

CITY OF WESTMINSTER, CO

2020 COMMUNITY SURVEY REPORT OF RESULTS

MARCH 2020

Prepared by:



POWERED BY POLCO

National Research Center
2955 Valmont Road, Suite 300
Boulder, CO 80531
n-r-c.com | 303-444-7863

Contents

Executive Summary 1

Survey Background 5

Survey Results 7

 Strategic Goal: Visionary Leadership, Effective Governance, and Proactive Regional Collaboration .. 7

 Strategic Goal: Vibrant, Inclusive, and Engaged Community 11

 Strategic Goal: Beautiful, Desirable, Safe, and Environmentally Responsible City..... 19

 Strategic Goal: Dynamic, Diverse Economy 24

 Strategic Goal: Ease of Mobility 26

 Strategic Goal: Financially Sustainable Government Providing Excellence in City Services 28

 Balancing Quality and Importance 33

Appendix A: Complete Set of Survey Responses..... 35

Appendix B: Verbatim Responses to Open-ended Question 55

Appendix C: Comparisons of Select Questions by Respondent Characteristics 65

Appendix D: Comparisons of Select Questions by School District 88

Appendix E: Comparisons of Select Questions by School District Over Time 93

Appendix F: Benchmark Comparisons 96

Appendix G: Survey Methodology 105

Appendix H: Survey Materials 109

EXECUTIVE SUMMARY

SURVEY BACKGROUND AND METHODS

The City of Westminster has conducted a regular, periodic survey of residents' opinions since 1992. The 2020 survey was the 15th administration to monitor the quality of Westminster services and quality of life in the community. Working with National Research Center, Inc. (NRC), Westminster has used the same systematic method for sampling residents and the same set of core questions for each survey administration.

A random selection of 4,000 households received surveys. About 5% of the surveys were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 3,812 households receiving a survey, 613 completed the survey, providing an overall response rate of 16%. The margin of error for all survey respondents is plus or minus four points around any given percent. Results are also reported by school district of residence (Adams 12, Westminster and Jefferson County) to permit a deeper examination of the data.

Because the City of Westminster has administered resident surveys in the past, comparisons were made between the 2020 responses and those from prior years, when available. The 2020 results were also compared to those of other jurisdictions around the nation and in Colorado's Front Range, made possible through NRC's benchmark database. This database contains resident perspectives gathered in citizen surveys from more than 600 jurisdictions across the U.S., including cities and counties.

KEY FINDINGS

The 2020 survey contained a series of questions that reflected either directly or indirectly on the City's progress within several themes. The survey results are organized around the City of Westminster 2019 Strategic Plan goals and the key findings presented below outline the main highlights from the 2020 survey data across all the Strategic Plan goals.

Westminster residents generally gave positive marks to the overall quality of life in the city and the quality of their neighborhoods.

- About 8 in 10 respondents gave favorable evaluations to the overall quality of life in Westminster and the overall quality of their neighborhoods. The overall quality of neighborhoods was rated similar to prior years and was similar to the national benchmark comparisons (a comparison to communities in Colorado's Front Range was not available). However, assessments of overall quality of life in 2020 declined slightly from 2018 and was the lowest rating given since this question was first asked in 1992.
- When asked their level of agreement with nine different aspects of the City's current Vision statement, 68% were in agreement that "a community with distinct neighborhoods" should be included.
- Two-thirds of respondents rated the City's image or reputation as very good or good, 25% felt it was neither good nor bad and 7% said it was bad or very bad. This rating was lower than ratings given in 2018 when the question was first asked and similar to those given by residents in other communities across the country and in Colorado's Front Range.
- More than 8 in 10 respondents said the City was a very good or good place to live and half said the City was a very good or good place to retire. These ratings were similar to prior survey years but were lower than the national and Front Range averages.
- About 8 in 10 Westminster residents viewed the City as a very good or good place to raise children, which has remained stable since 2010. However, respondents gave evaluations that were lower than the national and Front Range averages. About half of respondents felt the quality of local public schools in Westminster was very good or good. This evaluation was similar to 2018 but lower than the national and Front Range peer communities.
- Survey responses were compared by respondent subgroups as well as by respondents' school district of residence. The oldest residents (55+) gave more positive reviews to the quality of local public schools compared to the youngest residents (18-34). Those living in detached housing units and households with the highest incomes (\$100,000 or more) tended to give statistically significantly higher ratings to the overall quality of their neighborhoods compared to those in attached units or households with the lowest incomes (less than \$25,000). Westminster as a place to raise children, the overall image and the overall quality of life in the city received lower praise from households with incomes less than \$25,000 compared

to households with higher incomes. Those living in Adams 12 School District gave higher ratings to several aspects of quality of life compared to those in the Westminster Public School District.

Perceptions of safety and the quality of safety services declined from 2018 to 2020.

- About three-quarters of respondents felt very or somewhat safe from residential fires in Westminster. About 7 in 10 reported feeling safe from violent crimes and about half felt safe from property crimes. Perceptions of safety declined from 2018 to 2020 and ratings of safety from violent and property crimes were lower than both benchmark groups. (Benchmarks for safety from residential fires were not available.)
- Life and safety-related City services were viewed as some of the most important. At least 88% of residents felt fire and police protection, EMS, drinking water quality, and emergency preparedness were essential or very important services. Quality evaluations of these services ranged from 61% very good or good (for emergency preparedness) to 89% (for fire protection). Evaluations of fire protection, EMS, and emergency preparedness decreased from 2018 to 2020, while ratings for the others remained stable. When compared to the benchmarks, drinking water quality and emergency preparedness were rated similar to both benchmark groups, while emergency medical/ambulance service, fire protection, and police protection were lower.
- When comparing service ratings of quality and importance, emergency preparedness was deemed of lower quality and higher importance, indicating an area that might warrant further investigation to see if any changes to delivery of this service is needed.
- Residents rated their level of agreement with various statements that described their image of the City of Westminster. About three-quarters of respondents agreed that “safe and secure” described Westminster’s image; however, fewer agreed that this statement captured the image of the City in 2020 compared to 2018.
- From a list of 15 broad service categories or potential goals for the City, those related to life and safety topped the list. Providing safe drinking water and sewer services and providing for a safe community were first (98%) and third (92%), respectively, in the list as essential or very important for the City to do.
- When looking at safety ratings in the community by respondent demographics and area of residence, traffic enforcement and fire protection were given lower ratings from 18-34 year olds compared to those in other age groups. Traffic safety on major streets was viewed as a bigger problem for residents 55 years or older compared to younger residents (under 55), while traffic safety on neighborhood streets was more of a problem for those living in attached units compared to those in detached housing. Residents who were 35 years old and older placed higher importance on the city providing for a safe community compared to those who were 18-34 years old. Those living in detached units or with household incomes of \$100,000 or more as well as those living in Jefferson County and Adams 12 school districts felt safer from violent crimes than those in attached units or those with household incomes under \$100,000 and those in the Westminster Public School District.

Survey respondents continued to value and place a high importance on parks and recreation services.

- About 9 in 10 residents (93%) felt “beautiful parks/open spaces” described the image of Westminster. This has topped the list of eight statements since 2012.
- When assessing whether different concepts should be included in the City’s Vision statement, 88% agreed that “a community that embraces the outdoors” should be included.
- For the first time in 2020, respondents were able to write in their own words the single most important thing the City could do to improve quality of life for its community members. Of the 70% of respondents providing a comment, 10% noted actions related to open spaces, trails and parks as the most important for the City to take to improve quality of life.
- Recreation programs (85% very good or good), recreation facilities (85%), trails (85%), and park maintenance (81%) were among the services of highest quality. Ratings of each of these services have been relatively stable since 2008. The quality of recreation facilities and recreation programs was rated higher than the national benchmarks but similar to the Front Range, while the rating for trails was lower than both the averages. Parks maintenance was rated similar to the nation but lower than the Front Range comparison.
- While the quality of parks and recreation services was high, their level of importance varied from 84% stating parks maintenance was essential or very important to 69% saying recreation programs was essential or very important. Importance evaluations for these services in 2020 was on par with 2018, but the importance of trails has continued to climb since 2008.

- Survey respondents assessed a number of potential problems in the City. The unavailability of trails or trail connections was a major or moderate problem for 16% of respondents in 2020, but the level of concern has almost doubled since 2018 (9%).
- From the list of 15 broad service categories or potential goals for the City, about 8 in 10 respondents said it was essential or very important for the City of Westminster to provide access to parks and recreational opportunities (84%), which was similar to 2018. This goal was fourth out of 15.
- Parks maintenance, recreation programs, recreation facilities and trails was viewed more favorably by 35-54 year olds than by those who were younger (18-34). Households with annual incomes of \$100,000 or more were more likely to agree that “beautiful parks/open spaces” was a statement that described their image of Westminster compared to those with household incomes less than \$25,000. The importance of the City providing access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open was similar across all demographic subgroups and school districts.

Residents voiced concerns about affordable housing and density in Westminster.

- The single action most frequently mentioned by respondents that could improve quality of life for the community was affordable housing (17% wrote in a related comment).
- The high cost of housing was a major or moderate problem for 7 in 10 respondents and too much growth was a concern for about 6 in 10. Both of these potential problems were of similar concern for residents in 2018 and 2020; however, concerns about the high cost of housing has been on the rise since 2010.
- However, when prioritizing the list of 15 goals or services the City provides, ensuring the City provides ample affordable/workforce housing was rated among the bottom four, with 65% saying this was an essential or very important action for the City to take.
- New questions were added to the 2020 survey to assess resident perceptions of the impacts of growth and density on the overall quality of life in the community. About 6 in 10 respondents (60%) felt that commercial and retail growth in Westminster had a very or somewhat positive impact on the overall quality of life, one-quarter felt the impact was neutral and about 16% said it had a negative impact. Resident opinion about residential growth was roughly split, with about 42% saying the impact on the quality of life was positive and 36% saying it was negative (22% said it was neutral). Fewer felt positively about the impacts of density; almost three times as many residents said the impacts of density on the quality of life in the City was negative (62%) compared to those who felt it was positive (21%).
- Only about half of respondents felt that the City’s Vision statement should include “the next Urban Center of the Colorado Front Range,” and about one in five strongly disagreed that this concept should be included.
- With concerns about density comes concerns about mobility. About one-third said traffic flow on major streets was very good or good, one-quarter felt it was neither good nor bad and roughly one-third said it was bad or very bad. This rating was lower than both the national and Front Range benchmarks.
- Ratings of snow removal have continued to decrease since 2014 (from 71% in 2014 to 42% in 2020). The quality of street repair was similar to 2018 but reached an all-time low in 2020. Quality ratings for street repair were similar compared to the national and Front Range benchmarks, while ratings of street cleaning and snow removal were lower than both comparisons. As in 2018, these two services were among those deemed lower in quality and higher in importance.
- Among 15 goals or services the City provides, ensuring streets are well-maintained and clear of snow was viewed as the second most important (93% gave essential or very important ratings), a step up from third most important in 2018.
- Responses to growth-related questions were compared by respondent demographic characteristics. The youngest residents (18-34) and those living in attached housing units were more likely to agree that the city should be “the next Urban Center of the Colorado Front Range” compared to those who were 35-54 years old or were living in detached housing units. When given a list of potential problems in Westminster, residents age 55 or older, those with household incomes of less than \$100,000 or those who had lived in the community for 10 years or more were more concerned about too much growth in Westminster than were those who were younger (18-54), had household incomes of more than \$100,000 or had lived in the community less than five years. The high cost of housing was felt to be a much bigger problem for those living in attached housing units or living in the Westminster Public School District compared to those living in detached housing and living in the Jefferson County School District.
- Younger residents (18 to 34), those living in attached housing units and those with household incomes of \$25,000 or more were more likely to feel that commercial and retail growth in Westminster has had a positive impact on the overall quality of life in the city compared to those age 55 or over, those living in detached housing units and those with incomes of less than \$25,000. Residents living in attached units

felt more positively about the impact of residential growth and density compared to those living in detached units.

- Ratings of traffic flow on major streets did not vary by respondent demographics or school district of residents. Survey respondents who were 55 years old or older gave higher ratings to snow removal compared to their younger counterparts; ratings did not vary by other respondent characteristics and school district.

Continued community engagement via online sources can elevate transparency and trust.

- Increasing community outreach and seeking feedback from residents can improve perceptions about local government staff and elected officials caring about their opinions. For the first time in 2020, survey respondents evaluated the statement “City staff cares what people like me think.” About 4 in 10 residents agreed with this statement and 3 in 10 neither agreed nor disagreed. Two in 10 respondents said that they disagreed that City staff cares what people like them think.
- The Parks, Recreation and Libraries Activity Guide, the City’s website, and City Edition continue to be the most used sources of information about City programs and services, with about three-quarters using the Activity Guide and website, and about 6 in 10 using City Edition as a major or minor source. The City’s Nextdoor and Facebook accounts were used by about one-third of respondents.
- Social media was the most frequently relied upon source in 2020, with 29% of respondents marking it as the source they relied upon first or second most often. A similar proportion of residents used the Parks, Recreation and Libraries Activity Guide (27%); the City’s website (26%); City Edition (23%); and television news (23%).
- Facebook and YouTube topped the list of the social media sites used most by residents in the last month (76% and 68%, respectively), although use of YouTube has been trending down since 2016. Use of Facebook was on par with reported usage in 2018. Use of Nextdoor and Instagram has been on the rise since 2016, reaching all-time highs in 2020 (45% and 41%, respectively). More than one-third of respondents had used LinkedIn in the month prior to the 2020 survey, rates that were similar to 2018. One-quarter or fewer respondents reported using the other social media sites in the month prior to the 2020 survey. Use of Pinterest decreased from 2018 to 2020 while use of the remaining sites remained stable.
- When looking at ratings of community engagement and City interactions by respondent demographics and school district of residence, attached unit dwellers were more likely to agree that the City Council and City staff cares what people like them think compared to those living in detached dwellings. Those living in attached units were more likely to use the Parks, Recreation and Libraries Activity Guide as an information source for City programs and services than were those living in detached units. Younger residents (age 54 or younger), those living in attached housing units and residents living in the Westminster Public School District were more likely to use the City’s Facebook and Twitter accounts as sources of information compared to those who were 55 years or older, those living in detached housing and those living in Jefferson County School District.

SURVEY BACKGROUND

SURVEY PURPOSES

The City of Westminster contracted with National Research Center, Inc. (NRC) to implement the 2020 survey with a representative sample of households, in an effort to determine attitudes about City services and pending local policy. The first survey of residents was conducted in 1992, with subsequent implementations every two years since; the 2020 survey marks the 15th iteration of the survey, providing close to three decades of data.

The survey permitted residents an opportunity to provide feedback to government on the community's strengths, opportunities for improvement, and priorities for planning and resource allocation. The continued focus on quality of service delivery helps council, staff and the public set priorities for budget decisions, assuring maximum service quality over time as the City changes and grows.

SURVEY ADMINISTRATION

The Westminster Community Survey was administered by mail to a random selection of 4,000 city households. Each household received three mailings beginning in January 2020. The first mailing was a prenotification postcard announcing the upcoming survey. Over the following two weeks, households received a letter from the Mayor inviting the household to participate in the 2020 Westminster Community Survey, a five-page questionnaire and a pre-addressed, postage-paid envelope. Respondents also were given the option to complete the survey via the web through a link that was provided in the postcard and cover letters, as well as to complete the survey in Spanish either online or via a requested paper copy (instructions were included in the letters). Completed surveys were collected through the mail and online over a six-week period. The survey materials appear in *Appendix H: Survey Materials*.

About 5% of the mailings were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 3,812 households receiving a survey, 613 completed the survey, providing an overall response rate of 16%.

Survey results were weighted so that respondents' gender, age, housing unit type (attached versus detached), tenure (rent versus own), race, ethnicity and school district of residence were represented in the proportions reflective of the entire city. (For more information see the detailed survey methodology in *Appendix G: Survey Methodology*.)

In addition to the scientific, random selection of households, a link to an online "opt-in" survey was publicized and posted to the City of Westminster website as well as the City's social media sites. This opt-in survey was identical to the scientific survey and open to all Westminster residents; 390 residents completed the opt-in survey. The data presented in this report exclude the opt-in survey data. The opt-in survey data can be found separately in the *Supplemental Online Survey Results* provided under separate cover.

HOW THE RESULTS ARE REPORTED

For the most part, frequency distributions (the percent of respondents giving each possible response to a particular question) and the "percent positive" are presented in the body of the report. The percent positive is the combination of the top two most positive response options (i.e., "very good" and "good," "strongly agree" and "somewhat agree," "very safe" and "somewhat safe," etc.).

On many of the questions in the survey, respondents could give an answer of "don't know." The proportion of respondents giving this reply is discussed in the body of this report if it is 30% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the figures in this report display the responses from respondents who had an opinion about a specific item. The full set of frequencies, including "don't know" responses, can be found in *Appendix A: Complete Set of Survey Responses*.

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

PRECISION OF ESTIMATES

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). The 95 percent confidence interval for this survey is generally no greater than plus or minus 4% around any given percent reported for all survey respondents (613).

COMPARING SURVEY RESULTS BY RESPONDENT SUBGROUPS

Select survey results were compared by the demographic characteristics of survey respondents as well as the geographic location of respondent households. The full set of results by demographic characteristics and geographic area can be found in *Appendix C: Comparisons of Select Questions by Respondent Characteristics* and *Appendix D: Comparisons of Select Questions by School District*. For comparisons among subgroups, the margin of error rises to approximately plus or minus 5% for subgroups of 400 to plus or minus 10% for subgroups of 100.

COMPARING SURVEY RESULTS OVER TIME

Because this survey was the 15th in a series of resident surveys, the 2020 results are presented along with past ratings when available. Differences between years can be considered “statistically significant” if they are six percentage points or more around any given percent. Trend data for the City of Westminster represent important comparisons and should be examined for improvements or declines. Deviations from stable trends over time especially represent opportunities for understanding how local policies, programs, or public information may have affected residents’ opinions.

For ease of comparison, the results from past surveys are reported using the percent positive (e.g., “very good” and “good”). Data from all past survey years, except 1994, could be converted to this metric. As such, comparison data from all past years, except 1994, are included in this report. If interested, readers may refer to the Westminster archives for the 1994 average results.

COMPARING SURVEY RESULTS TO OTHER COMMUNITIES

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from more than 600 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.

National and Front Range benchmark comparisons have been included in the report when available. Benchmark comparisons have been provided when similar questions on the Westminster survey are included in NRC’s database and there are at least five jurisdictions in which the question was asked, though most questions are compared to more than five other cities across the country or in the Front Range. Data for a number of items on the survey were not available in the benchmark database (e.g., some of the services or aspects of the community or quality of life). These items are excluded from the benchmark tables.

Where comparisons for quality ratings were available, Westminster’s results were generally noted as being “higher” the benchmark, “lower” the benchmark, or “similar” to the benchmark. 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 lower” or “much higher”). Additional information on NRC’s benchmarking database, including jurisdictions to which Westminster was compared nationally and in the Front Range, can be found in *Appendix F: Benchmark Comparisons*.

SURVEY RESULTS

The 2020 Westminster survey contained a series of questions that reflected either directly or indirectly on the City’s progress around the City of Westminster’s 2019 Strategic Plan goals. This report is organized around these goals for ease of integration of the survey data into the City’s budgeting and planning processes.

STRATEGIC GOAL: VISIONARY LEADERSHIP, EFFECTIVE GOVERNANCE, AND PROACTIVE REGIONAL COLLABORATION

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

QUALITY OF LIFE AND COMMUNITY

For the second time, Westminster residents in 2020 evaluated the overall image and reputation of the City of Westminster. Two-thirds of respondents rated the City’s image or reputation as very good or good, 25% felt it was neither good nor bad and 7% said it was bad or very bad. These ratings were lower to ratings given in 2018 when the question was first asked and similar to those given by residents in other communities across the country and in Colorado’s Front Range (see *Appendix F: Benchmark Comparisons* for more information).

Figure 1: Overall Image or Reputation, 2020

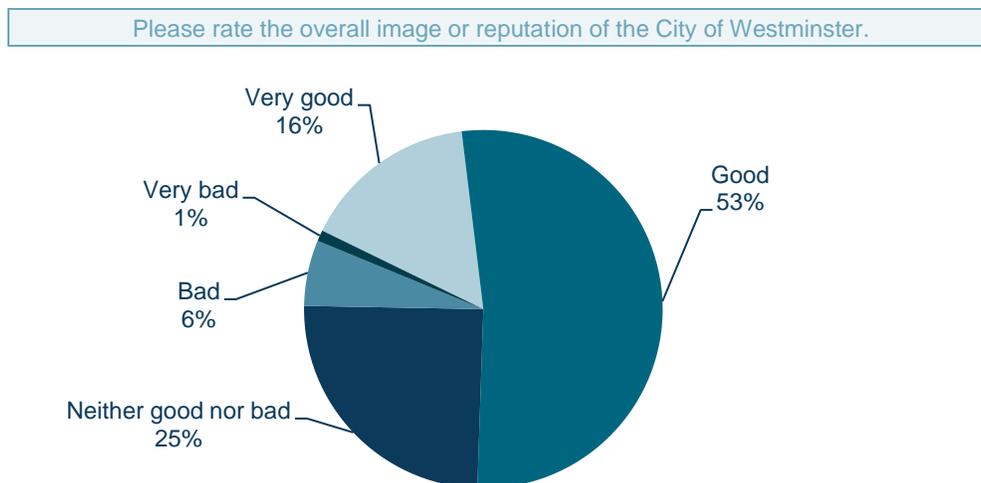


Figure 2: Overall Image or Reputation Compared by Year



Since 2012, residents have rated their level of agreement with various statements that described their image of the City of Westminster. At least two-thirds of respondents agreed with each of the eight statements. About 9 in 10 residents (93%) felt “beautiful parks/open spaces” described the City’s image and at least 8 in 10 residents agreed that “financially sustainable” described their image of the City. About three-quarters of respondents agreed that “environmentally sensitive,” “safe and secure,” and “vibrant, inclusive and engaged community” described Westminster’s image; however, fewer residents agreed that “safe and secure” captured the image of the City in 2020 compared to 2018. “Ease of mobility” and “visionary and progressive” were said to describe Westminster’s image by about 7 in 10 respondents, although a lower proportion agreed with “visionary and progressive” in 2020 compared to 2018. “Dynamic, diverse economy” had relatively lower levels of agreement (67% agreed), which was lower than in 2018 (76%).

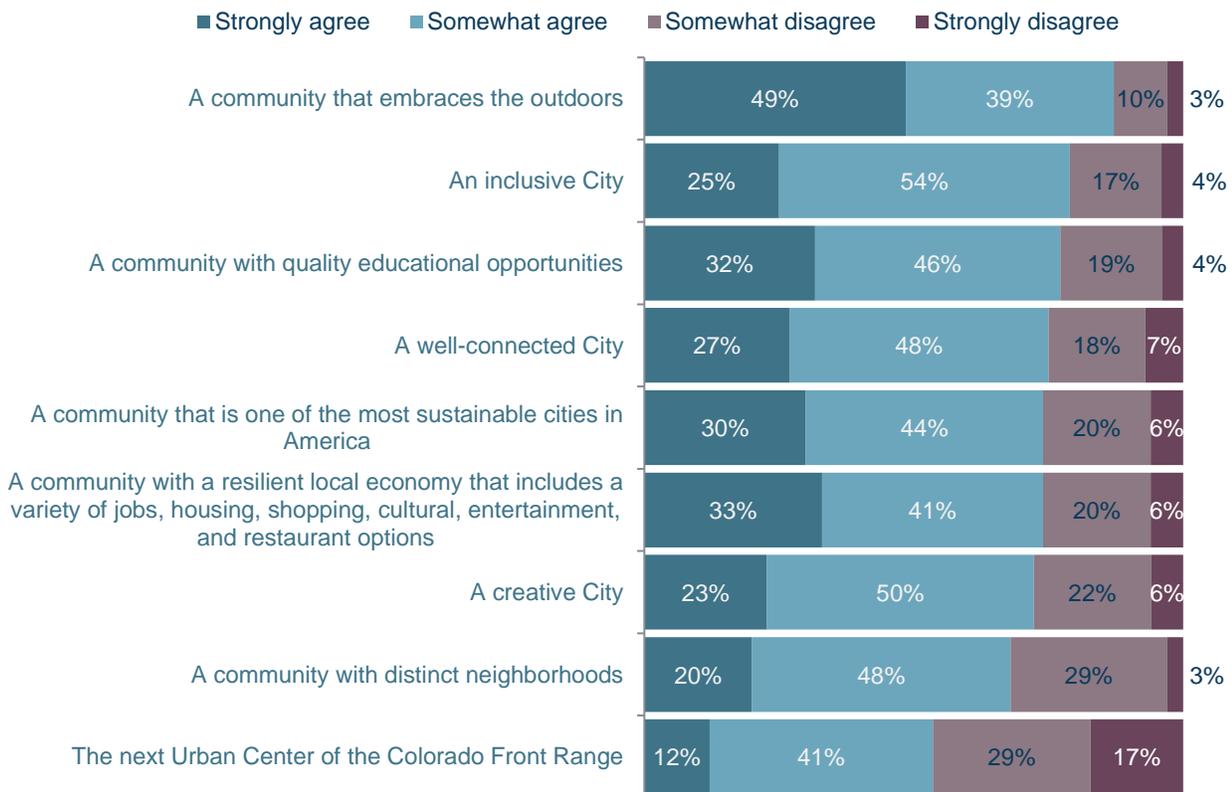
Figure 3: Image of the City Compared by Year

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree or ratings as top 1, 2 or 3 phrase)	2012	2014	2016	2018	2020
Beautiful parks/open spaces	95%	93%	93%	95%	93%
Financially sustainable	84%	92%	90%	88%	86%
Environmentally sensitive	88%	83%	81%	80%	77%
Safe and secure	82%	82%	82%	83%	76%
Vibrant, inclusive and engaged community	NA	NA	78%	80%	75%
Ease of mobility	NA	NA	80%	77%	72%
Visionary and progressive	79%	77%	75%	79%	71%
Dynamic, diverse economy	NA	NA	74%	76%	67%

For the first time in 2020, Westminster residents assessed whether they agreed or disagreed that various concepts of the City of Westminster’s Vision statement should be included. Close to 9 in 10 agreed that “a community that embraces the outdoors” should be included in the City’s Vision statement, with about half “strongly agreeing” with this concept. At least three-quarters of respondents agreed that the City’s Vision statement should include “an inclusive City,” “a community with quality educational opportunities,” “a well-connected City.” Only about half of respondents felt that the City’s Vision statement should include “the next Urban Center of the Colorado Front Range,” and about one in five strongly disagreed that this concept should be included.

Figure 4: Westminster's Vision Statement, 2020

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement?



GOVERNMENT PERFORMANCE

When asked whether they thought Westminster was headed in the right direction or the wrong direction, about 8 in 10 respondents felt that the City was headed in the right direction. This rating was lower compared to 2018 and has been trending down since 2014.

Figure 5: Overall Direction the City is Heading Compared by Year



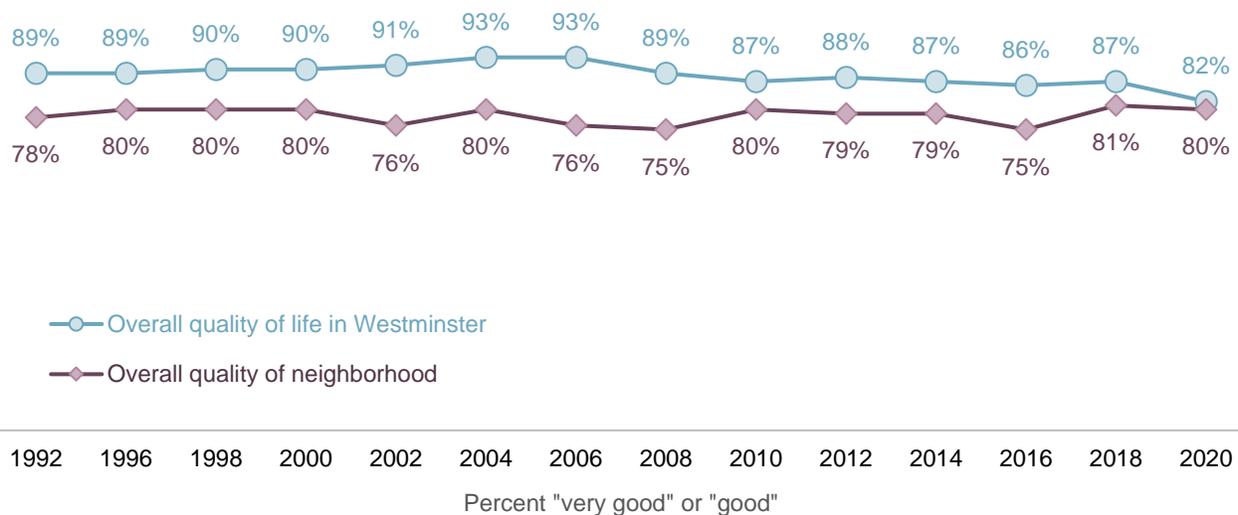
STRATEGIC GOAL: VIBRANT, INCLUSIVE, AND ENGAGED COMMUNITY

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment, and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business, and nonprofit groups.

QUALITY OF LIFE AND COMMUNITY

About 8 in 10 Westminster residents felt that their overall quality of life in the City and overall quality of their neighborhood was very good or good. The overall quality of life evaluation in 2020 declined from 2018 and was the lowest rating given since this question was first asked in 1992. Westminster’s rating compared to the national and Front Range benchmarks was lower. The overall quality of their neighborhood was similar to prior years and was similar to the national benchmark (a comparison to the Front Range was not available).

Figure 6: Overall Quality of Life and Neighborhood Compared by Year



More than 8 in 10 respondents said the City was a very good or good a place to live and 5 in 10 said the City was a very good or good place to retire. These ratings were similar to prior survey years and were lower than the national and Front Range averages. About three-quarters of respondents gave favorable reviews to the openness and acceptance of City programs and services toward people of diverse backgrounds and about two-thirds of respondents felt positively about the community being open and accepting of people with diverse backgrounds; both of these ratings in 2020 were lower than in 2018. Ratings for the openness and acceptance of the community toward people of diverse backgrounds were similar to both national and Front Range averages.

Figure 7: Aspects of Quality of Life Compared by Year

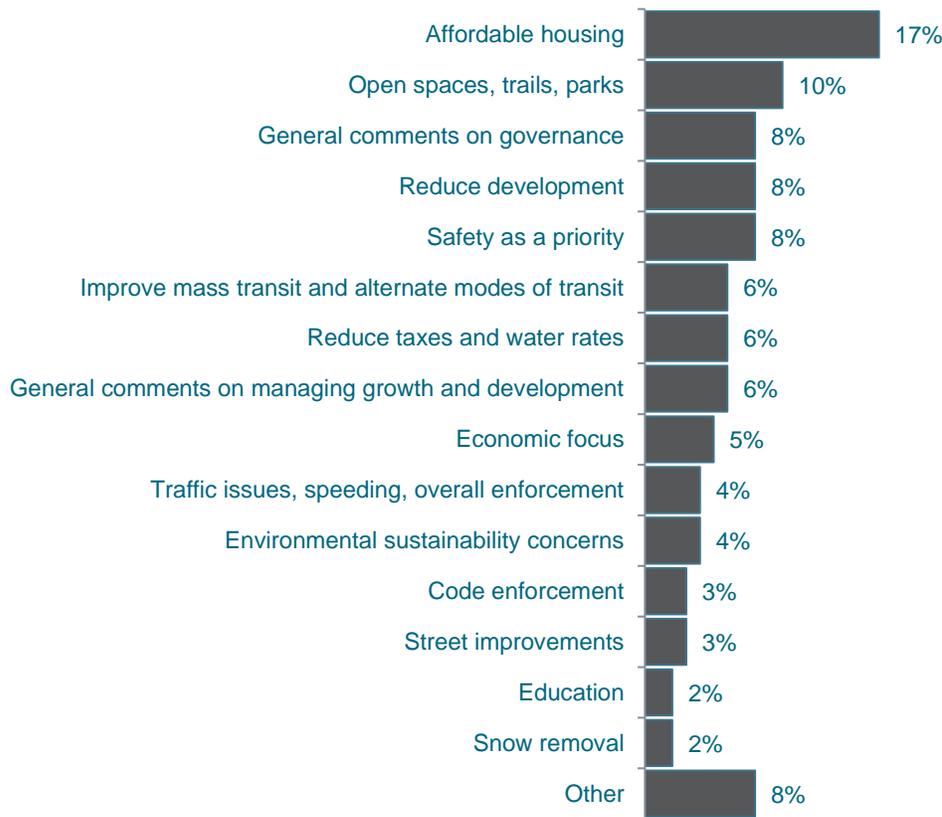
Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	2010	2012	2014	2016	2018	2020
Westminster as a place to live	93%	92%	93%	90%	90%	87%
Openness and acceptance of City programs and services toward people of diverse backgrounds	NA	NA	NA	NA	74%	64%
Openness and acceptance of the community toward people of diverse backgrounds	NA	NA	NA	NA	69%	60%
Westminster as a place to retire	62%	63%	66%	62%	59%	55%

At least 30% of respondents said “don’t know” when evaluating the City as a place to retire and the openness and acceptance of City programs and services toward people of diverse backgrounds.

A new question on the 2020 survey asked respondents to write in their own words the single most important action the City could take to improve quality of life for its community members. About 70% of respondents chose to write in a comment. Responses were reviewed and grouped into themes or categories for analysis. Of those who responded, the action most frequently mentioned that could improve quality of life for the community was affordable housing (17%) followed by comments related to open spaces, trails, and parks (10%). Eight percent of respondents provided comments related to each of the following: general comments about governance, reducing development and safety. All comments can be found in *Appendix B: Verbatim Responses to Open-ended Question*.

Figure 8: Important City Actions to Improve Quality of Life, 2020

What do you think is the single most important thing the City of Westminster could do to improve the quality of life for its community members?



Percent of respondents who wrote in a comment

Percentages represent the approximately 70% of respondents who choose to write-in a response. Please see Appendix B for the verbatim responses.

CITY SERVICES

Most residents viewed the library favorably, with at least 8 in 10 respondents reporting it was very good or good and a similar proportion saying that it was essential or very important. Evaluations remained stable from 2018 to 2020. However, quality ratings for the library were lower when compared to the national and Front Range benchmarks.

Figure 9: Quality and Importance of Library Services Compared by Year

	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
Quality (percent "very good" or "good")	67%	79%	86%	85%	87%	87%	87%	83%	84%	83%	84%	87%	87%	83%
Importance (percent "essential" or "very important")	NA	77%	75%	71%	77%	80%	83%	80%						

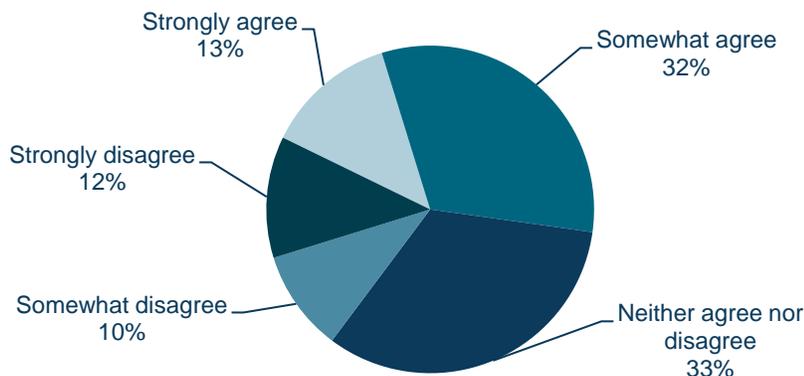
GOVERNMENT PERFORMANCE

The survey included several questions about local government performance. For the first time in 2020, survey respondents evaluated the statement “City staff cares what people like me think.” About 4 in 10 residents agreed with this statement and 3 in 10 neither agreed nor disagreed. Two in 10 respondents said that they disagreed that City staff cares what people like them think.

Figure 10: City Staff Care, 2020

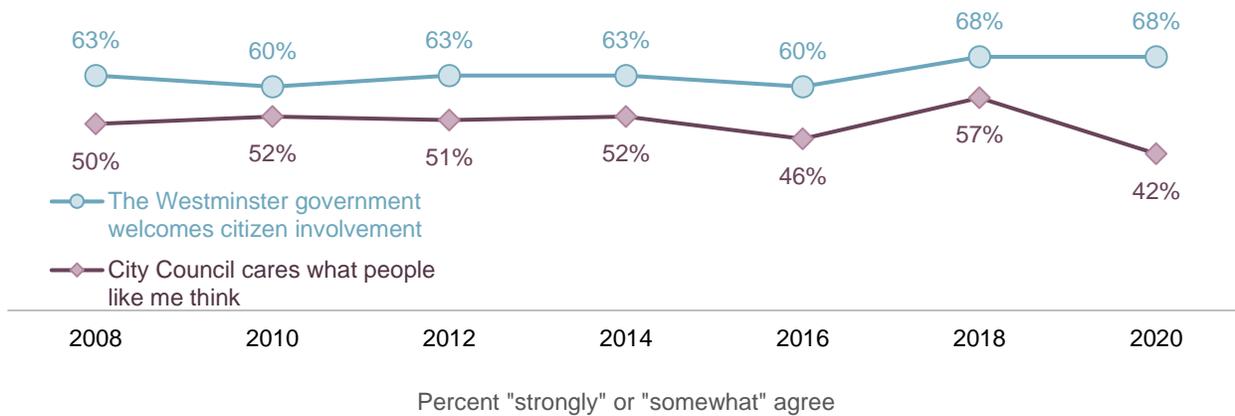
Please rate the following statements by circling the number that most clearly represents your opinion:

City staff cares what people like me think



About two-thirds of residents agreed that the City government welcomes citizen involvement, which was similar to ratings given in 2018 but lower when compared to the national and Front Range benchmarks. About 4 in 10 respondents agreed that the City Council cares what people like them think. This rating decreased from 2018 to 2020 to the lowest levels since this question was first asked in 2008. (A comparison to the benchmarks was not available for “Council caring what people like me think.”)

Figure 11: Ratings of Government Compared by Year



POTENTIAL PROBLEMS

Survey respondents assessed a number of potential problems in the City. The high cost of housing was a major or moderate problem for 7 in 10 respondents and too much growth was a concern for about 6 in 10. Both of these potential problems were of similar concern for residents in 2018 and 2020; however, concerns about the high cost of housing has been on the rise since 2010. At least 4 in 10 survey respondents felt homelessness was a major or moderate problem in Westminster, an increase from 2018. About 1 in 10 respondents were concerned with a lack of growth, which was similar to 2018.

Figure 12: Potential Problems Compared by Year

To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
High cost of housing	57%	48%	36%	45%	30%	33%	34%	57%	68%	73%
Too much growth	NA	54%	48%	46%	31%	24%	28%	41%	58%	57%
Homelessness	NA	37%	46%							
Lack of growth	NA	7%	8%	16%	23%	25%	24%	17%	10%	11%

COMMUNICATION WITH RESIDENTS

Respondents selected up to two sources of information they relied on most to get news about the City of Westminster. They could mark their first and second most relied upon sources. Social media was the most frequently relied upon source in 2020, with 29% of respondents marking it as the source they relied upon first or second most often. A similar proportion of residents used the Parks, Recreation and Libraries Activity Guide (27%); the City's website (26%); City Edition (23%); and television news (23%). Five percent or less of respondents reported using Westminster Window, The Weekly, Spanish media, Cable TV Channel 8, or Your Hub as a first or second source for City news.

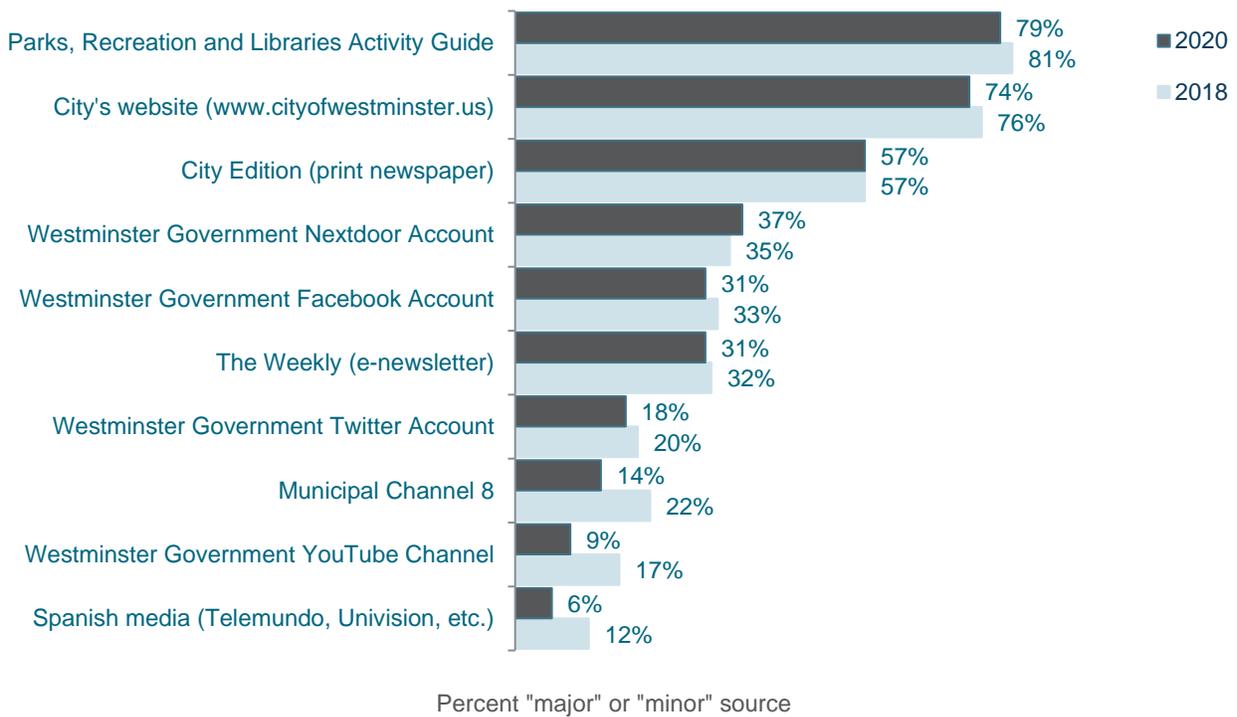
Figure 13: Preferred Information Sources, 2020

Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often.	Percent marking as a "1" or "2"	Percent marking as a "1"
Social media (Facebook, Twitter, Nextdoor, Reddit, etc.)	29%	20%
Parks, Recreation and Libraries Activity Guide	27%	10%
City's website (www.cityofwestminster.us)	26%	13%
City Edition (print newsletter)	23%	13%
Television news	23%	11%
Word of mouth	20%	8%
Other online news sources	18%	10%
Denver Post (print version)	11%	8%
Westminster Window	5%	3%
The Weekly (e-newsletter)	5%	2%
Spanish media (Telemundo, Univision, etc.)	3%	2%
Cable TV Channel 8	2%	0%
Your Hub	1%	0%

As in 2018, residents reported whether a list of 10 information sources were places they got information about City programs and services. About 8 in 10 respondents used the Parks, Recreation and Libraries Activity Guide as a major or minor source for information about City programs and services. Three-quarters of respondents used the City’s website as an information source and more than half used City Edition (57%). About 4 in 10 respondents used the City’s Nextdoor account and another one-third reported using the City’s Facebook Account and The Weekly as sources to get City information. Use of most information sources remained stable from 2018 to 2020. However, fewer respondents in 2020 than in 2018 said they used Municipal Channel 8, the City’s YouTube Channel and Spanish media as sources for information.

Figure 14: City Information Sources Compared by Year

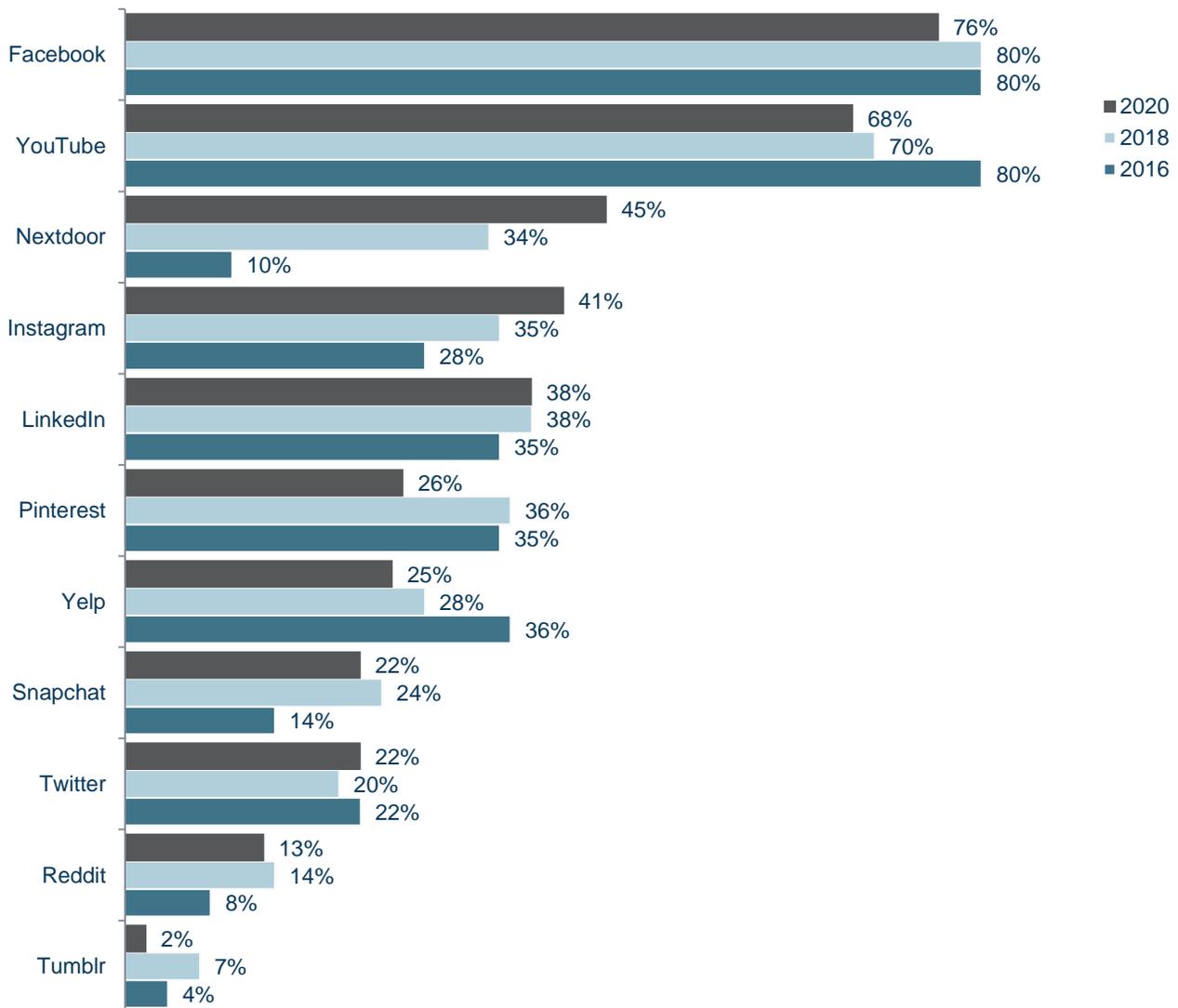
Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services.



Survey respondents also reported on their social media use in the last month. Facebook and YouTube topped the list of the social media sites used most by residents in the last month (76% and 68%, respectively), although use of YouTube has been trending down since 2016. Use of Facebook was on par with reported usage in 2018. Use of Nextdoor and Instagram has been on the rise since 2016, reaching all-time highs in 2020 (45% and 41%, respectively). More than one-third of respondents had used LinkedIn in the month prior to the 2020 survey, a rate that were similar to 2018. One-quarter or fewer of respondents reported using the other social media sites in the month prior to the 2020 survey. Use of Pinterest decreased from 2018 to 2020 while use of the remaining sites remained stable.

Figure 15: Use of Social Media Compared by Year

Among the social media sites listed below, please mark the sites you have used within the last month.

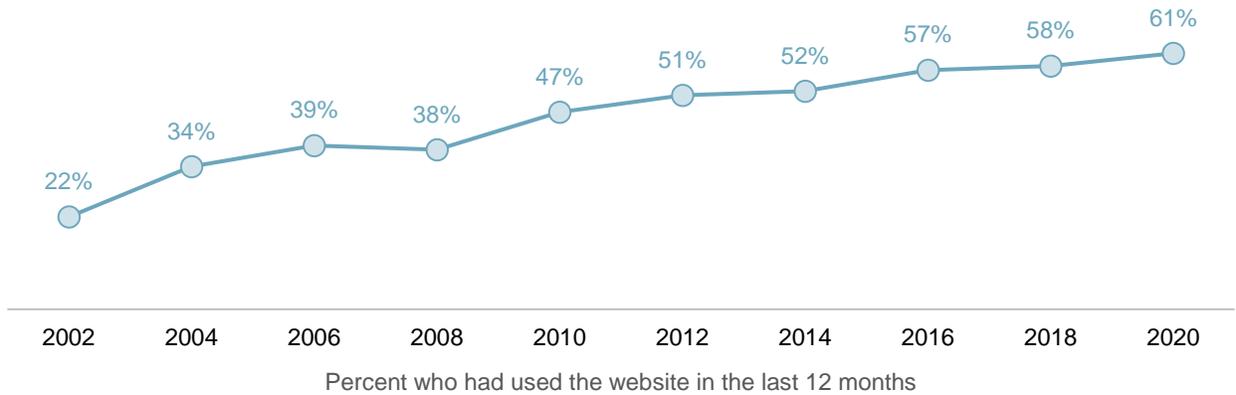


Total may exceed 100% as respondents could select more than one option.

Use of the City's website continued to climb since this question was first asked in 2002, with 6 in 10 residents stating they had used it in the 12 months prior to the survey. Website use in 2020 was on par with 2018.

Figure 16: Use of City Website Compared by Year

Have you used the City's website (www.cityofwestminster.us) in the last 12 months?



Those who had used the City's website in the 12 months prior to the survey evaluated five aspects of the site. Most respondents felt that the current information and appearance was very good or good (82% and 80%, respectively). About 7 in 10 gave favorable evaluations to the online services offered and the ease of navigation. The search function was believed to be very good or good by 64% of respondents. Compared to 2018, ratings in of aspects of the City's website in 2020 were stable.

Figure 17: Ratings of Aspects of City's Website Compared by Year

If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion. (Percent "very good" or "good")	2008	2010	2012	2014	2016	2018	2020
Current information	83%	84%	84%	79%	82%	86%	82%
Appearance	76%	84%	81%	74%	72%	84%	80%
Online services offered	63%	76%	75%	70%	70%	76%	73%
Ease of navigation	63%	70%	71%	63%	64%	67%	69%
Search function	61%	62%	62%	59%	58%	64%	64%

Asked only of those who reported having used the City's Web site in the last 12 months

STRATEGIC GOAL: BEAUTIFUL, DESIRABLE, SAFE, AND ENVIRONMENTALLY RESPONSIBLE CITY

Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.

QUALITY OF LIFE AND COMMUNITY

Most Westminster residents viewed the City as a very good or good place to raise children, which has remained stable since 2010. However, this evaluation was lower than the national and Front Range averages. About half of respondents felt the quality of local public schools in Westminster was very good or good. This evaluation was similar to 2018 and lower than the national and Front Range peer communities.

Figure 18: Aspects of Quality of Life Compared by Year

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	2010	2012	2014	2016	2018	2020
Westminster as a place to raise children	81%	84%	84%	78%	82%	81%
Quality of local public schools in Westminster	NA	NA	NA	62%	55%	54%

FEELINGS OF SAFETY

Residents assessed how safe they felt from crimes and residential fires. About three-quarters of respondents felt very or somewhat safe from residential fires in Westminster. About 7 in 10 reported feeling safe from violent crimes and about half felt safe from property crimes. Perceptions of safety declined from 2018 to 2020 and ratings of safety from violent and property crimes were lower than both benchmark groups. (Benchmarks for safety from residential fires were not available.)

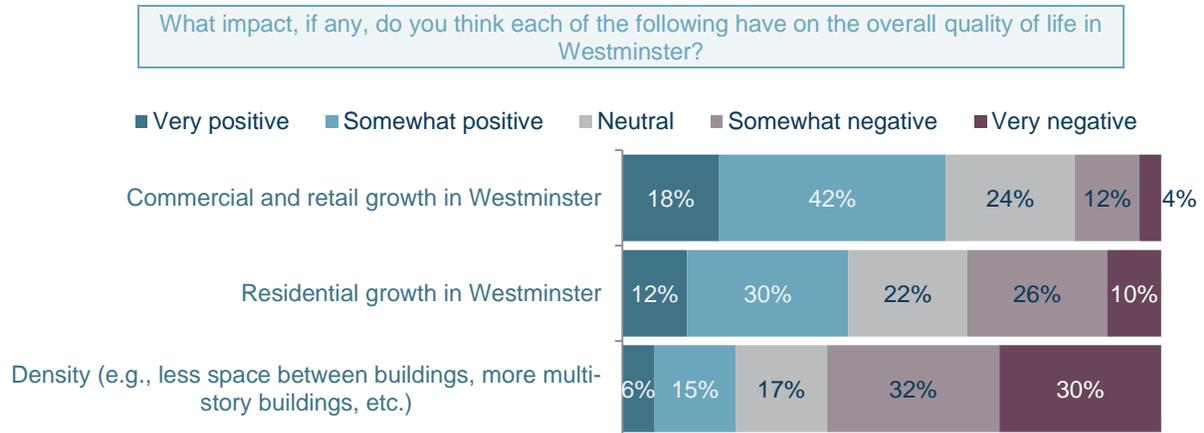
Figure 19: Safety Ratings Compared by Year

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	2006	2008	2010	2012	2014	2016	2018	2020
Residential fires	84%	84%	84%	84%	83%	85%	84%	78%
Violent crimes (e.g., rape, robbery, assault)	80%	80%	85%	81%	81%	80%	80%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	58%	60%	66%	61%	64%	63%	60%	48%

IMPACTS OF GROWTH AND DENSITY

New questions were added to the 2020 survey to assess resident perceptions of the impacts of growth and density on the overall quality of life in the community. About 60% of survey respondents felt that commercial and retail growth in Westminster had a very or somewhat positive impact on the overall quality of life, one-quarter felt the impact was neutral and about 16% said it had a negative impact. When thinking about residential growth, resident opinion was roughly split with about 42% saying the impact on the quality of life was positive and 36% saying it was negative (22% said it was neutral). Fewer felt positively about the impacts of density; almost three times as many residents said the impacts of density on the quality of life in the City was negative (62%) compared to those who felt it was positive (21%).

Figure 20: Impacts of Growth and Density, 2020



CITY SERVICES

Respondents rated the quality and importance of 26 services provided by the City. Of these 26 services, 16 fall under the 2019 Strategic Plan goal of Beautiful, Desirable, Safe, and Environmentally Responsible City. Overall, at least half of respondents gave positive reviews to the quality of 14 of the 16 services. The highest rated services related to safety services and parks and recreation, including fire protection (85% very good or good), recreation programs (85%), recreation facilities (85%), and trails (85%), among others. As in many communities, building permits/inspections (46%) and City Code enforcement (44%) were thought to be of lower quality.

Overall, the quality of about half of these services remained stable from 2018 to 2020. However, a number of services saw declines in ratings from 2018 to 2020, including emergency preparedness, animal management, Municipal Court, building permits/inspections, and City Code enforcement, among others. When reviewing longer trends (when the question was first asked), service ratings tended to be on par with the baseline data.

All 16 services could be compared to the national benchmarks. Preservation of natural areas (open space, greenbelts) received ratings that exceeded the national and Front Range averages. Recreation facilities and recreation programs were rated higher than the national benchmarks but similar to the Front Range. Services rated similar to both benchmark groups included: animal management, building permits/inspections, City Code enforcement, drinking water quality, emergency preparedness, Police traffic enforcement, and Municipal Court. Parks maintenance was rated similar to the national average but lower than the Front Range comparison. City services that were given ratings that fell below the national and Front Range benchmarks were recycling drop off centers at City facilities, emergency medical/ambulance service, fire protection, trails, and Police protection.

Figure 21: Quality of City Services Compared by Year

Please rate the quality of the services in Westminster. (Percent "very good" or "good")	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
Fire protection	89%	85%	86%	85%	89%	84%	86%	85%	87%	85%	86%	90%	91%	85%
Recreation programs	85%	88%	86%	85%	88%	87%	87%	81%	81%	81%	84%	84%	87%	85%
Recreation facilities	82%	91%	88%	89%	90%	90%	90%	82%	83%	84%	87%	86%	84%	85%
Trails	NA	NA	NA	NA	83%	80%	85%	82%	86%	83%	86%	81%	84%	85%
Emergency medical/ambulance service	81%	78%	81%	82%	85%	82%	82%	81%	84%	80%	85%	86%	91%	84%
Parks maintenance	88%	87%	87%	85%	86%	85%	84%	83%	84%	84%	85%	81%	85%	81%
Drinking water quality	74%	72%	71%	75%	76%	73%	79%	80%	83%	81%	83%	86%	82%	77%
Preservation of natural areas (open space, greenbelts)	NA	70%	68%	NA	NA	NA	NA	74%	80%	83%	82%	78%	79%	76%
Police protection	77%	76%	79%	76%	77%	76%	72%	73%	79%	72%	79%	78%	76%	71%
Police traffic enforcement	66%	60%	57%	58%	56%	62%	65%	66%	72%	66%	70%	68%	70%	63%
Recycling drop off centers at City facilities	NA	45%	53%	54%	65%	57%	60%	61%						
Emergency preparedness	NA	53%	67%	57%	66%	66%	71%	61%						
Animal management	61%	NA	NA	NA	NA	NA	NA	55%	56%	56%	60%	57%	67%	59%
Municipal Court	NA	NA	NA	57%	62%	59%	57%	53%	61%	56%	65%	56%	69%	57%
Building permits/inspections	NA	NA	45%	51%	54%	50%	45%	44%	54%	51%	58%	54%	57%	46%
City Code enforcement	39%	38%	NA	51%	54%	52%	47%	42%	46%	48%	57%	48%	52%	44%

Between 32% and 49% of respondents said "don't know" when rating the quality of the Municipal Court, emergency preparedness, City Code enforcement, and building permits/inspections (see Appendix A: Complete Set of Survey Responses for all responses including "don't know").

Residents also evaluated the importance of the same 16 services. Most were seen as essential or very important by at least 6 in 10 respondents. Safety and life services topped the list with at least 9 in 10 residents saying these were essential or very important. Services that were relatively less important to residents included animal management and building permits/inspections, with just 63% of residents rating each of these as essential or very important.

Residents placed similar levels of importance on these services in 2020 compared to 2018. However, the importance of City Code enforcement increased between the two survey years, which reached an all-time high (69% essential or very important). When looking at importance ratings over the last decade, several have increased including park maintenance, City Code enforcement, trails, and animal management.

Figure 22: Importance of City Services Compared by Year

Please rate the importance of each of the services in Westminster. (Percent "essential" or "very important")	2008	2010	2012	2014	2016	2018	2020
Drinking water quality	98%	96%	94%	98%	98%	97%	98%
Emergency medical/ambulance service	97%	95%	94%	98%	97%	97%	97%
Police protection	94%	94%	95%	96%	94%	96%	96%
Fire protection	95%	97%	95%	98%	98%	97%	96%
Emergency preparedness	87%	86%	87%	89%	91%	89%	88%
Parks maintenance	75%	75%	72%	82%	80%	80%	84%
Preservation of natural areas (open space, greenbelts)	78%	73%	77%	81%	79%	84%	84%
Police traffic enforcement	73%	78%	73%	77%	79%	82%	78%
Municipal Court	70%	71%	68%	74%	76%	73%	75%
Trails	63%	62%	65%	69%	70%	70%	74%
Recreation facilities	69%	68%	67%	74%	71%	72%	71%
Recycling drop off centers at City facilities	62%	54%	55%	60%	59%	68%	69%
City Code enforcement	58%	55%	60%	67%	65%	62%	69%
Recreation programs	65%	63%	62%	68%	68%	67%	69%
Animal management	53%	49%	52%	62%	55%	62%	63%
Building permits/inspections	61%	60%	60%	63%	66%	66%	63%

POTENTIAL PROBLEMS

Residents evaluated 13 potential problems in Westminster, four of which fall under the Strategic Plan goal of a Beautiful, Desirable, Safe, and Environmentally Responsible City. About 6 in 10 respondents felt that crime was a major or moderate problem and about one-third said that the poor condition of properties (36%) and the poor maintenance and condition of homes (32%) were a major or moderate problem. About 1 in 10 respondents felt that the lack of availability of recreation facilities was a concern. Where comparisons could be made to prior survey years, most ratings were similar except for the poor condition of properties, which more residents in 2020 felt was a problem than in 2018.

Figure 23: Potential Problems Compared by Year

To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2004	2006	2008	2010	2012	2014	2016	2018	2020
Crime (vandalism, graffiti, drugs)	NA	52%	57%						
Poor condition of properties (weeds, trash, junk vehicles)	24%	23%	39%	28%	35%	33%	31%	27%	36%
Poor maintenance and condition of homes	20%	20%	36%	26%	31%	31%	30%	28%	32%
Lack of availability of recreation facilities	NA	NA	NA	NA	NA	NA	12%	9%	11%

Prior to 2018, "crime" was three separate questions (vandalism, graffiti and drugs) so a comparison over time cannot be made.

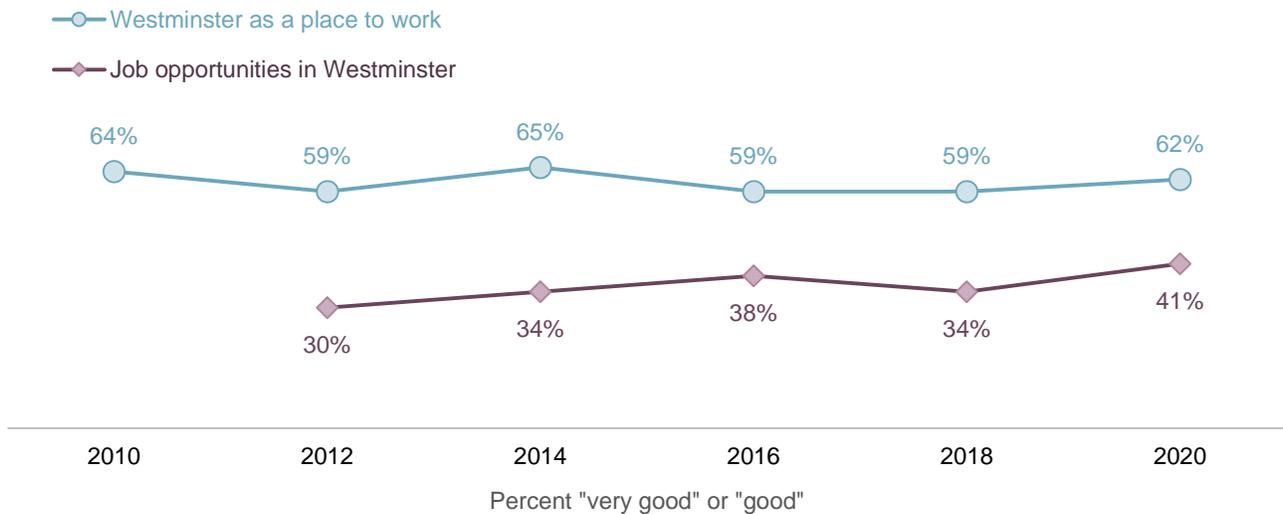
STRATEGIC GOAL: DYNAMIC, DIVERSE ECONOMY

Westminster is a local government that fosters social, economic, and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

QUALITY OF LIFE AND COMMUNITY

About 6 in 10 residents felt that the City was a very good or good place to work and 4 in 10 felt there were very good or good job opportunities in Westminster. The City as a place to work was given ratings similar to those in 2018 while evaluations of job opportunities improved over the last two years. Both of these aspects of the economy received ratings that were in line with the national and Front Range averages.

Figure 24: Place to Work and Job Opportunities Compared by Year



At least 30% of respondents said “don’t know” when evaluating the city as a place to work and job opportunities in Westminster (see Appendix A: Complete Set of Survey Responses for all responses including “don’t know”).

CITY SERVICES

Two of the 26 City services assessed on the survey related to the economy. About 6 in 10 residents felt economic development in Westminster was very good or good and about half said land use, planning and zoning was good or better. Although these evaluations were similar to 2018, ratings for land use, planning, and zoning have been declining since 2014. The quality of both of these services were on par with the national and Front Range averages. About 8 in 10 respondents felt each of these services was essential or very important. Importance evaluations for economic development was similar to past years, while the importance of land use, planning, and zoning continued to increase from 2008.

Figure 25: Quality of City Services Compared by Year

Please rate the quality of the services in Westminster. (Percent "very good" or "good")	2008	2010	2012	2014	2016	2018	2020
Economic development	57%	51%	52%	53%	56%	61%	58%
Land use, planning, and zoning	51%	56%	57%	57%	54%	54%	49%

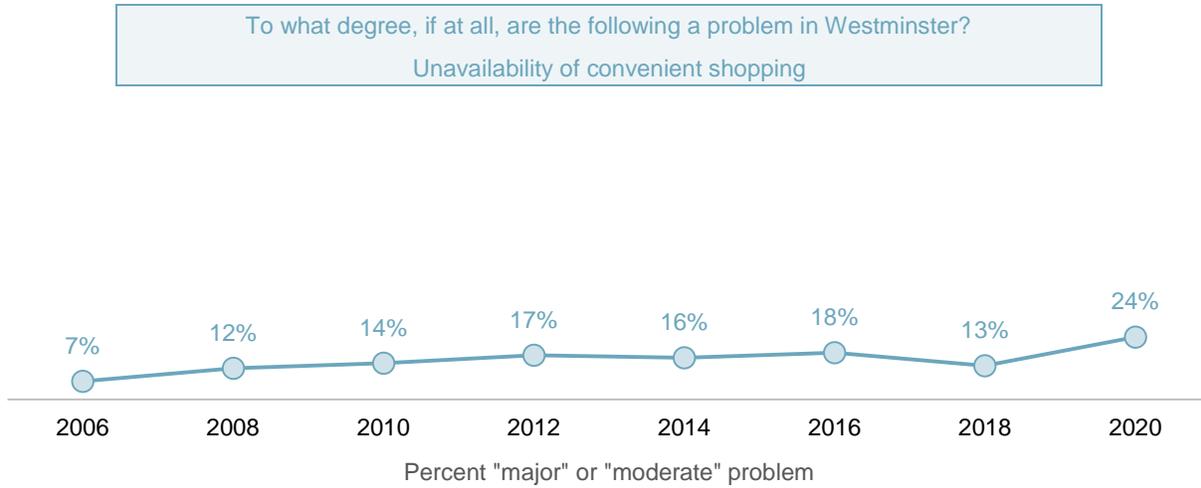
Figure 26: Importance of City Services Compared by Year

Please rate the importance of each of the services in Westminster. (Percent "essential" or "very important")	2008	2010	2012	2014	2016	2018	2020
Economic development	79%	79%	81%	79%	82%	83%	79%
Land use, planning, and zoning	71%	68%	66%	76%	73%	79%	80%

POTENTIAL PROBLEMS

One of the 13 potential problems related to a dynamic, diverse economy. Survey respondents indicated how much of a problem the lack of availability of convenient shopping was in Westminster. About one-quarter of residents said it was a major or moderate problem, up from 13% in 2018 and 7% in 2006.

Figure 27: Unavailability of Convenient Shopping Compared by Year



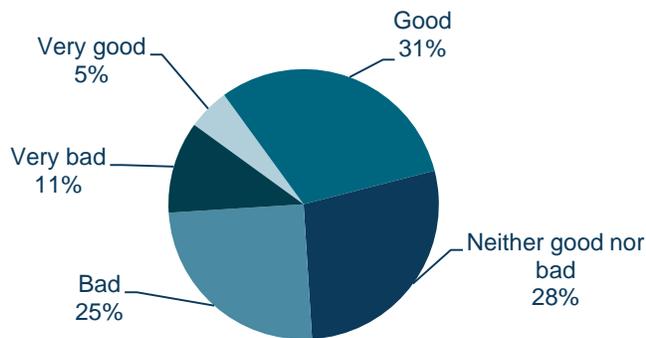
STRATEGIC GOAL: EASE OF MOBILITY

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible, and connected by local and regional transportation options through planning, collaboration, advocacy, and execution. Transportation objectives include walkability, bike friendly, drivability, and mass-transit options.

QUALITY OF LIFE AND COMMUNITY

For the first time in 2020, survey respondents evaluated the traffic flow on major streets in Westminster. About one-third said traffic flow on major streets was very good or good, one-quarter felt it was neither good nor bad and roughly one-third said it was bad or very bad. This rating was lower than both the national and Front Range benchmarks.

Figure 28: Traffic Flow on Major Streets, 2020



CITY SERVICES

Three of the 26 City services fall under the Ease of Mobility Strategic Plan goal. About half of residents gave favorable evaluations to street cleaning (52%) and 4 in 10 felt positively about snow removal (42%) and street repair (42%). Ratings for street cleaning were similar to 2018, while ratings of snow removal continued to decrease since 2014 (from 71% in 2014 to 42% in 2018). The quality of street repair was similar to 2018 but reached an all-time low in 2020. Quality ratings for street repair were similar compared to the national and Front Range benchmarks, while ratings of street cleaning and snow removal were lower than both comparisons.

About 9 in 10 residents felt that street repair and snow removal were essential or very important, similar to 2018 ratings. The importance of street cleaning was also similar to 2018, with about 6 in 10 saying it was at least very important.

Figure 29: Quality of Mobility Services Compared by Year

Please rate the quality of the services in Westminster. (Percent "very good" or "good")	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
Street cleaning	61%	60%	59%	58%	60%	61%	66%	59%	54%	57%	57%	56%	55%	52%
Snow removal	74%	76%	73%	72%	72%	73%	76%	58%	69%	63%	71%	67%	59%	42%
Street repair	50%	47%	46%	46%	46%	49%	55%	49%	49%	53%	54%	54%	44%	42%

Figure 30: Importance of Mobility Services Compared by Year

Please rate the importance of each of the services in Westminster. (Percent "essential" or "very important")	2008	2010	2012	2014	2016	2018	2020
Street repair	86%	86%	84%	92%	95%	92%	92%
Snow removal	88%	83%	86%	92%	93%	88%	90%
Street cleaning	45%	45%	41%	53%	51%	63%	58%

POTENTIAL PROBLEMS

Three of the 13 potential problems related to Ease of Mobility. About half of survey respondents said that traffic safety on major streets was a major or moderate problem and about one-third said that traffic safety on neighborhood streets was a problem. Each of these were viewed as more of a problem in 2020 compared to 2018 and reached their highest levels of concern since 2006. The unavailability of trails or trail connections was less of a concern (16% major or moderate problem), but the level of concern almost doubled since 2018.

Figure 31: Potential Problems Related to Ease of Mobility Compared by Year

To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
Traffic safety on major streets	NA	NA	NA	30%	34%	22%	24%	23%	32%	33%	47%
Traffic safety on neighborhood streets	47%	NA	NA	24%	28%	20%	20%	19%	30%	28%	37%
Unavailability of trails or trail connections	NA	12%	13%	9%	16%						

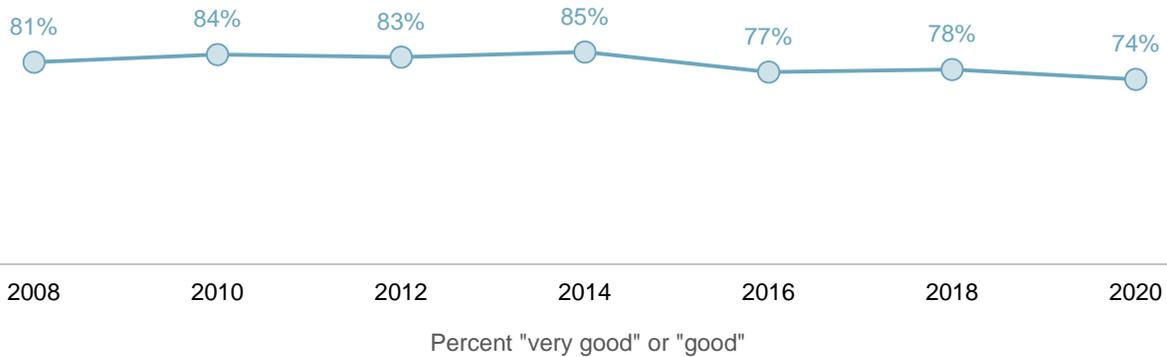
STRATEGIC GOAL: FINANCIALLY SUSTAINABLE GOVERNMENT PROVIDING EXCELLENCE IN CITY SERVICES

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

CITY SERVICES

Overall, residents gave high marks to the quality of City services, with 74% rating it as very good or good. This was similar to 2018 and 2016 and similar to both benchmark peer groups.

Figure 32: Overall Quality of City Services Compared by Year



Services related to financial sustainability and excellent City services included sewer services, utility billing/meter reading and the overall customer service provided by City employees. About three-quarters of residents gave very good or good marks to sewer services and the overall customer service of City employees. Just over half of respondents favorably rated utility billing and meter reading. Evaluations of sewer services and customer service stayed the same from 2018 to 2020, while ratings for utility billing and meter reading declined over the two year period. Compared to the benchmarks, these quality evaluations generally were similar to ratings given in other peer communities, except for utility billing/meter reading, which was lower than both comparison groups.

Similar to 2018, 9 in 10 residents rated sewer services as essential or very important in 2020. Eighty-seven percent of residents felt that the overall customer service provided by Westminster employees was at least very important, up from 81% in 2018. Utility billing/meter reading was relatively less important (67% rated as essential or very important) and ratings have been stable since 2014.

Figure 33: Quality of City Services Compared by Year

Please rate the quality of the services in Westminster. (Percent "very good" or "good")	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016	2018	2020
Sewer services	NA	70%	70%	71%	74%	72%	79%	76%						
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	81%	77%	77%	78%	79%	81%	80%	75%	81%	78%	79%	81%	79%	75%
Utility billing/meter reading	NA	NA	64%	63%	62%	60%	58%	57%	60%	58%	61%	57%	68%	55%

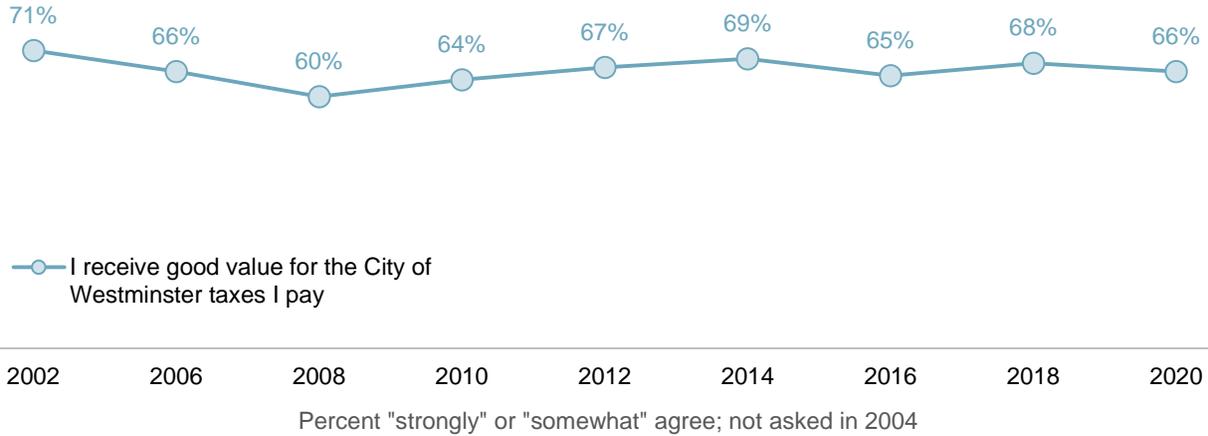
Figure 34: Importance of City Services Compared by Year

Please rate the importance of each of the services in Westminster. (Percent "essential" or "very important")	2008	2010	2012	2014	2016	2018	2020
Sewer services	85%	86%	87%	92%	91%	91%	91%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	NA	NA	NA	NA	NA	81%	87%
Utility billing/meter reading	62%	59%	58%	66%	67%	69%	67%

GOVERNMENT PERFORMANCE

About two-thirds of survey respondents (66%) agreed that they received good value for the City of Westminster taxes they pay. This evaluation has remained relatively stable over the last decade and ratings were on par with the national and Front Range averages.

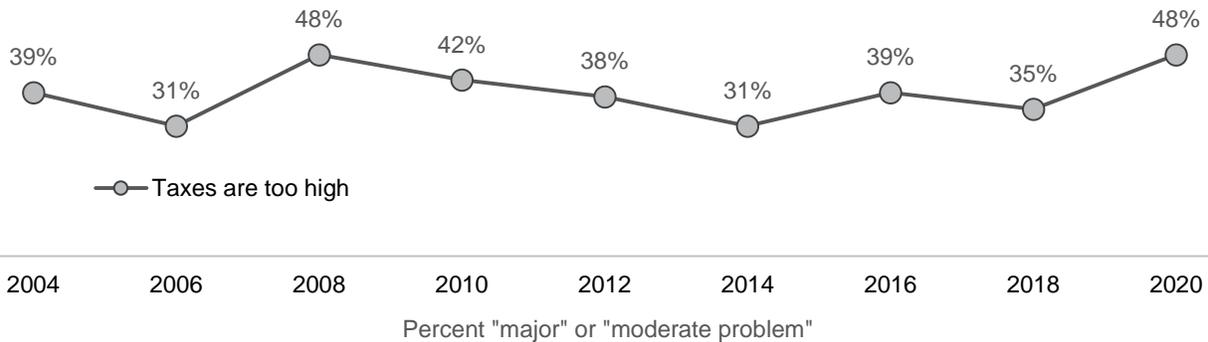
Figure 35: Ratings of Tax Value Compared by Year



POTENTIAL PROBLEMS

About half of respondents felt that taxes being too high was a major or moderate problem in Westminster. This rating was higher compared to 2018, reaching back to levels reported in 2008.

Figure 36: Taxes as a Potential Problem Compared by Year

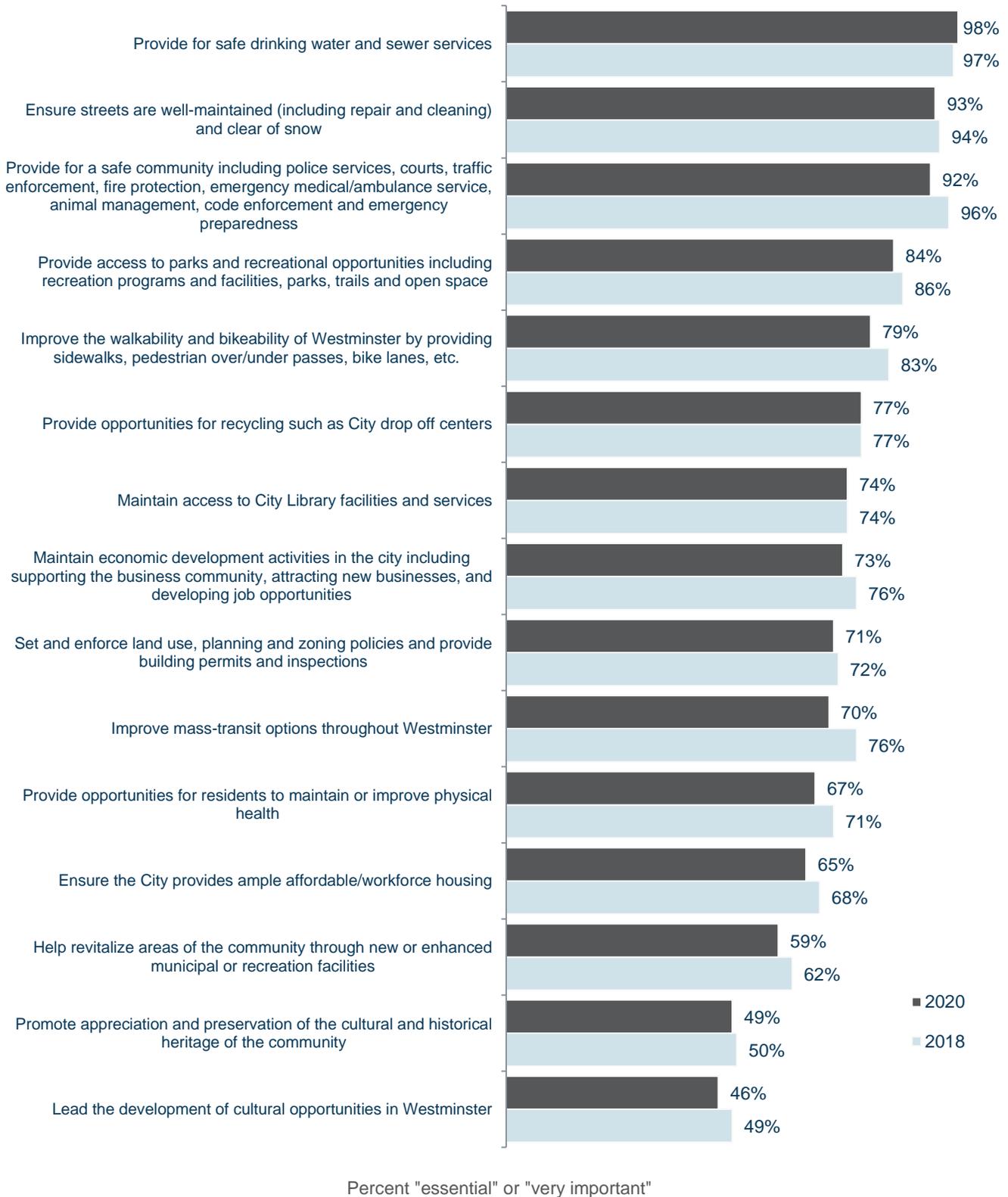


RESIDENT PRIORITIES

As in 2018, in 2020 residents assessed the importance of 15 different goals or services identified by the City of Westminster. Overall, about 6 in 10 respondents felt most goals or services were essential or very important for the City to pursue and the relative order of importance of the items in 2020 was similar to 2018. Providing safe drinking water and sewer services (98% essential or very important), ensuring streets are well-maintained and clear of snow (93%), and providing for a safe community were seen as the most important goals for the City. About 8 in 10 respondents said it was essential or very important for the City of Westminster to provide access to parks and recreational opportunities (84%) and improve the walkability and bikeability of Westminster (79%) was at least very important. Residents placed a lower priority on leading the development of cultural opportunities (46%) and promoting appreciation and preservation of the cultural and historical heritage of the community (49%). Compared to 2018, the importance of each goal or service tended to be similar in 2020, with the exception of improving mass-transit options throughout Westminster, which declined from 76% essential or very important in 2018 to 70% in 2020.

Figure 37: Importance of Issues Compared by Year

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following.



Percent "essential" or "very important"

BALANCING QUALITY AND IMPORTANCE

Most government services are considered to be important, but when competition for limited resources demands that efficiencies or cutbacks be instituted, it is wise not only to know what services are deemed most important to residents' quality of life, but which services among the most important are perceived to be delivered with the lowest quality. It is these services – more important services delivered with lower quality – to which attention needs to be paid first.

To help guide City staff and officials with decisions on future resource allocation, resident ratings of the importance of City services were compared to their ratings of the quality of these services (see the chart on the next page). To identify the services perceived by residents to have relatively lower quality at the same time as relatively higher importance, all services were ranked from highest perceived quality to lowest perceived quality and from highest perceived importance to lowest perceived importance. Some services were in the top half of both lists (higher quality and higher importance); some were in the top half of one list but the bottom half of the other (higher quality and lower importance or lower quality and higher importance); and some services were in the bottom half of both lists.

Services were classified as “more important” if they were rated as essential or very important by 80% or more of respondents. Services were rated as “less important” if they received a rating of less than 80%. Services receiving quality ratings of very good or good by 63% or more of respondents were considered of “higher quality” and those with ratings lower than 63% were considered to be of “lower quality.” This classification divided the services in half.

Services categorized as higher in importance and lower in quality included snow removal; street repair; land use, planning, and zoning; and emergency preparedness. Ratings of snow removal, street repair, and emergency preparedness declined in quality from 2018 to 2020. Additionally, ratings for snow removal and street repair were lower than both the national and Front Range averages. These services may warrant further investigation to see if changes to their delivery are necessary.

City services that were rated higher in both importance and quality were drinking water, fire protection, EMS/ambulance, police protection, sewer services, preservation of natural areas, overall customer service provided by City employees, libraries, and park maintenance.

Services that were deemed lower in importance, but higher in quality included trails, recreation programs, and recreation facilities.

The lower importance/lower quality City services were economic development; traffic enforcement; municipal court; utility billing; code enforcement; building permits/inspections; recycling drop off centers; animal management; and street cleaning.

Figure 38: Balancing Quality and Importance



APPENDIX A: COMPLETE SET OF SURVEY RESPONSES

The following pages contain a complete set of responses to each question on the survey. The percent of respondents giving a particular response is shown followed by the number of respondents. When a question includes a “don’t know” response option, the first table displays the results excluding the “don’t know” responses and the second table displays the results with the “don’t know.”

Table 1: Question 1 without "don't know" responses

Please rate each of the following aspects of Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Westminster as a place to live	35%	N=211	52%	N=311	12%	N=70	1%	N=8	0%	N=0	100%	N=600
The overall quality of your neighborhood	31%	N=184	49%	N=296	15%	N=89	4%	N=27	1%	N=4	100%	N=600
Westminster as a place to raise children	30%	N=138	51%	N=238	14%	N=64	5%	N=25	0%	N=0	100%	N=465
Quality of local public schools in Westminster	19%	N=71	36%	N=134	28%	N=107	14%	N=52	3%	N=13	100%	N=376
Westminster as a place to retire	19%	N=79	36%	N=149	31%	N=128	11%	N=45	3%	N=14	100%	N=415
Westminster as a place to work	20%	N=79	42%	N=172	30%	N=119	7%	N=29	1%	N=5	100%	N=404
Job opportunities in Westminster	9%	N=35	31%	N=115	40%	N=149	16%	N=58	4%	N=13	100%	N=370
Traffic flow on major streets	5%	N=32	31%	N=181	28%	N=164	25%	N=150	11%	N=63	100%	N=591
Openness and acceptance of the community toward people of diverse backgrounds	13%	N=58	47%	N=214	31%	N=139	7%	N=31	3%	N=13	100%	N=454
Openness and acceptance of City programs and services toward people of diverse backgrounds	20%	N=74	45%	N=169	30%	N=112	4%	N=17	2%	N=7	100%	N=379
Overall image or reputation of Westminster	16%	N=91	53%	N=304	25%	N=144	6%	N=34	1%	N=4	100%	N=577
The overall quality of life in Westminster	21%	N=125	61%	N=362	16%	N=93	3%	N=17	0%	N=0	100%	N=597

Table 2: Question 1 with "don't know" responses

Please rate each of the following aspects of Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Westminster as a place to live	35%	N=211	51%	N=311	12%	N=70	1%	N=8	0%	N=0	1%	N=5	100%	N=605
The overall quality of your neighborhood	30%	N=184	49%	N=296	15%	N=89	4%	N=27	1%	N=4	1%	N=4	100%	N=604
Westminster as a place to raise children	23%	N=138	40%	N=238	11%	N=64	4%	N=25	0%	N=0	23%	N=135	100%	N=600
Quality of local public schools in Westminster	12%	N=71	22%	N=134	18%	N=107	9%	N=52	2%	N=13	37%	N=223	100%	N=600
Westminster as a place to retire	13%	N=79	25%	N=149	21%	N=128	7%	N=45	2%	N=14	31%	N=185	100%	N=600
Westminster as a place to work	13%	N=79	29%	N=172	20%	N=119	5%	N=29	1%	N=5	33%	N=196	100%	N=600
Job opportunities in Westminster	6%	N=35	19%	N=115	25%	N=149	10%	N=58	2%	N=13	38%	N=225	100%	N=594
Traffic flow on major streets	5%	N=32	30%	N=181	27%	N=164	25%	N=150	11%	N=63	1%	N=8	100%	N=599
Openness and acceptance of the community toward people of diverse backgrounds	10%	N=58	35%	N=214	23%	N=139	5%	N=31	2%	N=13	25%	N=151	100%	N=605
Openness and acceptance of City programs and services toward people of diverse backgrounds	12%	N=74	28%	N=169	19%	N=112	3%	N=17	1%	N=7	37%	N=222	100%	N=601
Overall image or reputation of Westminster	15%	N=91	50%	N=304	24%	N=144	6%	N=34	1%	N=4	4%	N=26	100%	N=604
The overall quality of life in Westminster	21%	N=125	60%	N=362	15%	N=93	3%	N=17	0%	N=0	2%	N=11	100%	N=607

Table 3: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Financially sustainable	20%	N=116	66%	N=382	11%	N=62	3%	N=19	100%	N=580
Vibrant, inclusive and engaged community	17%	N=100	57%	N=332	21%	N=120	5%	N=27	100%	N=579
Beautiful parks/open spaces	54%	N=318	39%	N=233	6%	N=33	1%	N=9	100%	N=592
Visionary and progressive	18%	N=103	53%	N=309	22%	N=126	7%	N=41	100%	N=579
Dynamic, diverse economy	14%	N=81	53%	N=301	29%	N=166	4%	N=23	100%	N=571
Safe and secure	19%	N=113	57%	N=335	20%	N=120	3%	N=21	100%	N=588
Environmentally sensitive	20%	N=117	57%	N=328	19%	N=111	4%	N=25	100%	N=580
Ease of mobility	18%	N=104	54%	N=313	21%	N=123	7%	N=43	100%	N=584

Table 4: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is...	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
The next Urban Center of the Colorado Front Range	12%	N=70	41%	N=241	29%	N=171	17%	N=100	100%	N=582
An inclusive City	25%	N=144	54%	N=311	17%	N=101	4%	N=24	100%	N=579
A creative City	23%	N=131	50%	N=289	22%	N=128	6%	N=34	100%	N=582
A well-connected City	27%	N=157	48%	N=277	18%	N=104	7%	N=38	100%	N=576
A community with distinct neighborhoods	20%	N=115	48%	N=280	29%	N=166	3%	N=19	100%	N=580
A community with quality educational opportunities	32%	N=183	46%	N=263	19%	N=110	4%	N=20	100%	N=576
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	33%	N=191	41%	N=237	20%	N=115	6%	N=35	100%	N=578
A community that embraces the outdoors	49%	N=194	39%	N=152	10%	N=38	3%	N=10	100%	N=393
A community that is one of the most sustainable cities in America	30%	N=171	44%	N=254	20%	N=113	6%	N=34	100%	N=572

Table 5: Question 4

Please rate how safe or unsafe you feel from the following:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
Violent crimes (e.g., rape, robbery, assault)	31%	N=181	37%	N=219	15%	N=90	16%	N=92	2%	N=10	100%	N=593
Property crimes (e.g., burglary, theft, vandalism, auto theft)	14%	N=82	34%	N=202	19%	N=115	22%	N=131	10%	N=59	100%	N=589
Residential fires	41%	N=239	38%	N=222	19%	N=113	3%	N=16	0%	N=0	100%	N=590

Table 6: Question 5 (Quality) without "don't know" responses

For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Sewer services	29%	N=156	47%	N=250	20%	N=106	3%	N=15	1%	N=5	100%	N=532
Recycling drop off centers at City facilities	18%	N=80	44%	N=200	28%	N=128	9%	N=43	1%	N=6	100%	N=457
Police traffic enforcement	19%	N=99	44%	N=237	25%	N=134	9%	N=46	3%	N=17	100%	N=535
Police protection	26%	N=138	45%	N=239	24%	N=127	4%	N=22	1%	N=5	100%	N=530
Fire protection	37%	N=188	49%	N=249	14%	N=71	0%	N=1	0%	N=2	100%	N=511
Emergency medical/ambulance service	38%	N=169	46%	N=206	15%	N=69	0%	N=2	0%	N=2	100%	N=449
Municipal Court	17%	N=52	39%	N=117	38%	N=114	3%	N=9	2%	N=5	100%	N=298
Emergency preparedness	17%	N=54	44%	N=142	34%	N=107	3%	N=10	2%	N=5	100%	N=319
Land use, planning and zoning	14%	N=65	35%	N=162	25%	N=117	16%	N=76	10%	N=46	100%	N=466
City Code enforcement	13%	N=51	31%	N=121	37%	N=145	13%	N=50	7%	N=26	100%	N=393
Animal management	19%	N=86	40%	N=179	30%	N=137	6%	N=27	5%	N=20	100%	N=450
Economic development	10%	N=50	48%	N=233	26%	N=128	11%	N=55	4%	N=18	100%	N=484
Parks maintenance	30%	N=169	51%	N=289	15%	N=84	4%	N=21	0%	N=2	100%	N=565
Libraries	35%	N=172	48%	N=238	14%	N=69	2%	N=9	1%	N=3	100%	N=492
Drinking water quality	36%	N=209	41%	N=233	14%	N=83	7%	N=42	1%	N=7	100%	N=574
Recreation programs	38%	N=199	47%	N=251	12%	N=64	2%	N=11	1%	N=5	100%	N=531
Recreation facilities	38%	N=204	46%	N=245	12%	N=62	3%	N=15	1%	N=5	100%	N=531
Trails	40%	N=216	44%	N=239	14%	N=75	1%	N=8	0%	N=0	100%	N=538
Preservation of natural areas (open space, greenbelts)	35%	N=194	41%	N=227	14%	N=77	7%	N=41	2%	N=13	100%	N=551
Building permits/inspections	17%	N=56	29%	N=95	38%	N=123	11%	N=36	5%	N=15	100%	N=325
Utility billing/meter reading	16%	N=66	40%	N=170	33%	N=141	8%	N=34	4%	N=17	100%	N=428
Snow removal	13%	N=73	30%	N=169	22%	N=128	23%	N=133	12%	N=69	100%	N=572
Street repair	12%	N=69	30%	N=173	28%	N=163	21%	N=124	9%	N=50	100%	N=579
Street cleaning	14%	N=76	39%	N=213	32%	N=174	11%	N=62	5%	N=26	100%	N=551
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	25%	N=120	50%	N=241	20%	N=96	4%	N=17	1%	N=6	100%	N=480
Overall quality of services provided by the City	20%	N=109	54%	N=301	21%	N=116	4%	N=21	1%	N=7	100%	N=553

Table 7: Question 5 (Quality) with "don't know" responses

For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Sewer services	27%	N=156	43%	N=250	18%	N=106	3%	N=15	1%	N=5	9%	N=51	100%	N=583
Recycling drop off centers at City facilities	14%	N=80	34%	N=200	22%	N=128	7%	N=43	1%	N=6	22%	N=129	100%	N=586
Police traffic enforcement	17%	N=99	41%	N=237	23%	N=134	8%	N=46	3%	N=17	8%	N=48	100%	N=582
Police protection	24%	N=138	41%	N=239	22%	N=127	4%	N=22	1%	N=5	9%	N=53	100%	N=584
Fire protection	32%	N=188	43%	N=249	12%	N=71	0%	N=1	0%	N=2	12%	N=71	100%	N=582
Emergency medical/ambulance service	29%	N=169	35%	N=206	12%	N=69	0%	N=2	0%	N=2	23%	N=136	100%	N=585
Municipal Court	9%	N=52	20%	N=117	20%	N=114	2%	N=9	1%	N=5	49%	N=283	100%	N=581
Emergency preparedness	9%	N=54	24%	N=142	18%	N=107	2%	N=10	1%	N=5	45%	N=261	100%	N=580
Land use, planning and zoning	11%	N=65	28%	N=162	20%	N=117	13%	N=76	8%	N=46	19%	N=112	100%	N=578
City Code enforcement	9%	N=51	21%	N=121	25%	N=145	9%	N=50	4%	N=26	32%	N=186	100%	N=578
Animal management	15%	N=86	31%	N=179	24%	N=137	5%	N=27	4%	N=20	22%	N=130	100%	N=580
Economic development	9%	N=50	40%	N=233	22%	N=128	9%	N=55	3%	N=18	16%	N=94	100%	N=578
Parks maintenance	29%	N=169	50%	N=289	15%	N=84	4%	N=21	0%	N=2	3%	N=17	100%	N=582
Libraries	29%	N=172	41%	N=238	12%	N=69	2%	N=9	0%	N=3	16%	N=92	100%	N=583
Drinking water quality	36%	N=209	40%	N=233	14%	N=83	7%	N=42	1%	N=7	2%	N=11	100%	N=585
Recreation programs	34%	N=199	43%	N=251	11%	N=64	2%	N=11	1%	N=5	9%	N=53	100%	N=584
Recreation facilities	35%	N=204	42%	N=245	11%	N=62	3%	N=15	1%	N=5	9%	N=50	100%	N=581
Trails	37%	N=216	41%	N=239	13%	N=75	1%	N=8	0%	N=0	8%	N=44	100%	N=583
Preservation of natural areas (open space, greenbelts)	33%	N=194	39%	N=227	13%	N=77	7%	N=41	2%	N=13	6%	N=34	100%	N=585
Building permits/inspections	10%	N=56	16%	N=95	21%	N=123	6%	N=36	3%	N=15	44%	N=254	100%	N=579
Utility billing/meter reading	12%	N=66	30%	N=170	25%	N=141	6%	N=34	3%	N=17	25%	N=139	100%	N=568
Snow removal	13%	N=73	29%	N=169	22%	N=128	23%	N=133	12%	N=69	2%	N=11	100%	N=584
Street repair	12%	N=69	29%	N=173	28%	N=163	21%	N=124	8%	N=50	2%	N=10	100%	N=589
Street cleaning	13%	N=76	37%	N=213	30%	N=174	11%	N=62	4%	N=26	6%	N=32	100%	N=584
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	21%	N=120	42%	N=241	17%	N=96	3%	N=17	1%	N=6	17%	N=99	100%	N=579
Overall quality of services provided by the City	19%	N=109	52%	N=301	20%	N=116	4%	N=21	1%	N=7	5%	N=26	100%	N=579

Table 8: Question 5 (Importance) without "don't know" responses

For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Sewer services	65%	N=321	26%	N=125	9%	N=45	0%	N=0	100%	N=492
Recycling drop off centers at City facilities	28%	N=132	41%	N=196	25%	N=118	6%	N=28	100%	N=473
Police traffic enforcement	48%	N=240	30%	N=147	20%	N=102	2%	N=7	100%	N=496
Police protection	73%	N=364	24%	N=118	3%	N=17	1%	N=3	100%	N=502
Fire protection	76%	N=379	20%	N=98	4%	N=18	0%	N=0	100%	N=496
Emergency medical/ambulance service	75%	N=377	21%	N=107	3%	N=16	0%	N=0	100%	N=500
Municipal Court	27%	N=124	48%	N=217	24%	N=107	1%	N=5	100%	N=453
Emergency preparedness	51%	N=239	37%	N=176	10%	N=47	1%	N=7	100%	N=470
Land use, planning and zoning	38%	N=179	43%	N=202	18%	N=85	2%	N=8	100%	N=474
City Code enforcement	25%	N=115	44%	N=206	27%	N=124	4%	N=20	100%	N=464
Animal management	22%	N=105	41%	N=200	33%	N=157	5%	N=22	100%	N=484
Economic development	33%	N=158	46%	N=222	19%	N=91	2%	N=8	100%	N=480
Parks maintenance	37%	N=186	47%	N=233	16%	N=78	1%	N=3	100%	N=500
Libraries	36%	N=177	44%	N=217	19%	N=92	1%	N=7	100%	N=493
Drinking water quality	79%	N=400	19%	N=93	2%	N=10	0%	N=0	100%	N=504
Recreation programs	26%	N=126	44%	N=216	27%	N=134	4%	N=18	100%	N=495
Recreation facilities	27%	N=133	44%	N=216	27%	N=133	2%	N=9	100%	N=491
Trails	33%	N=164	40%	N=198	23%	N=115	3%	N=13	100%	N=489
Preservation of natural areas (open space, greenbelts)	51%	N=253	34%	N=167	14%	N=69	2%	N=8	100%	N=497
Building permits/inspections	20%	N=91	43%	N=200	35%	N=162	2%	N=11	100%	N=465
Utility billing/meter reading	23%	N=107	44%	N=205	30%	N=141	3%	N=13	100%	N=466
Snow removal	47%	N=233	43%	N=217	8%	N=42	2%	N=8	100%	N=500
Street repair	50%	N=254	41%	N=207	7%	N=37	1%	N=5	100%	N=504
Street cleaning	22%	N=112	36%	N=177	38%	N=191	4%	N=18	100%	N=499
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	34%	N=161	53%	N=251	12%	N=59	1%	N=4	100%	N=475

Table 9: Question 5 (Importance) with "don't know" responses

For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Sewer services	63%	N=321	25%	N=125	9%	N=45	0%	N=0	3%	N=18	100%	N=509
Recycling drop off centers at City facilities	26%	N=132	39%	N=196	23%	N=118	6%	N=28	6%	N=32	100%	N=505
Police traffic enforcement	47%	N=240	29%	N=147	20%	N=102	1%	N=7	2%	N=12	100%	N=508
Police protection	71%	N=364	23%	N=118	3%	N=17	1%	N=3	1%	N=8	100%	N=510
Fire protection	75%	N=379	20%	N=98	4%	N=18	0%	N=0	2%	N=9	100%	N=504
Emergency medical/ambulance service	74%	N=377	21%	N=107	3%	N=16	0%	N=0	2%	N=9	100%	N=510
Municipal Court	25%	N=124	43%	N=217	21%	N=107	1%	N=5	10%	N=51	100%	N=505
Emergency preparedness	47%	N=239	35%	N=176	9%	N=47	1%	N=7	7%	N=38	100%	N=507
Land use, planning and zoning	35%	N=179	39%	N=202	17%	N=85	2%	N=8	7%	N=37	100%	N=511
City Code enforcement	23%	N=115	41%	N=206	25%	N=124	4%	N=20	8%	N=41	100%	N=505
Animal management	21%	N=105	39%	N=200	31%	N=157	4%	N=22	5%	N=26	100%	N=510
Economic development	31%	N=158	44%	N=222	18%	N=91	2%	N=8	5%	N=24	100%	N=504
Parks maintenance	37%	N=186	46%	N=233	15%	N=78	1%	N=3	2%	N=10	100%	N=510
Libraries	35%	N=177	43%	N=217	18%	N=92	1%	N=7	3%	N=16	100%	N=509
Drinking water quality	78%	N=400	18%	N=93	2%	N=10	0%	N=0	1%	N=7	100%	N=511
Recreation programs	25%	N=126	43%	N=216	26%	N=134	3%	N=18	3%	N=14	100%	N=508
Recreation facilities	26%	N=133	43%	N=216	26%	N=133	2%	N=9	3%	N=17	100%	N=508
Trails	32%	N=164	39%	N=198	23%	N=115	3%	N=13	4%	N=19	100%	N=508
Preservation of natural areas (open space, greenbelts)	49%	N=253	33%	N=167	13%	N=69	2%	N=8	3%	N=14	100%	N=511
Building permits/inspections	18%	N=91	39%	N=200	32%	N=162	2%	N=11	8%	N=42	100%	N=507
Utility billing/meter reading	21%	N=107	41%	N=205	28%	N=141	3%	N=13	8%	N=38	100%	N=504
Snow removal	46%	N=233	42%	N=217	8%	N=42	2%	N=8	2%	N=11	100%	N=510
Street repair	50%	N=254	41%	N=207	7%	N=37	1%	N=5	1%	N=6	100%	N=510
Street cleaning	22%	N=112	35%	N=177	38%	N=191	4%	N=18	2%	N=9	100%	N=508
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	32%	N=161	50%	N=251	12%	N=59	1%	N=4	5%	N=26	100%	N=502

Table 10: Question 6 without "don't know" responses

Overall, would you say the City is headed in the right direction or the wrong direction?	Percent	Number
Right direction	82%	N=349
Wrong direction	18%	N=79
Total	100%	N=427

Table 11: Question 6 with "don't know" responses

Overall, would you say the City is headed in the right direction or the wrong direction?	Percent	Number
Right direction	62%	N=349
Wrong direction	14%	N=79
Don't know	24%	N=138
Total	100%	N=565

Table 12: Question 7 without "don't know" responses

Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
I receive good value for the City of Westminster taxes I pay	16%	N=83	50%	N=267	17%	N=90	11%	N=57	7%	N=35	100%	N=532
The Westminster government welcomes citizen involvement	20%	N=89	39%	N=177	25%	N=115	11%	N=50	5%	N=23	100%	N=455
City Council cares what people like me think	11%	N=52	31%	N=139	32%	N=143	13%	N=58	13%	N=61	100%	N=453
City staff cares what people like me think	13%	N=57	32%	N=142	33%	N=145	10%	N=45	12%	N=53	100%	N=442

Table 13: Question 7 with "don't know" responses

Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know		Total	
	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N
I receive good value for the City of Westminster taxes I pay	14%	N=83	46%	N=267	15%	N=90	10%	N=57	6%	N=35	9%	N=54	100%	N=586
The Westminster government welcomes citizen involvement	15%	N=89	30%	N=177	20%	N=115	9%	N=50	4%	N=23	22%	N=130	100%	N=584
City Council cares what people like me think	9%	N=52	24%	N=139	24%	N=143	10%	N=58	10%	N=61	23%	N=134	100%	N=587
City staff cares what people like me think	10%	N=57	24%	N=142	25%	N=145	8%	N=45	9%	N=53	25%	N=146	100%	N=588

Table 14: Question 8 without "don't know" responses

What impact, if any, do you think each of the following have on the overall quality of life in Westminster?	Very positive		Somewhat positive		Neutral		Somewhat negative		Very negative		Total	
Residential growth in Westminster	12%	N=64	30%	N=167	22%	N=121	26%	N=142	10%	N=55	100%	N=550
Commercial and retail growth in Westminster	18%	N=98	42%	N=228	24%	N=131	12%	N=64	4%	N=24	100%	N=545
Density (e.g., less space between buildings, more multi-story buildings, etc.)	6%	N=32	15%	N=79	17%	N=91	32%	N=175	30%	N=164	100%	N=542

Table 15: Question 8 with "don't know" responses

What impact, if any, do you think each of the following have on the overall quality of life in Westminster?	Very positive		Somewhat positive		Neutral		Somewhat negative		Very negative		Don't know		Total	
Residential growth in Westminster	11%	N=64	29%	N=167	21%	N=121	25%	N=142	10%	N=55	3%	N=17	100%	N=567
Commercial and retail growth in Westminster	17%	N=98	40%	N=228	23%	N=131	11%	N=64	4%	N=24	4%	N=22	100%	N=566
Density (e.g., less space between buildings, more multi-story buildings, etc.)	6%	N=32	14%	N=79	16%	N=91	31%	N=175	29%	N=164	4%	N=24	100%	N=566

Table 16: Question 9 without "don't know" responses

To what degree, if at all, are the following problems in Westminster?	Not a problem		Minor problem		Moderate problem		Major problem		Total	
Crime (vandalism, graffiti, drugs)	6%	N=34	36%	N=194	40%	N=210	18%	N=94	100%	N=533
Too much growth	16%	N=86	26%	N=142	30%	N=159	28%	N=148	100%	N=536
Lack of growth	64%	N=334	24%	N=127	9%	N=46	3%	N=14	100%	N=520
Homelessness	19%	N=99	34%	N=177	30%	N=157	16%	N=82	100%	N=514
Lack of availability of recreation facilities	70%	N=368	18%	N=97	8%	N=41	4%	N=19	100%	N=525
Taxes are too high	22%	N=111	30%	N=153	26%	N=134	22%	N=112	100%	N=510
Unavailability of convenient shopping	60%	N=333	16%	N=88	18%	N=97	7%	N=36	100%	N=555
High cost of housing	11%	N=60	16%	N=89	29%	N=161	43%	N=239	100%	N=550
Traffic safety on neighborhood streets	28%	N=151	35%	N=192	25%	N=136	12%	N=63	100%	N=542
Traffic safety on major streets	21%	N=116	31%	N=173	29%	N=159	18%	N=101	100%	N=548
Poor maintenance and condition of homes	28%	N=149	40%	N=216	25%	N=137	7%	N=36	100%	N=539
Poor condition of properties (weeds, trash, junk vehicles)	25%	N=138	39%	N=213	25%	N=136	12%	N=65	100%	N=552
Unavailability of trails or trail connections	61%	N=320	23%	N=120	13%	N=68	3%	N=16	100%	N=524

Table 17: Question 9 with "don't know" responses

To what degree, if at all, are the following problems in Westminster?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Crime (vandalism, graffiti, drugs)	6%	N=34	34%	N=194	37%	N=210	16%	N=94	7%	N=41	100%	N=573
Too much growth	15%	N=86	25%	N=142	28%	N=159	26%	N=148	6%	N=36	100%	N=572
Lack of growth	59%	N=334	22%	N=127	8%	N=46	2%	N=14	8%	N=45	100%	N=565
Homelessness	17%	N=99	31%	N=177	27%	N=157	14%	N=82	10%	N=58	100%	N=572
Lack of availability of recreation facilities	65%	N=368	17%	N=97	7%	N=41	3%	N=19	7%	N=41	100%	N=565
Taxes are too high	20%	N=111	27%	N=153	24%	N=134	20%	N=112	10%	N=54	100%	N=564
Unavailability of convenient shopping	58%	N=333	15%	N=88	17%	N=97	6%	N=36	3%	N=16	100%	N=571
High cost of housing	11%	N=60	16%	N=89	28%	N=161	42%	N=239	4%	N=21	100%	N=571
Traffic safety on neighborhood streets	27%	N=151	34%	N=192	24%	N=136	11%	N=63	4%	N=25	100%	N=567
Traffic safety on major streets	20%	N=116	30%	N=173	28%	N=159	18%	N=101	3%	N=18	100%	N=566
Poor maintenance and condition of homes	26%	N=149	38%	N=216	24%	N=137	6%	N=36	6%	N=34	100%	N=573
Poor condition of properties (weeds, trash, junk vehicles)	24%	N=138	37%	N=213	24%	N=136	11%	N=65	4%	N=22	100%	N=574
Unavailability of trails or trail connections	56%	N=320	21%	N=120	12%	N=68	3%	N=16	9%	N=50	100%	N=574

Table 18: Question 10 First Most Relied on Source

Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster.	Percent	Number
Denver Post (print version)	8%	N=40
City's website (www.cityofwestminster.us)	13%	N=69
Other online news sources	10%	N=51
Social media (Facebook, Twitter, Nextdoor, Reddit, etc.)	20%	N=105
Spanish media (Telemundo, Univision, etc.)	2%	N=11
Westminster Window	3%	N=14
City Edition (print newsletter)	13%	N=69
The Weekly (e-newsletter)	2%	N=11
Parks, Recreation and Libraries Activity Guide	10%	N=55
Cable TV Channel 8	0%	N=1
Television news	11%	N=57
Word of mouth	8%	N=42
Your Hub	0%	N=1
Total	100%	N=524

Table 19: Question 10 First or Second Most Relied on Sources

Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often.	Percent	Number
Denver Post (print version)	11%	N=58
City's website (www.cityofwestminster.us)	26%	N=137
Other online news sources	18%	N=93
Social media (Facebook, Twitter, Nextdoor, Reddit, etc.)	29%	N=154
Spanish media (Telemundo, Univision, etc.)	3%	N=15
Westminster Window	5%	N=27
City Edition (print newsletter)	23%	N=121
The Weekly (e-newsletter)	5%	N=26
Parks, Recreation and Libraries Activity Guide	27%	N=140
Cable TV Channel 8	2%	N=13
Television news	23%	N=122
Word of mouth	20%	N=105
Your Hub	1%	N=5

Total may exceed 100% as respondents could select more than one option.

Table 20: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services.	Major source		Minor source		Not a source		Total	
City's website (www.cityofwestminster.us)	42%	N=223	32%	N=174	26%	N=141	100%	N=538
The Weekly (e-newsletter)	12%	N=62	19%	N=101	69%	N=362	100%	N=525
City Edition (print newspaper)	28%	N=148	29%	N=153	43%	N=229	100%	N=529
Municipal Channel 8	4%	N=20	10%	N=53	86%	N=442	100%	N=515
Parks, Recreation and Libraries Activity Guide	41%	N=219	37%	N=198	21%	N=113	100%	N=531
Westminster Government Facebook Account	17%	N=89	14%	N=75	69%	N=360	100%	N=524
Westminster Government Twitter Account	4%	N=22	14%	N=70	82%	N=422	100%	N=515
Westminster Government Nextdoor Account	14%	N=71	23%	N=118	63%	N=329	100%	N=518
Westminster Government YouTube Channel	1%	N=8	8%	N=40	91%	N=471	100%	N=519
Spanish media (Telemundo, Univision, etc.)	2%	N=12	3%	N=18	94%	N=484	100%	N=514

Table 21: Question 12

Among the social media sites listed below, please mark the sites you have used within the last month.	Percent	Number
Facebook	76%	N=375
Instagram	41%	N=203
Yelp	25%	N=121
Twitter	22%	N=110
Pinterest	26%	N=128
YouTube	68%	N=336
LinkedIn	38%	N=187
Nextdoor	45%	N=224
Snapchat	22%	N=110
Tumblr	2%	N=12
Reddit	13%	N=64

Total may exceed 100% as respondents could select more than one option.

Table 22: Question 13

Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	Percent	Number
Yes	61%	N=350
No	39%	N=227
Total	100%	N=578

Table 23: Question 14 without "don't know" responses

If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.	Very good		Good		Neither good nor bad		Bad		Very bad		Total	
Current information	29%	N=95	53%	N=177	13%	N=44	2%	N=8	2%	N=8	100%	N=331
Appearance	27%	N=94	52%	N=180	15%	N=51	5%	N=17	1%	N=2	100%	N=344
Online services offered	29%	N=92	45%	N=144	21%	N=67	5%	N=17	1%	N=3	100%	N=323
Ease of navigation	25%	N=85	44%	N=153	18%	N=63	9%	N=33	3%	N=12	100%	N=345
Search function	24%	N=71	40%	N=117	24%	N=69	10%	N=31	2%	N=4	100%	N=292

Asked only of those who reported having used the City's website in the last 12 months

Table 24: Question 14 with "don't know" responses

If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Current information	27%	N=95	51%	N=177	13%	N=44	2%	N=8	2%	N=8	5%	N=16	100%	N=347
Appearance	27%	N=94	52%	N=180	15%	N=51	5%	N=17	1%	N=2	1%	N=3	100%	N=347
Online services offered	27%	N=92	41%	N=144	19%	N=67	5%	N=17	1%	N=3	7%	N=24	100%	N=347
Ease of navigation	24%	N=85	44%	N=153	18%	N=63	9%	N=33	3%	N=12	1%	N=3	100%	N=348
Search function	21%	N=71	34%	N=117	20%	N=69	9%	N=31	1%	N=4	15%	N=51	100%	N=343

Asked only of those who reported having used the City's website in the last 12 months

Table 25: Question 15 without "don't know" responses

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following.	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Provide opportunities for residents to maintain or improve physical health	28%	N=152	38%	N=205	28%	N=152	5%	N=26	100%	N=534
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	48%	N=265	36%	N=199	15%	N=82	1%	N=4	100%	N=551
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	44%	N=236	35%	N=190	19%	N=101	3%	N=15	100%	N=542
Improve mass-transit options throughout Westminster	43%	N=227	27%	N=142	24%	N=128	6%	N=32	100%	N=529
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	55%	N=302	38%	N=206	5%	N=30	1%	N=7	100%	N=545
Maintain access to City Library facilities and services	33%	N=177	42%	N=227	24%	N=128	2%	N=11	100%	N=543
Promote appreciation and preservation of the cultural and historical heritage of the community	17%	N=90	33%	N=177	41%	N=220	10%	N=55	100%	N=542
Lead the development of cultural opportunities in Westminster	13%	N=69	33%	N=175	41%	N=218	12%	N=65	100%	N=528
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	21%	N=114	38%	N=202	35%	N=187	6%	N=30	100%	N=533
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	34%	N=179	40%	N=212	24%	N=127	3%	N=14	100%	N=532
Set and enforce land use, planning and zoning policies and provide building permits and inspections	29%	N=150	42%	N=222	24%	N=124	5%	N=28	100%	N=524
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	68%	N=371	23%	N=126	8%	N=43	1%	N=3	100%	N=543
Provide for safe drinking water and sewer services	85%	N=465	13%	N=72	2%	N=11	0%	N=1	100%	N=549
Provide opportunities for recycling such as City drop off centers	36%	N=197	40%	N=218	21%	N=111	2%	N=13	100%	N=539
Ensure the City provides ample affordable/workforce housing	30%	N=165	35%	N=188	26%	N=142	9%	N=48	100%	N=543

Table 26: Question 15 with "don't know" responses

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following.	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Provide opportunities for residents to maintain or improve physical health	27%	N=152	36%	N=205	27%	N=152	5%	N=26	6%	N=32	100%	N=566
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	47%	N=265	35%	N=199	15%	N=82	1%	N=4	3%	N=16	100%	N=567
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	42%	N=236	34%	N=190	18%	N=101	3%	N=15	4%	N=22	100%	N=564
Improve mass-transit options throughout Westminster	41%	N=227	25%	N=142	23%	N=128	6%	N=32	5%	N=31	100%	N=560
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	54%	N=302	37%	N=206	5%	N=30	1%	N=7	3%	N=19	100%	N=564
Maintain access to City Library facilities and services	31%	N=177	40%	N=227	23%	N=128	2%	N=11	4%	N=23	100%	N=566
Promote appreciation and preservation of the cultural and historical heritage of the community	16%	N=90	32%	N=177	39%	N=220	10%	N=55	4%	N=20	100%	N=562
Lead the development of cultural opportunities in Westminster	12%	N=69	31%	N=175	39%	N=218	12%	N=65	5%	N=29	100%	N=557
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	20%	N=114	36%	N=202	33%	N=187	5%	N=30	5%	N=26	100%	N=559
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	32%	N=179	38%	N=212	23%	N=127	3%	N=14	5%	N=30	100%	N=562
Set and enforce land use, planning and zoning policies and provide building permits and inspections	27%	N=150	40%	N=222	22%	N=124	5%	N=28	6%	N=36	100%	N=560
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	67%	N=371	23%	N=126	8%	N=43	1%	N=3	2%	N=13	100%	N=556
Provide for safe drinking water and sewer services	83%	N=465	13%	N=72	2%	N=11	0%	N=1	2%	N=13	100%	N=563
Provide opportunities for recycling such as City drop off centers	35%	N=197	39%	N=218	20%	N=111	2%	N=13	3%	N=16	100%	N=555
Ensure the City provides ample affordable/workforce housing	30%	N=165	34%	N=188	25%	N=142	9%	N=48	3%	N=15	100%	N=558

Table 27: Question 16 without "don't know" responses and "no response"

What do you think is the single most important thing the City of Westminster could do to improve the quality of life for its community members?	Percent	Number
Affordable housing	17%	N=73
General comments on managing growth and development	6%	N=24
Safety as a priority	8%	N=32
Reduce taxes and water rates	6%	N=25
Improve mass transit and alternate modes of transit	6%	N=27
Environmental sustainability concerns	4%	N=17
Open spaces, trails, parks	10%	N=44
Reduce development	8%	N=36
Traffic issues, speeding, overall enforcement	4%	N=17
General comments on governance	8%	N=34
Street improvements	3%	N=11
Snow removal	2%	N=7
Education	2%	N=9
Economic focus	5%	N=19
Code enforcement	3%	N=13
Other	8%	N=33
Total	100%	N=421

Table 28: Question 16 with "don't know" responses and "no response"

What do you think is the single most important thing the City of Westminster could do to improve the quality of life for its community members?	Percent	Number
Affordable housing	12%	N=73
General comments on managing growth and development	4%	N=24
Safety as a priority	5%	N=32
Reduce taxes and water rates	4%	N=25
Improve mass transit and alternate modes of transit	4%	N=27
Environmental sustainability concerns	3%	N=17
Open spaces, trails, parks	7%	N=44
Reduce development	6%	N=36
Traffic issues, speeding, overall enforcement	3%	N=17
General comments on governance	6%	N=34
Street improvements	2%	N=11
Snow removal	1%	N=7
Education	2%	N=9
Economic focus	3%	N=19
Code enforcement	2%	N=13
Other	5%	N=33
Don't know or no comment	1%	N=9
No response	30%	N=183
Total	100%	N=613

Table 29: Question D1

About how long have you lived in Westminster?	Percent	Number
0-4 years	32%	N=180
5-9 years	20%	N=115
10-14 years	11%	N=59
15-19 years	9%	N=48
20 or more years	28%	N=159
Total	100%	N=560

Table 30: Question D2

What is your home zip code?	Percent	Number
80003	4%	N=23
80005	2%	N=10
80020	9%	N=50
80021	27%	N=159
80023	1%	N=6
80030	10%	N=61
80031	31%	N=182
80234	16%	N=93
Total	100%	N=584

Table 31: Question D3

What city do you work in or nearest to?	Percent	Number
Arvada	4%	N=25
Aurora	1%	N=8
Boulder	7%	N=38
Brighton	0%	N=3
Broomfield	10%	N=59
Centennial	0%	N=1
Commerce City	3%	N=15
Denver	18%	N=102
Englewood	1%	N=3
Glendale	0%	N=0
Golden	2%	N=9
Greenwood Village	1%	N=3
Lafayette	4%	N=22
Lakewood	13%	N=74
Littleton	2%	N=10
Longmont	3%	N=15
Louisville	1%	N=5
Northglenn	1%	N=5
Superior	1%	N=8
Thornton	4%	N=21
Westminster	6%	N=34
Wheat Ridge	1%	N=5
All over Metro area	10%	N=58
Other	1%	N=3
I work from home	5%	N=29
I do not work (student, homemaker, retired, etc.)	4%	N=21
Total	100%	N=577

Table 32: Question D4

Please check the appropriate box indicating the type of housing unit in which you live.	Percent	Number
Detached single family home	63%	N=367
Condominium or townhouse	15%	N=87
Apartment	21%	N=124
Mobile home	0%	N=0
Total	100%	N=578

Table 33: Question D5

Do you rent or own your residence?	Percent	Number
Rent	32%	N=185
Own	68%	N=395
Total	100%	N=580

Table 34: Question 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)?	Percent	Number
Less than \$300 per month	4%	N=23
\$300 to \$599 per month	6%	N=33
\$600 to \$999 per month	8%	N=43
\$1,000 to \$1,499 per month	24%	N=133
\$1,500 to \$2,499 per month	48%	N=270
\$2,500 or more per month	10%	N=58
Total	100%	N=559

Table 35: Question D7

About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES for the previous year? Be sure to include income from all sources. Please check the appropriate box below.	Percent	Number
Less than \$15,000	2%	N=10
\$15,000 to \$24,999	4%	N=22
\$25,000 to \$34,999	6%	N=36
\$35,000 to \$49,999	9%	N=52
\$50,000 to \$74,999	14%	N=81
\$75,000 to \$99,999	17%	N=94
\$100,000 to \$124,999	12%	N=71
\$125,000 to \$149,999	11%	N=63
\$150,000 to \$174,999	5%	N=31
\$175,000 to \$199,999	3%	N=20
\$200,000 or more	6%	N=32
I prefer not to answer	10%	N=56
Total	100%	N=567

Table 36: Housing Cost Compared to Household Income Ratio

	Percent	Number
Housing costs LESS than 30% of income	60%	N=299
Housing costs 30% or MORE of income	40%	N=202
Total	100%	N=501

Table 37: Question D8

What is your race?	Percent	Number
White/European American/Caucasian	83%	N=466
Black or African American	3%	N=14
Asian or Pacific Islander	3%	N=16
American Indian, Eskimo, or Aleut	3%	N=16
Other	14%	N=79

Total may exceed 100% as respondents could select more than one option.

Table 38: Question D9

Are you Hispanic/Spanish/Latino?	Percent	Number
Yes	15%	N=85
No	85%	N=477
Total	100%	N=562

Table 39: Question D10

Which category contains your age?	Percent	Number
18 to 24 years	3%	N=16
25 to 34 years	28%	N=162
35 to 44 years	22%	N=124
45 to 54 years	18%	N=101
55 to 64 years	9%	N=54
65 to 74 years	13%	N=75
75 to 84 years	5%	N=28
85 years or older	3%	N=16
Total	100%	N=575

Table 40: Question D11

What is your gender?	Percent	Number
Female	52%	N=299
Male	47%	N=266
Transgender	0%	N=0
Another gender	1%	N=5
Total	100%	N=570

Table 41: Question D12

Many people don't have time to vote in elections. Did you vote in the 2017 City Council election?	Percent	Number
No	23%	N=132
Yes	72%	N=415
Ineligible to vote	3%	N=19
Don't know	2%	N=13
Total	100%	N=579

APPENDIX B: VERBATIM RESPONSES TO OPEN-ENDED QUESTION

Following are verbatim responses to the open-ended questions on the survey. Because these responses were written by survey participants, they are presented here in verbatim form, including any typographical, grammar or other mistakes. The responses are grouped in alphabetical order.

Question 11: Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. Other source (please specify)

- 9 news
- 91.5 fm radio
- Ch. 9 news, google, Denver Post
- Denver 7
- Denver 7, 9 news
- Denver Post
- Denver Post, tv news
- Denver tv sites
- Did not know about e newsletter
- Flyers
- Friends, employees
- I do not have any source other than next door neighbor
- I would use more resources the longer I live here
- Local news #1
- Mailed information
- Mailed notices
- Major news networks
- Mayor phone calls about meetings
- Mayor's email updates
- Monthly newspaper at our retirement community
- My work place, Front Range Community College
- News talk radio
- Nextdoor
- Nextdoor
- Other news
- Television news
- Tv
- Tv local news
- Westminster activity newspaper
- Westminster window weekly paper
- Word of mouth
- Word of mouth, city meetings

Question 16: What do you think is the single most important thing the City of Westminster could do to improve the quality of life for its community members?

- A connective area with post office, bank with people not just machines, shopping...like a downtown area with local shops
- Accompany water rate increases for hoa residents with rebate programs that encourage them to save water through replacing toilets., shower heads and other fixtures. Also continue to fund irrigation water audits through resource central to identify problems with aging systems
- Add an additional rec center for residents living west of heron, north of 120th. Sheridan rec. Is too far away from us. I am utilizing Broomfield rec. Because it is closer
- Add to vision statement that the health and safety of all community members is the highest priority.
- Adding biking lanes that no one uses that are poorly planned and executed. When the bike lane was added to 112th and main, merge lanes was removed while merge sign was still up for days. Did anyone die, cause it seemed like you wanted accidents. All for a bike lane that ends at the school
- Affordable housing
- Affordable housing / managing growth
- Affordable housing and employment
- Affordable housing and lower real estate taxes
- Affordable housing and tell people where they are
- Affordable housing for senior citizens
- Affordable housing for seniors
- Affordable housing for the middle income residents with a total household income between 40-70,000 a year
- Affordable housing options for the younger working to be able to stay outside of the family home. Better the public schools
- Affordable housing, free day care
- Affordable, accesible, reliable public transit
- Affordable, buyable homes and apts. Not what was built on 120th and Pecos-theyre not affordable
- Allow development of privately owned tracts of land when possible don't hinder development. Lower water rates
- Allow motorized boats back on Stanley Lake and drop the hassle of using the lake our taxes ultimately pay to maintain. Pit bulls should not be allowed in the city. They are dangerous and unpredictable.

- Animal control and yard maintenance, dogs constantly barking and terrible yards in my neighborhood. Had i known about barking dogs, I would not have moved here
- As a commercial gc I will say our permitting inspection process is the worst i. On the front range! You are losing out as it's don't pull permits and or don't move to Westminster
- As it relates to me personally, preserving distinct character of community and land use in historic neighborhoods and not supporting a corrupt sham of a city process to force new high density development due to financial benefit with developers. This process with always be a disgrace to my impression of the city!
- As traffic density continues to increase, it would be wonderful to see the city take a lead in the continuing discussions surrounding mass transit and alternative forms of travel (bus, lightrail and safe bikeways).
- Attract businesses to increase tax base and therefore improve all services to Westminster residents
- Battery operated busing within city limits or city center hub, start at \$2.00 or free. Clean, quite, keep gasoline cars/trucks at home. This would also allow more vital greenery, flowers, trees at the emergent city center.
- Be involved in local schools, bring the bookmobile to schools. More involved in education.
- Be more aggressive in hiring people of color!
- Be more concerned with what the community wants and not just with what is going to put more money into the city's pockets
- Be protective of the pillar of fire land and the residential areas around it
- Being retired, the cost of housing is getting to the point that most likely we will have to move in the next 12 months
- Being so close to rocky flats, its is important to have safe drinking water, no plutonium contamination and polluted air
- Better housing for all levels of the community - better cost, better building construction, and less crowding of the buildings.
- Better mas transit
- Better mass transit not only for going to downtown Denver, but to the tech center, Boulder, Longmont, and locally
- Better overall comm. With people in Westminster
- Better snow removal in residential areas
- Better snow removal, our street rarely has snow removed and its icy for weeks
- Bigger brighter street lights in neighborhoods
- Bring down the cost of housing by encouraging development of dense housing areas
- Bringing local businesses to spend time at and removing chains, also to stop as dense of housing to go up to preserve open space
- Build a recreation center near 144th and huron
- Build downtown, fix roads, safe drinking water, lower taxes, thank you!
- Build more affordable housing, repair streets needed in all areas, not only busy ones
- Can not pick just a single item
- City doing good job
- City managed trash and recycle pick up.
- City trash/recycling service
- Clean off snow from streets of neighborhoods
- Clean up homeless camps and people living in cars in parking lots and rebuild in places where commercial vacancies exist
- Clean up the older neighborhoods, offer free pickup of old junk once a year instead of charging people.
- Clear residential street of snow
- Clear walks for seniors there are a lot of us that need help. Neighbors don't care.
- Close down the strip club on Federal and wok on updating the buildings that are aging in lower income areas
- Code enforcement
- Code enforcement needs to cover south Westminster weeek 2/3 days
- Communicate and provide open door policies when it comes to building, and criminal notices
- Consistant maintenance of services, care for animals and safety of roads, etc.
- Continue building north Westminster
- Continue recreation center services
- Continue the progress in the new downtown Westminster
- Continue to gain open spaces. Rather than develop for commercial or residential
- Continue to help people that can own a house and live in Westminster if they want to sell the house than can go forward accordinly
- Continue to keep us informed on all changes, local crime, development, job opportunities, etc
- Continue to maintain trail systems
- Continue to provide and maintain open spaces, trail access and other ways for me and my family to get into the outdoors to be physically active, promote our mental health and appreciation for the beauty of this great area. I love telling people I live 1 minute away from the open space. It is a sanctuary for me and the wildlife opportunities in the big dry creek open space are amazing! It's the major thing that is keeping me from moving to Broomfield where my 5 kids all go to school.
- Continue to reduce crime

- Continue to support law enforcement and fire services to keep us safe
- Continued street and sidewalk repairs
- Control growth
- Control growth and plan accessibility before giving permits. This effects everything from water right down to traffic
- Control residential growth
- Control runaway growth
- Control the damn coyotes, our dogs have to stay inside, city coddles coyotes hunting dogs, you have no clue on this, keep the damn development in check. Eventually they will put us out of this town!
- Control traffic we are growing so rapidly and the lights and streets are not
- Cost of housing is insane!
- Cost of housing is out of hand
- Crack down on petty crime weve seen lately, garage breakins, car break ins, stolen packages
- Create a sense of community. Westminster doesn't feel like a town. It feels like a place to sleep at night
- Create adaptive and inclusive programs for people with disabilities, we are so far behind every city around us in providing these services.
- Curbside recycling and composting
- Cut down on crime, multiple reports of vehicle breakins, stolen mail, theft, robbery. Also please crack down on traffic, everyone is running red lights everyday, 104th and Federal. Dangerous
- Cut taxes, reduce spending, shrink overall size of government
- Cut water costs!
- Decide on and plan for an ideal balance between vitalizing new development and transportation and open space, trail access, and aesthetics
- Dependable, efficient traffic lights!
- Develop affordable housing for first time homeowners veterans and seniors. Maintain roads repair or replacement, on a frequent basis. Increase law enforcement policing presence in public and residential areas. Not when only responding to 911 calls
- Develop Westminster mall
- Discourage reckless and thoughtless drivers
- Do not develop the land between 84th and 88th, Lowell and Federal. Federal is already over loaded with traffic and we already have a dense population in the surrounding area
- Do not overbuild without rd. Infrastructure. For instance, last farm in Westminster sold
- Do not!! Let any more high density buildings ruin our town. It is way too crowded now
- Doing a fantastic job! Thank you so much!
- Don't allow any more residential developments, street and highways are already massively over burdened
- Don't know
- Don't know new resident
- Don't overbuild without considering traffic and functionality
- Don't worry so much about all the new housing help keep all of of areas new and take care of until its too late and too run down!
- Drastically reduce the homeless population the homeless in south Westminster is unsightly
- Economic responsibility financing
- Eliminate homelessness. They destroy the city and add to the crime rate and destroy the budget
- Enforce all state, municipal and Federal laws
- Enforce hoa. They seem to control sections and regs. That they cannot legally do . Improve fire lanes, not marked nor signed. Plowing as they specify, landscape-water ran for complexes. Its still safety of all residents that should matter. Street lights, medical-police response
- Enforce residential codes such as weed control abandoned or non registered vehicles, pot hole repair
- Enforce the law of motorist driving through red lights, stop signs it is the law! Roads are unsafe for pedestrians, and other drivers, Colorado at one time was number one now Colorado has the 5th worst drivers
- Enforce traffic laws.
- Enforce traffic violations, people running red lights causing more major traffic accidents each year!
- Ensure safe and accessible community spaces, parks, & roads
- Ensure safety
- Ensure there is open green space and sightlines to the mountains when the pillar of fire church land is developed
- Establish neighborhood off leash dog parks to allow animals to run off lead in a controlled area.
- Events that are more than vendor tables!
- Fight theft and crimes.
- Find a reasonable alternative to the numerous trailer parks we have in Westminster
- Find solutions for the homeless population so we don't lose businesses and feel comfortable walking into them
- Find ways to bring in more businesses increase money in. Accommodate for population increase by building up fire, police and water depts. Make decisions faster when it pertains to bringing in new business, the longer you take the more likely they find some place else

- Finish downtown Westminster and make it easier to get around on a bike and walk. It has been vacant, old Westminster mall, too long. Westminster doesn't have a single place where community gathers weekly in a social setting
- Finish projects with a high level of quality on time, to schedule, and in budget. Example, downtown Westminster (the old mall) is taking forever to finish and I assume way over budget. It seems the plan and vision for this was not well thought out.
- Fix the streets
- Focus on services, police, fire city planning
- Focus on the earth, recycle, reuse, manage pollution responsibly
- Focus on the future
- Focus on the whole city not just the i-25 corridor and Westminster mall. Good ole boys bucks
- For left turns, use flashing yellow arrow instead of red arrow, at least during low-traffic hours. It's aggravating to sit and wait when no one's around.
- For me build a full service recreation center in the north. I live off 116th
- Free trash day, easier access to trails connecting all of metro
- Generate more job opportunities so I can work closer to home.
- Get one trash company that provides recycling option. We do not need multiple trucks everyday of the week in each neighborhood. This would also help with the annual increase for this needed service. And reduce wear on Westminster streets
- Get out of iclei
- Get the Westminster mall going. It has stood still for too many years! Now you j. Too many apts. Not enough shops or any
- Get with your neighboring city and st. Out borders!
- Growth did not plan for growth, waste, sewer, schools all are suffering
- Have better drinking water and plow the snow.
- Have better shopping ability. Its all moved west and north
- Have city services available on Friday. Code enforcement and animal management.
- Have never needed help but I think fire and police protection needs more support, both s. And financial
- Have real town hall meetings addressing real life issues like do are elected officials, do what we the voters sent them there to do. How about neighborhood, street striping, for night driving
- Help provide for middle income housing. If you work and make 30 to 60 thousand as a single income you cant afford housing and at the same time do not qualify for assistance to afford housing.
- Help the elderly
- Help the homeless, maybe a shelter
- Higher pay rates and lower housing costs
- Housing cost if we had affordable housing we could improve our work/life balance
- Housing should be more resonable for senior citizens I really don't live in Westminster I'm on the border
- I am a senior. We need senior housing we can buy. The Terra Lago community built in Thornton 2006 hand duplexes 1400-1600 sq ft. Well designed. I would like to see these in Westminster
- I appreciate all of the parks and bike paths, you are doing a great job
- I do not know.
- I don't know
- I think everything is important!
- I think the city is well run by the current administration. Keep up the good work
- I think traffic is bad and needs to be fixed with more options on mass transit
- I would like consideration given to doubling the size of the parking lot for the dog park on sims street. At times it gets so crowded that people still have to park in the no parking areas along sims or they park in adjoining neighborhood. It gets extremely crowded
- I would like to have more dog poop disposal centers in the open space areas. It is extremely inconvenient to have to carry a poop bag for several miles at a time on a dog walk.
- I'm tired of being afraid because I'm older and I'm white
- If the city truly want to grow it needs to focus on all aspects of growth. That includes less restrict laws on wireless facilities. There is no signal anywhere
- Im not sure, I don't go out much. Sorry
- Implement changes not allowing uhaul trailers and camping trailers to sit in residential properties for years.
- Improve mass transit
- Improve public transportation commuting options. Flatiron flyers are unpredictable, overcrowded and limited. Better bus service and the rail line that was planned and was the basis of tax increase would even be better
- Improve schools!
- Improve streets, repair
- Improve sustainability by making recycling mandatory for all citizens and businesses, provide recycling containers at all parks and rec centers. The amount of recycleable waste that is not recycled is unbelievable, this need to change.

- Improve the Standley lake reservoir or park and better snow removal
- Improve traffic flow as much as possible and improve the street surfaces
- Improve traffic flow through town.
- Improve transportation options for the residents
- Improve water quaility
- Improved sense of safety, including traffic safety. Westminster PD has a fairly minimal social media presence compared to other PD's in the area, making me feel less connected to the major source of safety in my home town.
- Increase business. Many large box storefronts are empty. Permit marijuana business
- Increase curbside recycle and provide curbside green compost disposal
- Inform citizens what services are available.
- Its liveability. Maintaining the quality of life, don't want all the expected growth . Too many homes and apts going in
- Keep growth to a minimum especially high density apartment and condo communities
- Keep improving parks, rec areas and trails in open spaces
- Keep listening
- Keep lots of open space and trails. Less multistory buildings
- Keep our community native. Too many transplants from other states
- Keep parks, ballparks etc. Available
- Keep progressing in steps as to not shock the older cultures in community
- Keep streets n better repair
- Keep the community safe, could we keep the transient rv's from staying in our paking lots. Please
- Keep the streets clean
- Keep up with all the changes, improvements
- Keeping it safe and healthy, water, sewer, protection and access to open spaces and athletic facilities
- Keeping our trails clean.
- Landlords that do not care for properties and continue to increase rent. Terrible ground conditions, lack of maintenance and owners that are not located in Colorado. Increasing poor living conditions at an outrageous cost
- Learn how to patch potholes properly
- Less apartments being built/more affordable housing
- Less apt. Buidlings
- Less crowding, stop building new residential buildings, it too crowded
- Less density
- Let community have more input, city council seems to pretend to listen and then does what it wants
- Let us modify our driveways and how they connect to the street. The steep curb is damaging my vehicles, even when I go slow
- Like to see more police patrols. The kings mill area has seen an uptick in vandalism and theft.
- Limit all types of new construction and preserve open space.
- Limit growth
- Limit growth, enforce immigration laws
- Limit high density housing somewhat
- Limit high density housing. Streets are too crowded. Too much speeding
- Limit new housing development per year
- Limit residential growth. Especially high density and multistory buildings.
- Limited growth and density of housing which causes excess traffic
- Listen to concerns before making decisions that affect our daily lives
- Listen to people on how your new water rates effect seniors who have lived here and are on fixed incomes when you shove the water rates up are ass when people didn't agree with your rates. This is a problem that many people are talking about and the wages you pay the water manager...really?
- Listen to the people who come to meetings instead of letting them talk and then voting against their wishes anyway.
- Listen to the residents we don't want to become Boulder
- Listen to them!!!!!!! Stop pushing your own agendas and then leaving for the residents to deal with your bad decisions. And please reduce our water rates to what they were and stop gouging us!!!
- Lower property taxes, extend light rail
- Lower rent
- Lower taxes
- Lower taxes and cost of housing
- Lower taxes, take care of the elderly and retired military
- Lower the amazing high water rates that citizens overwhelmingly were and still are against!!!
- Lower the water rates! A 40% increase in 2 years is criminal!!!! Whoever the consultant was hired byt the city to determine a 40% increase of water rates was reasonable is delusional!!! Westminster now has the highest water rates in Colorado! Shameful!
- Lower water and sewer bills. Westminster is on of the most expensive for water, sewer charges

- Lower water prices! Use other sources for the water instead of rebuilding the whole system. Don't mind paying our share but the amount has already gone up and is expected to get water a lot a lot worse. Offer free xeriscapes boxes since we can't afford water
- Lower water rates!
- Lower water, quit allowing new developments with infrastructure plan. Fields=houses=bad traffic
- Maintain and expand open space
- Maintain and expand open spaces, parks and bike trails
- Maintain clean open spaces and sustainable, environmentally responsible urban spaces. The parks are beautiful, the urban areas not so clean!
- Maintain low density as much as possible
- Maintain open space area between 92nd and 84th Ave and Federal and Lowell Blvds
- Maintain what we have before trying to change for the future
- Majorly improve public transit
- Make homeownership, renting more affordable
- Make it feel more like an inclusive community with more local work opportunities and a central feel. I have been really disappointed in all the focus and complaints on the open spaces which are clean and paved but not that pretty because it is simply dry flat land and that is just climate. I was excited for a more central meeting place for the community beyond a rec center. I was hoping to see more progress in the downtown community but it's been years with little progress. I am in technology and tired of seeing all the jobs on the south of Denver or Boulder and so few here. The housing communities built need to be a mixture of living and commercial services so you can walk more to get the things you need instead of driving everywhere.
- Make sure the street lights are adequate for the area
- Making it more affordable to live in the city rather than keep adding more housing
- Making people maintain their houses, yards, the amount of people living in the house
- Manage development
- Manage development high density housing within existing infrastructure or provide upgraded infrastructure support new development
- Manage growth businesses, housing streets etc. I am disappointed in library policies, not cataloging new books that are donated and not enforcing fines. I have waited a couple times already for overdue books
- Mantener la comunidad segura. acceso a más programas con precios accesibles para jóvenes y niños, vivienda de calidad con precios accesibles, incrementar el sueldo para no necesitar 2 o 3 trabajos para sostener el hogar, oportunidades para aprender y superarse (Keep the community safe. Access to more programs with affordable prices for young people and children, quality housing with accessible prices, increase the salary to not need 2 or 3 jobs to support the home, opportunities to learn and overcome)
- Mass transit and multi modal transit options
- Monitor growth, keeping costs reasonable as well as taxes
- Monitor new businesses coming in. Black bear closed 24/7 clinic corner of Westminster and church ranch closed! Among others. Sad
- Monitor red lights too many people drive thru them, especially at church ranch and Wadsworth
- Monitor speeding on side streets be more aware of noise, firecrackers loud music, on street and apts. Barking dogs and respond to complaints!
- More access to bike lanes and places to securely lock bikes, this would reduce traffic and lessen accidents.
- More affordable housing
- More affordable housing and better public transit
- More bike lanes for high use streets
- More diversity focus on what you have and make that great before you expand. You think expansion will make you great, when you need to focus on what you already have
- More nightly neighborhood crime patrols. Theft is horrible we see 4-5 casings of my cul de sac alone in a year. Cameras, spotlights, motion sensors and ring are meaningless to the thieves
- More outdoor community activities for families, especially children.
- More police involvement, presence-safety while supporting business community and attracting new businesses. Development of mall area
- More police monitor the street at night for disturbances from cars speeding through and around all areas
- More reasonable water rates. Some residents stopped watering last season due to cost, making the community look bad. High cost places a burden on residents especially on those with a fixed income or low income
- More trails/encouragement of outdoor recreation and trail use
- N/a
- Na
- Need major improvement in maintaining streets a lot of them are in bad shape
- Need street lights on certain areas
- No comment

- No economic giveaways to businesses, no waiver of sales, real estate or personal property taxes by developers and business coming the city. Stop business welfare!
- No opinion
- None....great job!
- Not build a huge apartment multi use development on 235 acres on Lowell near the Westminster capital. 2350 housing units is too much density and we need to keep the open space and beautiful view of downtown Denver!
- Not make this a sanctuary city
- Not much
- Not over build without doing something about traffic
- Offer incentives to residents to reduce water usage, both indoors and outdoors
- Overall is well done
- Parks clean and safe
- Pass something allowing single family residences to have an apartment in the basement
- Pay teachers better. I firmly believe this the cornerstone of society
- Plan and budget for the future
- Please add a turn signal at 97th and Federal
- Preserve and expand natural areas - parks, open space, plant trees.
- Preserve current zoning in residential areas eg. Keep the density increases to areas already zoned for higher density housing. Simultaneously ensure traffic impacts are taken into consideration before rezoning
- Promote a good economy that supports our local workforce!
- Provide a safe environment for the community members, safe and secure community. Please no sanctuary city states, work with ice and no company in private and public spaces
- Provide a single choice of trash collection for everyone including recycling options and charge an appropriate monthly amount based upon number of household residents or amount of trash disposed of
- Provide a source of information on senior housing opportunities. We are advised to seek out providers of senior housing facilities to learn their individual stand and for access to their facilities. No overall st. For access to housing is available through Westminster offices.
- Provide affordable and safe housing for all people in low income, inemployed, underemployed
- Provide affordable housing
- Provide affordable housing for working families
- Provide affordable housing. My son pays more for a 1 bedroom apartment than I do for my mortgage. That's ridiculous!
- Provide ample affordable/workforce housing.
- Provide arts participation in music, community band, orchestra, choir organizations
- Provide better public transportation to reduce traffic
- Provide better street lighting similar to Bradburn Street. Prevent stop and remove homeless open use of injecting drugs in parks and areas near railroad tracks. Relax building permits to allow homeowners to make modifications to their homes and property
- Provide consistent, reliable maintenance of roads (snow removal/repair) and the traffic control devices that support them.
- Provide for a safe community
- Provide housing for people of low income, build a library in n. Westminster
- Provide jobs
- Provide more affordable housing
- Provide more open space. Stop the ridiculous amount of apartment development. Traffic is getting worse. You are destroying the appeal of living in a small community and turning us into Denver. People who want a small community feel will move out if you continue to destroy our community. I definitely will.
- Provide more police patrolling to diss. Property crimes
- Provide more residential discounts in more places
- Provide services to assure safety in all aspects of community life
- Provide trash, recycling services. Do a better job of communicating
- Providing a safe community could lead to businesses development and would then hopefully promote a good economy for the city
- Public safety
- Public school overhaul wps among worse in state, we pay for private
- Public transportation options
- Put pressure on the state highway system to make at least eastbound 92nd Ave at Wadsworth a non blinking yellow light. This is dangerous intersection to have blinking yellow lights. Several accidents have occurred there, two near misses to myself
- Quit building apartments we are running out of streets soon it will be water, elec. Etc. Our streets are full now Lowell is blocks long at rush hour. Now already
- Quit building new areas. Don't like the new Westminster mall. Stop building on every space!

- Quit expanding and stop building on our open spaces.
- Quit promoting growth! Make the intersection of 92nd and Wadsworth safer! It's a death trap and to have the traffic lights and turn arrows work the way they do especially by a retirement home! Lets reconsider the dangerous ways of these intersections
- Reduce car dependence by improving public transit and bikeability/walkability
- Reduce density
- Reduce government red tape and expand on businesses
- Reduce growth and traffic congestion
- Reduce high water and sewer charges
- Reduce our water bill. Huge hike in water bill by city in 2019
- Reduce taxes
- Reduce the outrageously high water bills
- Remember Colorado is an arid state. Too many multifamily dwellings being built. If or when a drought hits we could all find ourselves short of water
- Renovate older areas, south of 82nd and implement renovations nicer storefront that would improve neighborhoods, reduce population in. In crimes
- Rent control, lots of entry level positions in new businesses but not a lot of affordable housing. Please do not turn this into another Boulder where our workers cant afford to live
- Rent price increase caps
- Reopen Stanley Lake for boating. Heard from a good source there were no violations to the current program on muscle infestation only thought it would be a good decision so the lake didn't get them. Losing out on a lot of money each year by closing the lake to boats
- Repair streets, pot holes are bad. Housing affordable
- Restaurants, shopping since mall torn down you have to go to Thorten to socialize
- Revitalize attract new businesses with job opportunities, clean up areas, small strip malls, Federal south of 104th visually fix sidewalks, more trails, paths appalling
- Safe community
- Safe sidewalks, streets and trails for use. There are many people who wander or make a woman like me feel unsafe on runs or adventuring outdoors alone
- Safer place to live more activities for seniors
- Save more open space areas. Stop building out and more. Reuse, restore abandoned, run down areas. Reduce taxes so restaurants and shops will stay in this area
- School choice of parents!
- Schooling is a big problem they need to renovate all the schools they are very old and poor. Put money into schools for different programs to benefit the kids. We need more supermarkets
- Senior housing, homeless housing
- Slow down growth in housing and keeping open space
- Slow down residential growth
- Slow down the housing growth, multi story buildings
- Slow growth
- Snow removal everywhere
- Snow removal for side streets
- Snow removal on all Westminster streets. It is a danger to all drivers when only the major roads are cleared of snow, even when we received multiple inches our street is never cleared. If it was just a slight dusting I understand but it is concerning that snow removal does not occur when there are multiple inches of snow on the roads making hazardous travel conditions.
- Snow removal on the side streets, cul de sacs to improve safety of its citizens
- Solve the crime increase
- Start teaching about zero waste, composting and lastly recycling correctly
- Stick to current zoning and stop re zoning to allow for developers to put higher density developments
- Stick with the basics, forget trying to mandate social progressivism
- Stop all the building. Especially the apartment building. The roads and retail are always full of people and will only get worse. Westminster used to be a wonderful city but that is not true now.
- Stop approving high density developments
- Stop building apartments!
- Stop building high density low income housing. This ruins neighborhoods and raises crime!!!!!!
- Stop building housing, improve schools.
- Stop building new houses; it's overcrowded. Get local (not chain) restaurants to the downtown. Increase sidewalks along Wadsworth north of 104th.
- Stop building on our open spaces please! It's a gift to have those spaces esp. Since we have such a beautiful view of the mountains! And drinking water, change the source. The contamination from Stanley Lake and surrounding area shouldn't be in our bodies

- Stop building so many big buildings and stop destroying so many open spaces, that is destroying so many animals habitats
- Stop building so much multifamily in a community that is already congested with people and traffic. Allow boating and recreation the way it used to be on Standley lake.
- Stop building use center that are empty stores
- Stop building, creates water, traffic issues
- Stop building, too much traffic, traffic not monitored we need to get people to leash their dogs, put out many posts with compostibles bags for dog poop
- Stop building/empty retail buildings seem to be overabundant, sorry finish downtown Sheridan is a nightmare at 5pm Westin hotel is too tall, never should have happened
- Stop developing housing in open places. We don't need more people, keep the open places a place we enjoy looking at.
- Stop development, changing zoning to cater to commercial. Tax interests. Quit being greedy assholes
- Stop drones from around the 69th and Sheridan area from spying on our neighborhood its illegal
- Stop filling every open area with residential and commercial buildings!
- Stop fracking
- Stop growth, repair roads
- Stop increasing the water rates! The city council is single handedly ruining the city by creating financial hardships and ugly, dusty, pest infested outdoor spaces because of the outrages water hikes
- Stop issuing building permits for huge apartment complexes. The increased car traffic puts too much burdon on police dept. Unfair to them.
- Stop raising our water bill
- Stop raising water rates!
- Stop rezoning for multi family developments
- Stop the growth
- Stop the rapid growth and development of multi residential housing. Already overbilt over crowded will and is creating traffic congestion. Forcing seniors to move out of city/state. To much focus on young people
- Stop the sprawl of boring chain restaurants and box stores. Make this place unique. Create community by creating a down town area
- Stop wasting its money on things the people don't want
- Stop wasting money maybe citizens can enjoy their money directly instead of watching it be used for nonsense and the price always increases
- Street repair maintenenance
- Support education through good public schools, libraries and continuing education
- Support environmental sustainability by providing options to reduce waste.
- Take a stand against aiding and abetting illegal immigrants. They need to follow our laws even moreso than us natural citizens. They are criminals just by illegally entering our country. Support ice and fight current Colorado policies that are working against following immigration laws!!
- The city is over growing, I believe the city in spirit is inclusive, however I think older areas of Westminster are neglected, ignored.
- The city should have acquired the pillar of fire farms land, but since they didn't there damn well better be affordable safe housing there
- The multi family units are becoming so numerous that im concerned about water and traffic that's being consumed and created in our city
- The new Westminster mall site is such a let down. We were told no dining or shopping, how does this help our city?
- The streets need to be improved, recycle and city clean up programs
- The water price increase is ridiculous. Snow removal has been pretty sub par the past two years
- There needs to be more hispancis in the medcial profession, so they can relate more easier to one another for healths sake.
- Think critically about growth and listen to residents
- To attract respectful, prideful, conscientious residence and high quality business you have to have a city that those individuals and entities would desire to live and operate in. A safe, clean, well-taken care of city will accomplish that.
- To have a vision for the city development
- To make sure it is safe. If we are going to have walkability it should be safe! Life should be safe!!!
- To me its always been very bland, perhaps provide more variety of parks and recreation or business related recreation
- To much emphases on building in the city. Open spaces being used up, which brings more traffic and congestion
- To stop growing, and go back to the old Colorado way of life, and stop adding fees to our bills make the builders and new residences pay!
- Too many to be just one, start with police, fire depts. Roads, parks, schools. Shopping the list can go on. We don't need more people. We need to fix what we have

- Too populated, traffic is a nightmare. Cars always run red lights. Snow removal is n. Too crowded, streets too busy thinking of moving out of Westminster
- Traffic congestion
- Traffic congestion. Quality of life in Westminster is actually pretty good right now. My concern would be what I would consider negative changes, like more business growth and more housing development.
- Traffic enforcement
- Traffic issues, fail to yield, traffic signal violations, speeding
- Traffic speeds in the neighborhood. Car speed upwards to 40-50 mph in residential streets. Having speed bumps in areas would help
- Traffic will become more congested with growth. Address those needs prior to developments
- Transportation throughout the city needs to improve. Also traffic light timing is atrocious in Wadsworth and church ranch
- Trash collection in one family. We have trash trucks coming all week long because there is no Westminster trash removal. Also start enforcing the junk/disabled car policy. Our neighborhood is like a junk yard of old cars that never move
- Truly, honestly consider the opinions and feedback of the residents with positive intent
- Try to reduce the homeless. Meth has become the major drug in Colo in general. And these people are major users as well as creating health safety and appearance issues. Don't become a Denver or city of Arvada who welcome them!
- Try to make sure older people can retire in city taxes to high, water prices to high, this takes money from retired people on fixed incomes
- Use taxes to maintain rec facilities and open areas, and put more emphasis on the arts
- Vie for more livable affordable family housing
- Water - it's insane how much more we pay for water than Denver county!
- We have a very dangerous situation between Wadsworth and 90th. Multiple people from wooden shoe wildridge townhomes and others cross at the rec path without a cross walk. We have notified Westminster multiple times but never get a response. Traffic is heavy and moves fast
- Westminster hills dog park traffic ruining neighborhood across street 105th Simms need more parking and at top of hill also
- Westminster started as single family residential quit promoting high density housing in an areas zoned as residential
- What is the weekly e-letter? Increase sales tax revenue base as promised with the old Westminster mall and its replacement as a strong sales tax revenue base.
- When I saw someone breaking into my neighbors car I immediately called 911. No police ever came, there has been many thefts within our neighborhood and we know that personal loss is not a priority for our police. When I called and asked I was told they have bigger fish to fry? "right"
- When there is a major decision made that affects all the citizens, that the citizens are aware and are able to make comments about the situation before a decision is made: i.e, the toll roads on 36, striping of streets as on 100th recently (now very unsafe!!!); city council is very liberal in thinking and actions without citizen input, water meters situation started and not gone any further, etc.
- Work towards a local green new deal
- Worry about the older parts of town not just the new parts

Question D11: What is your gender/gender identity? Another gender – please specify if you wish

- Agender
- Honey badger

APPENDIX C: COMPARISONS OF SELECT QUESTIONS BY RESPONDENT CHARACTERISTICS

For most of the questions, only one number for each question in these subgroup comparison tables is shown for ease of comparison. These summarized responses show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the City website as a “major source” or “minor source” of City information.

The subgroup comparison tables contain the cross tabulations of survey questions by selected respondent characteristics. Chi-square or ANOVA tests of significance were applied to these breakdowns of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent “real” differences among those populations.

For each pair of subgroups that has a statistically significant difference, an upper case letter denoting significance is shown in the category with the larger column proportion. The letter denotes the category with the smaller column proportion from which it is statistically different. Differences were marked as statistically significant if the probability that the differences were due to chance alone were less than 5%. Categories were not used in comparisons when a column proportion was equal to zero or one.

Items that have no upper case letter denotation in their column and that are also not referred to in any other column were not statistically different.

For example, in Table 42 on the following page, 61% of respondents age 55 and over (C) rated Westminster as a very good or good place to retire. This proportion of respondents (C) was statistically significantly higher than respondents age 35 to 54 (B) as indicated by the “B” under the percentage of 55+ in column C. In another example, Table 43, respondents age 18 to 34 (A) were statistically significantly less likely to agree that “financially sustainable” described the City’s image compared to respondents age 35 to 54 (B) and age 55 and over (C).

COMPARISONS BY RESPONDENT AGE

Notable trends in responses by age included the following:

- Where differences emerged, residents age 18 to 34 tended to provide lower quality ratings to government service provision compared to residents 35 and over.
- When given the list of community problems such as too much growth, traffic safety on major streets and poor condition of properties, residents age 18 to 54 reported the severity of these problems as lesser than those aged 55 or over.
- Younger residents (18 to 34) were more likely to feel that commercial and retail growth in Westminster has had a positive impact on their quality of life compared to those age 55 or over. Impact ratings of residential growth and density did not differ by age of respondent.
- Among the list of 15 various priorities for the City, younger residents (18-34 years) rated providing for a safe community as less important than older Westminster residents; these younger residents were more likely to place importance on providing opportunities for recycling compared to residents age 35 to 55.

Table 42: Question 1

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
Westminster as a place to live	86%	87%	88%	87%
The overall quality of your neighborhood	78%	83%	78%	80%
Westminster as a place to raise children	79%	83%	80%	81%
Quality of local public schools in Westminster	43%	57%	60%	54%
Westminster as a place to retire	56%	46%	61%	55%
Westminster as a place to work	61%	64%	59%	62%
Job opportunities in Westminster	40%	39%	42%	41%
Traffic flow on major streets	41%	35%	31%	36%
Openness and acceptance of the community toward people of diverse backgrounds	68%	58%	56%	60%
Openness and acceptance of City programs and services toward people of diverse backgrounds	72%	62%	61%	64%
Overall image or reputation of Westminster	62%	72%	70%	68%
The overall quality of life in Westminster	84%	82%	79%	82%

Table 43: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
Financially sustainable	78%	88%	90%	86%
Vibrant, inclusive and engaged community	70%	75%	81%	75%
Beautiful parks/open spaces	92%	94%	92%	93%
Visionary and progressive	71%	67%	76%	71%
Dynamic, diverse economy	60%	66%	75%	67%
Safe and secure	78%	72%	80%	76%
Environmentally sensitive	71%	77%	83%	77%
Ease of mobility	65%	75%	75%	72%

Table 44: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is... (Percent "strongly" or "somewhat" agree)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
The next Urban Center of the Colorado Front Range	61% B	48%	57%	53%
An inclusive City	84%	76%	79%	78%
A creative City	70%	71%	79%	72%
A well-connected City	73%	78%	79%	75%
A community with distinct neighborhoods	65%	64%	77% B	68%
A community with quality educational opportunities	74%	79%	79%	77%
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	66%	77% A	78%	74%
A community that embraces the outdoors	90%	88%	87%	88%
A community that is one of the most sustainable cities in America	74%	75%	74%	74%

Table 45: Question 4

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
Violent crimes (e.g., rape, robbery, assault)	64%	70%	69%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	43%	49%	55%	48%
Residential fires	77%	82%	79%	78%

Table 46: Question 5

For each of the following services provided by the City of Westminster, first please rate the quality of the service. (Percent "very good" or "good")	Age group			City overall
	18-34 (A)	35-54 (B)	55+ (C)	(A)
Sewer services	70%	79%	80%	76%
Recycling drop off centers at City facilities	72%	55%	62%	61%
Police traffic enforcement	54%	69% A	67% A	63%
Police protection	65%	72%	77%	71%
Fire protection	78%	90% A	90% A	85%
Emergency medical/ambulance service	81%	87%	87%	84%
Municipal Court	52%	59%	62%	57%
Emergency preparedness	57%	60%	69%	61%
Land use, planning and zoning	50%	50%	48%	49%
City Code enforcement	40%	48%	45%	44%
Animal management	67%	58%	56%	59%
Economic development	57%	62%	56%	58%
Parks maintenance	73%	85% A	83%	81%
Libraries	78%	89% A	82%	83%
Drinking water quality	67%	81% A	82% A	77%
Recreation programs	78%	90% A	85%	85%
Recreation facilities	76%	89% A	88% A	85%
Trails	79%	91% A	81%	85%
Preservation of natural areas (open space, greenbelts)	73%	79%	77%	76%
Building permits/inspections	38%	51%	50%	46%
Utility billing/meter reading	46%	56%	62% A	55%
Snow removal	36%	39%	50% A	42%
Street repair	40%	45%	38%	42%
Street cleaning	59%	50%	49%	52%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	73%	76%	77%	75%
Overall quality of services provided by the City	75%	76%	73%	74%

Table 47: Question 6

Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	Age group			City overall
	18-34 (A)	35-54 (B)	55+ (C)	(A)
Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	84%	84%	78%	82%

Table 48: Question 7

Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
I receive good value for the City of Westminster taxes I pay	66%	68%	64%	66%
The Westminster government welcomes citizen involvement	61%	57%	62%	58%
City Council cares what people like me think	41%	40%	46%	42%
City staff cares what people like me think	41%	44%	52%	45%

Table 49: Question 8

What impact, if any, do you think each of the following have on the overall quality of life in Westminster? (Percent "very" or "somewhat" positive)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
Residential growth in Westminster	45%	41%	41%	42%
Commercial and retail growth in Westminster	68% C	61%	52%	60%
Density (e.g., less space between buildings, more multi-story buildings, etc.)	21%	21%	22%	21%

Table 50: Question 9

To what degree, if at all, are the following a problem in Westminster? (Percent "major" or "moderate" problem)	Age group			City overall (A)
	18-34 (A)	35-54 (B)	55+ (C)	
Crime (vandalism, graffiti, drugs)	51%	57%	61%	57%
Too much growth	44%	56%	71% A B	57%
Lack of growth	9%	10%	16%	11%
Homelessness	45%	45%	50%	46%
Lack of availability of recreation facilities	14%	10%	12%	11%
Taxes are too high	49%	45%	50%	48%
Unavailability of convenient shopping	29%	22%	22%	24%
High cost of housing	73%	74%	70%	73%
Traffic safety on neighborhood streets	33%	33%	44%	37%
Traffic safety on major streets	41%	44%	57% A B	47%
Poor maintenance and condition of homes	25%	33%	38% A	32%
Poor condition of properties (weeds, trash, junk vehicles)	28%	34%	47% A B	36%
Unavailability of trails or trail connections	21%	13%	15%	16%

Table 51: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. (Percent "major" or "minor" source)	Age group			City overall
	18-34 (A)	35-54 (B)	55+ (C)	(A)
City's website (www.cityofwestminster.us)	73%	82% C	64%	74%
The Weekly (e-newsletter)	24%	34%	35%	31%
City Edition (print newspaper)	54%	54%	63%	57%
Municipal Channel 8	12%	15%	16%	14%
Parks, Recreation and Libraries Activity Guide	72%	81%	83%	79%
Westminster Government Facebook Account	40% C	37% C	16%	31%
Westminster Government Twitter Account	26% C	21% C	7%	18%
Westminster Government Nextdoor Account	34%	44% C	28%	37%
Westminster Government YouTube Channel	9%	12%	7%	9%
Spanish media (Telemundo, Univision, etc.)	9%	6%	4%	6%

Table 52: Question 15

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following. (Percent "essential" or "very important")	Age group			City overall
	18-34 (A)	35-54 (B)	55+ (C)	(A)
Provide opportunities for residents to maintain or improve physical health	66%	64%	70%	67%
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	89%	81%	84%	84%
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	82%	75%	81%	79%
Improve mass-transit options throughout Westminster	78%	68%	66%	70%
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	95%	92%	93%	93%
Maintain access to City Library facilities and services	75%	75%	74%	74%
Promote appreciation and preservation of the cultural and historical heritage of the community	43%	48%	56%	49%
Lead the development of cultural opportunities in Westminster	47%	45%	48%	46%
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	61%	59%	58%	59%
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	67%	79% A	74%	73%
Set and enforce land use, planning and zoning policies and provide building permits and inspections	63%	69%	81% A B	71%
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	85%	94% A	94% A	92%
Provide for safe drinking water and sewer services	95%	100% A	98%	98%
Provide opportunities for recycling such as City drop off centers	86% B	71%	75%	77%
Ensure the City provides ample affordable/workforce housing	65%	65%	66%	65%

COMPARISON BY TYPE OF HOUSING

Notable trends in responses by housing unit type included the following:

- Residents living in attached housing units felt more positively about Westminster as a place to work but less positively about the quality of their neighborhood compared to residents who lived in detached housing units.
- Detached unit dwellers felt a stronger connection between Westminster’s image of financial sustainability, while attached unit dwellers felt a stronger connection to the City as visionary and progressive. Further, attached unit dwellers were more likely than detached unit dwellers to agree that the City’s Vision statement should include that Westminster is the next Urban Center of the Colorado Front Range and a creative City.
- Ratings of government service delivery were generally similar when compared by housing unit type, but residents in attached units gave higher ratings to emergency preparedness; land use, planning, and zoning; street cleaning; and overall customer service by Westminster employees.
- Attached unit dwellers were more likely to agree that the City is moving in the right direction and more likely to agree with various statements about government performance (the Westminster government welcomes citizen involvement, City Council cares what people like me think and City staff cares what people like me think).
- Where differences emerged, residents living in detached units felt various problems in the community were less of a problem compared to their counterparts (i.e., unavailability of convenient shopping, poor maintenance and condition of homes, unavailability of trails or trail connections, etc.)

Table 53: Question 1

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Westminster as a place to live	85%	91%	87%
The overall quality of your neighborhood	84% B	73%	80%
Westminster as a place to raise children	82%	79%	81%
Quality of local public schools in Westminster	52%	58%	54%
Westminster as a place to retire	53%	57%	55%
Westminster as a place to work	57%	69% A	62%
Job opportunities in Westminster	42%	37%	41%
Traffic flow on major streets	33%	38%	36%
Openness and acceptance of the community toward people of diverse backgrounds	59%	62%	60%
Openness and acceptance of City programs and services toward people of diverse backgrounds	63%	68%	64%
Overall image or reputation of Westminster	67%	72%	68%
The overall quality of life in Westminster	82%	82%	82%

Table 54: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Financially sustainable	88% B	82%	86%
Vibrant, inclusive and engaged community	75%	75%	75%
Beautiful parks/open spaces	92%	94%	93%
Visionary and progressive	66%	80% A	71%
Dynamic, diverse economy	66%	69%	67%
Safe and secure	76%	76%	76%

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Environmentally sensitive	80%	70%	77%
Ease of mobility	70%	73%	72%

Table 55: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is... (Percent "strongly" or "somewhat" agree)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
The next Urban Center of the Colorado Front Range	49%	62% A	53%
An inclusive City	79%	79%	78%
A creative City	69%	79% A	72%
A well-connected City	75%	77%	75%
A community with distinct neighborhoods	67%	71%	68%
A community with quality educational opportunities	78%	75%	77%
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	73%	76%	74%
A community that embraces the outdoors	86%	90%	88%
A community that is one of the most sustainable cities in America	74%	74%	74%

Table 56: Question 4

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Violent crimes (e.g., rape, robbery, assault)	72%	60%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	49%	47%	48%
Residential fires	80%	77%	78%

Table 57: Question 5

For each of the following services provided by the City of Westminster, first please rate the quality of the service. (Percent "very good" or "good")	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Sewer services	76%	77%	76%
Recycling drop off centers at City facilities	60%	66%	61%
Police traffic enforcement	61%	69%	63%
Police protection	68%	76%	71%
Fire protection	85%	88%	85%
Emergency medical/ambulance service	83%	88%	84%
Municipal Court	54%	63%	57%
Emergency preparedness	55%	73% A	61%
Land use, planning and zoning	44%	59% A	49%
City Code enforcement	43%	48%	44%
Animal management	57%	66%	59%
Economic development	55%	64%	58%
Parks maintenance	82%	79%	81%
Libraries	81%	88%	83%
Drinking water quality	76%	77%	77%
Recreation programs	85%	84%	85%
Recreation facilities	86%	82%	85%
Trails	86%	81%	85%
Preservation of natural areas (open space, greenbelts)	76%	76%	76%
Building permits/inspections	44%	52%	46%
Utility billing/meter reading	52%	61%	55%
Snow removal	39%	47%	42%
Street repair	39%	46%	42%
Street cleaning	48%	61% A	52%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	71%	83% A	75%
Overall quality of services provided by the City	73%	77%	74%

Table 58: Question 6

	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	76%	93% A	82%

Table 59: Question 7

Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
I receive good value for the City of Westminster taxes I pay	64%	71%	66%
The Westminster government welcomes citizen involvement	52%	70% A	58%
City Council cares what people like me think	35%	54% A	42%
City staff cares what people like me think	38%	56% A	45%

Table 60: Question 8

What impact, if any, do you think each of the following have on the overall quality of life in Westminster? (Percent "very" or "somewhat" positive)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Residential growth in Westminster	38%	50% A	42%
Commercial and retail growth in Westminster	57%	66% A	60%
Density (e.g., less space between buildings, more multi-story buildings, etc.)	17%	27% A	21%

Table 61: Question 9

To what degree, if at all, are the following a problem in Westminster? (Percent "major" or "moderate" problem)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Crime (vandalism, graffiti, drugs)	54%	61%	57%
Too much growth	57%	57%	57%
Lack of growth	9%	15%	11%
Homelessness	40%	59% A	46%
Lack of availability of recreation facilities	10%	14%	11%
Taxes are too high	47%	48%	48%
Unavailability of convenient shopping	18%	35% A	24%
High cost of housing	65%	86% A	73%
Traffic safety on neighborhood streets	33%	42% A	37%
Traffic safety on major streets	47%	47%	47%
Poor maintenance and condition of homes	28%	39% A	32%
Poor condition of properties (weeds, trash, junk vehicles)	32%	43% A	36%
Unavailability of trails or trail connections	12%	25% A	16%

Table 62: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. (Percent "major" or "minor" source)	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
City's website (www.cityofwestminster.us)	75%	73%	74%
The Weekly (e-newsletter)	31%	32%	31%
City Edition (print newspaper)	56%	59%	57%
Municipal Channel 8	13%	18%	14%
Parks, Recreation and Libraries Activity Guide	74%	87%	79%
Westminster Government Facebook Account	27%	40%	31%
Westminster Government Twitter Account	16%	23%	18%
Westminster Government Nextdoor Account	44%	23%	37%
Westminster Government YouTube Channel	9%	9%	9%
Spanish media (Telemundo, Univision, etc.)	5%	7%	6%

Table 63: Question 15

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following. (Percent "essential" or "very important")	Housing unit type		City overall
	Detached (A)	Attached (B)	(A)
Provide opportunities for residents to maintain or improve physical health	64%	70%	67%
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	83%	86%	84%
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	75%	84%	79%
Improve mass-transit options throughout Westminster	65%	79%	70%
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	91%	97%	93%
Maintain access to City Library facilities and services	71%	81%	74%
Promote appreciation and preservation of the cultural and historical heritage of the community	46%	54%	49%
Lead the development of cultural opportunities in Westminster	40%	57%	46%
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	56%	64%	59%
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	72%	76%	73%
Set and enforce land use, planning and zoning policies and provide building permits and inspections	71%	71%	71%
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	91%	93%	92%
Provide for safe drinking water and sewer services	99%	95%	98%
Provide opportunities for recycling such as City drop off centers	73%	82%	77%
Ensure the City provides ample affordable/workforce housing	57%	79%	65%

COMPARISONS BY HOUSEHOLD INCOME

Notable trends in responses by income included the following:

- Households with the highest incomes (\$100,000 or more) rated the overall quality of their neighborhood more favorably than households with lower incomes.
- The overall image or reputation of Westminster, Westminster as a place to raise children and overall quality of life in Westminster were given lower ratings from lower income households (\$25,000 or less).
- Residents in moderate income households (\$25,000 to \$99,999) felt a stronger connection to Westminster’s image of a dynamic, diverse economy compared to their counterparts.
- Higher income households (\$100,000 or more) reported feeling safer from violent crimes than households with lower incomes; however, quality ratings of safety services did not vary by household income.
- Recreation programs, trails and preservation of natural areas were given higher quality ratings by higher income households (\$100,000 or more). Further, the lack of the availability of recreation facilities was seen as more problematic by lower income households (\$25,000 or less) compared to higher income households.
- Residents in households making less the \$25,000 per year were less likely to feel that the City is headed in the right direction and less likely to agree that they receive good value for the City of Westminster taxes they pay.

Table 64: Question 1

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
Westminster as a place to live	74%	87%	91% A	87%
The overall quality of your neighborhood	62%	77%	86% A B	80%
Westminster as a place to raise children	44%	84% A	84% A	81%
Quality of local public schools in Westminster	27%	61% A	53%	54%
Westminster as a place to retire	37%	56%	57%	55%
Westminster as a place to work	57%	62%	64%	62%
Job opportunities in Westminster	25%	42%	39%	41%
Traffic flow on major streets	22%	39%	32%	36%
Openness and acceptance of the community toward people of diverse backgrounds	39%	70% A C	51%	60%
Openness and acceptance of City programs and services toward people of diverse backgrounds	53%	72%	61%	64%
Overall image or reputation of Westminster	47%	72% A	69% A	68%
The overall quality of life in Westminster	65%	82% A	88% A	82%

Table 65: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
Financially sustainable	81%	81%	93%	86%
Vibrant, inclusive and engaged community	65%	77%	75%	75%
Beautiful parks/open spaces	83%	91%	96%	93%
Visionary and progressive	62%	78%	64%	71%
Dynamic, diverse economy	45%	74%	59%	67%
Safe and secure	57%	79%	76%	76%
Environmentally sensitive	62%	75%	80%	77%
Ease of mobility	62%	72%	71%	72%

Table 66: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is... (Percent "strongly" or "somewhat" agree)	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
The next Urban Center of the Colorado Front Range	55%	59%	49%	53%
An inclusive City	75%	80%	79%	78%
A creative City	59%	82%	61%	72%
A well-connected City	63%	80%	73%	75%
A community with distinct neighborhoods	48%	77%	62%	68%
A community with quality educational opportunities	62%	78%	75%	77%
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	54%	76%	72%	74%
A community that embraces the outdoors	75%	89%	88%	88%
A community that is one of the most sustainable cities in America	44%	77%	73%	74%

Table 67: Question 4

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
Violent crimes (e.g., rape, robbery, assault)	44%	65%	77%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	44%	46%	54%	48%
Residential fires	72%	78%	83%	78%

Table 68: Question 5

For each of the following services provided by the City of Westminster, first please rate the quality of the service. (Percent "very good" or "good")	Household income			City overall
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	(A)
Sewer services	60%	75%	82% A	76%
Recycling drop off centers at City facilities	64%	66%	61%	61%
Police traffic enforcement	53%	68%	61%	63%
Police protection	65%	77%	69%	71%
Fire protection	80%	87%	89%	85%
Emergency medical/ambulance service	82%	85%	91%	84%
Municipal Court	65%	58%	66%	57%
Emergency preparedness	68%	69%	57%	61%
Land use, planning and zoning	35%	55%	50%	49%
City Code enforcement	31%	52%	44%	44%
Animal management	27%	66% A	60% A	59%
Economic development	44%	62%	60%	58%
Parks maintenance	73%	81%	84%	81%
Libraries	70%	85%	85%	83%
Drinking water quality	67%	72%	86% B	77%
Recreation programs	72%	83%	91% A B	85%
Recreation facilities	78%	82%	90%	85%
Trails	61%	82% A	93% A B	85%
Preservation of natural areas (open space, greenbelts)	41%	73% A	86% A B	76%
Building permits/inspections	56%	51%	47%	46%
Utility billing/meter reading	49%	60%	55%	55%
Snow removal	36%	46%	40%	42%
Street repair	26%	49% A C	38%	42%
Street cleaning	54%	58%	51%	52%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	68%	76%	79%	75%
Overall quality of services provided by the City	50%	75% A	80% A	74%

Table 69: Question 6

	Household income			City overall
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	(A)
Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	46%	82% A	87% A	82%

Table 70: Question 7

Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	Household income			City overall
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	(A)
I receive good value for the City of Westminster taxes I pay	41%	69% A	66% A	66%
The Westminster government welcomes citizen involvement	47%	64%	60%	58%
City Council cares what people like me think	26%	45%	43%	42%
City staff cares what people like me think	26%	52% A	42%	45%

Table 71: Question 8

What impact, if any, do you think each of the following have on the overall quality of life in Westminster? (Percent "very" or "somewhat" positive)	Household income			City overall
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	(A)
Residential growth in Westminster	45%	43%	46%	42%
Commercial and retail growth in Westminster	26%	59% A	71% A B	60%
Density (e.g., less space between buildings, more multi-story buildings, etc.)	24%	22%	22%	21%

Table 72: Question 9

To what degree, if at all, are the following a problem in Westminster? (Percent "major" or "moderate" problem)	Household income			City overall
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	(A)
Crime (vandalism, graffiti, drugs)	76%	55%	54%	57%
Too much growth	77% C	60% C	47%	57%
Lack of growth	27% C	13%	7%	11%
Homelessness	70% C	52% C	37%	46%
Lack of availability of recreation facilities	29% B C	13%	8%	11%
Taxes are too high	61%	54% C	37%	48%
Unavailability of convenient shopping	35%	30% C	15%	24%
High cost of housing	85%	78% C	66%	73%
Traffic safety on neighborhood streets	48%	39%	29%	37%
Traffic safety on major streets	62%	47%	43%	47%
Poor maintenance and condition of homes	68% B C	33%	27%	32%
Poor condition of properties (weeds, trash, junk vehicles)	63% B C	37%	31%	36%
Unavailability of trails or trail connections	33% C	19% C	11%	16%

Table 73: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. (Percent "major" or "minor" source)	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
City's website (www.cityofwestminster.us)	47%	74% A	80% A	74%
The Weekly (e-newsletter)	24%	33%	28%	31%
City Edition (print newspaper)	48%	57%	54%	57%
Municipal Channel 8	13%	20% C	10%	14%
Parks, Recreation and Libraries Activity Guide	72%	82%	74%	79%
Westminster Government Facebook Account	18%	36%	32%	31%
Westminster Government Twitter Account	11%	22%	19%	18%
Westminster Government Nextdoor Account	17%	36%	42% A	37%
Westminster Government YouTube Channel	9%	12%	9%	9%
Spanish media (Telemundo, Univision, etc.)	5%	10%	4%	6%

Table 74: Question 15

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following. (Percent "essential" or "very important")	Household income			City overall (A)
	Less than \$25,000 (A)	\$25,000 to \$99,999 (B)	\$100,000 or more (C)	
Provide opportunities for residents to maintain or improve physical health	68%	67%	64%	67%
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	69%	87%	82%	84%
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	73%	78%	79%	79%
Improve mass-transit options throughout Westminster	73%	68%	72%	70%
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	80%	96% A	95% A	93%
Maintain access to City Library facilities and services	72%	76%	74%	74%
Promote appreciation and preservation of the cultural and historical heritage of the community	49%	57% C	39%	49%
Lead the development of cultural opportunities in Westminster	58%	54% C	37%	46%
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	45%	64%	57%	59%
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	69%	72%	79%	73%
Set and enforce land use, planning and zoning policies and provide building permits and inspections	72%	72%	69%	71%
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	90%	88%	94%	92%
Provide for safe drinking water and sewer services	95%	96%	100% B	98%
Provide opportunities for recycling such as City drop off centers	73%	78%	76%	77%
Ensure the City provides ample affordable/workforce housing	73%	68%	62%	65%

COMPARISONS BY LENGTH OF RESIDENCY

Notable trends in responses by length of residency included the following:

- Generally, response patterns varied and most differences in ratings were not statistically significant; however, longer term residents (20 or more years) were more likely to feel a stronger connection with Westminster's image of a dynamic, diverse economy compared to those with a much shorter residence (0 to 4 years). Further, these longer-term residents were more likely than the shorter term residents to agree that the City's Vision statement should include that Westminster is a creative City.
- Respondents who had lived in the City for 10-14 years tended to give lower ratings to a number of services compared to their counterparts.
- Residents living in Westminster less than four years were more likely feel that the City is moving in the "right direction" compared to those living in the community for 20 or more years.
- Those whose tenure in Westminster was 10 years or more were more likely to feel too much growth was a problem compared to those who lived in the city for 4 years or less.

Table 75: Question 1

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Westminster as a place to live	89%	83%	83%	92%	91%	87%
The overall quality of your neighborhood	85%	74%	80%	87%	80%	80%
Westminster as a place to raise children	81%	88%	75%	85%	80%	81%
Quality of local public schools in Westminster	45%	67%	48%	57%	55%	54%
Westminster as a place to retire	50%	68%	43%	46%	60%	55%
Westminster as a place to work	55%	71%	59%	61%	65%	62%
Job opportunities in Westminster	34%	43%	31%	45%	49%	41%
Traffic flow on major streets	37%	36%	24%	44%	32%	36%
Openness and acceptance of the community toward people of diverse backgrounds	52%	62%	57%	63%	62%	60%
Openness and acceptance of City programs and services toward people of diverse backgrounds	63%	67%	63%	63%	61%	64%
Overall image or reputation of Westminster	68%	71%	71%	72%	70%	68%
The overall quality of life in Westminster	81%	86%	82%	87%	80%	82%

Table 76: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Financially sustainable	85%	82%	83%	90%	91%	86%
Vibrant, inclusive and engaged community	70%	76%	77%	73%	80%	75%
Beautiful parks/open spaces	94%	96%	87%	98%	91%	93%
Visionary and progressive	74%	69%	68%	64%	72%	71%
Dynamic, diverse economy	55%	66%	70%	71%	77% A	67%
Safe and secure	79%	72%	72%	85%	76%	76%
Environmentally sensitive	76%	73%	73%	80%	81%	77%
Ease of mobility	72%	65%	72%	78%	73%	72%

Table 77: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is... (Percent "strongly" or "somewhat" agree)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
The next Urban Center of the Colorado Front Range	49%	53%	61%	56%	56%	53%
An inclusive City	76%	83%	71%	83%	81%	78%
A creative City	65%	74%	77%	69%	81% A	72%
A well-connected City	76%	71%	73%	72%	81%	75%
A community with distinct neighborhoods	61%	73%	65%	57%	74%	68%
A community with quality educational opportunities	75%	81%	70%	85%	77%	77%
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	73%	63%	78%	89% B	76%	74%
A community that embraces the outdoors	87%	89%	89%	92%	89%	88%
A community that is one of the most sustainable cities in America	73%	73%	72%	79%	76%	74%

Table 78: Question 4

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Violent crimes (e.g., rape, robbery, assault)	68%	72%	55%	83% C	66%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	52%	49%	35%	51%	51%	48%
Residential fires	86% B C	71%	67%	86%	82%	78%

Table 79: Question 5

For each of the following services provided by the City of Westminster, first please rate the quality of the service. (Percent "very good" or "good")	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Sewer services	73%	79%	68%	76%	81%	76%
Recycling drop off centers at City facilities	61%	75% C	41%	58%	64%	61%
Police traffic enforcement	69%	60%	52%	67%	66%	63%
Police protection	74%	64%	55%	82% C	75%	71%
Fire protection	85%	84%	76%	92%	90%	85%
Emergency medical/ambulance service	90% C	85% C	67%	86%	86% C	84%
Municipal Court	55%	67%	46%	62%	59%	57%
Emergency preparedness	63%	65%	53%	65%	66%	61%
Land use, planning and zoning	50%	61%	37%	41%	43%	49%
City Code enforcement	50%	45%	29%	53%	43%	44%
Animal management	66%	62%	45%	72%	52%	59%
Economic development	61%	60%	47%	62%	58%	58%
Parks maintenance	78%	86% C	67%	94% C	82%	81%
Libraries	81%	87%	74%	93%	84%	83%
Drinking water quality	74%	80%	64%	83%	83% C	77%
Recreation programs	85%	89%	75%	93%	86%	85%
Recreation facilities	90% C	82%	74%	87%	85%	85%
Trails	86%	89% C	71%	91% C	84%	85%
Preservation of natural areas (open space, greenbelts)	82% C	76%	63%	85%	73%	76%
Building permits/inspections	47%	55% C	26%	46%	50%	46%
Utility billing/meter reading	47%	67% C	40%	55%	58%	55%
Snow removal	40%	46%	39%	39%	43%	42%
Street repair	43%	45%	32%	39%	43%	42%
Street cleaning	54%	58%	39%	59%	51%	52%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	82% C	74%	59%	81%	75%	75%
Overall quality of services provided by the City	75%	80%	65%	80%	72%	74%

Table 80: Question 6

Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	89% E	84%	81%	87%	74%	82%

Table 81: Question 7

Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
I receive good value for the City of Westminster taxes I pay	67%	63%	71%	69%	64%	66%
The Westminster government welcomes citizen involvement	64%	52%	52%	53%	61%	58%
City Council cares what people like me think	41%	47%	46%	46%	40%	42%
City staff cares what people like me think	42%	52%	41%	51%	46%	45%

Table 82: Question 8

What impact, if any, do you think each of the following have on the overall quality of life in Westminster? (Percent "very" or "somewhat" positive)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Residential growth in Westminster	48%	48%	50%	31%	32%	42%
Commercial and retail growth in Westminster	72% B E	55%	52%	54%	55%	60%
Density (e.g., less space between buildings, more multi-story buildings, etc.)	24%	24%	21%	10%	16%	21%

Table 83: Question 9

To what degree, if at all, are the following a problem in Westminster? (Percent "major" or "moderate" problem)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Crime (vandalism, graffiti, drugs)	50%	52%	72%	51%	60%	57%
Too much growth	43%	52%	66% A	71% A	72% A B	57%
Lack of growth	11%	12%	16%	9%	7%	11%
Homelessness	52%	44%	60%	39%	39%	46%
Lack of availability of recreation facilities	9%	13%	22% E	8%	7%	11%
Taxes are too high	53%	42%	60%	46%	42%	48%
Unavailability of convenient shopping	28%	29%	26%	11%	19%	24%
High cost of housing	79% B	64%	81%	67%	71%	73%
Traffic safety on neighborhood streets	27%	41%	44%	40%	41%	37%
Traffic safety on major streets	43%	44%	58%	52%	53%	47%
Poor maintenance and condition of homes	29%	36%	39%	23%	34%	32%
Poor condition of properties (weeds, trash, junk vehicles)	26%	43% A	37%	26%	44% A	36%
Unavailability of trails or trail connections	23%	11%	16%	9%	12%	16%

Table 84: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. (Percent "major" or "minor" source)	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
City's website (www.cityofwestminster.us)	79%	79%	69%	75%	69%	74%
The Weekly (e-newsletter)	28%	32%	32%	47%	34%	31%
City Edition (print newspaper)	55%	54%	57%	62%	61%	57%
Municipal Channel 8	11%	18%	24%	13%	14%	14%
Parks, Recreation and Libraries Activity Guide	78%	74%	79%	95% B	82%	79%
Westminster Government Facebook Account	35%	44% E	36%	25%	22%	31%
Westminster Government Twitter Account	27% E	19%	19%	23%	8%	18%
Westminster Government Nextdoor Account	36%	41%	41%	40%	34%	37%
Westminster Government YouTube Channel	8%	11%	19% E	13%	5%	9%
Spanish media (Telemundo, Univision, etc.)	7%	8%	9%	7%	2%	6%

Table 85: Question 15

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following. (Percent "essential" or "very important")	Length of residency					City overall (A)
	0-4 years (A)	5-9 years (B)	10-14 years (C)	15-19 years (D)	20 or more years (E)	
Provide opportunities for residents to maintain or improve physical health	65%	67%	67%	75%	64%	67%
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	84%	87%	83%	92%	79%	84%
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	85%	79%	75%	85%	73%	79%
Improve mass-transit options throughout Westminster	74%	71%	73%	78%	63%	70%
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	95%	97%	90%	94%	89%	93%
Maintain access to City Library facilities and services	74%	80%	75%	79%	67%	74%
Promote appreciation and preservation of the cultural and historical heritage of the community	42%	55%	44%	61%	54%	49%
Lead the development of cultural opportunities in Westminster	45%	52%	38%	47%	48%	46%
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	56%	63%	55%	76%	55%	59%
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	69%	84%	72%	78%	68%	73%
Set and enforce land use, planning and zoning policies and provide building permits and inspections	68%	73%	64%	79%	73%	71%
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	89%	90%	91%	99%	94%	92%
Provide for safe drinking water and sewer services	97%	100% C	93%	100%	98%	98%
Provide opportunities for recycling such as City drop off centers	78%	81%	62%	82%	75%	77%
Ensure the City provides ample affordable/workforce housing	71%	62%	57%	69%	64%	65%

APPENDIX D: COMPARISONS OF SELECT QUESTIONS BY SCHOOL DISTRICT

Notable trends in responses by school district included the following:

- Residents in the Westminster Public School District gave less positive ratings to the overall quality of their neighborhood and their local schools compared to those in Jefferson County and Adams 12 school districts.
- Jefferson County School District residents felt a much stronger connection to “safe and secure” and “environmentally sensitive” as statements that described the image of Westminster compared to those in the Westminster Public School District.
- Westminster Public School District respondents were more likely to agree that the City’s Vision statement should include the City as “the next Urban Center of the Colorado Front Range” compared to respondents from the other two districts.
- Jefferson County and Adams 12 school district residents tended to feel safer from violent and property crimes compared to those in the Westminster Public School District.
- Westminster Public School District residents felt that a number of potential problems were more of a problem than those living in the other two districts.

Table 86: Question 1

Please rate each of the following aspects of Westminster. (Percent "very good" or "good")	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Westminster as a place to live	87%	89%	85%	87%
The overall quality of your neighborhood	81% C	90% A C	66%	80%
Westminster as a place to raise children	84%	83%	74%	81%
Quality of local public schools in Westminster	60% C	58% C	42%	54%
Westminster as a place to retire	53%	66% C	44%	55%
Westminster as a place to work	61%	64%	61%	62%
Job opportunities in Westminster	39%	51% C	32%	41%
Traffic flow on major streets	36%	33%	40%	36%
Openness and acceptance of the community toward people of diverse backgrounds	55%	59%	66%	60%
Openness and acceptance of City programs and services toward people of diverse backgrounds	60%	71%	62%	64%
Overall image or reputation of Westminster	72%	66%	66%	68%
The overall quality of life in Westminster	83%	85%	75%	82%

Table 87: Question 2

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Financially sustainable	89%	85%	83%	86%
Vibrant, inclusive and engaged community	72%	81%	71%	75%
Beautiful parks/open spaces	94%	95%	89%	93%
Visionary and progressive	71%	68%	74%	71%
Dynamic, diverse economy	67%	66%	67%	67%
Safe and secure	80% C	77%	69%	76%
Environmentally sensitive	83% C	77%	68%	77%
Ease of mobility	69%	72%	75%	72%

Table 88: Question 3

The following concepts are from the City of Westminster's current Vision statement. How much do you agree or disagree that each of the following should be included in the City's Vision statement? Westminster is...	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
The next Urban Center of the Colorado Front Range	46%	52%	66% A B	53%
An inclusive City	80%	78%	77%	78%
A creative City	66%	75%	77%	72%
A well-connected City	71%	80%	76%	75%
A community with distinct neighborhoods	65%	69%	72%	68%
A community with quality educational opportunities	80% C	83% C	66%	77%
A community with a resilient local economy that includes a variety of jobs, housing, shopping, cultural, entertainment, and restaurant options	73%	79%	70%	74%
A community that embraces the outdoors	90% C	93% C	80%	88%
A community that is one of the most sustainable cities in America	76%	77%	67%	74%

Table 89: Question 4

Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Violent crimes (e.g., rape, robbery, assault)	74% C	70% C	55%	68%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	56% C	50% C	35%	48%
Residential fires	79%	80%	76%	78%

Table 90: Question 5

For each of the following services provided by the City of Westminster, first please rate the quality of the service. (Percent "very good" or "good")	School District			City overall
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	(A)
Sewer services	74%	85% A C	68%	76%
Recycling drop off centers at City facilities	65%	53%	65%	61%
Police traffic enforcement	60%	65%	64%	63%
Police protection	66%	76%	73%	71%
Fire protection	84%	87%	85%	85%
Emergency medical/ambulance service	84%	87%	79%	84%
Municipal Court	53%	64%	53%	57%
Emergency preparedness	54%	65%	67%	61%
Land use, planning and zoning	46%	50%	51%	49%
City Code enforcement	39%	51%	42%	44%
Animal management	58%	64%	54%	59%
Economic development	55%	63%	59%	58%
Parks maintenance	81%	85%	76%	81%
Libraries	80%	89%	82%	83%
Drinking water quality	79%	77%	74%	77%
Recreation programs	86%	86%	83%	85%
Recreation facilities	87%	84%	82%	85%
Trails	90% C	86% C	73%	85%
Preservation of natural areas (open space, greenbelts)	79% C	81% C	65%	76%
Building permits/inspections	48%	49%	42%	46%
Utility billing/meter reading	50%	56%	62%	55%
Snow removal	42%	41%	45%	42%
Street repair	43%	42%	40%	42%
Street cleaning	47%	57%	56%	52%
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	73%	79%	75%	75%
Overall quality of services provided by the City	70%	78%	76%	74%

Table 91: Question 6

	School District			City overall
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	(A)
Overall, would you say the City is headed in the right direction or the wrong direction? Percent "right direction")	80%	84%	81%	82%

Table 92: Question 7

Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
I receive good value for the City of Westminster taxes I pay	62%	68%	69%	66%
The Westminster government welcomes citizen involvement	55%	60%	62%	58%
City Council cares what people like me think	39%	47%	41%	42%
City staff cares what people like me think	44%	51%	40%	45%

Table 93: Question 8

What impact, if any, do you think each of the following have on the overall quality of life in Westminster? (Percent "very" or "somewhat" positive)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Residential growth in Westminster	45%	37%	45%	42%
Commercial and retail growth in Westminster	61%	64%	52%	60%
Density (e.g., less space between buildings, more multi-story buildings, etc.)	25% C	21%	12%	21%

Table 94: Question 9

To what degree, if at all, are the following a problem in Westminster? (Percent "major" or "moderate" problem)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Crime (vandalism, graffiti, drugs)	46%	62% A	67% A	57%
Too much growth	54%	55%	66%	57%
Lack of growth	10%	10%	15%	11%
Homelessness	41%	45%	55% A	46%
Lack of availability of recreation facilities	9%	10%	17%	11%
Taxes are too high	48%	46%	51%	48%
Unavailability of convenient shopping	20%	15%	41% A B	24%
High cost of housing	67%	73%	80% A	73%
Traffic safety on neighborhood streets	35%	32%	46% B	37%
Traffic safety on major streets	45%	47%	52%	47%
Poor maintenance and condition of homes	28%	26%	46% A B	32%
Poor condition of properties (weeds, trash, junk vehicles)	30%	32%	52% A B	36%
Unavailability of trails or trail connections	10%	11%	31% A B	16%

Table 95: Question 11

Below is a list of resources the City of Westminster uses to put out information about City programs and services. For each potential source, please indicate if it is a major source, minor source or not a source of information for you about City programs and services. (Percent "major" or "minor" source)	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
City's website (www.cityofwestminster.us)	72%	82% C	67%	74%
The Weekly (e-newsletter)	28%	33%	33%	31%
City Edition (print newspaper)	56%	51%	64%	57%
Municipal Channel 8	11%	11%	23% A B	14%
Parks, Recreation and Libraries Activity Guide	77%	79%	81%	79%
Westminster Government Facebook Account	23%	35% A	40% A	31%
Westminster Government Twitter Account	12%	19%	25% A	18%
Westminster Government Nextdoor Account	36%	38%	35%	37%
Westminster Government YouTube Channel	7%	6%	16% A B	9%
Spanish media (Telemundo, Univision, etc.)	5%	1%	14% A B	6%

Table 96: Question 15

Please indicate how important, if at all, you think it is that the City of Westminster does each of the following. (Percent "essential" or "very important")	School District			City overall (A)
	Jefferson County (A)	Adams 12 (B)	Westminster (C)	
Provide opportunities for residents to maintain or improve physical health	66%	62%	73%	67%
Provide access to parks and recreational opportunities including recreation programs and facilities, parks, trails and open space	85%	85%	83%	84%
Improve the walkability and bikeability of Westminster by providing sidewalks, pedestrian over/under passes, bike lanes, etc.	74%	86% A	78%	79%
Improve mass-transit options throughout Westminster	68%	74%	67%	70%
Ensure streets are well-maintained (including repair and cleaning) and clear of snow	96%	90%	93%	93%
Maintain access to City Library facilities and services	72%	73%	80%	74%
Promote appreciation and preservation of the cultural and historical heritage of the community	45%	47%	58%	49%
Lead the development of cultural opportunities in Westminster	42%	45%	55%	46%
Help revitalize areas of the community through new or enhanced municipal or recreation facilities	58%	57%	64%	59%
Maintain economic development activities in the city including supporting the business community, attracting new businesses, and developing job opportunities	75%	75%	69%	73%
Set and enforce land use, planning and zoning policies and provide building permits and inspections	68%	75%	71%	71%
Provide for a safe community including police services, courts, traffic enforcement, fire protection, emergency medical/ambulance service, animal management, code enforcement and emergency preparedness	91%	93%	91%	92%
Provide for safe drinking water and sewer services	100% C	97%	96%	98%
Provide opportunities for recycling such as City drop off centers	74%	79%	78%	77%
Ensure the City provides ample affordable/workforce housing	64%	66%	64%	65%

APPENDIX E: COMPARISONS OF SELECT QUESTIONS BY SCHOOL DISTRICT OVER TIME

The tables on the following pages show responses to select questions compared by the school district of respondents.

Table 97: Overall Quality of Life Compared by School District Compared by Year

Please rate the following aspects of quality of life in Westminster: Overall quality of life in Westminster. (Percent "very good" or "good")	Jefferson County (A)	Adams 12 (B)	Westminster (C)	City as a Whole
2020	83%	85%	75%	82%
2018	88% C	92% C	79%	87%
2016	90% C	86%	80%	86%
2014	90%	88%	84%	87%
2012	89% C	93% C	80%	88%
2010	88% C	90% C	82%	87%
2008	93% C	91% C	82%	89%
2006	95% C	97% C	85%	93%
2004	96% C	95% C	86%	93%
2002	92%	93%	89%	91%
2000	92%	92%	88%	90%
1998	94% C	92% C	85%	90%
1996	91% C	92% C	84%	89%
1992	93% C	91% C	84%	89%

Table 98: Overall Quality of Neighborhood Compared by School District Compared by Year

Please rate the following aspects of quality of life in Westminster: Overall quality of your neighborhood.(Percent "very good" or "good")	Jefferson County (A)	Adams 12 (B)	Westminster (C)	City as a Whole
2020	81% C	90% A C	66%	80%
2018	84% C	91% C	67%	81%
2016	79% C	83% C	61%	75%
2014	82% C	86% C	68%	79%
2012	79% C	94% A C	62%	79%
2010	84% C	90% C	62%	80%
2008	80% C	82% C	59%	75%
2006	81% C	89% A C	53%	76%
2004	83% C	88% C	68%	80%
2002	75%	86% A C	69%	76%
2000	83% C	91% A C	70%	80%
1998	87% C	91% C	64%	80%
1996	86% C	90% C	65%	80%
1992	82% C	89% C	65%	77%

Table 99: Overall Quality of City Services Compared by School District Compared by Year

Overall, how would you rate the quality of the services provided by the City of Westminster? (Percent "very good" or "good")	Jefferson County (A)	Adams 12 (B)	Westminster (C)	City as a Whole
2020	70%	78%	76%	74%
2018	77%	81%	77%	78%
2016	76%	80%	75%	77%
2014	86%	83%	85%	85%
2012	83%	85%	81%	83%
2010	86% C	86% C	78%	84%
2008	85% C	81%	73%	81%

Table 100: City Headed in Right Direction Compared by School District Compared by Year

Overall, would you say the City is headed in the right direction or the wrong direction? (Percent "right direction")	Jefferson County (A)	Adams 12 (B)	Westminster (C)	City as a Whole
2020	80%	84%	81%	82%
2018	88%	91%	85%	88%
2016	90%	93%	92%	92%
2014	94%	95%	89%	93%
2012	89%	92%	86%	89%
2010	92%	93%	88%	91%
2008	90%	95% C	83%	90%
2006	86%	88%	82%	86%
2004	92%	95%	93%	93%
2002	90%	89%	90%	90%

Table 101: Overall Impression of City Employee Compared by School District Compared by Year

What was your impression of the Westminster city employee in your most recent contact? (Percent "very good" or "good")	Jefferson County (A)	Adams 12 (B)	Westminster (C)	City as a Whole
2020	73%	79%	75%	75%
2018	75%	84%	80%	79%
2016	78%	83%	81%	81%
2014	84%	79%	75%	79%
2012	79%	81%	75%	78%
2010	81%	85%	75%	81%
2008	80%	73%	70%	75%
2006	83%	82%	75%	80%
2004	81%	82%	79%	81%
2002	78%	83%	78%	79%
2000	79%	80%	74%	78%
1998	76%	82%	76%	77%
1996	77%	77%	78%	77%
1992	82%	81%	79%	81%

APPENDIX F: BENCHMARK COMPARISONS

UNDERSTANDING THE BENCHMARK COMPARISONS

Communities use the comparative information provided by benchmarks to help interpret their own resident survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government or organizational 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” resident evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “very good.” Furthermore, in the absence of national or peer community comparisons, a community is left with comparing its police protection rating to its street maintenance rating. That comparison is unfair as street maintenance always gets lower ratings than police protection. More illuminating is how residents’ ratings of police service compare to opinions about police service in other communities and to resident ratings over time.

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 rate police services lower than ratings given by residents in other cities with objectively “worse” departments. Benchmark data can help that police department – or any department – to understand how well citizens think it is doing.

While benchmarks help set the basis for evaluation, resident opinion should be used in conjunction with other sources of data about budget, population demographics, personnel, and politics to help administrators know how to respond to comparative results.

COMPARISON DATA

NRC has designed a method for quantitatively integrating the results of surveys that we have conducted with those that others have conducted. These integration methods have been described thoroughly in *Public Administration Review*, *Journal of Policy Analysis and Management*, and in NRC’s first book on conducting and using citizen surveys, *Citizen Surveys: how to do them, how to use them, what they mean*, published by the International City/County Management Association (ICMA). Scholars who specialize in the analysis of citizen surveys regularly have relied on NRC’s work.^{1,2} The method described in those publications is refined regularly and statistically tested on a growing number of resident surveys in NRC’s proprietary databases.

Communities in NRC’s benchmark database are distributed geographically across the country and range from small to large in population size. Comparisons may be made to all communities in the database or to a subset. Despite the differences in characteristics across communities, all are in the business of providing services to residents. Though individual community circumstances, resources, and practices vary, the objective in every community is to provide services that are so timely, tailored, and effective residents conclude the services are of the highest quality. High ratings in any community, like SAT scores in any teen household, bring pride and a sense of accomplishment.

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from more than 600 communities 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 Westminster chose to have comparisons made to the entire database as well as to communities in the Front Range.

¹ Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction, *Journal of Urban Affairs*, 24, 271-288.

² 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.

PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a five-point scale with 1 representing the best rating and 5 the worst, the benchmarks are calculated on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The margin of error 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, “very good”=100, “good”=75, “neither good nor bad”=50, “bad”=25, and “very bad”=0. If everyone reported “very good,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “very bad” rating, the result would be 0 on the 100-point scale. If half the respondents gave a score of “very good” and half gave a score of “very bad,” the average would be 50, in the middle of the scale (like the center post of a teeter totter) or “neither good nor bad.” An example of how to convert survey frequencies into an average rating appears below.

Table 102: 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 “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply % by scale value	Step 4: Sum to calculate average rating
Very good	15%	=15÷(100-2)=	15.3%	100	=15.3% x 100 =	15.3
Good	53%	=53÷(100-2)=	54.1%	75	=54.1% x 75 =	40.6
Neither good nor bad	26%	=26÷(100-2)=	26.5%	50	=26.5% x 50 =	13.3
Bad	3%	=3÷(100-2)=	3.1%	25	=3.1% x 25 =	0.8
Very bad	0%	=0÷(100-2)=	0%	0	=0% x 0 =	0
Don’t know	2%		--			
Total	100%		100%			70

INTERPRETING THE RESULTS

Average ratings are compared when questions similar to those asked in the Westminster survey are included in NRC’s database, and there are at least five jurisdictions in which the question was asked.

Where comparisons for quality ratings were available, the City of Westminster’s results were noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. 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 lower” or “much higher”). These labels come from a statistical comparison of Westminster’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error (four points or less on the 100-point scale); “higher” or “lower” if the difference between Westminster’s rating and the benchmark is greater than the margin of error (greater than four points but eight points or less); and “much higher” or “much lower” if the difference between Westminster’s rating and the benchmark is more than twice the margin of error (greater than eight points).

Comparisons are provided at the national level and to other communities in Colorado’s Front Range.

NATIONAL BENCHMARKS

Table 103: Visionary Leadership, Effective Governance and Proactive Regional Collaboration Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Overall image or reputation of Westminster	69	222	346	Similar

Table 104: Vibrant, Inclusive, and Engaged Community Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Westminster as a place to live	80	264	385	Lower
The overall quality of your neighborhood	76	3	6	Similar
Westminster as a place to retire	64	249	353	Lower
Openness and acceptance of the community toward people of diverse backgrounds	65	187	294	Similar
The overall quality of life in Westminster	75	301	440	Lower
Libraries	79	262	327	Lower
The Westminster government welcomes citizen involvement	64	243	319	Lower

Table 105: Beautiful, Desirable, Safe, and Environmentally Responsible City Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Westminster as a place to raise children	76	251	373	Lower
Quality of local public schools in Westminster	63	217	275	Much lower
Violent crimes (e.g., rape, robbery, assault)	70	11	16	Lower
Property crimes (e.g., burglary, theft, vandalism, auto theft)	55	15	16	Much lower
Recycling drop off centers at City facilities	67	304	346	Much lower
Police traffic enforcement	67	215	360	Similar
Police protection	73	341	436	Lower
Fire protection	80	334	372	Much lower
Emergency medical/ambulance service	80	289	334	Much lower
Municipal Court	67	9	21	Similar
Emergency preparedness	68	161	283	Similar
City Code enforcement	58	200	378	Similar
Animal management	66	198	325	Similar
Parks maintenance	77	19	36	Similar
Drinking water quality	76	6	8	Similar
Recreation programs	80	86	326	Higher
Recreation facilities	80	74	282	Higher
Trails	81	7	8	Much lower
Preservation of natural areas (open space, greenbelts)	75	43	256	Much higher
Building permits/inspections	61	6	11	Similar

Table 106: Dynamic, Diverse Economy Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Westminster as a place to work	68	191	358	Similar
Job opportunities in Westminster	57	144	311	Similar
Land use, planning and zoning	57	166	301	Similar
Economic development	63	148	285	Similar

Table 107: Ease of Mobility Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Snow removal	52	255	271	Much lower
Street repair	54	224	375	Similar
Street cleaning	61	228	322	Lower
Traffic flow on major streets	49	257	338	Much lower

Table 108: Financially Sustainable Government Providing Excellence in City Services Benchmarks

	Westminster's average rating	Rank	Number of communities in National comparison	Comparison to benchmark
Sewer services	75	186	314	Similar
Utility billing/meter reading	64	209	237	Much lower
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	74	247	374	Similar
Overall quality of services provided by the City	72	266	410	Similar
I receive good value for the City of Westminster taxes I pay	64	207	389	Similar

COMMUNITIES INCLUDED IN THE NATIONAL COMPARISON

The communities included in the national comparisons are listed below, along with their population according to the American Community Survey (ACS) 2017 5-year estimates.

Adams County, CO 487,850	Ashland town, VA 7,554	Bedford town, MA 14,105
Airway Heights city, WA 8,017	Aspen city, CO 7,097	Bellevue city, WA 139,014
Albany city, OR 52,007	Athens-Clarke County, GA.. 122,292	Bellingham city, WA 85,388
Albemarle County, VA 105,105	Auburn city, AL 61,462	Bend city, OR 87,167
Albert Lea city, MN 17,716	Augusta CCD, GA 136,103	Bethlehem township, PA 23,800
Alexandria city, VA 154,710	Aurora city, CO 357,323	Bettendorf city, IA 35,293
Allegan County, MI 114,145	Austin city, TX 916,906	Billings city, MT 109,082
American Canyon city, CA ... 20,341	Avon town, CO 6,503	Bloomington city, IN 83,636
Ames city, IA 65,005	Avon town, IN 16,479	Bloomington city, MN 85,417
Ankeny city, IA 56,237	Avondale city, AZ 81,590	Boise City city, ID 220,859
Ann Arbor city, MI 119,303	Azusa city, CA 49,029	Bonner Springs city, KS 7,644
Apache Junction city, AZ 38,452	Bainbridge Island city, WA ... 23,689	Boulder city, CO 106,271
Arapahoe County, CO 626,612	Baltimore city, MD 619,796	Bowling Green city, KY 64,302
Arlington city, TX 388,225	Baltimore County, MD 828,637	Bozeman city, MT 43,132
Arvada city, CO 115,320	Battle Creek city, MI 51,505	Brentwood city, TN 41,524
Asheville city, NC 89,318	Bay Village city, OH 15,426	Brighton city, CO 38,016
Ashland city, OR 20,733	Baytown city, TX 76,205	Brookline CDP, MA 59,246
Ashland town, MA 17,478	Bedford city, TX 49,082	Brooklyn Center city, MN 30,885

Brooklyn city, OH.....	10,891	Danville city, KY.....	16,657	Gillette city, WY.....	31,783
Broomfield city, CO.....	64,283	Darien city, IL.....	22,206	Glen Ellyn village, IL.....	27,983
Brownsburg town, IN.....	24,625	Davenport city, FL.....	3,665	Glendora city, CA.....	51,891
Buffalo Grove village, IL.....	41,551	Davidson town, NC.....	12,325	Glenview village, IL.....	47,066
Burlingame city, CA.....	30,401	Dayton city, OH.....	140,939	Golden city, CO.....	20,365
Cabarrus County, NC.....	196,716	Dayton town, WY.....	815	Golden Valley city, MN.....	21,208
Cambridge city, MA.....	110,893	Dearborn city, MI.....	95,295	Goodyear city, AZ.....	74,953
Canandaigua city, NY.....	10,402	Decatur city, GA.....	22,022	Grafton village, WI.....	11,576
Cannon Beach city, OR.....	1,517	Del Mar city, CA.....	4,338	Grand Blanc city, MI.....	7,964
Cañon City city, CO.....	16,298	DeLand city, FL.....	30,315	Grand Rapids city, MI.....	195,355
Canton city, SD.....	3,352	Delaware city, OH.....	38,193	Grants Pass city, OR.....	36,687
Cape Coral city, FL.....	173,679	Denison city, TX.....	23,342	Grass Valley city, CA.....	12,893
Carlsbad city, CA.....	113,147	Denton city, TX.....	131,097	Greeley city, CO.....	100,760
Carroll city, IA.....	9,937	Denver city, CO.....	678,467	Greenville city, NC.....	90,347
Cartersville city, GA.....	20,235	Des Moines city, IA.....	214,778	Greenwich town, CT.....	62,782
Cary town, NC.....	159,715	Des Peres city, MO.....	8,536	Greenwood Village city, CO.....	15,397
Castle Rock town, CO.....	57,274	Destin city, FL.....	13,421	Greer city, SC.....	28,587
Cedar Hill city, TX.....	48,149	Dover city, NH.....	30,901	Gunnison County, CO.....	16,215
Cedar Park city, TX.....	70,010	Dublin city, CA.....	57,022	Haltom City city, TX.....	44,059
Cedar Rapids city, IA.....	130,330	Dublin city, OH.....	44,442	Hamilton city, OH.....	62,216
Celina city, TX.....	7,910	Duluth city, MN.....	86,066	Hamilton town, MA.....	7,991
Centennial city, CO.....	108,448	Durham city, NC.....	257,232	Hampton city, VA.....	136,255
Chandler city, AZ.....	245,160	Durham County, NC.....	300,865	Hanover County, VA.....	103,218
Chandler city, TX.....	2,896	Dyer town, IN.....	16,077	Harrisburg city, SD.....	5,429
Chanhassen city, MN.....	25,108	Eagan city, MN.....	66,102	Harrisonburg city, VA.....	53,064
Chapel Hill town, NC.....	59,234	Eagle Mountain city, UT.....	27,773	Harrisonville city, MO.....	10,025
Chardon city, OH.....	5,166	Eau Claire city, WI.....	67,945	Hastings city, MN.....	22,620
Charles County, MD.....	156,021	Eden Prairie city, MN.....	63,660	Henderson city, NV.....	284,817
Charlotte County, FL.....	173,236	Eden town, VT.....	1,254	Herndon town, VA.....	24,545
Charlottesville city, VA.....	46,487	Edgewater city, CO.....	5,299	High Point city, NC.....	109,849
Chattanooga city, TN.....	176,291	Edina city, MN.....	50,603	Highland Park city, IL.....	29,796
Chautauqua town, NY.....	4,362	Edmond city, OK.....	89,769	Highlands Ranch CDP, CO.....	105,264
Chesterfield County, VA.....	335,594	Edmonds city, WA.....	41,309	Homer Glen village, IL.....	24,403
Clackamas County, OR.....	399,962	El Cerrito city, CA.....	24,982	Honolulu County, HI.....	990,060
Clayton city, MO.....	16,214	El Paso de Robles (Paso Robles) city, CA.....	31,409	Hoquiam city, WA.....	8,416
Clearwater city, FL.....	112,794	Elk Grove city, CA.....	166,228	Horry County, SC.....	310,186
Cleveland Heights city, OH.....	45,024	Elmhurst city, IL.....	46,139	Hudson town, CO.....	1,709
Clinton city, SC.....	8,538	Englewood city, CO.....	33,155	Huntley village, IL.....	26,265
Clive city, IA.....	17,134	Erie town, CO.....	22,019	Huntsville city, TX.....	40,727
Clovis city, CA.....	104,411	Estes Park town, CO.....	6,248	Hutchinson city, MN.....	13,836
College Park city, MD.....	32,186	Euclid city, OH.....	47,698	Hutto city, TX.....	22,644
College Station city, TX.....	107,445	Fairview town, TX.....	8,473	Independence city, MO.....	117,369
Colleyville city, TX.....	25,557	Farmers Branch city, TX.....	33,808	Indio city, CA.....	86,867
Collinsville city, IL.....	24,767	Farmersville city, TX.....	3,440	Iowa City city, IA.....	73,415
Columbia city, MO.....	118,620	Farmington Hills city, MI.....	81,235	Irving city, TX.....	235,648
Columbia city, SC.....	132,236	Farmington town, CT.....	25,596	Issaquah city, WA.....	35,629
Columbia Falls city, MT.....	5,054	Fate city, TX.....	10,339	Jackson city, MO.....	14,690
Commerce City city, CO.....	52,905	Fayetteville city, GA.....	17,069	Jackson County, MI.....	158,989
Concord city, CA.....	128,160	Fayetteville city, NC.....	210,324	James City County, VA.....	73,028
Concord town, MA.....	19,357	Ferguson township, PA.....	18,837	Jefferson County, NY.....	116,567
Conshohocken borough, PA.....	7,985	Fernandina Beach city, FL.....	11,957	Jefferson Parish, LA.....	437,038
Coolidge city, AZ.....	12,221	Flower Mound town, TX.....	71,575	Jerome city, ID.....	11,306
Coon Rapids city, MN.....	62,342	Forest Grove city, OR.....	23,554	Johnson City city, TN.....	65,598
Coral Springs city, FL.....	130,110	Fort Collins city, CO.....	159,150	Johnston city, IA.....	20,172
Coronado city, CA.....	24,053	Franklin city, TN.....	72,990	Jupiter town, FL.....	62,373
Corvallis city, OR.....	56,224	Frederick town, CO.....	11,397	Kalamazoo city, MI.....	75,833
Cottonwood Heights city, UT.....	34,214	Fremont city, CA.....	230,964	Kansas City city, KS.....	151,042
Coventry Lake CDP, CT.....	2,932	Fruita city, CO.....	13,039	Kansas City city, MO.....	476,974
Coventry town, CT.....	12,458	Gahanna city, OH.....	34,691	Keizer city, OR.....	37,910
Creve Coeur city, MO.....	18,259	Gaithersburg city, MD.....	67,417	Kent city, WA.....	126,561
Cupertino city, CA.....	60,687	Galveston city, TX.....	49,706	Kerrville city, TX.....	22,931
Dacono city, CO.....	4,929	Gardner city, KS.....	21,059	Key West city, FL.....	25,316
Dakota County, MN.....	414,655	Germantown city, TN.....	39,230	King City city, CA.....	13,721
Dallas city, OR.....	15,413	Gilbert town, AZ.....	232,176	Kingman city, AZ.....	28,855
Dallas city, TX.....	1,300,122			Kirkland city, WA.....	86,772

Kirkwood city, MO	27,659	Merriam city, KS	11,259	Palm Beach Gardens city, FL	53,119
Knoxville city, IA	7,202	Mesa city, AZ	479,317	Palm Coast city, FL	82,356
La Mesa city, CA	59,479	Miami Beach city, FL.....	92,187	Palo Alto city, CA.....	67,082
La Plata town, MD	9,160	Miami city, FL.....	443,007	Palos Verdes Estates city, CA.....	13,591
La Vista city, NE	17,062	Middleton city, WI	18,951	Papillion city, NE	19,478
Laguna Niguel city, CA.....	65,429	Middletown town, RI.....	16,100	Paradise Valley town, AZ	13,961
Lake Forest city, IL	18,931	Midland city, MI	41,958	Park City city, UT.....	8,167
Lake in the Hills village, IL....	28,908	Milford city, DE.....	10,645	Parker town, CO.....	51,125
Lake Zurich village, IL	19,983	Milton city, GA.....	37,556	Parkland city, FL.....	28,901
Lakeville city, MN	61,056	Minneapolis city, MN.....	411,452	Pasco city, WA	70,607
Lakewood city, CO	151,411	Minnetrista city, MN	7,187	Pasco County, FL.....	498,136
Lakewood city, WA.....	59,102	Missouri City city, TX	72,688	Payette city, ID	7,366
Lancaster County, SC	86,544	Moline city, IL.....	42,644	Pearland city, TX.....	113,693
Lansing city, MI	115,222	Monroe city, MI	20,128	Peoria city, IL.....	115,424
Laramie city, WY	32,104	Montgomery city, MN.....	2,921	Pflugerville city, TX.....	58,013
Larimer County, CO	330,976	Montgomery County, MD	1,039,198	Pinehurst village, NC.....	15,580
Las Cruces city, NM.....	101,014	Monticello city, UT	2,599	Piqua city, OH	20,793
Las Vegas city, NM	13,445	Montrose city, CO.....	18,918	Pitkin County, CO.....	17,747
Lawrence city, KS.....	93,954	Moraga town, CA	17,231	Plano city, TX.....	281,566
Lawrenceville city, GA	29,287	Morristown city, TN	29,446	Platte City city, MO.....	4,867
Lehi city, UT	58,351	Morrisville town, NC.....	23,873	Pleasant Hill city, IA.....	9,608
Lenexa city, KS	52,030	Morro Bay city, CA.....	10,568	Pleasanton city, CA	79,341
Lewisville city, TX.....	103,638	Mountlake Terrace city, WA.....	20,922	Plymouth city, MN	76,258
Lewisville town, NC	13,516	Murphy city, TX.....	20,361	Polk County, IA.....	467,235
Libertyville village, IL	20,504	Naperville city, IL.....	146,431	Pompano Beach city, FL	107,542
Lincolnwood village, IL	12,637	Napoleon city, OH.....	8,646	Port Orange city, FL	60,315
Lindsborg city, KS	3,313	Nederland city, TX	17,284	Port St. Lucie city, FL	178,778
Little Chute village, WI.....	11,006	Needham CDP, MA	30,429	Portland city, OR	630,331
Littleton city, CO.....	45,848	Nevada City city, CA	3,112	Powell city, OH	12,658
Livermore city, CA	88,232	Nevada County, CA	98,838	Powhatan County, VA	28,364
Lombard village, IL	43,776	New Braunfels city, TX.....	70,317	Prince William County, VA.....	450,763
Lone Tree city, CO	13,430	New Brighton city, MN.....	22,440	Prior Lake city, MN	25,452
Long Grove village, IL	7,980	New Concord village, OH.....	2,561	Pueblo city, CO	109,122
Longmont city, CO.....	91,730	New Hope city, MN	20,909	Purcellville town, VA.....	9,217
Lonsdale city, MN.....	3,850	New Orleans city, LA	388,182	Queen Creek town, AZ.....	33,298
Los Alamos County, NM.....	18,031	New Ulm city, MN	13,249	Raleigh city, NC.....	449,477
Los Altos Hills town, CA	8,490	Newport city, RI	24,745	Ramsey city, MN	25,853
Loudoun County, VA	374,558	Newport News city, VA	180,775	Raymond town, ME	4,497
Louisville city, CO.....	20,319	Newton city, IA.....	15,085	Raymore city, MO.....	20,358
Lower Merion township, PA.....	58,500	Niles village, IL.....	29,823	Redmond city, OR	28,492
Lynchburg city, VA	79,237	Noblesville city, IN	59,807	Redmond city, WA.....	60,712
Lynnwood city, WA.....	37,242	Norcross city, GA.....	16,474	Redwood City city, CA.....	84,368
Manassas city, VA.....	41,379	Norfolk city, NE	24,352	Reno city, NV	239,732
Manhattan Beach city, CA....	35,698	Norfolk city, VA	245,752	Richland city, WA	53,991
Manhattan city, KS	55,427	North Mankato city, MN	13,583	Richmond city, CA.....	108,853
Mankato city, MN.....	41,241	North Port city, FL.....	62,542	Richmond Heights city, MO....	8,466
Maple Grove city, MN.....	68,362	North Yarmouth town, ME.....	3,714	Rio Rancho city, NM.....	93,317
Maplewood city, MN	40,127	Northglenn city, CO.....	38,473	River Falls city, WI.....	15,256
Maricopa County, AZ.....	4,155,501	Novato city, CA	55,378	Riverside city, CA	321,570
Marin County, CA.....	260,814	Novi city, MI	58,835	Roanoke city, VA.....	99,572
Marion city, IA	38,014	O'Fallon city, IL	29,095	Roanoke County, VA.....	93,419
Mariposa County, CA	17,658	Oak Park village, IL.....	52,229	Rochester city, NY.....	209,463
Marshfield city, WI.....	18,326	Oakley city, CA	39,950	Rock Hill city, SC.....	70,764
Martinez city, CA	37,902	Oklahoma City city, OK.....	629,191	Rockville city, MD	66,420
Marysville city, WA	66,178	Olmsted County, MN.....	151,685	Roeland Park city, KS	6,810
Mauı County, HI	164,094	Olympia city, WA	49,928	Rohnert Park city, CA.....	42,305
McKinney city, TX.....	164,760	Orange village, OH	3,280	Rolla city, MO	20,013
McMinnville city, OR.....	33,211	Orland Park village, IL.....	59,161	Rosemount city, MN	23,474
Mecklenburg County, NC	1,034,290	Orleans Parish, LA.....	388,182	Rosenberg city, TX.....	35,867
Menlo Park city, CA.....	33,661	Oshkosh city, WI.....	66,649	Roseville city, MN.....	35,624
Menomonee Falls village, WI.....	36,411	Oswego village, IL	33,759	Round Rock city, TX.....	116,369
Mercer Island city, WA	24,768	Ottawa County, MI	280,243	Royal Palm Beach village, FL	37,665
Meridian charter township, MI.....	41,903	Overland Park city, KS.....	186,147		
Meridian city, ID	91,917	Paducah city, KY	24,879		

Sacramento city, CA.....	489,650	Springfield city, MO.....	165,785	Vestavia Hills city, AL.....	34,003
Sahuarita town, AZ.....	28,257	Springville city, UT.....	32,319	Victoria city, MN.....	8,679
Sammamish city, WA.....	62,877	St. Augustine city, FL.....	13,952	Vienna town, VA.....	16,474
San Carlos city, CA.....	29,954	St. Charles city, IL.....	32,730	Virginia Beach city, VA.....	450,057
San Diego city, CA.....	1,390,966	St. Joseph city, MO.....	76,819	Walnut Creek city, CA.....	68,516
San Jose city, CA.....	1,023,031	St. Louis County, MN.....	200,294	Warrensburg city, MO.....	19,890
San Marcos city, CA.....	93,493	St. Lucie County, FL.....	298,763	Washington County, MN.....	250,979
San Marcos city, TX.....	59,935	State College borough, PA...	42,224	Washoe County, NV.....	445,551
Sangamon County, IL.....	198,134	Steamboat Springs city, CO..	12,520	Washougal city, WA.....	15,241
Santa Fe city, NM.....	82,980	Sugar Land city, TX.....	86,886	Wauwatosa city, WI.....	47,687
Santa Fe County, NM.....	147,514	Suisun City city, CA.....	29,280	Wentzville city, MO.....	35,768
Sarasota County, FL.....	404,839	Summit County, UT.....	39,731	West Carrollton city, OH.....	12,963
Savage city, MN.....	30,011	Sunnyvale city, CA.....	151,565	West Chester township, OH..	62,804
Schaumburg village, IL.....	74,427	Surprise city, AZ.....	129,534	Western Springs village, IL...	13,187
Schertz city, TX.....	38,199	Suwanee city, GA.....	18,655	Westerville city, OH.....	38,604
Scott County, MN.....	141,463	Tacoma city, WA.....	207,280	Westlake town, TX.....	1,006
Scottsdale city, AZ.....	239,283	Takoma Park city, MD.....	17,643	Westminster city, CO.....	111,895
Sedona city, AZ.....	10,246	Temecula city, CA.....	110,722	Westminster city, MD.....	18,557
Sevierville city, TN.....	16,387	Tempe city, AZ.....	178,339	Wheat Ridge city, CO.....	31,162
Shakopee city, MN.....	40,024	Temple city, TX.....	71,795	White House city, TN.....	11,107
Sharonville city, OH.....	13,974	Texarkana city, TX.....	37,222	Wichita city, KS.....	389,054
Shawnee city, KS.....	64,840	The Woodlands CDP, TX....	109,608	Williamsburg city, VA.....	14,817
Shawnee city, OK.....	30,974	Tigard city, OR.....	51,355	Willowbrook village, IL.....	8,598
Sherborn town, MA.....	4,302	Tinley Park village, IL.....	57,107	Wilmington city, NC.....	115,261
Shoreline city, WA.....	55,431	Tracy city, CA.....	87,613	Wilsonville city, OR.....	22,789
Shoreview city, MN.....	26,432	Trinidad CCD, CO.....	10,819	Windsor town, CO.....	23,386
Shorewood village, IL.....	16,809	Tualatin city, OR.....	27,135	Windsor town, CT.....	29,037
Sierra Vista city, AZ.....	43,585	Tulsa city, OK.....	401,352	Winnetka village, IL.....	12,504
Silverton city, OR.....	9,757	Tustin city, CA.....	80,007	Winter Garden city, FL.....	40,799
Sioux Falls city, SD.....	170,401	Twin Falls city, ID.....	47,340	Woodbury city, MN.....	67,648
Skokie village, IL.....	64,773	Unalaska city, AK.....	4,809	Woodinville city, WA.....	11,675
Snoqualmie city, WA.....	12,944	University Heights city, OH...	13,201	Wyandotte County, KS.....	163,227
Snowmass Village town, CO..	2,827	University Park city, TX.....	24,692	Yakima city, WA.....	93,182
Somerset town, MA.....	18,257	Urbandale city, IA.....	42,222	York County, VA.....	67,196
South Jordan city, UT.....	65,523	Vail town, CO.....	5,425	Yorktown town, IN.....	11,200
Southlake city, TX.....	30,090	Ventura CCD, CA.....	115,218	Yorkville city, IL.....	18,691
Spearsfish city, SD.....	11,300	Vernon Hills village, IL.....	26,084	Yountville city, CA.....	2,978

FRONT RANGE BENCHMARKS

Table 109: Visionary Leadership, Effective Governance and Proactive Regional Collaboration Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Overall image or reputation of Westminster	69	14	24	Similar

Table 110: Vibrant, Inclusive, and Engaged Community Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Westminster as a place to live	80	17	28	Lower
The overall quality of your neighborhood	76	NA	NA	NA
Westminster as a place to retire	64	24	30	Lower
Openness and acceptance of the community toward people of diverse backgrounds	65	15	22	Similar
The overall quality of life in Westminster	75	21	32	Lower
Libraries	79	16	19	Lower
The Westminster government welcomes citizen involvement	64	21	27	Lower

Table 111: Beautiful, Desirable, Safe, and Environmentally Responsible City Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Westminster as a place to raise children	76	18	29	Lower
Quality of local public schools in Westminster	63	10	17	Lower
Violent crimes (e.g., rape, robbery, assault)	70	4	5	Much lower
Property crimes (e.g., burglary, theft, vandalism, auto theft)	55	5	5	Much lower
Recycling drop off centers at City facilities	67	14	17	Much lower
Police traffic enforcement	67	13	25	Similar
Police protection	73	20	28	Lower
Fire protection	80	16	18	Lower
Emergency medical/ambulance service	80	14	14	Much lower
Municipal Court	67	6	10	Similar
Emergency preparedness	68	6	18	Similar
City Code enforcement	58	11	25	Similar
Animal management	66	14	22	Similar
Parks maintenance	77	4	6	Lower
Drinking water quality	76	4	5	Similar
Recreation programs	80	9	21	Similar
Recreation facilities	80	9	19	Similar
Trails	81	5	5	Much lower
Preservation of natural areas (open space, greenbelts)	75	4	12	Higher
Building permits/inspections	61	2	5	Similar

Table 112: Dynamic, Diverse Economy Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Westminster as a place to work	68	15	29	Similar
Job opportunities in Westminster	57	12	25	Similar
Land use, planning and zoning	57	6	17	Similar
Economic development	63	7	15	Similar

Table 113: Ease of Mobility Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Snow removal	52	21	25	Much lower
Street repair	54	18	25	Similar
Street cleaning	61	17	21	Lower
Traffic flow on major streets	49	18	22	Lower

Table 114: Financially Sustainable Government Providing Excellence in City Services Benchmarks

	Westminster's average rating	Rank	Number of communities in Front Range comparison	Comparison to benchmark
Sewer services	75	10	15	Similar
Utility billing/meter reading	64	12	12	Much lower
Overall customer service by Westminster employees (police, receptionists, planners, etc.)	74	19	27	Similar
Overall quality of services provided by the City	72	19	30	Similar
I receive good value for the City of Westminster taxes I pay	64	14	24	Similar

COMMUNITIES INCLUDED IN THE FRONT RANGE COMPARISON

The communities included in the Front Range comparisons are listed below, along with their population according to the American Community Survey (ACS) 2017 5-year estimates.

Adams County, CO	487,850	Golden city, CO.....	20,365
Arapahoe County, CO	626,612	Greeley city, CO.....	100,760
Arvada city, CO	115,320	Greenwood Village city, CO	15,397
Aurora city, CO.....	357,323	Highlands Ranch CDP, CO	105,264
Boulder city, CO	106,271	Lakewood city, CO	151,411
Brighton city, CO	38,016	Larimer County, CO	330,976
Broomfield city, CO	64,283	Littleton city, CO.....	45,848
Castle Rock town, CO	57,274	Lone Tree city, CO	13,430
Centennial city, CO	108,448	Longmont city, CO	91,730
Commerce City city, CO.....	52,905	Louisville city, CO.....	20,319
Dacono city, CO	4,929	Northglenn city, CO.....	38,473
Denver city, CO	678,467	Parker town, CO.....	51,125
Edgewater city, CO	5,299	Pueblo city, CO	109,122
Englewood city, CO.....	33,155	Westminster city, CO	111,895
Erie town, CO	22,019	Wheat Ridge city, CO.....	31,162
Fort Collins city, CO	159,150	Windsor town, CO	23,386
Frederick town, CO	11,397		

APPENDIX G: SURVEY METHODOLOGY

DEVELOPING THE QUESTIONNAIRE

General community surveys, such as this one, ask recipients for their perspectives about the quality of life in the City, their use of City amenities, their opinion on policy issues facing the City, and their assessment of City service delivery. The 2020 Westminster Resident Survey is the 15th iteration of the survey since it was first administered by National Research Center, Inc. (NRC) in 1992. To preserve trends over time, the 2018 survey served as the foundation for the 2020 resident survey instrument. Questions that asked about topics found to be less salient in 2020 were eliminated and a list of topics for new questions was generated. All questions were prioritized and an optimal composition of topics and questions were selected to be included on the final survey. Through this iterative process between City staff and NRC staff, a final five-page questionnaire was created. The City of Westminster funded this research. Please contact Theresa Booco of the City of Westminster at tbooco@CityofWestminster.us if you have any questions about the survey.

SELECTING SURVEY RECIPIENTS

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All households located in the city boundaries were eligible for the survey. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), lists from the United States Postal Service (USPS), updated every three months, usually provide the best representation of all households in a specific geographic location. A list of all households within the zip codes serving Westminster was purchased from Go-Dog Direct based on updated listings from the USPS.

A larger list than needed was pulled so that a process referred to as “geocoding” could be used to eliminate addresses from the list that were outside the study boundaries. Geocoding is a computerized process in which addresses are compared to electronically mapped boundaries and coded as inside or outside desired boundaries. All addresses determined to be outside the study boundaries were eliminated from the potential mailing list.

A stratified, systematic sampling method was used with the remaining addresses to create a mailing list of 4,000 Westminster households, so that the number of surveys sent to each of the three school districts was roughly equal to the proportion of all households in each district (Jefferson County 40%, Adams 12 32% and Westminster 28%). Attached units within each district were oversampled to compensate for detached unit residents’ tendency to return surveys at a higher rate.

An individual within each household was selected using the birthday method (asking the adult in the household who most recently had a birthday 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.

In addition to the scientific, random selection of households, a link to an online “opt-in” survey was publicized and posted to the City of Westminster website as well as the City’s social media sites. This opt-in survey was identical to the scientific survey and open to all Westminster residents. The data presented in this report exclude the opt-in survey data. The opt-in data can be found in the *Supplemental Online Survey Results* provided under separate cover.

SURVEY ADMINISTRATION AND RESPONSE

Each selected household was contacted three times beginning January 10, 2020. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was sent. Approximately one week after mailing the prenotification, each household was mailed a survey containing a cover letter signed by the Mayor enlisting participation. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive one week after the first survey was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The postcard and cover letters included a web link where respondents could complete the survey online if they preferred. The survey was available in English (hard copy and online) and Spanish (online only). Both cover

letters contained paragraphs in Spanish instructing participants to complete the Spanish version of the survey online. Completed surveys were collected over the following five weeks. The online “opt-in” survey became available to all residents on February 7 and remained open for two weeks.

About 5% of the 4,000 surveys were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 3,812 households receiving a survey, 613 completed the survey, providing an overall response rate of 16%. Of the 613 completed surveys, 153 were completed online (one of which was completed in Spanish). Responses also were tracked by the three School Districts that serve the city; response rates by Council District ranged from 15% to 18%. The response rates were calculated using AAPOR’s response rate #2³ for mailed surveys of unnamed persons. Additionally, 390 residents completed the online opt-in survey and all were completed in English; results of the opt-in survey can be found in the *Supplemental Online Survey Results* report provided under separate cover.

Table 40: Survey Response Rates by School District

	Jefferson County	Adams 12	Westminster	Overall
Total sample used	1,595	1,262	1,143	4,000
I=Complete Interviews	256	175	151	582
P=Partial Interviews	13	10	8	31
R=Refusal and break off	3	0	2	5
NC=Non Contact	0	0	0	0
O=Other	0	0	0	0
UH=Unknown household	0	0	0	0
UO=Unknown other	1,254	1,006	934	3,194
Response rate: (I+P)/(I+P) + (R+NC+O) + (UH+UO)	18%	16%	15%	16%

95% 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.⁴

The margin of error for the City of Westminster survey is no greater than plus or minus four percentage points around any given percent reported for all respondents (613 completed surveys).

For each of the three school districts in Westminster (Jefferson County, Adams 12 or Westminster), the margin of error rises to approximately plus or minus 10% since the number of respondents were approximately 269 for Jefferson County, 185 for Adams 12 and 159 for Westminster. Comparisons by respondent demographics have margins of error ranging from plus or minus 5% for 450 respondents to as much as plus or minus 14% for approximately 50 respondents.

SURVEY PROCESSING (DATA ENTRY)

Upon receipt, completed surveys 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; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys then were entered twice into an electronic dataset; any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed.

NRC used SurveyGizmo, a web-based survey and analytics platform, to collect the online survey data for the randomly selected households. Use of an online system means all collected data are entered into the dataset

³ See AAPOR’s Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information

⁴ 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 community is between 71% and 79%. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders.

when the respondents submit the surveys. Skip patterns are programmed into system so respondents are automatically “skipped” to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary.

A series of quality control checks were also performed in order to ensure the integrity of the web data. Steps may include and not be limited to reviewing the data for clusters of repeat IP addresses and time stamps (indicating duplicate responses) and removing empty submissions (questionnaires submitted with no questions answered).

WEIGHTING THE DATA

The demographic characteristics of the survey respondents were compared to those found in the 2010 Census and the 2017 American Community Survey (ACS) 5-year estimates for adults in the city. Survey results were weighted using the population norms and normative data for the school districts to reflect the appropriate percent of those residents and geographic areas in the city. Other discrepancies between the whole population and the survey respondents were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were respondent gender, age, tenure (rent versus own), housing unit type (attached versus detached), ethnicity, race and school district. 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 differences of opinion among subgroups
- The historical profile created and the desirability of consistently representing different groups over the years

Several different weighting “schemes” are tested to ensure the best fit for the data.

The weighting 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 they are accurately represented 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 community 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 multi-family housing dwellers.

The results of the weighting scheme are presented in the table on the following page. No adjustments were made for design effects.

Table 115: 2020 Westminster Resident Survey Weighting Table

Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	35%	15%	32%
Own home	65%	85%	68%
Detached unit ²	62%	72%	63%
Attached unit ²	38%	28%	37%
Race and Ethnicity			
White	84%	85%	79%
Not White	16%	15%	21%
Hispanic	18%	10%	15%
Not Hispanic	82%	90%	85%
White alone, not Hispanic	74%	81%	75%
Hispanic and/or other race	26%	19%	25%
Sex and Age			
18-34 years of age	34%	10%	31%
35-54 years of age	39%	28%	39%
55+ years of age	27%	61%	30%
Female	51%	53%	53%
Male	49%	47%	47%
Females 18-34	17%	6%	17%
Females 35-54	20%	15%	20%
Females 55+	15%	32%	16%
Males 18-34	17%	4%	14%
Males 35-54	19%	13%	19%
Males 55+	12%	30%	13%
School District			
Jefferson County	40%	44%	41%
Adams 12	32%	30%	33%
Westminster	28%	26%	26%

¹ Source: 2010 Census

² ACS 2017 5-year estimates

ANALYZING THE DATA

The electronic dataset was analyzed by NRC staff using IBM's Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions and the "percent positive" (i.e., "very good" or "good," "strongly agree" or "somewhat agree," "very well" or "well," etc.) are presented in the body of the report. A complete set of frequencies for each survey question is presented in Appendix A: Complete Set of Survey Frequencies.

Also included are results by respondent characteristics and School District (*Appendix C: Comparisons of Select Questions by Respondent Characteristics* and *Appendix D: Comparisons of Select Questions by School District*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A "p-value" of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent "real" differences among those populations.

The data for the opt-in survey are presented separately in the report titled *Supplemental Online Survey Results*.

APPENDIX H: SURVEY MATERIALS

The 2020 survey materials appear on the following pages.