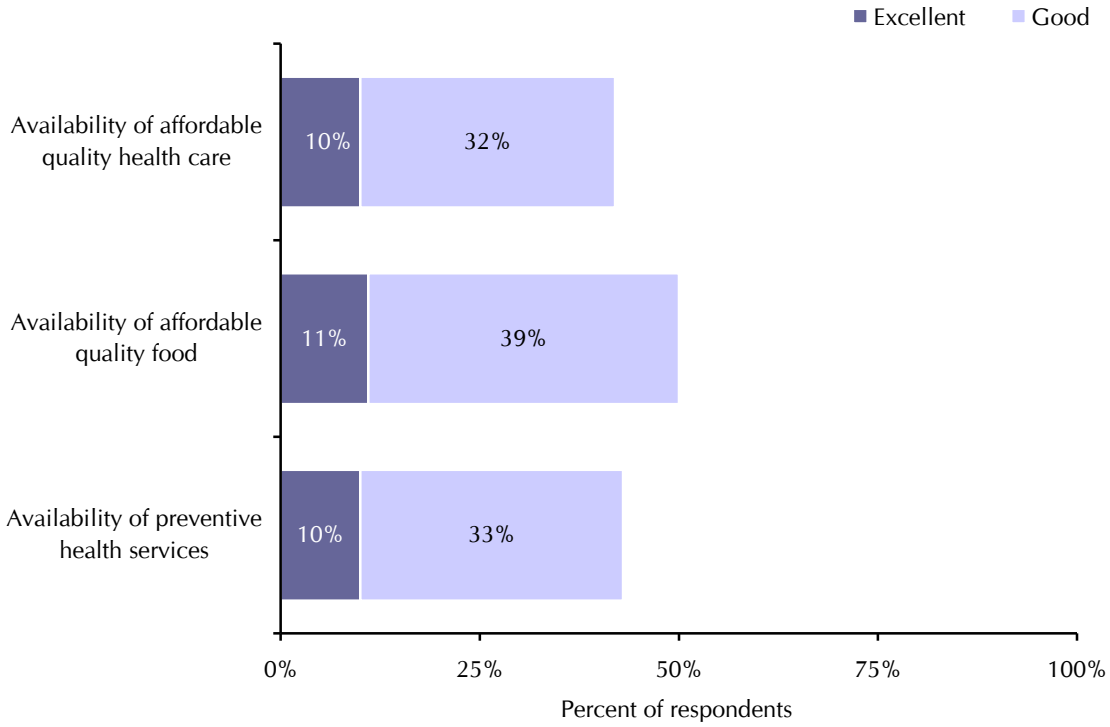


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Below
Availability of affordable quality food	Much below
Availability of preventive health services	Much below

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

Health services in Fort Smith were rated "excellent" or "good by 57% of respondents and were below the benchmark.

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES

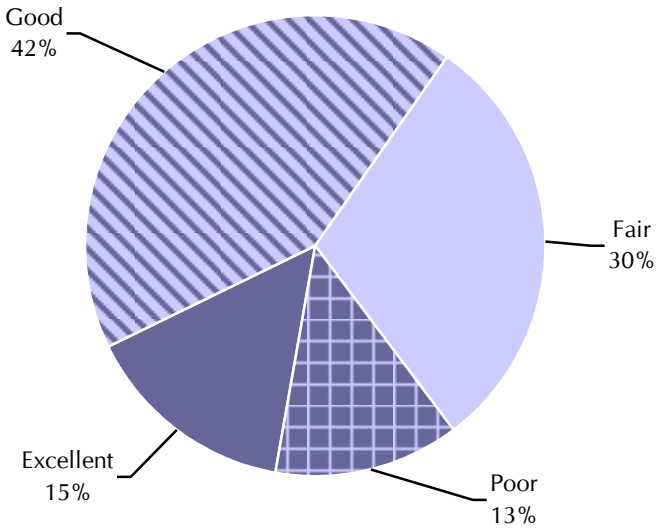


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Below

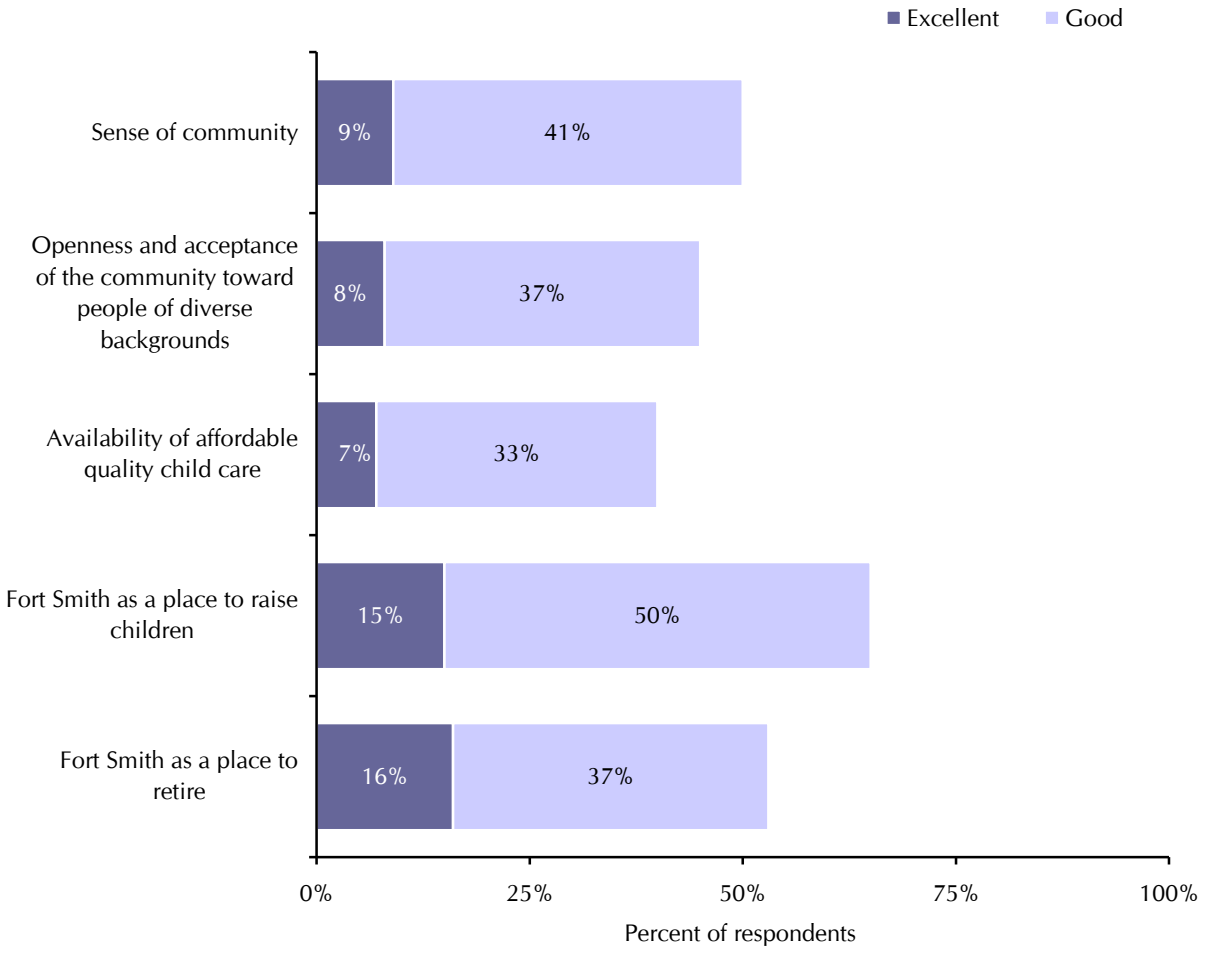
The National Citizen Survey™ by National Research Center, Inc.

Community Inclusiveness

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

A majority of residents rated the City of Fort Smith as an "excellent" or "good" place to raise kids and a majority rated it as an excellent or good place to retire. About half of residents felt that the local sense of community was "excellent" or "good." Fewer survey respondents felt the City of Fort Smith was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but was similar to the benchmark.

Figure 65: Ratings of Community Quality and Inclusiveness



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

FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Much below
Openness and acceptance of the community toward people of diverse backgrounds	Much below
Availability of affordable quality child care	Similar
Fort Smith as a place to raise kids	Much below
Fort Smith as a place to retire	Much below

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 37% to 58% with ratings of "excellent" or "good." All three ratings for the services provided for population subgroups were rated below the national benchmark.

FIGURE 67: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

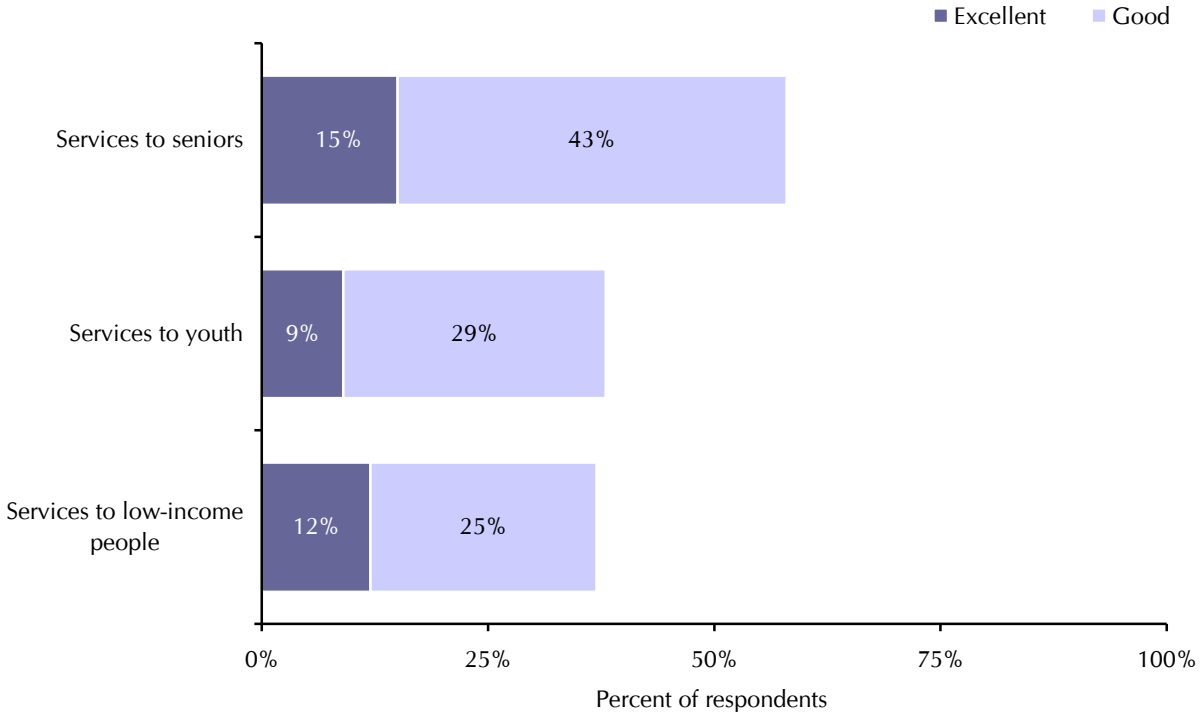


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Below
Services to youth	Much below
Services to low income people	Below

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

Civic Engagement

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

Civic Activity

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

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

Figure 69: Ratings of Civic Engagement Opportunities

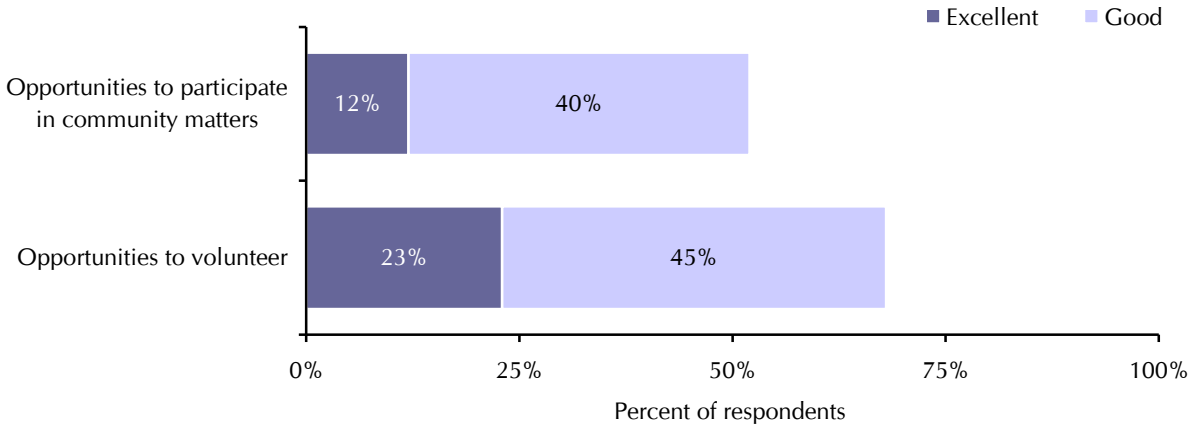


Figure 70: Civic Engagement Opportunities Benchmarks

	Comparison to benchmark
Opportunities to participate in community matters	Below
Opportunities to volunteer	Similar

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

Most of the participants in this survey had not attended a public meeting or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Providing help to a friend or neighbor showed a similar rate of involvement; while watching a meeting of local elected officials or other local public meeting on cable television, the Internet or other media, volunteering your time to some group or activity in Fort Smith and participating in a club or civic group in Fort Smith showed higher rates. Attending a meeting of local elected officials or other local public meeting showed lower rates of community engagement.

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

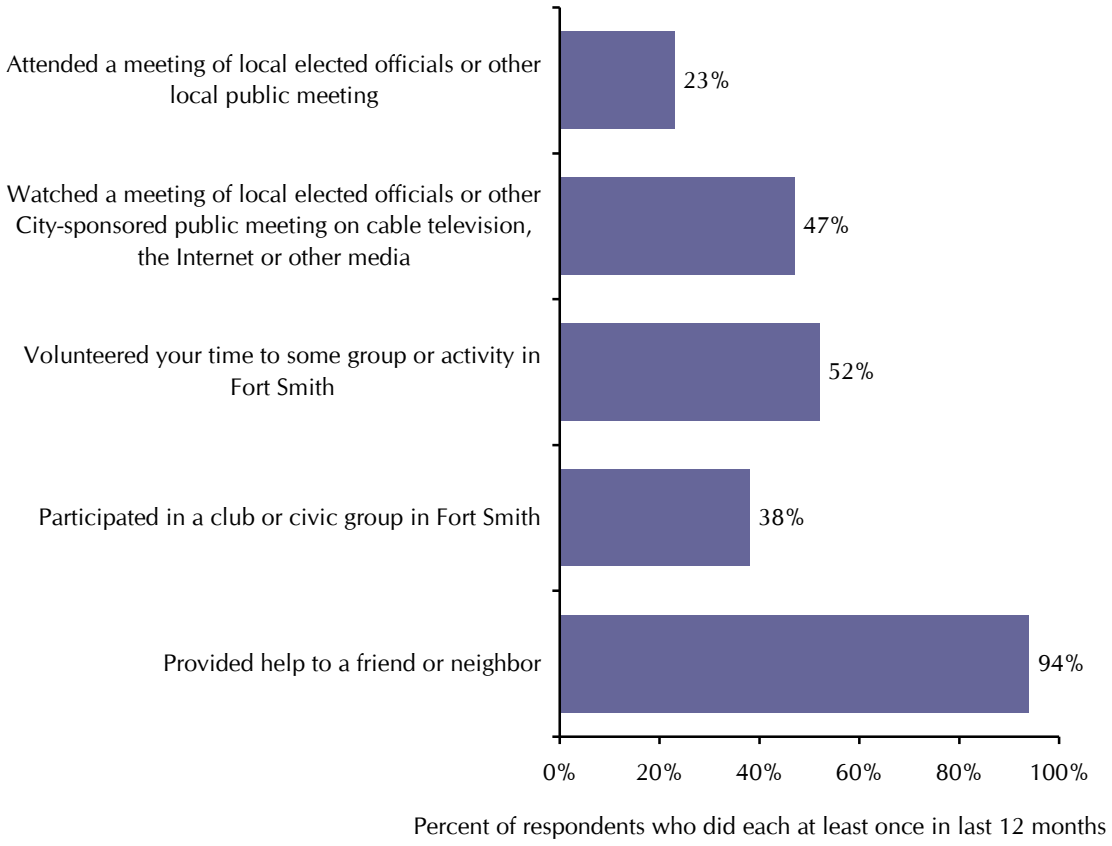


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much more
Volunteered your time to some group or activity in Fort Smith	Much more
Participated in a club or civic group in Fort Smith	Much more
Provided help to a friend or neighbor	Similar

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

Seventy-nine percent of respondents reported they were registered to vote and 62% indicated they had voted in the last general election. This rate of self-reported voting was lower than that of comparison communities.

FIGURE 73: REPORTED VOTING BEHAVIOR

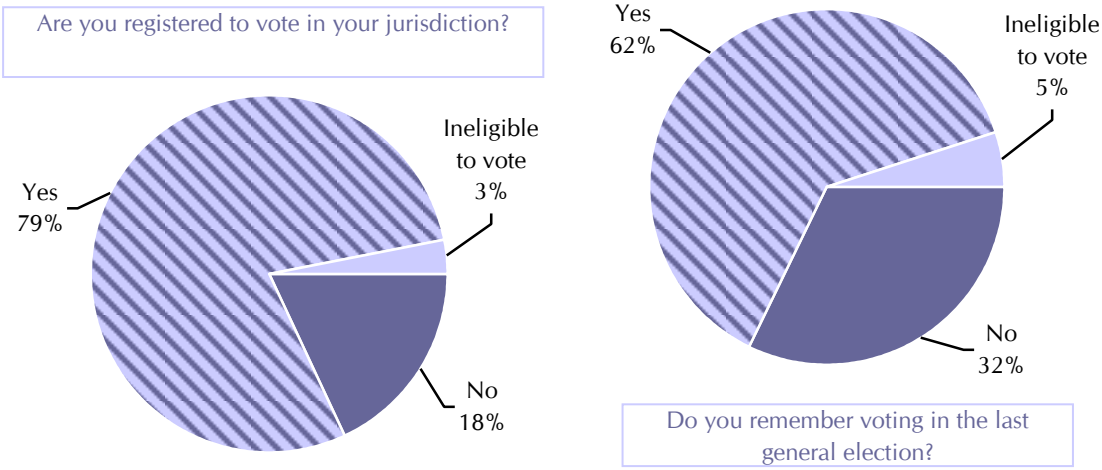


FIGURE 74: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Less
Voted in last general election	Much less

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

Information and Awareness

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

FIGURE 75: USE OF INFORMATION SOURCES

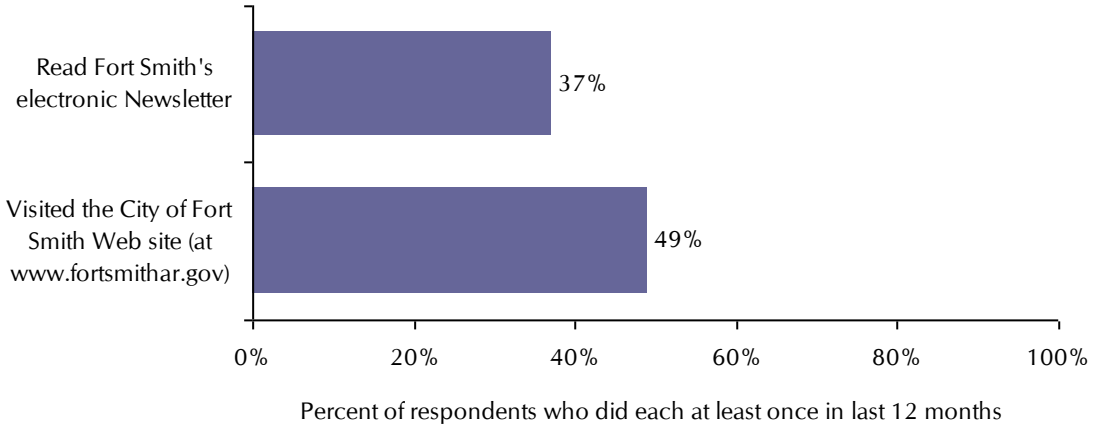


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Fort Smith Newsletter	Much less
Visited the City of Fort Smith Web site	Much less

FIGURE 77: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

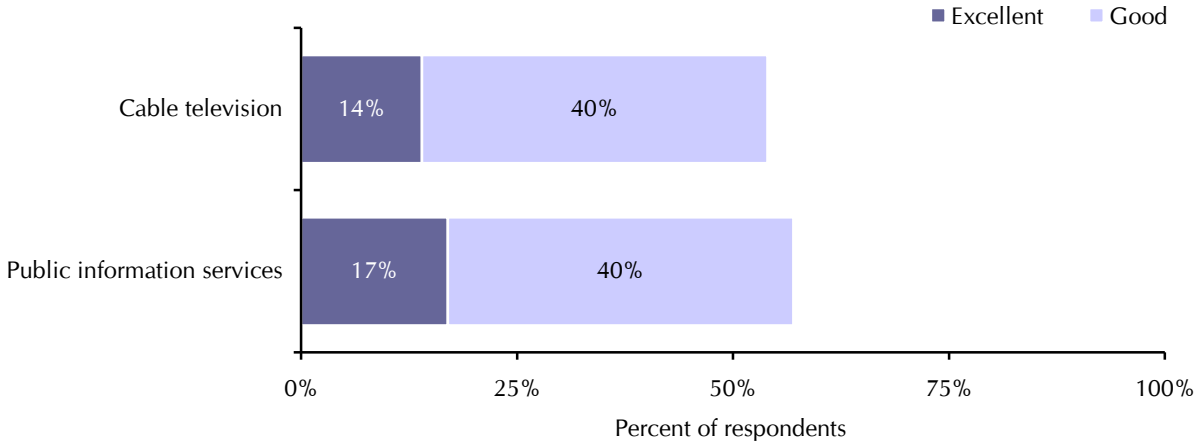


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Similar
Public information services	Below

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

Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 47% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 79: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

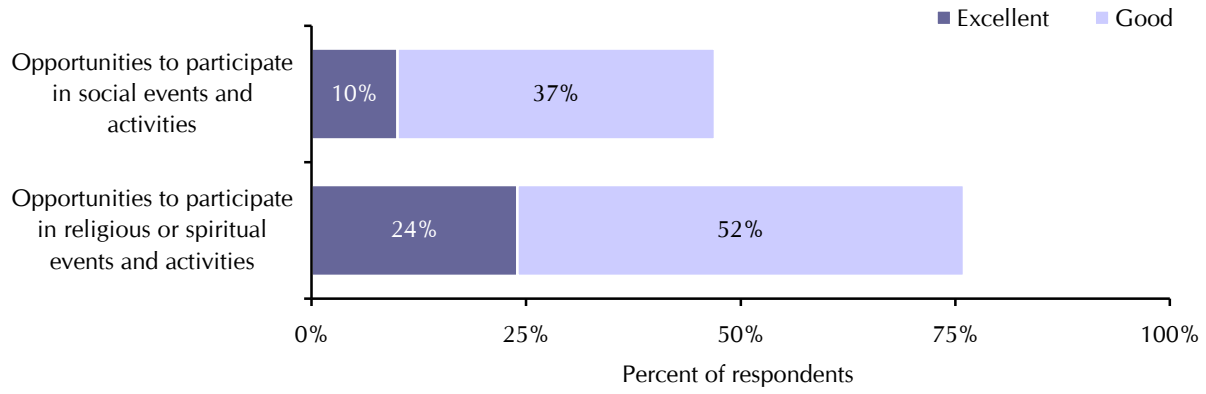


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Much below
Opportunities to participate in religious or spiritual events and activities	Similar

Residents in Fort Smith reported a fair amount of neighborliness. Close to half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS

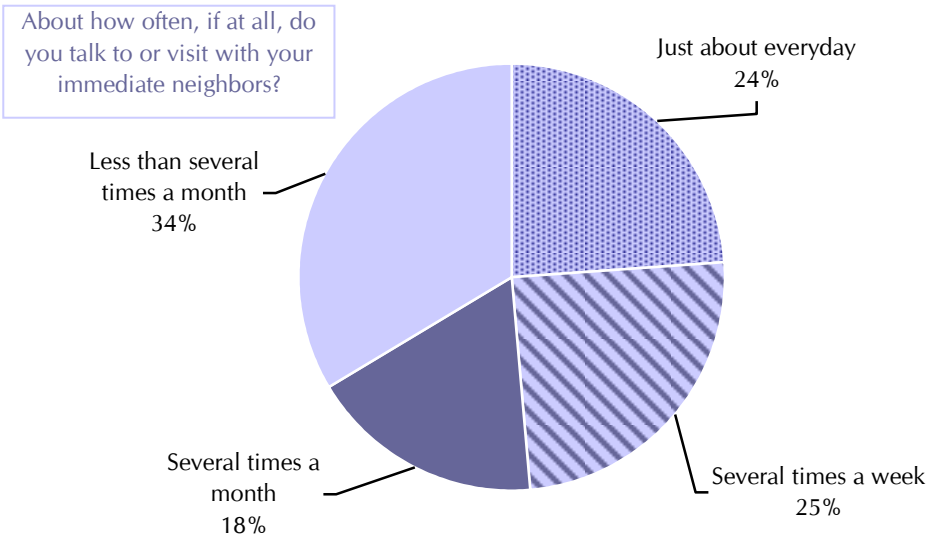


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Similar

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

Public Trust

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

About half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Fort Smith does at welcoming citizen involvement, 42% rated it as "excellent" or "good."

Figure 83: Public Trust Ratings

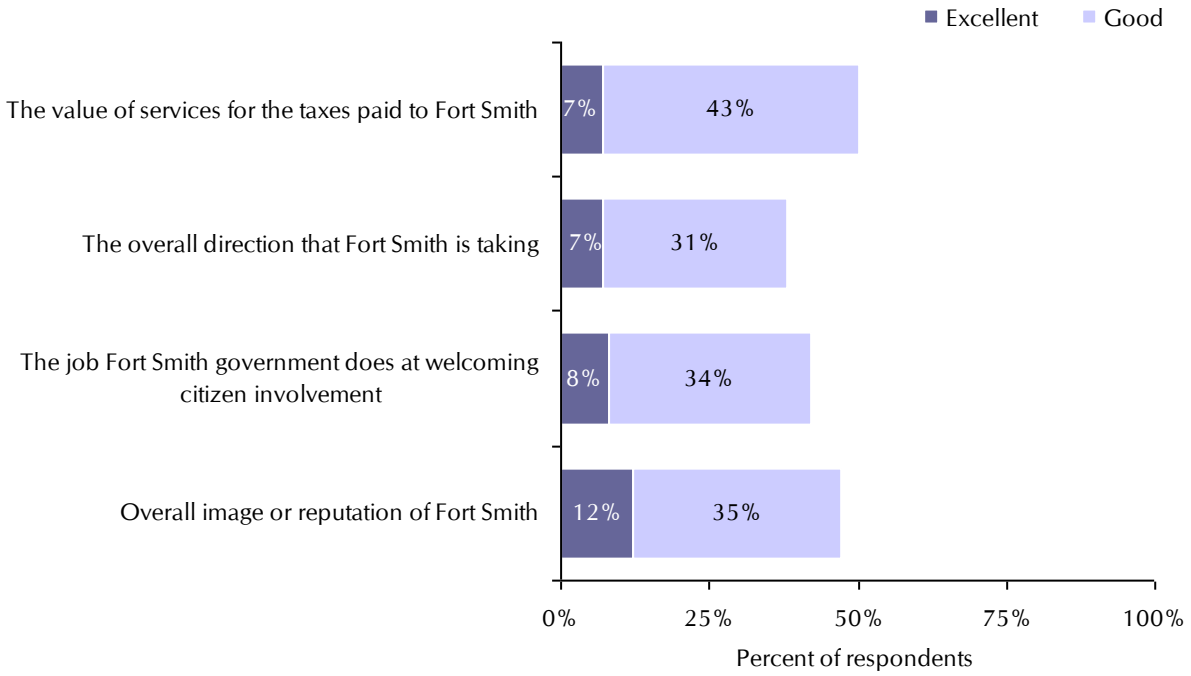


Figure 84: Public Trust Benchmarks

	Comparison to benchmark
Value of services for the taxes paid to Fort Smith	Below
The overall direction that Fort Smith is taking	Much below
Job Fort Smith government does at welcoming citizen involvement	Below
Overall image or reputation of Fort Smith	Much below

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

On average, residents of the City of Fort Smith gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the City of Fort Smith was rated as "excellent" or "good" by 60% of survey participants. The City of Fort Smith's rating was below the benchmark when compared to other communities across America.

FIGURE 85: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

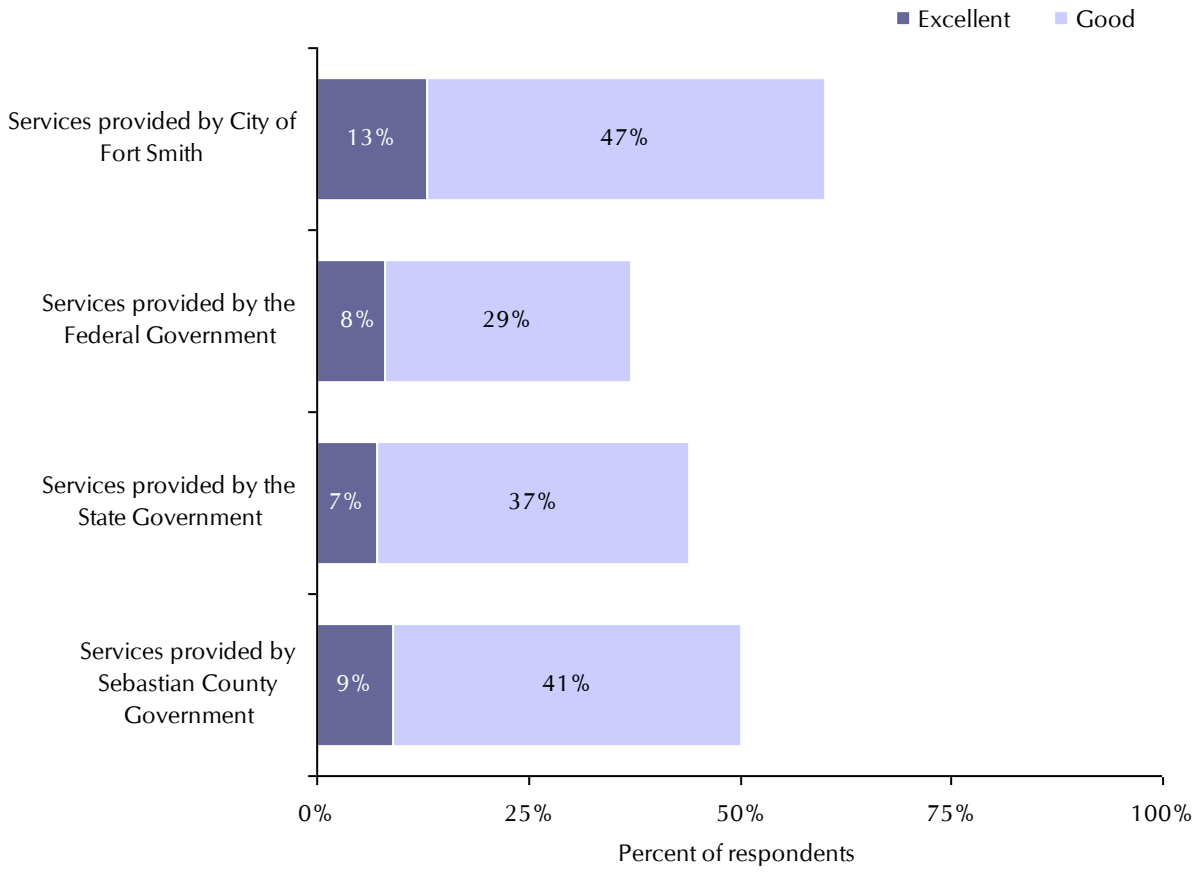


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

Services Provided by Local, State and Federal Governments Benchmarks	
	Comparison to benchmark
Services provided by the City of Fort Smith	Below
Services provided by the Federal Government	Similar
Services provided by the State Government	Above
Services provided by Sebastian County Government	Similar

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

City of Fort Smith Employees

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

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 48% who reported that they had been in contact (a percent that is lower than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 74% of respondents rated their overall impression as "excellent" or "good."

FIGURE 87: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

Have you had any in-person, phone or email contact with an employee of Fort Smith within the last 12 months?

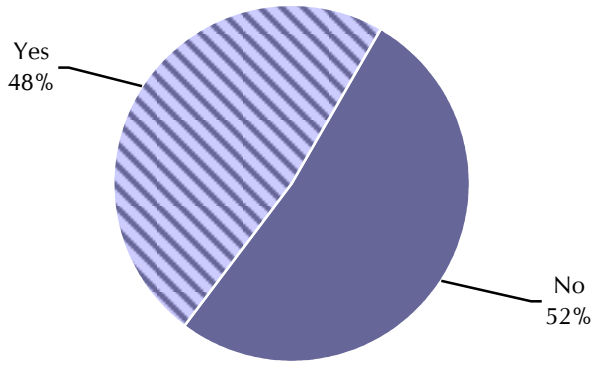


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with City employee(s) in last 12 months	Less

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

FIGURE 89: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

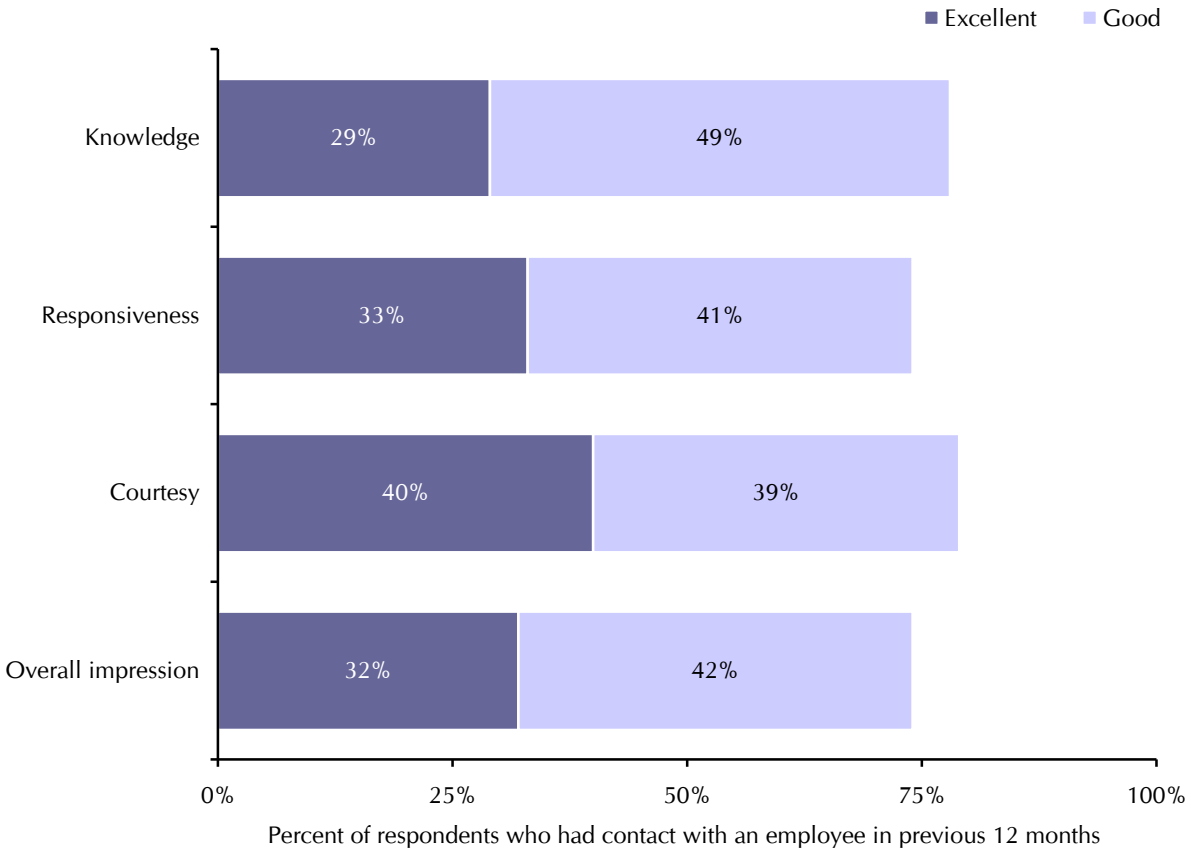


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Similar
Responsiveness	Similar
Courteousness	Similar
Overall impression	Similar

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

From Data to Action

Resident Priorities

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

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

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

A KDA was conducted for the City of Fort Smith by examining the relationships between ratings of each service and ratings of the City of Fort Smith's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Fort Smith can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

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

- Land use, planning and zoning
- Police services
- Public information services

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City of Fort Smith Action Chart™

The 2012 City of Fort Smith Action Chart™ on the following page combines two dimensions of performance:

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

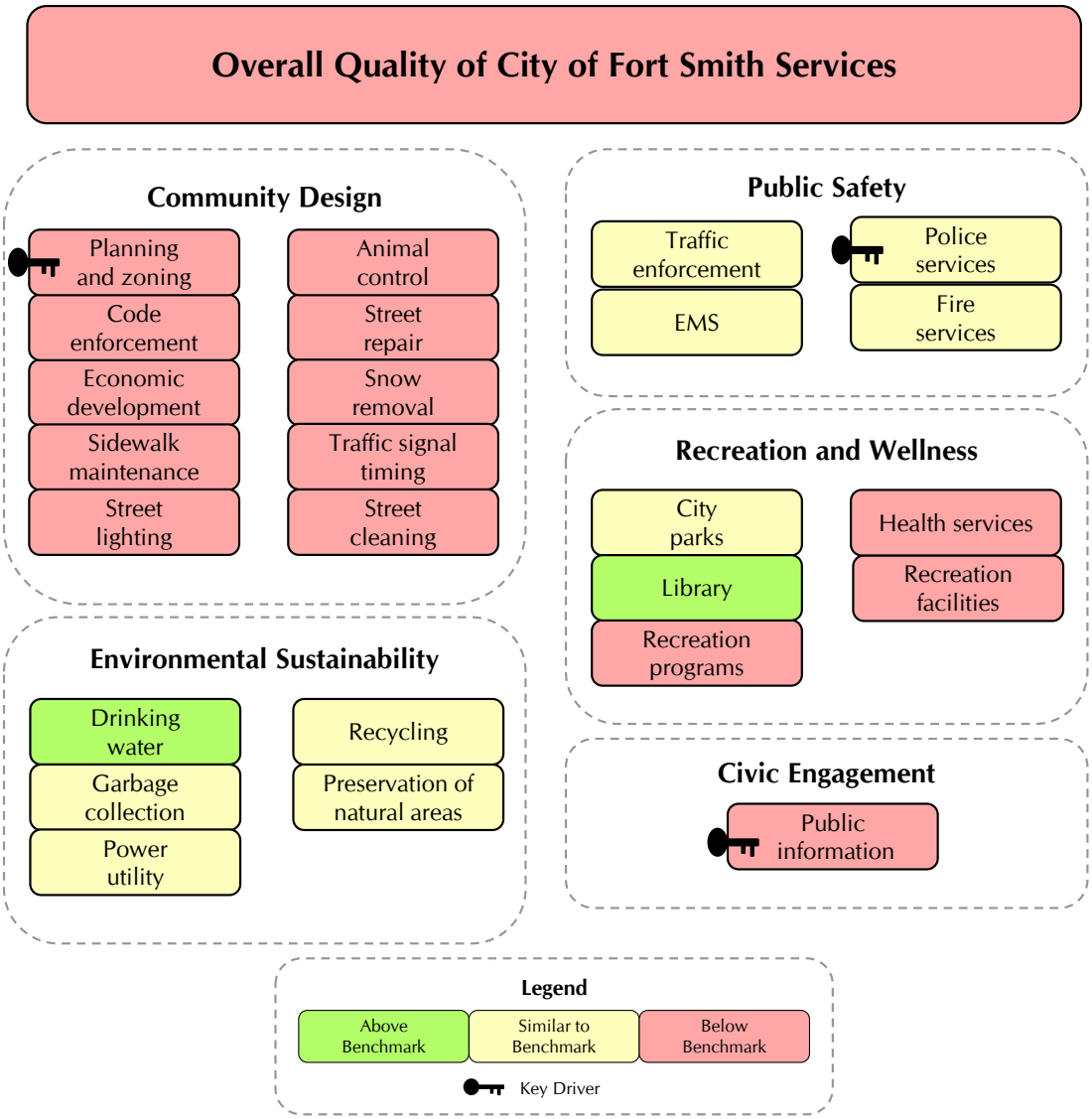
Twenty five services were included in the KDA for the City of Fort Smith. Of these, two were above the benchmark, 14 were below the benchmark and 9 were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In Fort Smith, land use planning and zoning and public information services were below the benchmark and police services was similar to the benchmark. More detail about interpreting results can be found in the next section.

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

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

FIGURE 91: CITY OF FORT SMITH ACTION CHART



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

Using Your Action Chart™

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

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Fort Smith, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Fort Smith residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the City of Fort Smith key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "○") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

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

FIGURE 92: KEY DRIVERS COMPARED

Service	City of Fort Smith Key Driver	National Key Driver	Core Service
• **Police services**	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
° Traffic enforcement			
Street repair			✓
° Street cleaning			
° Street lighting			
° Snow removal			
° Sidewalk maintenance			
° Traffic signal timing			
Garbage collection			✓
° Recycling			
Drinking water			✓
Power (electric and/or gas) utility			✓
° City parks			
° Recreation programs or classes			
° Recreation centers or facilities			
• **Land use planning and zoning**	✓	✓	
Code enforcement			✓
° Animal control			
Economic development		✓	
Health services			✓
° Public library			
• **Public information services**	✓	✓	
° Preservation of natural areas			

• Key driver overlaps with national and or core services
° Service may be targeted for reductions it is not a key driver or core service

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

Custom Questions

Custom Question 1	
Please rate the overall openness/transparency of Fort Smith City government:	Percent of respondents
Excellent	7%
Good	34%
Fair	42%
Poor	17%
Total	100%

Custom Question 2					
Please indicate how important, if at all, it is for the City of Fort Smith to focus on the following initiatives to improve City government openness and transparency:	Essential	Very important	Somewhat important	Not at all important	Total
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	53%	38%	6%	3%	100%
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	34%	49%	13%	4%	100%
More public access to a broad range of data	29%	44%	23%	4%	100%

Custom Question 3	
Please select the single most important initiative that the City of Fort Smith should focus on to improve City government openness and transparency.	Percent of respondents
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	63%
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	29%
More public access to a broad range of data	8%
Total	100%

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

Custom Question 4				
Please indicate whether you use each of the following as a major source, minor source, or not a source of information about the City government:	Major source	Minor source	Not a source	Total
Mainstream media (newspapers, television, radio, internet news – includes Web sites)	87%	11%	2%	100%
Word of mouth	38%	48%	14%	100%
Facebook	17%	27%	56%	100%
Fast Focus – the City's electronic newsletter	14%	27%	59%	100%
Blogs	3%	15%	83%	100%
Twitter	3%	14%	83%	100%

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

Appendix A: Complete Survey Frequencies

Frequencies Excluding "Don't Know" Responses

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Fort Smith:	Excellent	Good	Fair	Poor	Total
Fort Smith as a place to live	15%	48%	31%	6%	100%
Your neighborhood as a place to live	26%	46%	24%	4%	100%
Fort Smith as a place to raise children	15%	50%	30%	6%	100%
Fort Smith as a place to work	9%	32%	31%	27%	100%
Fort Smith as a place to retire	16%	37%	30%	17%	100%
The overall quality of life in Fort Smith	11%	48%	33%	8%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Fort Smith as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	9%	41%	35%	15%	100%
Openness and acceptance of the community toward people of diverse backgrounds	8%	37%	39%	17%	100%
Overall appearance of Fort Smith	6%	37%	47%	10%	100%
Cleanliness of Fort Smith	8%	37%	45%	10%	100%
Overall quality of new development in Fort Smith	10%	37%	30%	24%	100%
Variety of housing options	10%	43%	32%	15%	100%
Overall quality of business and service establishments in Fort Smith	6%	44%	39%	10%	100%
Shopping opportunities	11%	39%	34%	16%	100%
Opportunities to attend cultural activities	7%	27%	43%	22%	100%
Recreational opportunities	6%	29%	41%	24%	100%
Employment opportunities	3%	15%	37%	45%	100%
Educational opportunities	16%	42%	34%	9%	100%
Opportunities to participate in social events and activities	10%	37%	40%	13%	100%
Opportunities to participate in religious or spiritual events and activities	24%	52%	22%	3%	100%
Opportunities to volunteer	23%	45%	30%	1%	100%
Opportunities to participate in community matters	12%	40%	36%	12%	100%
Ease of car travel in Fort Smith	15%	49%	26%	10%	100%
Ease of bus travel in Fort Smith	13%	34%	29%	25%	100%
Ease of bicycle travel in Fort Smith	5%	39%	31%	26%	100%
Ease of walking in Fort Smith	7%	35%	38%	20%	100%
Availability of paths and walking trails	6%	33%	38%	23%	100%

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Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Fort Smith as a whole:	Excellent	Good	Fair	Poor	Total
Traffic flow on major streets	7%	31%	40%	22%	100%
Amount of public parking	7%	30%	39%	25%	100%
Availability of affordable quality housing	9%	30%	41%	20%	100%
Availability of affordable quality child care	7%	33%	43%	17%	100%
Availability of affordable quality health care	10%	32%	37%	20%	100%
Availability of affordable quality food	11%	39%	38%	13%	100%
Availability of preventive health services	10%	33%	41%	16%	100%
Air quality	20%	50%	26%	4%	100%
Quality of overall natural environment in Fort Smith	19%	46%	27%	8%	100%
Overall image or reputation of Fort Smith	12%	35%	35%	17%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Fort Smith over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	6%	26%	50%	13%	5%	100%
Retail growth (stores, restaurants, etc.)	9%	33%	46%	7%	4%	100%
Jobs growth	54%	39%	7%	1%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Fort Smith?	Percent of respondents
Not a problem	7%
Minor problem	23%
Moderate problem	52%
Major problem	18%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Fort Smith:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	14%	46%	18%	18%	4%	100%
Property crimes (e.g., burglary, theft)	9%	38%	21%	24%	8%	100%
Environmental hazards, including toxic waste	29%	42%	23%	4%	2%	100%

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Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	57%	33%	6%	3%	0%	100%
In your neighborhood after dark	29%	42%	12%	14%	4%	100%
In Fort Smith's downtown area during the day	48%	38%	10%	4%	0%	100%
In Fort Smith's downtown area after dark	10%	35%	18%	25%	11%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?	58%	42%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the City of Fort Smith Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Fort Smith Police Department?	35%	32%	23%	11%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	85%
Yes	15%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	28%
Yes	72%
Total	100%

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Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Fort Smith?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Fort Smith public libraries or their services	24%	28%	23%	9%	15%	100%
Used Fort Smith community centers	55%	34%	8%	1%	2%	100%
Participated in a recreation program or activity	52%	24%	19%	3%	2%	100%
Visited a City park	15%	24%	38%	13%	10%	100%
Ridden a local bus within Fort Smith	85%	7%	4%	1%	3%	100%
Attended a meeting of local elected officials or other local public meeting	77%	15%	6%	0%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	53%	24%	14%	7%	2%	100%
Read Fort Smith's electronic Newsletter	63%	16%	14%	5%	1%	100%
Visited the City of Fort Smith Web site (at www.fortsmithar.gov)	51%	29%	13%	6%	1%	100%
Recycled used paper or cans from your home	24%	11%	11%	9%	45%	100%
Volunteered your time to some group or activity in Fort Smith	48%	22%	12%	7%	11%	100%
Participated in religious or spiritual activities in Fort Smith	33%	17%	13%	10%	28%	100%
Participated in a club or civic group in Fort Smith	62%	13%	11%	8%	6%	100%
Provided help to a friend or neighbor	6%	21%	33%	19%	21%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	24%
Several times a week	25%
Several times a month	18%
Less than several times a month	34%
Total	100%

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Question 13: Service Quality					
Please rate the quality of each of the following services in Fort Smith:	Excellent	Good	Fair	Poor	Total
Police services	29%	45%	18%	7%	100%
Fire services	45%	42%	12%	0%	100%
Ambulance or emergency medical services	40%	42%	16%	2%	100%
Crime prevention	13%	41%	32%	14%	100%
Fire prevention and education	22%	52%	25%	2%	100%
Municipal courts	14%	44%	27%	16%	100%
Traffic enforcement	15%	44%	31%	10%	100%
Street repair	7%	27%	38%	28%	100%
Street cleaning	9%	32%	39%	21%	100%
Street lighting	7%	42%	38%	12%	100%
Snow removal	10%	47%	28%	16%	100%
Sidewalk maintenance	7%	33%	37%	23%	100%
Traffic signal timing	8%	37%	31%	24%	100%
Bus or transit services	17%	39%	30%	15%	100%
Garbage collection	33%	47%	17%	4%	100%
Recycling	30%	42%	20%	9%	100%
Yard waste pick-up	28%	43%	18%	10%	100%
Storm drainage	10%	31%	41%	18%	100%
Drinking water	29%	43%	19%	8%	100%
Sewer services	20%	51%	23%	6%	100%
Power (electric and/or gas) utility	24%	46%	22%	8%	100%
City parks	25%	52%	20%	3%	100%
Recreation programs or classes	13%	40%	33%	13%	100%
Recreation centers or facilities	11%	42%	35%	12%	100%
Land use, planning and zoning	7%	34%	36%	23%	100%
Code enforcement (weeds, abandoned buildings, etc.)	4%	29%	41%	26%	100%
Animal control	11%	42%	37%	10%	100%
Economic development	5%	20%	37%	37%	100%
Health services	15%	42%	30%	13%	100%
Services to seniors	15%	43%	31%	11%	100%
Services to youth	9%	29%	32%	30%	100%
Services to low-income people	12%	25%	32%	30%	100%
Public library services	44%	42%	14%	1%	100%
Public information services	17%	40%	33%	10%	100%
Cable television	14%	40%	29%	17%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	23%	39%	28%	10%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	15%	44%	32%	9%	100%

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Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Fort Smith	13%	47%	31%	9%	100%
The Federal Government	8%	29%	39%	24%	100%
The State Government	7%	37%	41%	14%	100%
Sebastian County Government	9%	41%	40%	11%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Fort Smith to someone who asks	26%	47%	14%	13%	100%
Remain in Fort Smith for the next five years	53%	27%	9%	12%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	4%
Somewhat positive	12%
Neutral	37%
Somewhat negative	36%
Very negative	12%
Total	100%

Question 17: Contact with Fire Department			
Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?	82%	18%	100%

Question 18: Ratings of Contact with Fire Department					
What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?	43%	51%	4%	2%	100%

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Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the City of Fort Smith within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	52%
Yes	48%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of Fort Smith in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	29%	49%	17%	5%	100%
Responsiveness	33%	41%	17%	9%	100%
Courtesy	40%	39%	11%	9%	100%
Overall impression	32%	42%	18%	8%	100%

Question 21: Government Performance					
Please rate the following categories of Fort Smith government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Fort Smith	7%	43%	33%	18%	100%
The overall direction that Fort Smith is taking	7%	31%	34%	28%	100%
The job Fort Smith government does at welcoming citizen involvement	8%	34%	36%	22%	100%

Question 22a: Custom Question 1	
Please rate the overall openness/transparency of Fort Smith City government:	Percent of respondents
Excellent	7%
Good	34%
Fair	42%
Poor	17%
Total	100%

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Question 22b: Custom Question 2					
Please indicate how important, if at all, it is for the City of Fort Smith to focus on the following initiatives to improve City government openness and transparency:	Essential	Very important	Somewhat important	Not at all important	Total
More public access to a broad range of data	29%	44%	23%	4%	100%
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	34%	49%	13%	4%	100%
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	53%	38%	6%	3%	100%

Question 22c: Custom Question 3	
Please select the single most important initiative that the City of Fort Smith should focus on to improve City government openness and transparency.	Percent of respondents
More public access to a broad range of data	8%
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	29%
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	63%
Total	100%

Question 22d: Custom Question 4				
Please indicate whether you use each of the following as a major source, minor source, or not a source of information about the City government:	Major source	Minor source	Not a source	Total
Mainstream media (newspapers, television, radio, internet news – includes Web sites)	87%	11%	2%	100%
Twitter	3%	14%	83%	100%
Facebook	17%	27%	56%	100%
Fast Focus – the City's electronic newsletter	14%	27%	59%	100%
Blogs	3%	15%	83%	100%
Word of mouth	38%	48%	14%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	39%
Yes, full-time	51%
Yes, part-time	10%
Total	100%

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Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	79%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	0%
Walk	2%
Bicycle	0%
Work at home	5%
Other	2%

Question D3: Length of Residency	
How many years have you lived in Fort Smith?	Percent of respondents
Less than 2 years	7%
2 to 5 years	11%
6 to 10 years	8%
11 to 20 years	22%
More than 20 years	51%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	68%
House attached to one or more houses (e.g., a duplex or townhome)	7%
Building with two or more apartments or condominiums	23%
Mobile home	0%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	45%
Owned by you or someone in this house with a mortgage or free and clear	55%
Total	100%

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Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents
Less than $300 per month	14%
$300 to $599 per month	42%
$600 to $999 per month	29%
$1,000 to $1,499 per month	9%
$1,500 to $2,499 per month	4%
$2,500 or more per month	2%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	71%
Yes	29%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	71%
Yes	29%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than $24,999	37%
$25,000 to $49,999	24%
$50,000 to $99,999	28%
$100,000 to $149,999	5%
$150,000 or more	5%
Total	100%

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Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	91%
Yes, I consider myself to be Spanish, Hispanic or Latino	9%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	7%
Asian, Asian Indian or Pacific Islander	3%
Black or African American	11%
White	77%
Other	7%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	12%
25 to 34 years	17%
35 to 44 years	12%
45 to 54 years	23%
55 to 64 years	16%
65 to 74 years	11%
75 years or older	8%
Total	100%

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

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	18%
Yes	79%
Ineligible to vote	3%
Total	100%

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Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	32%
Yes	62%
Ineligible to vote	5%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	8%
Yes	92%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	56%
Yes	44%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	34%
Land line	49%
Both	18%
Total	100%

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Frequencies Including "Don't Know" Responses

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Fort Smith:	Excellent		Good		Fair		Poor		Don't know		Total	
Fort Smith as a place to live	15%	49	48%	154	31%	97	6%	18	0%	0	100%	318
Your neighborhood as a place to live	26%	81	46%	146	24%	76	4%	12	0%	0	100%	315
Fort Smith as a place to raise children	14%	44	47%	148	28%	88	6%	18	6%	18	100%	316
Fort Smith as a place to work	9%	29	31%	98	30%	96	26%	82	3%	11	100%	315
Fort Smith as a place to retire	14%	45	34%	108	28%	88	15%	48	9%	27	100%	315
The overall quality of life in Fort Smith	11%	34	47%	148	33%	103	8%	24	2%	7	100%	316

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Fort Smith as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	8%	27	39%	124	34%	108	15%	46	4%	11	100%	316
Openness and acceptance of the community toward people of diverse backgrounds	7%	22	34%	107	36%	113	16%	51	6%	20	100%	313
Overall appearance of Fort Smith	6%	19	37%	116	46%	146	10%	31	1%	4	100%	315
Cleanliness of Fort Smith	8%	24	37%	116	45%	141	10%	32	0%	1	100%	315
Overall quality of new development in Fort Smith	9%	29	35%	110	28%	89	23%	71	4%	14	100%	312
Variety of housing options	10%	31	40%	127	30%	94	14%	44	6%	18	100%	315
Overall quality of business and service establishments in Fort Smith	6%	20	43%	137	38%	120	10%	31	2%	7	100%	315
Shopping opportunities	11%	33	39%	122	34%	107	16%	48	0%	1	100%	311
Opportunities to attend cultural activities	7%	22	25%	79	41%	128	21%	66	7%	21	100%	315
Recreational opportunities	5%	17	28%	87	40%	123	23%	72	3%	11	100%	309
Employment opportunities	3%	8	14%	45	36%	112	43%	135	4%	14	100%	314

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Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Fort Smith as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Educational opportunities	15%	47	41%	127	33%	102	9%	26	2%	7	100%	309
Opportunities to participate in social events and activities	10%	31	35%	110	38%	120	13%	40	4%	11	100%	312
Opportunities to participate in religious or spiritual events and activities	22%	70	48%	151	20%	63	3%	8	7%	21	100%	315
Opportunities to volunteer	22%	68	42%	132	28%	87	1%	4	7%	22	100%	313
Opportunities to participate in community matters	12%	36	37%	115	33%	103	11%	36	8%	24	100%	314
Ease of car travel in Fort Smith	14%	45	48%	149	26%	80	10%	32	2%	7	100%	314
Ease of bus travel in Fort Smith	8%	26	22%	70	19%	59	16%	51	34%	108	100%	314
Ease of bicycle travel in Fort Smith	4%	12	29%	90	23%	72	19%	60	25%	76	100%	310
Ease of walking in Fort Smith	6%	20	32%	102	36%	111	18%	57	7%	23	100%	314
Availability of paths and walking trails	5%	17	29%	91	34%	106	20%	62	11%	35	100%	310
Traffic flow on major streets	7%	21	31%	97	40%	124	22%	70	0%	1	100%	312
Amount of public parking	7%	21	29%	91	37%	118	24%	76	3%	9	100%	314
Availability of affordable quality housing	8%	25	27%	85	37%	118	18%	58	10%	30	100%	316
Availability of affordable quality child care	4%	13	20%	64	26%	83	10%	32	39%	123	100%	316
Availability of affordable quality health care	9%	29	29%	92	34%	105	19%	58	9%	29	100%	314
Availability of affordable quality food	10%	33	38%	120	37%	117	13%	41	2%	5	100%	316
Availability of preventive health services	9%	29	30%	96	38%	119	14%	45	9%	27	100%	316
Air quality	19%	60	48%	152	25%	79	4%	13	3%	10	100%	314
Quality of overall natural environment in Fort Smith	18%	56	44%	138	26%	82	8%	25	3%	11	100%	312
Overall image or reputation of Fort Smith	12%	38	34%	108	34%	108	16%	51	4%	12	100%	316

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Question 3: Growth														
Please rate the speed of growth in the following categories in Fort Smith over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	5%	16	21%	66	40%	125	10%	32	4%	12	19%	59	100%	310
Retail growth (stores, restaurants, etc.)	8%	25	30%	94	42%	131	7%	21	4%	12	9%	27	100%	310
Jobs growth	48%	149	35%	108	6%	19	0%	2	0%	1	10%	30	100%	309

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Fort Smith?	Percent of respondents	Count
Not a problem	7%	21
Minor problem	22%	68
Moderate problem	49%	152
Major problem	17%	53
Don't know	6%	18
Total	100%	312

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Fort Smith:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
Violent crime (e.g., rape, assault, robbery)	14%	44	45%	141	18%	55	18%	55	4%	11	1%	5	100%	311
Property crimes (e.g., burglary, theft)	9%	28	38%	117	21%	65	24%	74	8%	26	1%	2	100%	312
Environmental hazards, including toxic waste	26%	82	38%	120	21%	67	4%	12	2%	6	9%	27	100%	314

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Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	57%	181	33%	105	6%	19	3%	10	0%	0	0%	0	100%	315
In your neighborhood after dark	29%	89	41%	130	12%	38	13%	42	4%	12	1%	2	100%	313
In Fort Smith's downtown area during the day	46%	144	37%	115	9%	29	4%	13	0%	1	3%	11	100%	313
In Fort Smith's downtown area after dark	10%	30	32%	101	17%	52	23%	72	10%	31	9%	28	100%	313

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?	57%	175	42%	127	1%	2	100%	304

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the City of Fort Smith Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Fort Smith Police Department?	34%	44	31%	40	23%	29	11%	14	0%	1	100%	126

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	85%	265
Yes	15%	46
Don't know	0%	1
Total	100%	311

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Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	28%	13
Yes	72%	33
Don't know	0%	0
Total	100%	46

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Fort Smith?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Fort Smith public libraries or their services	24%	75	28%	88	23%	73	9%	30	15%	47	100%	313
Used Fort Smith community centers	55%	171	34%	105	8%	25	1%	4	2%	6	100%	312
Participated in a recreation program or activity	52%	161	24%	76	19%	58	3%	10	2%	6	100%	311
Visited a City park	15%	46	24%	75	38%	119	13%	40	10%	30	100%	309
Ridden a local bus within Fort Smith	85%	266	7%	22	4%	14	1%	3	3%	8	100%	312
Attended a meeting of local elected officials or other local public meeting	77%	242	15%	47	6%	19	0%	2	1%	3	100%	313
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	53%	167	24%	75	14%	44	7%	23	2%	5	100%	314
Read Fort Smith's electronic Newsletter	63%	195	16%	50	14%	43	5%	17	1%	3	100%	307
Visited the City of Fort Smith Web site (at www.fortsmithar.gov)	51%	157	29%	90	13%	40	6%	18	1%	4	100%	310
Recycled used paper or cans from your home	24%	76	11%	34	11%	33	9%	28	45%	140	100%	311
Volunteered your time to some group or activity in Fort Smith	48%	151	22%	69	12%	37	7%	22	11%	34	100%	312
Participated in religious or spiritual activities in Fort Smith	33%	100	17%	52	13%	41	10%	30	28%	85	100%	308
Participated in a club or civic group in Fort Smith	62%	191	13%	41	11%	35	8%	23	6%	20	100%	309
Provided help to a friend or neighbor	6%	18	21%	66	33%	102	19%	59	21%	66	100%	310

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Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	24%	74
Several times a week	25%	78
Several times a month	18%	55
Less than several times a month	34%	105
Total	100%	312

Question 13: Service Quality												
Please rate the quality of each of the following services in Fort Smith:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	28%	86	42%	132	17%	53	7%	21	6%	20	100%	312
Fire services	40%	126	38%	119	11%	34	0%	1	10%	32	100%	312
Ambulance or emergency medical services	35%	109	36%	114	14%	44	2%	6	13%	41	100%	314
Crime prevention	11%	35	35%	110	27%	84	12%	36	15%	47	100%	312
Fire prevention and education	18%	55	42%	131	20%	63	2%	5	19%	59	100%	313
Municipal courts	9%	29	30%	93	18%	57	11%	34	31%	96	100%	308
Traffic enforcement	13%	41	38%	120	27%	85	9%	28	12%	38	100%	312
Street repair	6%	20	27%	83	37%	117	27%	84	3%	10	100%	313
Street cleaning	8%	25	30%	95	37%	117	20%	62	4%	14	100%	312
Street lighting	7%	23	42%	129	37%	116	12%	38	1%	5	100%	311
Snow removal	8%	26	41%	126	24%	74	14%	44	13%	41	100%	310
Sidewalk maintenance	7%	21	30%	94	34%	105	22%	66	7%	22	100%	307
Traffic signal timing	8%	25	36%	112	30%	93	23%	71	3%	9	100%	309
Bus or transit services	10%	30	22%	68	17%	53	8%	26	43%	131	100%	307
Garbage collection	32%	98	46%	142	16%	51	4%	12	2%	5	100%	307
Recycling	28%	84	38%	116	18%	54	8%	24	8%	25	100%	304

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Question 13: Service Quality												
Please rate the quality of each of the following services in Fort Smith:	Excellent		Good		Fair		Poor		Don't know		Total	
Yard waste pick-up	24%	75	37%	115	15%	48	9%	28	14%	45	100%	310
Storm drainage	10%	30	28%	88	37%	116	16%	51	8%	26	100%	310
Drinking water	29%	91	43%	134	19%	59	8%	24	1%	4	100%	312
Sewer services	19%	58	47%	146	22%	67	6%	18	6%	20	100%	309
Power (electric and/or gas) utility	24%	73	46%	143	22%	69	8%	23	1%	2	100%	310
City parks	25%	77	51%	159	19%	60	3%	10	2%	5	100%	311
Recreation programs or classes	9%	28	28%	87	23%	71	9%	29	31%	95	100%	310
Recreation centers or facilities	9%	27	33%	99	27%	83	9%	27	22%	67	100%	304
Land use, planning and zoning	5%	16	25%	76	27%	82	17%	51	26%	80	100%	306
Code enforcement (weeds, abandoned buildings, etc.)	3%	9	24%	74	33%	103	21%	66	19%	58	100%	310
Animal control	9%	29	37%	114	33%	103	9%	28	12%	37	100%	311
Economic development	5%	14	18%	54	32%	99	32%	99	14%	43	100%	310
Health services	14%	43	40%	126	29%	91	12%	38	4%	13	100%	312
Services to seniors	11%	34	31%	97	23%	71	8%	25	27%	85	100%	311
Services to youth	7%	21	22%	69	24%	75	23%	70	24%	76	100%	311
Services to low-income people	9%	28	18%	56	24%	73	22%	67	27%	84	100%	308
Public library services	40%	125	39%	120	13%	40	1%	2	7%	22	100%	309
Public information services	14%	43	34%	105	28%	85	8%	26	15%	45	100%	304
Cable television	13%	41	37%	114	27%	82	16%	49	7%	23	100%	309
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	19%	59	32%	101	23%	72	8%	26	17%	53	100%	311
Preservation of natural areas such as open space, farmlands and greenbelts	12%	36	35%	106	26%	79	7%	22	21%	63	100%	306

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Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Fort Smith	13%	41	46%	142	30%	93	9%	28	2%	8	100%	312
The Federal Government	8%	23	27%	84	36%	111	22%	69	7%	23	100%	310
The State Government	7%	21	35%	108	38%	118	13%	42	7%	22	100%	310
Sebastian County Government	8%	24	36%	113	36%	110	10%	31	10%	32	100%	309

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Fort Smith to someone who asks	25%	79	45%	139	13%	42	12%	38	5%	15	100%	312
Remain in Fort Smith for the next five years	49%	152	25%	77	8%	25	11%	34	8%	24	100%	312

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	4%	13
Somewhat positive	12%	36
Neutral	37%	113
Somewhat negative	36%	110
Very negative	12%	37
Total	100%	308

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Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?	81%	254	17%	54	2%	5	100%	314

Question 18: Ratings of Contact with Fire Department												
What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?	43%	22	51%	27	4%	2	2%	1	0%	0	100%	53

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the City of Fort Smith within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	52%	161
Yes	48%	148
Total	100%	310

Question 20: City Employees												
What was your impression of the employee(s) of the City of Fort Smith in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	29%	43	48%	71	17%	25	5%	8	1%	1	100%	148
Responsiveness	33%	48	41%	60	17%	25	9%	14	0%	0	100%	148
Courtesy	40%	60	39%	58	11%	16	9%	14	0%	0	100%	148
Overall impression	32%	48	42%	62	18%	26	8%	12	0%	0	100%	148

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Question 21: Government Performance												
Please rate the following categories of Fort Smith government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Fort Smith	6%	19	39%	122	30%	94	16%	51	8%	26	100%	311
The overall direction that Fort Smith is taking	6%	20	28%	88	32%	98	26%	79	8%	25	100%	311
The job Fort Smith government does at welcoming citizen involvement	6%	20	29%	90	30%	94	19%	59	16%	49	100%	312

Question 22a: Custom Question 1		
Please rate the overall openness/transparency of Fort Smith City government:	Percent of respondents	Count
Excellent	7%	21
Good	34%	105
Fair	42%	133
Poor	17%	54
Total	100%	313

Question 22b: Custom Question 2										
Please indicate how important, if at all, it is for the City of Fort Smith to focus on the following initiatives to improve City government openness and transparency:	Essential		Very important		Somewhat important		Not at all important		Total	
More public access to a broad range of data	29%	91	44%	135	23%	72	4%	12	100%	311
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	34%	104	49%	152	13%	41	4%	11	100%	308
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	53%	163	38%	119	6%	18	3%	10	100%	310

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Question 22c: Custom Question 3		
Please select the single most important initiative that the City of Fort Smith should focus on to improve City government openness and transparency.	Percent of respondents	Count
More public access to a broad range of data	8%	25
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	29%	88
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	63%	189
Total	100%	302

Question 22d: Custom Question 4								
Please indicate whether you use each of the following as a major source, minor source, or not a source of information about the City government:	Major source		Minor source		Not a source		Total	
Mainstream media (newspapers, television, radio, internet news – includes Web sites)	87%	270	11%	33	2%	7	100%	311
Twitter	3%	10	14%	39	83%	242	100%	291
Facebook	17%	51	27%	78	56%	163	100%	291
Fast Focus – the City's electronic newsletter	14%	40	27%	80	59%	175	100%	295
Blogs	3%	8	15%	42	83%	238	100%	288
Word of mouth	38%	114	48%	144	14%	41	100%	299

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	39%	123
Yes, full-time	51%	163
Yes, part-time	10%	31
Total	100%	316

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Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	79%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	12%
Bus, rail, subway or other public transportation	0%
Walk	2%
Bicycle	0%
Work at home	5%
Other	2%

Question D3: Length of Residency		
How many years have you lived in Fort Smith?	Percent of respondents	Count
Less than 2 years	7%	23
2 to 5 years	11%	36
6 to 10 years	8%	27
11 to 20 years	22%	70
More than 20 years	51%	162
Total	100%	318

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	68%	217
House attached to one or more houses (e.g., a duplex or townhome)	7%	24
Building with two or more apartments or condominiums	23%	75
Mobile home	0%	0
Other	1%	3
Total	100%	318

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Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	45%	139
Owned by you or someone in this house with a mortgage or free and clear	55%	172
Total	100%	311

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than $300 per month	14%	44
$300 to $599 per month	42%	130
$600 to $999 per month	29%	88
$1,000 to $1,499 per month	9%	28
$1,500 to $2,499 per month	4%	13
$2,500 or more per month	2%	5
Total	100%	308

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	71%	225
Yes	29%	92
Total	100%	317

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Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	71%	226
Yes	29%	92
Total	100%	319

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than $24,999	37%	112
$25,000 to $49,999	24%	74
$50,000 to $99,999	28%	85
$100,000 to $149,999	5%	16
$150,000 or more	5%	17
Total	100%	304

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	91%	280
Yes, I consider myself to be Spanish, Hispanic or Latino	9%	29
Total	100%	310

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Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	7%	21
Asian, Asian Indian or Pacific Islander	3%	8
Black or African American	11%	34
White	77%	242
Other	7%	23
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	12%	38
25 to 34 years	17%	55
35 to 44 years	12%	39
45 to 54 years	23%	74
55 to 64 years	16%	51
65 to 74 years	11%	35
75 years or older	8%	26
Total	100%	318

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	165
Male	47%	146
Total	100%	311

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Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	17%	55
Yes	74%	235
Ineligible to vote	2%	7
Don't know	6%	20
Total	100%	317

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	32%	100
Yes	61%	193
Ineligible to vote	5%	17
Don't know	2%	6
Total	100%	315

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	8%	25
Yes	92%	288
Total	100%	313

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	56%	175
Yes	44%	138
Total	100%	313

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Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	34%	42
Land line	49%	61
Both	18%	22
Total	100%	125

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Appendix B: Survey Methodology

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

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

Survey Validity

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

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

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

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

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

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

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

Survey Sampling

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

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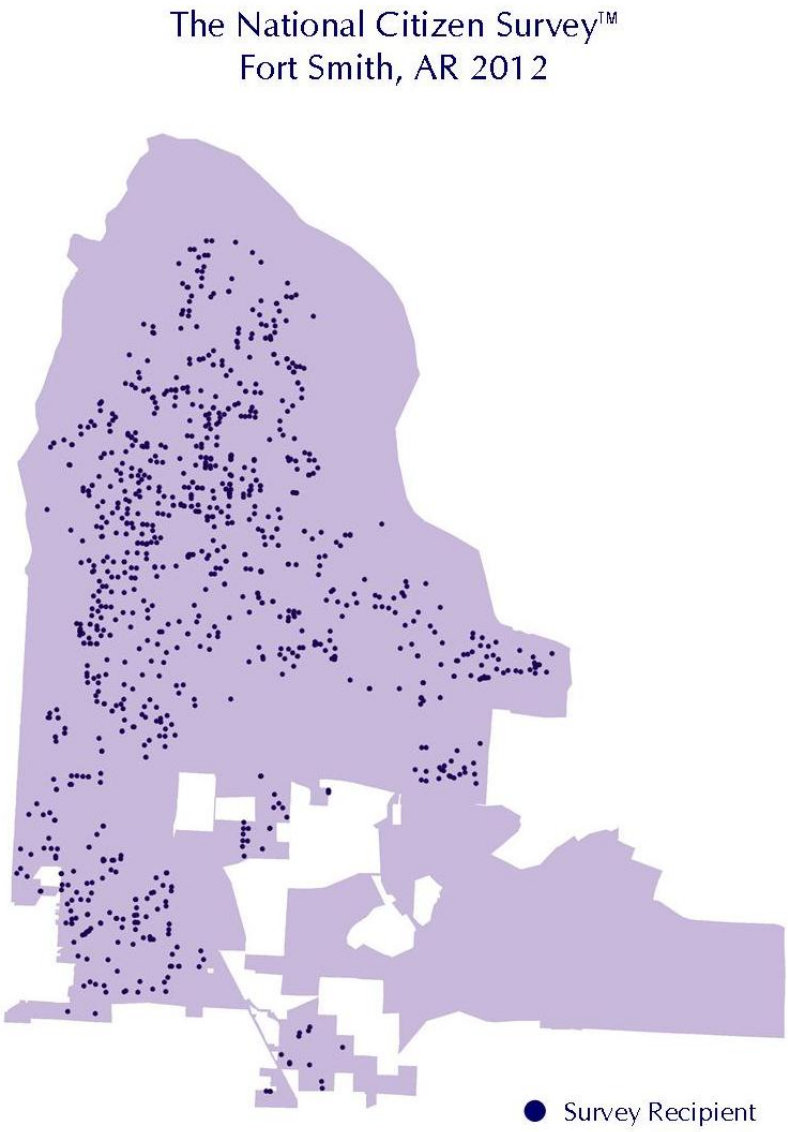
To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Fort Smith. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items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

FIGURE 93: LOCATION OF SURVEY RECIPIENTS



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

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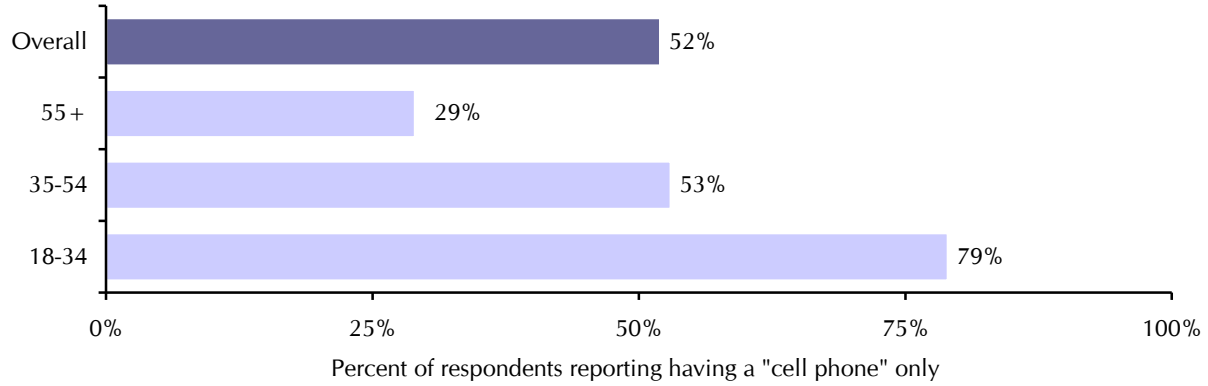
In response to the growing number of the cell-phone population (so-called "cord cutters"), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.[1] Among younger adults (age 18-34), 53.7% of households were "cell-only." Based on survey results, Fort Smith has a "cord cutter" population greater than the nationwide 2010 estimates.

FIGURE 94: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN FORT SMITH



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning July 31, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Fort Smith survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (324 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as "excellent" or "good," then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any

[1] http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf

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survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

Survey Processing (Data Entry)

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

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

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Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and the 2005-2009 American Community Survey and other population norms for adults in the City of Fort Smith. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race and ethnicity and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation

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

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting "schemes" may be tested to ensure the best fit for the data.

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

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

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Fort Smith, AR Citizen Survey Weighting Table			
Characteristic	Population Norm[2]	Unweighted Data	Weighted Data
Housing			
Rent home	46%	34%	45%
Own home	54%	66%	55%
Detached unit	69%	68%	68%
Attached unit	31%	32%	32%
Race and Ethnicity			
White	74%	83%	73%
Not white	26%	17%	27%
Not Hispanic	87%	96%	90%
Hispanic	13%	4%	10%
White alone, not Hispanic	70%	82%	70%
Hispanic and/or other race	30%	18%	30%
Sex and Age			
Female	52%	57%	53%
Male	48%	43%	47%
18-34 years of age	33%	12%	29%
35-54 years of age	35%	36%	35%
55+ years of age	32%	52%	35%
Females 18-34	16%	8%	15%
Females 35-54	18%	18%	18%
Females 55+	18%	31%	20%
Males 18-34	16%	5%	15%
Males 35-54	18%	17%	18%
Males 55+	14%	21%	15%

[2] Source: 2010 Census/2005-2009 ACS

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Survey Data Analysis and Reporting

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

Use of the "Excellent, Good, Fair, Poor" Response Scale

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

"Don't Know" Responses

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

Benchmark Comparisons

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

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

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

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

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

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

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

Comparison of Fort Smith to the Benchmark Database

The City of Fort Smith chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was

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asked) has been provided when a similar question on the City of Fort Smith Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Fort Smith's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Fort Smith's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

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Appendix C: Survey Materials

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

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Dear Fort Smith Resident,

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

Sincerely,

Sandy Sanders
Mayor

Dear Fort Smith Resident,

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

Sincerely,

Sandy Sanders
Mayor

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Sincerely,

Sandy Sanders
Mayor

OFFICE OF THE MAYOR
P.O. BOX 1908
FORT SMITH, ARKANSAS 72902

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

OFFICE OF THE MAYOR
P.O. BOX 1908
FORT SMITH, ARKANSAS 72902

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PAID
Boulder, CO
Permit NO. 94

OFFICE OF THE MAYOR
SANDY SANDERS, MAYOR
CITY OF FORT SMITH, ARKANSAS

August 2012

Dear City of Fort Smith Resident:

The City of Fort Smith wants to know what you think about our community and municipal government. You have been randomly selected to participate in Fort Smith's 2012 Citizen Survey.

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

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

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

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 479-784-2201.

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

Sincerely,

Sandy Sanders
Mayor

623 Garrison Avenue
P.O. Box 1908
Fort Smith, Arkansas 72902
479-784-2204
mayor@fortsmithar.gov

OFFICE OF THE MAYOR
SANDY SANDERS, MAYOR
CITY OF FORT SMITH, ARKANSAS

August 2012

Dear City of Fort Smith Resident:

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

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

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

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Sincerely,

Sandy Sanders
Mayor

623 Garrison Avenue
P.O. Box 1908
Fort Smith, Arkansas 72902
479-784-2204
mayor@fortsmithar.gov

The City of Fort Smith 2012 Citizen Survey

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

1. Please rate each of the following aspects of quality of life in Fort Smith:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Fort Smith as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Fort Smith as a place to raise children	1	2	3	4	5
Fort Smith as a place to work	1	2	3	4	5
Fort Smith as a place to retire	1	2	3	4	5
The overall quality of life in Fort Smith	1	2	3	4	5

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

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

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

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

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

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

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

6. Please rate how safe or unsafe you feel:

	Very safe	*Somewhat safe*	*Neither safe nor unsafe*	*Somewhat unsafe*	*Very unsafe*	*Don't know*
In your neighborhood during the day	1	2	3	4	5	6
In your neighborhood after dark	1	2	3	4	5	6
In Fort Smith's downtown area during the day	1	2	3	4	5	6
In Fort Smith's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the City of Fort Smith Police Department within the last 12 months?
❍ No ➔ Go to Question 9 ❍ Yes ➔ Go to Question 8 ❍ Don't know ➔ Go to Question 9

8. What was your overall impression of your most recent contact with the City of Fort Smith Police Department?
❍ Excellent ❍ Good ❍ Fair ❍ Poor ❍ Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?
❍ No ➔ Go to Question 11 ❍ Yes ➔ Go to Question 10 ❍ Don't know ➔ Go to Question 11

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

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

	Never	*Once or twice*	*3 to 12 times*	*13 to 26 times*	*More than 26 times*
Used Fort Smith public libraries or their services	1	2	3	4	5
Used Fort Smith community centers	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a City park	1	2	3	4	5
Ridden a local bus within Fort Smith	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	1	2	3	4	5
Read Fort Smith's electronic newsletter	1	2	3	4	5
Visited the City of Fort Smith Web site (at www.fortsmithar.gov)	1	2	3	4	5
Recycled used paper or cans from your home	1	2	3	4	5
Volunteered your time to some group or activity in Fort Smith	1	2	3	4	5
Participated in religious or spiritual activities in Fort Smith	1	2	3	4	5
Participated in a club or civic group in Fort Smith	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?
❍ Just about every day
❍ Several times a week
❍ Several times a month
❍ Less than several times a month

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13. Please rate the quality of each of the following services in Fort Smith:

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

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

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
The City of Fort Smith	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Sebastian County Government	1	2	3	4	5

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

	Very likely	*Somewhat likely*	*Somewhat unlikely*	*Very unlikely*	*Don't know*
Recommend living in Fort Smith to someone who asks	1	2	3	4	5
Remain in Fort Smith for the next five years	1	2	3	4	5

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

❍ Very positive ❍ Somewhat positive ❍ Neutral ❍ Somewhat negative ❍ Very negative

17. Have you had any in-person or phone contact with an employee of the City of Fort Smith Fire Department within the last 12 months?

❍ No ➔ Go to Question 19 ❍ Yes ➔ Go to Question 18 ❍ Don't know ➔ Go to Question 19

18. What was your overall impression of your most recent contact with the City of Fort Smith Fire Department?

❍ Excellent ❍ Good ❍ Fair ❍ Poor ❍ Don't know

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

❍ No ➔ Go to Question 21 ❍ Yes ➔ Go to Question 20

20. What was your impression of the employee(s) of the City of Fort Smith in your most recent contact? (Rate each characteristic below.)

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
Knowledge	1	2	3	4	5
Responsiveness	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

21. Please rate the following categories of Fort Smith government performance:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
The value of services for the taxes paid to Fort Smith	1	2	3	4	5
The overall direction that Fort Smith is taking	1	2	3	4	5
The job Fort Smith government does at welcoming citizen involvement	1	2	3	4	5

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

a. Please rate the overall openness/transparency of Fort Smith City government:

❍ Excellent ❍ Good ❍ Fair ❍ Poor

b. Please indicate how important, if at all, it is for the City of Fort Smith to focus on the following initiatives to improve City government openness and transparency:

	Essential	*Very important*	*Somewhat important*	*Not at all important*
More public access to a broad range of data	1	2	3	4
Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business	1	2	3	4
Confidence that representatives of your city are doing what they've told you they will do with your tax dollars	1	2	3	4

c. Please select the single most important initiative that the City of Fort Smith should focus on to improve City government openness and transparency. (Please select only ONE response.)

❍ More public access to a broad range of data
❍ Access to information that gives you an understanding of how local Government (or an issue) impacts your life or your business
❍ Confidence that representatives of your city are doing what they've told you they will do with your tax dollars

d. Please indicate whether you use each of the following as a major source, minor source, or not a source of information about the City government:

	Major source	*Minor source*	*Not a source*
Mainstream media (newspapers, television, radio, internet news – includes Web sites)	1	2	3
Twitter	1	2	3
Facebook	1	2	3
Fast Focus – the City's electronic newsletter	1	2	3
Blogs	1	2	3
Word of mouth	1	2	3

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

D1. Are you currently employed for pay?
- ❍ No ➔ Go to Question D3
- ❍ Yes, full time ➔ Go to Question D2
- ❍ Yes, part time ➔ Go to Question D2

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

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

D3. How many years have you lived in Fort Smith?
- ❍ Less than 2 years
- ❍ 2-5 years
- ❍ 6-10 years
- ❍ 11-20 years
- ❍ More than 20 years

D4. Which best describes the building you live in?
- ❍ One family house detached from any other houses
- ❍ House attached to one or more houses (e.g., a duplex or townhome)
- ❍ Building with two or more apartments or condominiums
- ❍ Mobile home
- ❍ Other

D5. Is this house, apartment or mobile home...
- ❍ Rented for cash or occupied without cash payment?
- ❍ Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?
- ❍ Less than $300 per month
- ❍ $300 to $599 per month
- ❍ $600 to $999 per month
- ❍ $1,000 to $1,499 per month
- ❍ $1,500 to $2,499 per month
- ❍ $2,500 or more per month

D7. Do any children 17 or under live in your household?
- ❍ No
- ❍ Yes

D8. Are you or any other members of your household aged 65 or older?
- ❍ No
- ❍ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)
- ❍ Less than $24,999
- ❍ $25,000 to $49,999
- ❍ $50,000 to $99,999
- ❍ $100,000 to $149,999
- ❍ $150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?
- ❍ No, not Spanish, Hispanic or Latino
- ❍ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)
- ❍ American Indian or Alaskan Native
- ❍ Asian, Asian Indian or Pacific Islander
- ❍ Black or African American
- ❍ White
- ❍ Other

D12. In which category is your age?
- ❍ 18-24 years
- ❍ 25-34 years
- ❍ 35-44 years
- ❍ 45-54 years
- ❍ 55-64 years
- ❍ 65-74 years
- ❍ 75 years or older

D13. What is your sex?
- ❍ Female
- ❍ Male

D14. Are you registered to vote in your jurisdiction?
- ❍ No
- ❍ Yes
- ❍ Ineligible to vote
- ❍ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?
- ❍ No
- ❍ Yes
- ❍ Ineligible to vote
- ❍ Don't know

D16. Do you have a cell phone?
- ❍ No
- ❍ Yes

D17. Do you have a land line at home?
- ❍ No
- ❍ Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?
- ❍ Cell
- ❍ Land line
- ❍ Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

OFFICE OF THE MAYOR
P.O. BOX 1908
FORT SMITH, ARKANSAS 72902

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The National Citizen Survey™

City of Fort Smith, AR
2012

Benchmark Report

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Understanding the Benchmark Comparisons

Comparison Data

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast[1]	17%
West[2]	20%
North Central West[3]	11%
North Central East[4]	13%
South Central[5]	7%
South[6]	26%
Northeast West[7]	2%
Northeast East[8]	4%
Population	
Less than 40,000	46%
40,000 to 74,999	19%
75,000 to 149,000	17%
150,000 or more	18%

[1] Alaska, Washington, Oregon, California, Hawaii
[2] Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico
[3] North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota
[4] Illinois, Indiana, Ohio, Michigan, Wisconsin
[5] Oklahoma, Texas, Louisiana, Arkansas
[6] West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC
[7] New York, Pennsylvania, New Jersey
[8] Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

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Putting Evaluations onto the 100-point Scale

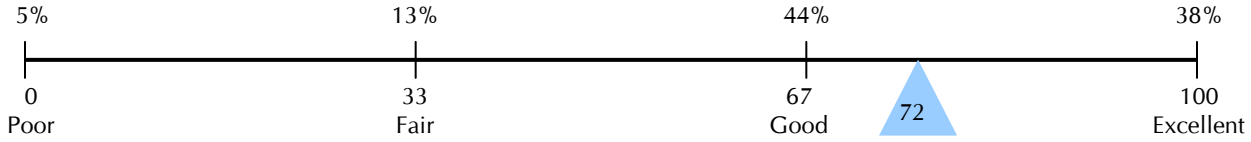
Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent" = 100, "good" = 67, "fair" = 33 and "poor" = 0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor", the result would be 0 on the 100-point scale. If half the respondents gave a score of "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	**Total with "don't know"**	**Step1: Remove the percent of "don't know" responses**	**Total without "don't know"**	**Step 2: Assign scale values**	**Step 3: Multiply the percent by the scale value**	**Step 4: Sum to calculate the average rating**
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don't know	5%		--			
Total	100%		100%			**72**

How do you rate the community as a place to live?



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Interpreting the Results

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The final column shows the comparison of your jurisdiction's average rating to the benchmark.

Where comparisons for quality ratings were available, the City of Fort Smith's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Fort Smith's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level.

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National Benchmark Comparisons

Overall Community Quality Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Fort Smith	54	350	392	Much below
Your neighborhood as place to live	65	186	261	Below
Fort Smith as a place to live	58	298	325	Much below
Recommend living in Fort Smith to someone who asks	62	178	198	Much below
Remain in Fort Smith for the next five years	73	153	199	Below

Community Transportation Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in Fort Smith	56	129	260	Similar
Ease of bus travel in Fort Smith	45	96	187	Similar
Ease of bicycle travel in Fort Smith	41	188	257	Much below
Ease of walking in Fort Smith	43	221	254	Much below
Availability of paths and walking trails	41	164	197	Much below
Traffic flow on major streets	41	172	250	Below

Frequency of Bus Use Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ridden a local bus within Fort Smith	15	104	163	Much less

Drive Alone Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	79	68	187	More

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Transportation and Parking Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	38	277	375	Much below
Street cleaning	43	236	254	Much below
Street lighting	48	215	278	Below
Snow removal	50	163	244	Below
Sidewalk maintenance	41	198	242	Much below
Traffic signal timing	43	155	210	Below
Bus or transit services	53	95	191	Similar
Amount of public parking	39	156	200	Much below

Housing Characteristics Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality housing	42	151	264	Similar
Variety of housing options	50	135	193	Below

Housing Costs Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	34	111	189	Similar

Built Environment Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Quality of new development in Fort Smith	44	209	243	Much below
Overall appearance of Fort Smith	46	257	298	Much below

Population Growth Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Population growth seen as too fast	18	194	220	Much less

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Nuisance Problems Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	18	49	220	More

Planning and Community Code Enforcement Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	42	171	263	Below
Code enforcement (weeds, abandoned buildings, etc.)	37	248	310	Much below
Animal control	51	200	279	Below

Economic Sustainability and Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Employment opportunities	25	217	264	Much below
Shopping opportunities	48	158	252	Similar
Fort Smith as a place to work	41	236	292	Much below
Overall quality of business and service establishments in Fort Smith	49	146	188	Much below

Economic Development Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Economic development	31	226	250	Much below

Job and Retail Growth Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Retail growth seen as too slow	42	87	220	Similar
Jobs growth seen as too slow	92	15	222	Much more

Personal Economic Future Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Positive impact of economy on household income	16	129	215	Similar

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Community and Personal Public Safety Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	86	189	290	Similar
In your neighborhood after dark	70	194	282	Below
In Fort Smith's downtown area during the day	82	168	251	Similar
In Fort Smith's downtown area after dark	52	195	258	Much below
Violent crime (e.g., rape, assault, robbery)	62	206	256	Much below
Property crimes (e.g., burglary, theft)	54	201	257	Much below
Environmental hazards, including toxic waste	73	131	193	Below

Crime Victimization and Reporting Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	15	63	228	Similar
Reported crimes	72	186	226	Much less

Public Safety Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	66	219	367	Similar
Fire services	77	149	296	Similar
Ambulance or emergency medical services	73	194	285	Similar
Crime prevention	51	219	300	Much below
Fire prevention and education	64	149	243	Similar
Traffic enforcement	54	207	315	Similar
Courts	52	127	171	Below
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	58	87	213	Similar

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Contact with Police and Fire Departments Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the City of Fort Smith Police Department	42	25	99	More
Overall impression of most recent contact with the City of Fort Smith Police Department	63	74	102	Below
Had contact with the City of Fort Smith Fire Department	17	21	74	Similar
Overall impression of most recent contact with the City of Fort Smith Fire Department	78	58	76	Below

Community Environment Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of Fort Smith	47	170	200	Much below
Quality of overall natural environment in Fort Smith	58	130	202	Below
Preservation of natural areas such as open space, farmlands and greenbelts	55	94	198	Similar
Air quality	62	107	209	Similar

Frequency of Recycling Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	76	151	212	Much less

Utility Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Power (electric and/or gas) utility	62	69	106	Similar
Sewer services	61	173	263	Similar
Drinking water	65	97	277	Above
Storm drainage	45	269	313	Much below
Yard waste pick-up	63	125	220	Similar
Recycling	64	190	298	Similar
Garbage collection	69	190	305	Similar

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Community Recreational Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	39	247	262	Much below

Participation in Parks and Recreation Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Participated in a recreation program or activity	48	92	213	Similar
Visited a neighborhood park or City park	85	133	221	Similar

Parks and Recreation Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	66	179	274	Similar
Recreation programs or classes	51	263	283	Much below
Recreation centers or facilities	51	205	238	Much below

Cultural and Educational Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	40	229	269	Much below
Educational opportunities	55	127	230	Similar

Participation in Cultural and Educational Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Fort Smith public libraries or their services	76	60	195	More
Participated in religious or spiritual activities in Fort Smith	67	12	136	Much more

Cultural and Educational Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public library services	76	81	292	Above

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Community Health and Wellness Access and Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality health care	44	148	215	Below
Availability of affordable quality food	49	142	169	Much below
Availability of preventive health services	46	124	150	Much below

Health and Wellness Services Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Health services	53	116	171	Below

Community Quality and Inclusiveness Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	48	228	268	Much below
Openness and acceptance of the community toward people of diverse backgrounds	45	216	244	Much below
Availability of affordable quality child care	43	119	213	Similar
Fort Smith as a place to raise kids	58	247	322	Much below
Fort Smith as a place to retire	51	243	311	Much below

Services Provided for Population Subgroups Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	54	187	267	Below
Services to youth	39	216	246	Much below
Services to low income people	40	178	221	Below

Civic Engagement Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	51	150	193	Below
Opportunities to volunteer	64	102	192	Similar

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Participation in Civic Engagement Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	23	142	223	Less
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	47	49	180	Much more
Volunteered your time to some group or activity in Fort Smith	52	68	220	Much more
Participated in a club or civic group in Fort Smith	38	41	161	Much more
Provided help to a friend or neighbor	94	86	160	Similar

Voter Behavior Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	79	175	224	Less
Voted in last general election	62	204	224	Much less

Use of Information Sources Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Read Fort Smith Newsletter	37	156	160	Much less
Visited the City of Fort Smith Web site	49	164	186	Much less

Local Government Media Services and Information Dissemination Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cable television	51	90	166	Similar
Public information services	55	164	243	Below

Social Engagement Opportunities Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in social events and activities	48	150	185	Much below
Opportunities to participate in religious or spiritual events and activities	66	81	150	Similar

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Contact with Immediate Neighbors Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	49	91	179	Similar

Public Trust Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to Fort Smith	46	229	347	Below
The overall direction that Fort Smith is taking	39	255	287	Much below
Job Fort Smith government does at welcoming citizen involvement	42	212	283	Below
Overall image or reputation of Fort Smith	48	232	284	Much below

Services Provided by Local, State and Federal Governments Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by the City of Fort Smith	55	282	362	Below
Services provided by the Federal Government	40	131	226	Similar
Services provided by the State Government	46	65	227	Above
Services provided by Sebastian County Government	49	91	164	Similar

Contact with City Employees Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	48	162	259	Less

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Fort Smith average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Knowledge	67	200	293	Similar
Responsiveness	66	182	286	Similar
Courteousness	70	136	241	Similar
Overall impression	66	183	333	Similar

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Jurisdictions Included in National Benchmark Comparisons

Valdez, AK 3,976
Auburn, AL 53,380
Gulf Shores, AL 9,741
Tuskegee, AL 9,865
Vestavia Hills, AL 34,033
Fayetteville, AR 73,580
Little Rock, AR 193,524
Casa Grande, AZ 48,571
Chandler, AZ 236,123
Cococino County, AZ 134,421
Dewey-Humboldt, AZ 3,894
Flagstaff, AZ 65,870
Florence, AZ 25,536
Gilbert, AZ 208,453
Goodyear, AZ 65,275
Green Valley, AZ 21,391
Kingman, AZ 28,068
Marana, AZ 34,961
Maricopa, AZ 43,482
Maricopa County, AZ 3,817,117
Mesa, AZ 439,041
Nogales, AZ 20,837
Peoria, AZ 154,065
Phoenix, AZ 1,445,632
Pinal County, AZ 375,770
Prescott Valley, AZ 38,822
Queen Creek, AZ 26,361
Scottsdale, AZ 217,385
Sedona, AZ 10,031
Surprise, AZ 117,517
Tempe, AZ 161,719
Yuma, AZ 93,064
Yuma County, AZ 195,751
Apple Valley, CA 69,135
Benicia, CA 26,997
Brea, CA 39,282
Brisbane, CA 4,282
Burlingame, CA 28,806
Concord, CA 122,067
Coronado, CA 18,912
Cupertino, CA 58,302
Davis, CA 65,622
Dublin, CA 46,036
El Cerrito, CA 23,549
Elk Grove, CA 153,015
Galt, CA 23,647
Laguna Beach, CA 22,723
Laguna Hills, CA 30,344
Livermore, CA 80,968
Lodi, CA 62,134
Long Beach, CA 462,257
Menlo Park, CA 32,026
Mission Viejo, CA 93,305
Newport Beach, CA 85,186
Palm Springs, CA 44,552
Palo Alto, CA 64,403
Pasadena, CA 137,122
Richmond, CA 103,701
San Carlos, CA 28,406
San Diego, CA 1,307,402
San Francisco, CA 805,235
San Jose, CA 945,942
San Luis Obispo County, CA 269,637
San Mateo, CA 97,207
San Rafael, CA 57,713
Santa Monica, CA 89,736
Seaside, CA 33,025
South Lake Tahoe, CA 21,403
Stockton, CA 291,707
Sunnyvale, CA 140,081
Temecula, CA 100,097
Thousand Oaks, CA 126,683
Visalia, CA 124,442
Walnut Creek, CA 64,173
Adams County, CO 441,603
Arapahoe County, CO 572,003
Archuleta County, CO 12,084
Arvada, CO 106,433
Aspen, CO 6,658
Aurora, CO 325,078
Boulder, CO 97,385
Boulder County, CO 294,567
Broomfield, CO 55,889
Centennial, CO 100,377
Clear Creek County, CO 9,088
Colorado Springs, CO 416,427
Commerce City, CO 45,913
Craig, CO 9,464
Crested Butte, CO 1,487
Denver, CO 600,158
Douglas County, CO 285,465
Eagle County, CO 52,197
Edgewater, CO 5,170
El Paso County, CO 622,263
Englewood, CO 30,255
Estes Park, CO 5,858
Fort Collins, CO 143,986
Frisco, CO 2,683
Fruita, CO 12,646
Georgetown, CO 1,034
Gilpin County, CO 5,441
Golden, CO 18,867

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Grand County, CO	14,843
Greeley, CO	92,889
Gunnison County, CO	15,324
Highlands Ranch, CO	96,713
Hudson, CO	2,356
Jackson County, CO	1,394
Jefferson County, CO	534,543
Lafayette, CO	24,453
Lakewood, CO	142,980
Larimer County, CO	299,630
Lone Tree, CO	10,218
Longmont, CO	86,270
Louisville, CO	18,376
Loveland, CO	66,859
Mesa County, CO	146,723
Montrose, CO	19,132
Northglenn, CO	35,789
Park County, CO	16,206
Parker, CO	45,297
Pueblo, CO	106,595
Rifle, CO	9,172
Salida, CO	5,236
Teller County, CO	23,350
Thornton, CO	118,772
Vail, CO	5,305
Westminster, CO	106,114
Wheat Ridge, CO	30,166
Windsor, CO	18,644
Coventry, CT	2,990
Hartford, CT	124,775
Dover, DE	36,047
Rehoboth Beach, DE	1,327
Brevard County, FL	543,376
Cape Coral, FL	154,305
Charlotte County, FL	159,978
Clearwater, FL	107,685
Collier County, FL	321,520
Cooper City, FL	28,547
Dade City, FL	6,437
Dania Beach, FL	29,639
Daytona Beach, FL	61,005
Delray Beach, FL	60,522
Destin, FL	12,305
Escambia County, FL	297,619
Gainesville, FL	124,354
Hillsborough County, FL	1,229,226
Jupiter, FL	55,156
Lee County, FL	618,754
Martin County, FL	146,318
Miami Beach, FL	87,779
North Palm Beach, FL	12,015
Oakland Park, FL	41,363
Ocala, FL	56,315
Oviedo, FL	33,342
Palm Bay, FL	103,190
Palm Beach County, FL	1,320,134
Palm Coast, FL	75,180
Panama City, FL	36,484
Pasco County, FL	464,697
Pinellas County, FL	916,542
Port Orange, FL	56,048
Port St. Lucie, FL	164,603
Sanford, FL	53,570
Sarasota, FL	51,917
St. Cloud, FL	35,183
Titusville, FL	43,761
Winter Garden, FL	34,568
Albany, GA	77,434
Alpharetta, GA	57,551
Cartersville, GA	19,731
Conyers, GA	15,195
Decatur, GA	19,335
McDonough, GA	22,084
Peachtree City, GA	34,364
Roswell, GA	88,346
Sandy Springs, GA	93,853
Savannah, GA	136,286
Smyrna, GA	51,271
Snellville, GA	18,242
Suwanee, GA	15,355
Valdosta, GA	54,518
Honolulu, HI	953,207
Altoona, IA	14,541
Ames, IA	58,965
Ankeny, IA	45,582
Bettendorf, IA	33,217
Cedar Falls, IA	39,260
Cedar Rapids, IA	126,326
Clive, IA	15,447
Des Moines, IA	203,433
Dubuque, IA	57,637
Indianola, IA	14,782
Muscatine, IA	22,886
Urbandale, IA	39,463
West Des Moines, IA	56,609
Boise, ID	205,671
Jerome, ID	10,890
Meridian, ID	75,092
Moscow, ID	23,800
Pocatello, ID	54,255
Post Falls, ID	27,574
Twin Falls, ID	44,125
Batavia, IL	26,045
Bloomington, IL	76,610
Centralia, IL	13,032
Collinsville, IL	25,579

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Crystal Lake, IL	40,743
DeKalb, IL	43,862
Elmhurst, IL	44,121
Evanston, IL	74,486
Freeport, IL	25,638
Highland Park, IL	29,763
Lincolnwood, IL	12,590
Lyons, IL	10,729
Naperville, IL	141,853
Normal, IL	52,497
Oak Park, IL	51,878
O'Fallon, IL	28,281
Orland Park, IL	56,767
Palatine, IL	68,557
Park Ridge, IL	37,480
Peoria County, IL	186,494
Riverside, IL	8,875
Sherman, IL	4,148
Shorewood, IL	15,615
Skokie, IL	64,784
Sugar Grove, IL	8,997
Wilmington, IL	5,724
Brownsburg, IN	21,285
Fishers, IN	76,794
Munster, IN	23,603
Noblesville, IN	51,969
Abilene, KS	6,844
Arkansas City, KS	12,415
Fairway, KS	3,882
Garden City, KS	26,658
Gardner, KS	19,123
Johnson County, KS	544,179
Lawrence, KS	87,643
Mission, KS	9,323
Olathe, KS	125,872
Roeland Park, KS	6,731
Wichita, KS	382,368
Bowling Green, KY	58,067
New Orleans, LA	343,829
Andover, MA	8,762
Barnstable, MA	45,193
Burlington, MA	24,498
Cambridge, MA	105,162
Needham, MA	28,886
Annapolis, MD	38,394
Baltimore, MD	620,961
Baltimore County, MD	805,029
Dorchester County, MD	32,618
Gaithersburg, MD	59,933
La Plata, MD	8,753
Montgomery County, MD	971,777
Prince George's County, MD	863,420
Rockville, MD	61,209
Takoma Park, MD	16,715
Freeport, ME	1,485
Lewiston, ME	36,592
Saco, ME	18,482
Scarborough, ME	4,403
South Portland, ME	25,002
Ann Arbor, MI	113,934
Battle Creek, MI	52,347
Escanaba, MI	12,616
Farmington Hills, MI	79,740
Flushing, MI	8,389
Gladstone, MI	4,973
Howell, MI	9,489
Hudsonville, MI	7,116
Jackson County, MI	160,248
Kalamazoo, MI	74,262
Kalamazoo County, MI	250,331
Midland, MI	41,863
Novi, MI	55,224
Otsego County, MI	24,164
Petoskey, MI	5,670
Port Huron, MI	30,184
Rochester, MI	12,711
South Haven, MI	4,403
Albert Lea, MN	18,016
Beltrami County, MN	44,442
Blaine, MN	57,186
Bloomington, MN	82,893
Carver County, MN	91,042
Chanhassen, MN	22,952
Coon Rapids, MN	61,476
Dakota County, MN	398,552
Duluth, MN	86,265
Edina, MN	47,941
Elk River, MN	22,974
Fridley, MN	27,208
Hutchinson, MN	14,178
Inver Grove Heights, MN	33,880
Maple Grove, MN	61,567
Mayer, MN	1,749
Minneapolis, MN	382,578
Olmsted County, MN	144,248
Savage, MN	26,911
Scott County, MN	129,928
Shorewood, MN	7,307
St. Louis County, MN	200,226
Washington County, MN	238,136
Woodbury, MN	61,961
Blue Springs, MO	52,575
Branson, MO	10,520
Cape Girardeau, MO	37,941
Clay County, MO	221,939
Clayton, MO	15,939

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

Columbia, MO	108,500
Ellisville, MO	9,133
Harrisonville, MO	10,019
Jefferson City, MO	43,079
Lee's Summit, MO	91,364
Maryland Heights, MO	27,472
Platte City, MO	4,691
Raymore, MO	19,206
Richmond Heights, MO	8,603
Riverside, MO	2,937
Rolla, MO	19,559
Wentzville, MO	29,070
Billings, MT	104,170
Bozeman, MT	37,280
Missoula, MT	66,788
Asheville, NC	83,393
Cabarrus County, NC	178,011
Cary, NC	135,234
Charlotte, NC	731,424
Davidson, NC	10,944
High Point, NC	104,371
Hillsborough, NC	6,087
Huntersville, NC	46,773
Indian Trail, NC	33,518
Mecklenburg County, NC	919,628
Mooresville, NC	32,711
Stallings, NC	13,831
Wake Forest, NC	30,117
Wilmington, NC	106,476
Winston-Salem, NC	229,617
Wahpeton, ND	7,766
Grand Island, NE	48,520
La Vista, NE	15,758
Lincoln, NE	258,379
Papillion, NE	18,894
Dover, NH	29,987
Lebanon, NH	13,151
Summit, NJ	21,457
Albuquerque, NM	545,852
Farmington, NM	45,877
Los Alamos County, NM	17,950
Rio Rancho, NM	87,521
San Juan County, NM	130,044
Carson City, NV	55,274
Henderson, NV	257,729
North Las Vegas, NV	216,961
Reno, NV	225,221
Sparks, NV	90,264
Washoe County, NV	421,407
Geneva, NY	13,261
New York City, NY	8,175,133
Ogdensburg, NY	11,128
Blue Ash, OH	12,114
Delaware, OH	34,753
Dublin, OH	41,751
Hamilton, OH	62,477
Hudson, OH	22,262
Kettering, OH	56,163
Orange Village, OH	3,323
Piqua, OH	20,522
Springboro, OH	17,409
Sylvania Township, OH	18,965
Upper Arlington, OH	33,771
Broken Arrow, OK	98,850
Edmond, OK	81,405
Norman, OK	110,925
Oklahoma City, OK	579,999
Stillwater, OK	45,688
Tulsa, OK	391,906
Albany, OR	50,158
Ashland, OR	20,078
Bend, OR	76,639
Corvallis, OR	54,462
Forest Grove, OR	21,083
Hermiston, OR	16,745
Jackson County, OR	203,206
Keizer, OR	36,478
Lake Oswego, OR	36,619
Lane County, OR	351,715
McMinnville, OR	32,187
Medford, OR	74,907
Portland, OR	583,776
Springfield, OR	59,403
Tualatin, OR	26,054
Umatilla, OR	6,906
Wilsonville, OR	19,509
Chambersburg, PA	20,268
Cumberland County, PA	235,406
Kennett Square, PA	6,072
Kutztown Borough, PA	5,012
Radnor Township, PA	30,878
State College, PA	42,034
West Chester, PA	18,461
East Providence, RI	47,037
Newport, RI	24,672
Greer, SC	25,515
Rock Hill, SC	66,154
Rapid City, SD	67,956
Sioux Falls, SD	153,888
Cookeville, TN	30,435
Johnson City, TN	63,152
Morristown, TN	29,137
Nashville, TN	601,222
White House, TN	10,255
Arlington, TX	365,438
Austin, TX	790,390

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Benbrook, TX	21,234
Bryan, TX	76,201
Burleson, TX	36,690
College Station, TX	93,857
Corpus Christi, TX	305,215
Dallas, TX	1,197,816
Denton, TX	113,383
Duncanville, TX	38,524
El Paso, TX	649,121
Flower Mound, TX	64,669
Fort Worth, TX	741,206
Georgetown, TX	47,400
Houston, TX	2,099,451
Hurst, TX	37,337
Hutto, TX	14,698
La Porte, TX	33,800
League City, TX	83,560
McAllen, TX	129,877
McKinney, TX	131,117
Plano, TX	259,841
Round Rock, TX	99,887
Rowlett, TX	56,199
San Marcos, TX	44,894
Southlake, TX	26,575
Temple, TX	66,102
The Woodlands, TX	93,847
Tomball, TX	10,753
Watauga, TX	23,497
Westlake, TX	992
Park City, UT	7,558
Provo, UT	112,488
Riverdale, UT	8,426
Salt Lake City, UT	186,440
Sandy, UT	87,461
Saratoga Springs, UT	17,781
Springville, UT	29,466
Washington City, UT	18,761
Albemarle County, VA	98,970
Arlington County, VA	207,627
Ashland, VA	7,225
Botetourt County, VA	33,148
Chesapeake, VA	222,209
Chesterfield County, VA	316,236
Fredericksburg, VA	24,286
Hampton, VA	137,436
Hanover County, VA	99,863
Herndon, VA	23,292
James City County, VA	67,009
Lexington, VA	7,042
Lynchburg, VA	75,568
Montgomery County, VA	94,392
Newport News, VA	180,719
Norfolk, VA	242,803
Purcellville, VA	7,727
Radford, VA	16,408
Roanoke, VA	97,032
Spotsylvania County, VA	122,397
Virginia Beach, VA	437,994
Williamsburg, VA	14,068
York County, VA	65,464
Montpelier, VT	7,855
Airway Heights, WA	6,114
Auburn, WA	70,180
Bellevue, WA	122,363
Clark County, WA	425,363
Edmonds, WA	39,709
Federal Way, WA	89,306
Gig Harbor, WA	7,126
Hoquiam, WA	8,726
Kirkland, WA	48,787
Lynnwood, WA	35,836
Maple Valley, WA	22,684
Mountlake Terrace, WA	19,909
Pasco, WA	59,781
Redmond, WA	54,144
Renton, WA	90,927
SeaTac, WA	26,909
Snoqualmie, WA	10,670
Spokane Valley, WA	89,755
Tacoma, WA	198,397
Vancouver, WA	161,791
West Richland, WA	11,811
Woodland, WA	5,509
Yakima, WA	91,067
Chippewa Falls, WI	13,661
Columbus, WI	4,991
De Pere, WI	23,800
Eau Claire, WI	65,883
Madison, WI	233,209
Merrill, WI	9,661
Oshkosh, WI	66,083
Racine, WI	78,860
Wauwatosa, WI	46,396
Wind Point, WI	1,723
Casper, WY	55,316
Cheyenne, WY	59,466
Gillette, WY	29,087

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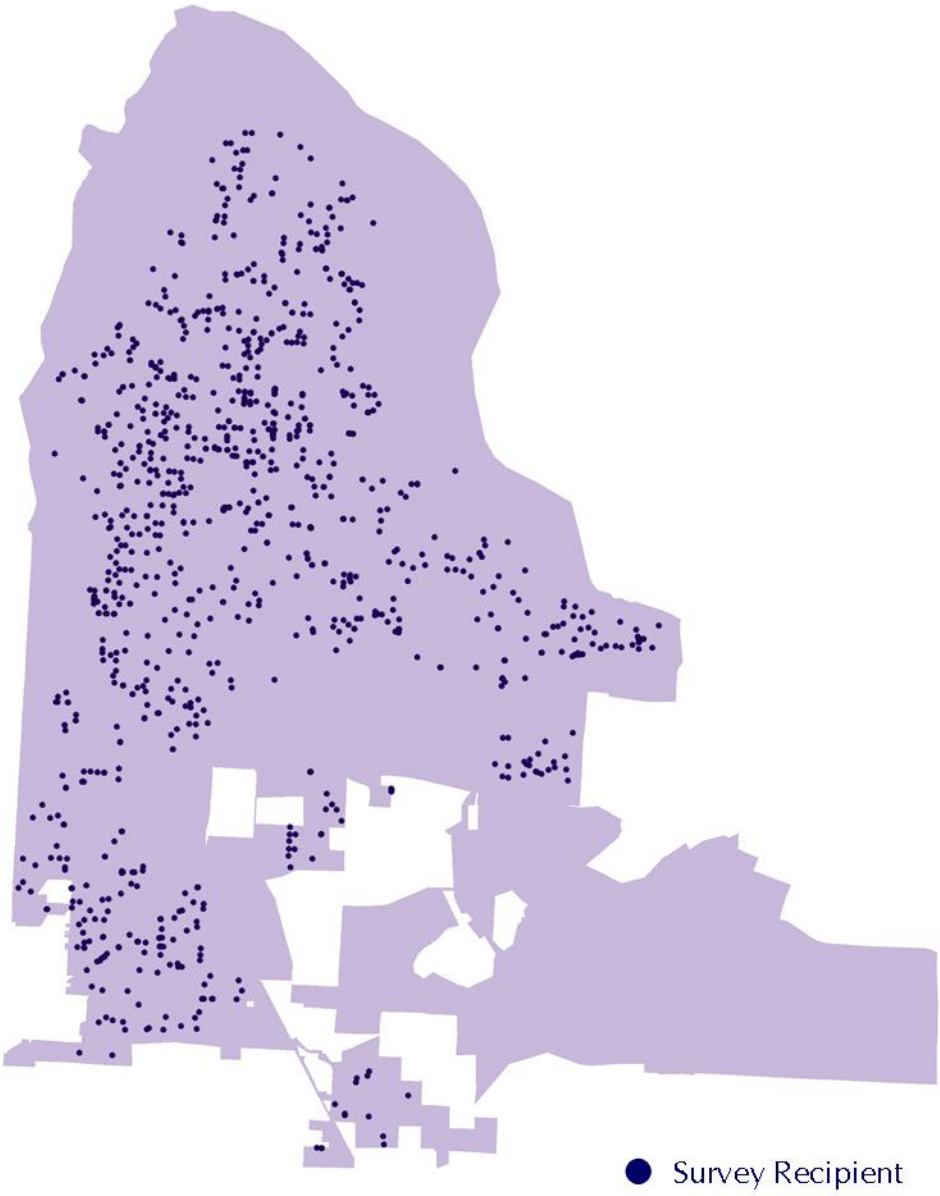
The National Citizen Survey™
Fort Smith, AR 2012