



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: December 30, 2015

SUBJECT: Study Session Agenda for January 4, 2016

PREPARED BY: Donald M. Tripp, City Manager

Please Note: Study Sessions and Post City Council meetings are open to the public, and individuals are welcome to attend and observe. However, these meetings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to next Monday night's Study Session, the following schedule has been prepared:

*A light dinner will be served in the Council Family Room* 6:00 P.M.

### CITY COUNCIL REPORTS

1. Report from Mayor (5 minutes)
2. Reports from City Councillors (10 minutes)

### CITY MANAGER'S REPORT

### PRESENTATIONS

1. Westminster Homeless Initiative Draft Study
2. Proposed 2016 Citizen Survey

6:30 P.M.

### EXECUTIVE SESSION

1. Obtain Direction from City Council re proposed Economic Development Agreement with Local Foods Campus Inc. pursuant to WMC 1-11-3(C)(4), WMC 1-11-3 (C)(7) and CRS 24-6-402(4)(e)

### INFORMATION ONLY ITEMS

None at this time.

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

Donald M. Tripp  
City Manager

**NOTE:** Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to [mbarajas@cityofwestminster.us](mailto:mbarajas@cityofwestminster.us) to make a reasonable accommodation request.



## Staff Report

City Council Study Session Meeting  
January 4, 2016



**SUBJECT:** Westminster Homeless Initiative Draft Study

**PREPARED BY:** Kate Skarbek, Library Services Manager  
Homeless Initiative Task Force Members

### Recommended City Council Action

Review the this Westminster Homeless Initiative Draft Study (WHIDS); discuss which recommendations Council would like to pursue; identify what additional information, if any, Council may need to move forward on this issue; or provide the Task Force with other forms of guidance.

### Summary Statement

Twelve City staff (see Attachment A for task force list) representing five City departments and two offices met five times during the first quarter of 2015 to share what staff members are observing: an increase in homeless people who frequent public facilities, parks, open space, neighborhoods and private businesses throughout the City, often requiring the heightened provision of City services. This group is referred to as the Homeless Initiative Task Force. In addition to meeting time, Task Force members also participated in ride-a-longs with Westminster Police Department to observe first-hand some of the homeless issues and independently researched how the homeless issue is playing out nationally in some detail. Attachment B is a compilation of research material put together by the Task Force.

The Task Force has been asked to help identify the role Westminster could play in this critical and challenging issue. At this early point, the Task Force agrees there is both a need to identify how best to serve the homeless population and a need for additional municipal tools that hold a person accountable for behavior in public, just as is true with all individuals.

The Task Force acknowledges the complex and evolving national debate on the homeless issue. For instance, in this past legislative session, the General Assembly considered a bill that would have enacted a "Homeless Bill of Rights." Neighboring municipalities are similarly struggling to find ways to address homeless issues and have, at times, faced criticism for their efforts.

Aware of this dynamic, the Task Force consulted a variety of reference materials, experts and organizations in order to understand the many facets of this politically sensitive issue. The Westminster Homeless Initiative Draft Study (WHIDS) is, the Task Force believes, a balanced report that identifies the potential political pitfalls while also seeking a solution that is best suited to Westminster's unique needs.

The Task Force also stresses that the WHIDS is a first step to addressing the complex homeless issue. In order to lay a foundation for future discussion and policy decisions, the Task Force is identifying three potential approaches for Council's consideration.

The Task Force has compiled preliminary recommendations for Council to discuss and determine next steps. First, the Task Force is suggesting the consideration of a staffing resource addition to champion homeless issues within the City, to serve as a resource for citizens and City staff, and to provide support for City efforts to address this issue on a regional basis. Second, the Task Force suggests the formation of a coalition to be led by the City and to be comprised of area stakeholders, citizen groups, private service organizations, public agencies, and those most knowledgeable about homelessness to gain yet a better understanding of the complex causes and effects of the homeless issue within our City. Third, and most readily available is to revise the City Code to provide first responders with stronger tools, such as an anti-camping ordinance, to more effectively address disruptive behavior and issues currently negatively affecting quality of life for residents.

**Expenditure Required:** To be determined

**Source of Funds:** To be determined

## **Policy Issues**

There is a threshold policy question:

Should the City take affirmative steps to address homeless issues within the City?

If so:

Should the City add additional staffing resources to serve as a resource on homeless issues?

Should the City create a coalition comprised of area stakeholders, citizen groups, private service organizations, public agencies and those most knowledgeable about homelessness and issues surrounding this complex issue?

Should City Council and the City of Westminster revise the City Code to improve tools for addressing undesirable behavior in public spaces?

Should the Task Force explore different approaches and alternatives, upon direction from City Council, for how to address the homeless issue?

## **Alternatives**

Council could decide not to devote either monetary or staff time resources to the homeless issue within the City, instead relying on existing City, County and private agencies to manage the issues. Staff does not recommend this action, as it has not proven to be an effective means of handling behavioral and use problems that are occurring at City facilities and parks, neighborhoods, and at local businesses within the City. With no change to existing policies or approaches, City staff and residents will likely continue to struggle ineffectively with homeless issues, and the homeless individuals within our City will likely not receive as much assistance as is possible.

Council could decide to support only one or two of WHIDS' three recommendations based on an evaluation of the need and resources available. This approach is not preferred but is a viable option, depending on funding levels. Yet, the Task Force feels this complex issue requires an immediate multi-pronged approach.

Council could decide to explore an entirely different path to address homeless issues and could instruct WHIDS to follow another specific direction or directions or to discontinue its efforts.

## **Background Information**

In early 2015, the Homeless Initiative Task Force was charged with learning more about a growing Westminster homeless population. Representatives from the most heavily impacted departments within the City brought with them a focus on how to maintain and enforce a standard for acceptable behavior in public areas. Other departments' representatives brought with them an emphasis on social services, aid and possible rehabilitation of the homeless population.

The first undertaking of the Task Force was to become more informed. The Task Force studied homelessness trends, lifestyles and needs during the first quarter 2015. See **Attachment B** for a compilation of materials referenced and research conducted by the Task Force. The Task Force's initial efforts were to educate its members by sharing information among members. City "front-line" staff who had directly experienced homeless issues, such as Police Department and Library staff, shared their perspectives with the Task Force as a whole. Those members without first-hand

knowledge joined the Police Department on ride-a-longs and site visits to observe the City's current state of homelessness.

The education process also included gaining an understanding of the resources currently available in the Metro area and learning how neighboring municipalities are addressing similar issues. The committee invited in guest speakers Gary Sanford, executive director of the Metro Denver Homeless Initiative, a non-profit organization that coordinates the Continuum of Care for the seven (7) metro counties, and Aaron Gagne, the Aurora Neighborhood Services Manager, who oversees that City's homeless program.

Staff members mined data available from various City workgroups to determine how homeless issues are already impacting City services. These findings will be discussed below. Various members also reached out to other local organizations, including Center for Career & Community Enrichment ("3CE")<sup>1</sup>, Volunteers of America and Growing Home, to interview them on what services they offer and to identify changes or trends in the area. The members shared articles and other published research through e-mail messages (see **Attachment B**) in addition to meeting on five occasions starting in January 2015. The Heart of Westminster, a community organization, invited Task Force members to speak at community meetings in both March and April. Several Task Force members did attend these citizen meetings and shared information about the City's WHIDS with interested citizens.

Task Force members learned a great deal and gained a better perspective on the current homeless Issues. An overview of some of the most salient information that informed the Task Force's recommendations follows below.

### **Defining Homeless**

The formal definition of homelessness varies. A commonly cited definition is from the U.S. Department of Housing and Urban Development (HUD). It is the most restrictive in its interpretation, and most national organizations that provide homelessness services have their own broader definitions. This means that not all statistics can be relied on as "apples to apples" comparisons

The Task Force decided to use the more inclusive Metro Denver Homeless Initiative (MDHI) definition of homeless in the WHIDS, which includes the following conditions affecting vulnerable individuals within the definition of homeless: sleeping in a shelter or place not meant for human habitation, such as cars, parks, or abandoned buildings; and living in transitional housing, such as a hotel, motel; or being "doubled up" at someone else's home with friends or family members. The main distinction between the two definitions is HUD does not consider living with family members as being homeless. The MDHI definition adopted by the Task Force is closer to the one used by the U.S. Department of Health and Human Services (HHS) and educational institutions.

According to a March 2015 article published by Colorado Municipal League titled, "Homelessness in Colorado," (the "CML Article") individuals without permanent housing are often transitioning out of jail, prison, halfway houses, foster care, hospital, detoxification centers or other residential programs.

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<sup>1</sup> Center for Career & Community Enrichment ("3CE") is located at 7117 Federal Boulevard within the City. According to 3CE, it is an organization that aims to provide a "one-stop-shop" to access services and educational classes that support adults on their path to self-sufficiency. Classes include GED, ESL, Job Skills, Parenting, Building a Network, Anger Management, and others. 3CE is a collaborative effort among Low Income Family Empowerment, Adams County Housing Authority (which provides the building and staffing), Colorado State University Extension, Adams County Workforce & Business Center, ACCESS Housing, Growing Home, and Coal Creek Adult Education Center. Numerous other partners offer programs on a revolving basis.

They may be facing eviction from their permanent housing. This leads to loitering and congregating in public places due to a lack of a permanent residence. These unstable circumstances define homelessness in Colorado. See CML Article as **Attachment F** hereto.

### **The Most Vulnerable**

Dr. Paul Koegel, one of the leading homeless researchers, identified a structural context to homelessness: “a growing pool of vulnerable poor people and a concomitant decline in the availability of low-cost housing.” According to Koegel, the availability in low-cost housing decreased in the early 1970s and late 1980s, and the current economy is once again contributing to a decline in low-cost housing stock.

Beyond the overall market structure, Koegel – and many organizations serving the homeless population – have identified individual level factors that increase the risk of a person becoming homeless. These individual factors are discussed below.

Growing Home, a Westminster non-profit serving homeless families, reports many homeless individuals have experience as defendants in the justice system, which becomes a barrier to employment or receiving financing for housing. Criminal offenders are four to six times more likely to report an episode of homelessness than the general population. Another widely acknowledged vulnerable population is those with disabilities who may not have access to benefits, resulting in chronic homelessness. Some have untreated mental illnesses or substance addiction.

According to the CML Article, “veterans are becoming a significant part of the most vulnerable populations because of difficulties reintegrating into society. This may be due to post-traumatic stress disorder or a traumatic brain injury while on duty. Those physically disabled while in the military or suffering behavioral issues have trouble maintaining employment and stable housing. Veterans also may have difficulty getting services due to their discharge status or a simple lack of awareness that services exist.” See Attachment F.

Homeless families are of particular concern as homelessness affects all members of the family, regardless of age, and has a direct tie to education. According to the Colorado Department of Education, during the 2011-2012 school year – the most recent data available – 23,680 children in 4,718 families are in a homeless situation across the state. Slightly over 79%, or 18,766, of these children were living in “doubled up” situations with extended families or friends.

Unlike individual homelessness, which can be easier to identify because the individuals congregate in parks and public spaces, family homelessness is much harder to track, especially in Westminster. They are not visible on the streets but also do not have the safety or security of a home of their own. Generally, the school districts have better statistics on homeless family populations as they are able to track the students’ home situations through the schools. However, given that none of the three school districts serving Westminster serves only the City, it is impossible to say exactly how many homeless children there are in Westminster by using school district statistics.

### **The Westminster Situation**

Initial data shows that Westminster’s homeless population includes a fairly small number of the more traditionally classified solitary “unsheltered” people and a larger number of the “doubled up” families.

Conducted by the Metro Denver Homeless Initiative (MDHI), the 2014 national Point in Time (PIT) Survey results for Adams and Jefferson counties show that between both counties there were 1,143 individuals counted as homeless on a particular night. Undercounting is likely, particularly as those

not directly served by a homeless organization and those not visible in an unsheltered situation were not included. Homeless families who may be “doubled up” with extended family or friends were likely not counted. A one-page overview of each county’s 2014 PIT Survey is attached. The Adams County PIT Survey results are Attachment C; the Jefferson County PIT Survey results are Attachment D.

In 2014 Westminster staff did not participate in the administration of the surveys, and it is unknown whether individuals within the City may have been counted as part of the survey effort. In January 2015, thanks largely to the creation of the Task Force, the Westminster Police Department and volunteers participated for the first time with MDHI in conducting the national PIT Surveys. Westminster Police Department obtained 20 completed surveys (13 males and 7 females), 85% of whom reported living outside of shelters. These figures will be included in the Adams County and Jefferson County 2015 PIT Survey totals. The full results were released June 5, 2015, and are accessible via a link included in Attachment B.

Beyond the 2015 PIT Survey, between September 1, 2014, and June 30, 2015, Westminster Police Department officers contacted 234 individuals for non-criminal field contacts who identified themselves as being homeless.<sup>2</sup> The contacts were analyzed as follows.

Within this period, if a homeless person was contacted only once by law enforcement, he or she was considered to be transient, meaning he or she did not remain for any significant time within the City and was just passing through. The converse is also true: an individual contacted more than once within this period likely had a longer stay within the City. Only 30 of these people were contacted more than once within this period, suggesting the core population of homeless within the City is at or about 30 individuals.

Of these 30 people, Westminster Police Department was able to determine that 29 of them had criminal histories and two were registered sex offenders. Westminster Police Department records indicate there were seven mental health holds imposed on individuals within this core population of homeless between September 1, 2014 and January 31, 2015.

Also within the nine-month period of September to June, Westminster Police Department worked 23 criminal cases involving homeless suspects; three were bank robberies and one was an aggravated robbery.

Contacts with homeless individuals at the Irving Street Library and Park made up 45.79% of the total 234 non-criminal field contacts with homeless individuals during this period. Contacts with homeless individuals involving businesses along 72nd Avenue comprised another 15.79% of the 234 total non-criminal field contacts with homeless individuals.

Given these statistics and also first-hand experience, the Task Force initially assumed homeless issues were somewhat limited to the area around 72<sup>nd</sup> Avenue and Irving Street, including the Irving Street Library and Park, the MAC and the Westminster Plaza Shopping Center.<sup>3</sup> Yet, mapping the location

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<sup>2</sup> The self-identified “homeless” category in non-criminal field reports was added by the Westminster Police Department in September 2014 in response to the uptick in visible homeless activity within the City and as a way to help track and understand the emerging Homeless Issue. Prior to this date, the statistic on how many non-criminal field contacts were made with a self-identified homeless person is not available.

<sup>3</sup> The Task Force would like to note that, given the current concentration of Homeless Issues in the southern part of the City, it is likely the Westminster Station/Transit Oriented Development (“TOD”), including the expanded and improved Little Dry Creek Park, located in the southern portion of the City, will face issues similar to what are being experienced elsewhere in south Westminster.

of these 190 non-criminal field contacts reveal it to be a citywide issue, albeit with a concentration in the southern portion of the City. **See Attachment E.**

**Police**

The first-hand experiences of officers within the Westminster Police Department illustrate the foregoing statistics and confirm the nature of the City’s 30 or so core homeless population. According to officers, the term “shelter resistant” describes the City’s core homeless population. Of the 30 individuals contacted more than once in the September to June period, none was interested in social services, housing placement, mental health services, or relocation. Officers confirm that some individuals did take food from food banks and accept free lunches or dinners from the churches, and a few were willing to participate in the Center for Career & Community Enrichment (3CE) job placement services offered. (See footnote 3 above).

In general, the homeless individuals the Westminster Police routinely encounter are the City’s 30 or so core homeless individuals who are no longer willing to participate in the shelter programs, many times because of the stringent rules imposed by the shelter, such as prohibitions against drugs or alcohol use. These individuals have been found camping in tents in open spaces in sub-zero weather, trespassing in boiler room buildings in apartment complexes, in abandoned houses or businesses, and on street corners.

Officers report encountering only two homeless families in the past year. Those families were on the street temporarily due to divorce, domestic violence and financial situations, and the Westminster Police Department provided those families with immediate access to the resources they needed for assistance.

**Fire**

The Westminster Fire Department mined its records in an effort to quantify the number of calls for service from homeless individuals it received during a similar four-month period, from October 1, 2014 to January 31, 2015. Within that time, the Westminster Fire Department received 46 medical calls on homeless individuals and transported 43 of them to a local hospital. The breakdown is as follows:

Month	Number of Calls	Number of Transports	Call Time in Hours
Oct 2014	11	9	5.76
Nov 2014	10	10	5.71
Dec 2014	11	10	7.75
Jan 2015	14	14	9
Total	46	43	28.22
Estimated Cost		\$31,175	\$3,737.17

As a rough estimate of costs associated with these calls, the following calculations were made. The total estimated personnel cost for these calls is estimated to be \$3,737.17 (\$132.43 combined hourly rate times 28.22 hours). A majority of the calls were for basic life support and were billed at \$725 per ambulance transport, meaning over this period ambulance billing totaled \$31,175 for these calls. Thus, the total cost of providing medical calls on homeless individuals during this four-month period is roughly \$35,000, which could translate into a cost of about \$105,000 over a year not collected. This estimate is conservative in that it does not include mileage costs, fuel/idling costs, or vehicle wear and tear. It also does not include the cost of Westminster Police Department personnel who accompanied the Fire Department on many of these calls due to dangerous or remote locations.



### **Parks, Recreation and Libraries**

The longest-term staff members with 24 years and more employment with the Library Division report there have always been homeless individuals and families served by the Westminster Public Library. In 2008, to make it easier to serve these patrons, library staff compiled a list of community resources to serve those in need, whether homeless or not. Library staff update this list annually, making it available on the Research pages of the library website and printing it out free of charge when needed. Library staff members are adept at assisting patrons in finding the local resources they need, consider it part of their jobs, and largely value this opportunity to help others in need.

#### Irving Street Library and Park

From staff's perspective, the Irving Street Library and Park is ground zero for disruptive behavior related to homeless issues at City facilities. From November 2014, when staff began better documenting incidents within the libraries, to April 30, 2015, staff reported 40 behavioral issues at the park or library. During this six-month period, police were called 18 times, either because the behavior was illegal or because an individual failed to follow library staff directions, often becoming belligerent toward staff and other patrons. In January alone, there were 12 such incidents, three involving police. The number of calls for police service in this six-month period far exceeds what has typically been experienced in a full year.

It is important to note that not all incidents are documented and that staff cannot be certain whether an incident involves a homeless person or not. If a group of people is being loud or using offensive language but immediately change their behavior when staff ask or self-regulate, nothing is recorded.

Within the last year or so, library staff has noted a change in the form of a significant increase in the number of negative behaviors - demonstrated by a small percentage of the patrons - that are greatly affecting the library experience of others within the facility. Since April 2014, there have been eight (8) written complaints by patrons to staff about both the appearance and the behavior of some the individuals presumed to be homeless who are frequenting the libraries. Within that same time period, there have been almost hourly complaints made to staff verbally.

At Irving Street Library, many of the complaints are broader than library behavior and include comments about the conduct of homeless individuals in the adjacent park, which has included yelling at children on the playground. Many of these patrons report they are afraid to visit the libraries and will no longer bring their children. There is statistical support for this: Story time attendance at Irving Street Library fell by 483 people or a 6.6% decline in 2014 from 2013 while all other program attendance saw an increase at both libraries.

The recorded incidents at the park and library include intoxication, drug overdoses, yelling, fighting, repeatedly leaving personal belongings in areas obstructing passage, changing clothes in front of bathroom sinks, or attempting to bathe in the library sinks. Both of the latter practices are problematic for two reasons – the sinks are only designed for hand washing and more extensive bathing causes clogged pipes, and both activities carry with them a risk of indecent exposure.

On one notable occasion, people were asked to leave the library because they were giving one another haircuts in the bathroom. They were first required to clean up after themselves. In March 2015, a homeless individual was arrested after knives were found in a bag he was carrying after another patron reported he was unstable. He was an unemployed chef who had recently become homeless. This situation caused alarm among both patrons and staff members.

### College Hill Library

The perception is that College Hill Library does not experience homeless behavioral issues. Yet, as long ago as September 2009, a homeless woman was living in the College Hill Library emergency staircase. She would hide out at closing, roam the library and steal from the collection to pawn materials the next day. Because of that experience, Front Range Community College campus security and library staff put additional security measures into effect.

In April 2015, a homeless man smashed a window to get into the College Hill Library in the middle of the night. He was found sleeping in the library when staff arrived the next morning. He admitted he was high on methamphetamine and could not remember how he got there. The next full business day, an upstairs sink clogged with what appeared to be a full beard's worth of hair, perhaps shaven off by the homeless man. The sink was located in the only upstairs bathroom accessible to those in a wheelchair, and, as a result the bathroom was out of service for an entire day until the plumbing repair was complete.

These anecdotes serve to illustrate that both libraries have been dealing with the impact of homeless issues for quite some time. Aside from these extreme examples, there are also more common cases, often tied to intoxication or substance abuse, where a likely homeless patron's behavior negatively affects others visiting the library. There have also been formal complaints filed about the odor of some individuals, most of them homeless.

At other Parks, Recreation and Libraries facilities, the impact of the homeless issue are less defined. For instance, during the summer 2014 season, the Standley Lake staff reported a new trend: a number of families stayed for the maximum number of 14 nights possible under park regulations, left for a night to restart the clock, and then returned for another extended stay. These families adhered to park rules and regulations, and it is only conjecture to guess that they were otherwise homeless. They were all paying customers.

A separate trend emerged toward the end of the 2014 Standley Lake camping season, which may or may not be attributable to homelessness. There was an increase in the number of behavioral issues, including fights requiring staff intervention in order to ensure that the experience of other campers remained positive. Largely, these instances involved groups of people who were not related to one another in which various individuals would rotate into and out of a camp over the allotted period. Disagreements between one person in the group and others within the same campsite would occasionally become loud and disruptive. Unfortunately, the same types of behavioral issues, only worsening, are being seen during the 2015 camping season.

The MAC also reports impacts that cannot be definitely tied to homeless patrons. In 2014 there was an increase in the number of individuals paying to simply shower at the MAC. Staff reports that often the showers were left in such poor condition that the next guest attempting to shower after a workout complained. Extra custodial attention is now frequently required in order to ensure a positive experience for all guests.

It would be remiss not to mention the great unknown: the future development of the commuter rail station and park in south Westminster as well as the new downtown may serve as magnets for the homeless community. Already, there are many camps around the transit-oriented development location. With increased ease of transportation, excellent location, the park sites, the lake and other public amenities being added, these areas may become less desirable to other development if the status quo is maintained.

## **RECOMMENDATIONS**

The Task Force's efforts to date have resulted in hours of meeting and reading and are culminating in this WHIDS, by which the Task Force is setting forth its initial recommendations to Council. The Task Force would like to stress that these recommendations are preliminary and should be refined to meet Council's policy goals. It will be critical to address regional concerns on a regional basis, asking who the key stakeholders are on any given aspect of these issues. The Task Force has attempted a balanced approach to these difficult and complex homeless issues and respects that City Councillors may have strong feelings on one side or the other of the debate that surrounds homeless issues.

It is also important to stress that communication on this topic, both on the broader issue and on specific approaches to deal with it, is vital to the success of any recommendations. The Task Force recognizes that the City will need to communicate any new approaches via policies or practices to a wide array of community stakeholders, including the homeless community.

In the same vein the Task Force recommends that the City enhance its communication surrounding community resources available to those in need of homeless services. As noted previously, the libraries staff keeps an updated list of resources that are available to those in need, but the scope of the information and its potential distribution could be expanded. The Police Department and other City programs and services could make use of a compact brochure to provide to individuals in need.

### **1. New Staff or Volunteer Position.**

Much of what the Task Force has studied focused on the resources already available from a variety of non-profits and government agencies, which are significant. Yet, knowing where and how to access these services is confusing. We can only imagine the confusion one in need of this assistance must feel. The Task Force also feels as the homeless issue emerges and gains strength locally it will be important to have a single point-person within the City to be aware of other City's efforts, to be seated at the table when grant discussions come up, and to be a liaison between and among local businesses, non-profits and the homeless themselves. The Task Force is therefore recommending the creation of a new staff or volunteer position to champion homeless issues within the City and to serve as a resource for citizens and City staff.

This staff or volunteer person would serve as a common point of contact between the City staff and other organizations serving the homeless, especially with an eye toward ensuring that the City receives its appropriate allocation of limited resources in the region. As long as Westminster does not provide ongoing advocacy for its share of funding, it will continue to be marginalized in its efforts to access regional services in this area. In addition to working with regional partners, the position would be responsible for coordinating with others within the City who work directly with the homeless or those vulnerable to becoming homeless. If a staff position, funding this new position is the most expensive part of the Task Force's recommendation. While the exact cost depends upon where within the City's personnel structure the position is classified and whether it is funded as a full or part-time position, as a rough estimate the Task Force believes a \$75,000 annual salary is likely a reasonable estimate, with additional costs for benefits and other expenses projected at \$25,000-\$50,000.

This position could also create or facilitate a more permanent City-led homeless coalition (see below) that includes citizen representatives to continue to evaluate, monitor and make recommendations about how to best serve the homeless population within the City.

## **2. Homeless Coalition.**

The Task Force suggests the formation of a coalition to be led by the City and to be comprised of area stakeholders, citizen groups, private service organizations, public agencies, and those most knowledgeable about homelessness to gain yet a better understanding of the complex causes and effects of the homeless issue within our City.

The Homeless Initiative Task Force, this WHIDS and the recommendations set forth herein support several of the City's Strategic Plan Goals, including Visionary Leadership and Effective Governance; Vibrant, Inclusive and Engaged Neighborhoods; and Beautiful, Desirable, Safe and Environmentally Responsible City.

## **3. Westminster Policy and Westminster Municipal Code Changes**

Most readily available, but not without risk, is to consider revisions to the policies and City Code to more effectively address the new reality of homeless issues. These policies and practices would provide more tools and more consistent messaging necessary to address disruptive and behavioral issues in public facilities, parks and open space properties. This recommendation includes, but is not limited to, enacting Code revisions to provide first responders with stronger tools, such as an anti-camping ordinance, to more effectively address disruptive behavior. These changes would be meant to ensure that all citizens and visitors to the City of Westminster are safe and continue to have the right to use public spaces responsibly without infringing on the rights of others to do the same.

The Task Force is also suggesting potential policy changes that would not require formal adoption of an ordinance but may require a change in administrative practice, department priorities, and budgets.

- **Affordable Housing.** The research supports and the Task Force believes the City needs to be a part of a broader partnership that works toward a goal of attaining an adequate amount of affordable housing available within the City to prevent individuals and families from becoming homeless. If the worst happens to a family resulting in a loss of income, there should be affordable housing available to our citizens and resources identified and available to support the affected individuals and families.
- **Better Stewardship.** The City from time to time owns commercial buildings and private homes acquired through land or easement purchases for various temporary or long-term purposes. These properties are mostly unoccupied and are, therefore, subject to vandalism and unauthorized access, including squatting, which results in citizen complaints and ongoing repair issues. The Task Force recommends use of funds to properly maintain and secure these buildings or to have them demolished in a timely manner.
- **Signage.** Install signs at all City-owned but unused or abandoned properties with a phone number and web contact to make it as easy as possible for citizens to report a problem they note occurring on a City-owned property.
- **Partner Against Trespassing.** Launch a City policy to aggressively work with private property owners of vacant properties to post "no trespassing" signs and to obtain written permission from owners or managers to allow the Westminster Police Department to act as agents to warn trespassers, to move them along, and, if necessary, to issue citations or make arrests on such property for trespassing.

- Update current Parks, Recreation and Libraries rules and policies, including facility standards of conduct and parks regulations, to maximize staff authority and discretion while also confirming compliance with all legal requirements.
- Revise library policies to allow the libraries to issue use denial letters for a period of time, effectively trespassing individuals who repeatedly violate the same standards of acceptable behavior. This would bring the practice of the Westminster Public Libraries in alignment with all other metro area public libraries.
- Uniformed Library Security. Like many other urban libraries, including in Aurora, Boulder, and Denver, libraries would like to consider bringing in uniformed security presence into the Irving Street Library during business hours. This security presence could be either private or public (off-duty police officers). The shifts the officers work will vary from day to day. The officers would not immediately enforce library standards of acceptable behavior, except when it rises to an illegal level. Instead, they will provide a security presence for the overwhelming majority of patrons who behave acceptably but have been feeling fear when visiting the library. Security officers will also serve as back-up to library staff as they address patrons who have are refusing to comply with acceptable standards of behavior. Because Front Range Community College does provide College Hill Library with uniformed security presence, at this time, this change will only be needed at Irving Street. The specific cost for this security has not been calculated, but it will likely be in excess of \$100,000.
- Collect Statistics. Continue and expand efforts to document contacts with homeless, to understand the needs of homeless, and to determine the ways in which the homeless issue impacts the City's citizens and the City's delivery of services. This means, among other things, continuing to participate in PIT Survey.
- Pursue a partnership with Volunteers of America, which has already been discussed, that would include hosting a representative from Volunteers of America at the Irving Street Library on a monthly basis to administer the VI-SPDAT<sup>4</sup> to homeless individuals.

Given that a subset of homeless individuals are also dealing with mental illness, there is a common misperception that establishing boundaries and consequences for this population is unfair. Yet, according to the National Alliance on Mental Illness (NAMI), establishing boundaries and enforcing consequences when boundaries are violated actually has a positive effect on most, reinforcing the importance of complying with whatever treatment protocol is best suited to the individual.

A key assumption in this recommendation is that these proposed ordinances would be legally defensible, respectful of individual rights, and would synthesize and apply current "best practices" on the topics. Other communities have taken similar approaches but with varying results. Specific items for consideration include the following:

- Panhandling – Soliciting. Updating current ordinances on panhandling and soliciting, specifically as they apply to certain geographic areas, such as the Westminster Station TOD. Specific provisions that may need review and improvement are W.M.C. § 9-4-1, "Solicitation on or near a street or

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<sup>4</sup> The VI-SPDAT (the Vulnerability Index-Service Prioritization Decision Assistance Tool) is an intake tool used by social service providers to determine a person's eligibility for housing aid. It is designed to help housing providers access the full range of housing interventions across their entire homeless population, including, but not limited to, permanent supportive housing for the most vulnerable, chronically homeless individuals.

highway,” and W.M.C. §13-1-3 (C), which prohibits sales, distribution or solicitation of materials within parks.

- Sit – Lie. A potential new ordinance on “Obstructing Public Right of Way” could be considered and would be specifically designed to prohibit sitting or lying on sidewalks and common pedestrian areas. Even if not adopted city-wide, this tool could be critical for the success of targeted places within the City, such as Westminster Station TOD or the new downtown. Colorado Springs and Denver have recent experience in this realm of legislation, with mixed success.
- No Camping. Create a “No Camping” ordinance modeled after several Colorado cities that have adopted such ordinances which have withstood public and court challenges while still allowing camping at Standley Lake Park. This would allow City staff to address behavioral issues resulting from those in the community who are chronically homeless, refuse further assistance or, by their abuse of public property, degrade the quality of the City’s public parks, open space and facilities.
- Removal and Possession. Enact an ordinance enhancing authority to remove homeless camps from public property following proper notice. This authority already exists for use in emergencies when a public nuisance requires summary abatement in order to prevent the risk of imminent danger of serious injury. The intent of this program would be to establish a streamlined yet legal process to reduce the re-occupation of camps by other transient populations before they reach the level of an emergency public nuisance and to remove unsafe debris from public property in a timely manner. Similarly, grant broader Code authority for removal of abandoned personal property on City-owned property. City removal would only occur after giving proper notice. Even after proper notice, on a case by case basis, there may be occasions for personal property to be collected and stored. Notice would be posted at the site for the owner to collect this property within a designated timeframe at a designated city facility. This policy would dovetail with the no camping ordinance and the removal of homeless camps.

Respectfully submitted,

Donald M. Tripp  
City Manager

- Attachments:
- A – Task Force Members
  - B – Materials Referenced and Research Conducted
  - C – 2014 State of Homelessness/PIT Survey Results Adams County
  - D – 2014 State of Homelessness/PIT Survey Results Jefferson County
  - E – Map of Non-Criminal Police Field Contacts with Homeless Individuals
  - F – CML Knowledge Now, March 2015, “Homelessness in Colorado”

**Attachment A**

**Task Force Members**

Jody Andrews	Deputy City Manager
Tim Carlson	Deputy Police Chief
Dale Cavender	Sergeant
Rich Dahl	Park Services Manager
David Frankel	City Attorney
Hilary Graham	Deputy City Attorney
Marina Miller	Volunteer Coordinator
Joe Reid	Communication And Outreach Manager
Heather Ruddy	Senior Projects Coordinator
Kate Skarbek	Library Services Manager
Roger Stockman	Senior Police Officer
Tina Takahashi	Fire Lieutenant - EMS Field Coordinator

**Attachment B**

**Materials Referenced and Research Conducted**

ABA Journal, November 1, 2014, "Cities get mired in civil rights disputes in trying to deal with growing homeless populations," [http://www.abajournal.com/magazine/article/unwanted\\_guests](http://www.abajournal.com/magazine/article/unwanted_guests) (last accessed June 4, 2015)

Antonacci, K. (May 5, 2015). Boulder County, Longmont elected officials focus on housing for homeless. Longmont Times Call. Last accessed June 21, 2015. [http://www.timescall.com/longmont-local-news/ci\\_28056633/boulder-county-longmont-elected-officials-focus-housing-homeless?utm\\_source=Housing+Colorado+Main&utm\\_campaign=1643e34c75-May15eNews&utm\\_medium=email&utm\\_term=0\\_365736eb5d-1643e34c75-278702429](http://www.timescall.com/longmont-local-news/ci_28056633/boulder-county-longmont-elected-officials-focus-housing-homeless?utm_source=Housing+Colorado+Main&utm_campaign=1643e34c75-May15eNews&utm_medium=email&utm_term=0_365736eb5d-1643e34c75-278702429)

Colorado Department of Education. (2015). Homeless Education Data, [https://www.cde.state.co.us/dropoutprevention/homeless\\_data](https://www.cde.state.co.us/dropoutprevention/homeless_data) (last accessed May 4, 2015).

Colorado General Assembly,

House Bill 15- 1264,

<http://www.leg.state.co.us/CLICS/CLICS2015A/csl.nsf/BillFoldersHouse?openFrameset> (last accessed June 4, 2015)



Westminster Homeless Initiative Draft Study  
Staff Report

Dollar, M. (March 2015). Knowledge now: Homelessness in Colorado. Colorado Municipal League.

Housing Colorado. (December 2014). Driving a Vibrant Economy: Housing's Role in Colorado's Economic Success.

Koegel, P. (2007). Causes of Homelessness.

Metro Denver Homeless Initiative. (June 2014) 2014 State of Homelessness Report: Seven-County Denver Metropolitan Region. <http://mdhi.org/wp-content/uploads/2014/06/PIT-report-2014-6-17.pdf>

Last accessed June 3, 2015.

Metro Denver Homeless Initiative. (June 2015). 2015 Point-in-Time: Seven County Denver Metro Region. [http://mdhi.org/wp-content/uploads/2015/06/FINAL-DRAFT-06.05.15.hf\\_.pdf](http://mdhi.org/wp-content/uploads/2015/06/FINAL-DRAFT-06.05.15.hf_.pdf) Last accessed June 24, 2015.

“No Right to Rest; Criminalizing Homelessness in Colorado,” report by Denver Homeless Outloud, dated April 4, 2015, <https://denverhomelessoutloud.files.wordpress.com/2015/04/report-final.pdf> (last accessed June 4, 2015)

“No Safe Place,” report by the National Law Center on Homelessness & Poverty, <http://www.nlchp.org/reports> (last accessed June 4, 2015).

Prall, D. (December 2014). Will Work for Solutions: Local governments' varied responses to the complicated problem of homelessness. American City & County magazine. [www.americancityandcounty.com](http://www.americancityandcounty.com) Last accessed June 21, 2015.

#### Interviews, Conferences and Lectures

Downtown Colorado, Inc. "City Builder Forum: Housing, Homelessness and a Working Downtown." (February 4, 2015).

Phyllis Resnick (keynote), Lead Economist for the [Colorado Futures Center](#) at Colorado State University, Impact of Housing on Sales Tax

Kimball Crangle, Senior Developer for [Denver Housing Authority](#), Affordable and Middle Income Housing

Deana Swetlik, Urban Design Director for [Entelechy Urban Design, Planning and Development Services](#), Community Building for Density and Residential

Zoe LeBeau, [LeBeau Development](#) and creator of The Supportive Housing Toolkit for the Housing First model.

Gagne, A. (2015, March 19). Panel discussion with the Aurora Neighborhood Services Manager.

Westminster Homeless Initiative Draft Study  
Staff Report

Parker, L. (2012, June 20). Training provided to the Westminster Public Library staff from the National Alliance on Mental Illness.

Sanford, G. (2015, February 4). Presentation from the executive director of the Metro Denver Homeless Initiative.

Vigil, C. (February 6, 2015). Interview with Growing Home's Program Director.

**Attachment C**

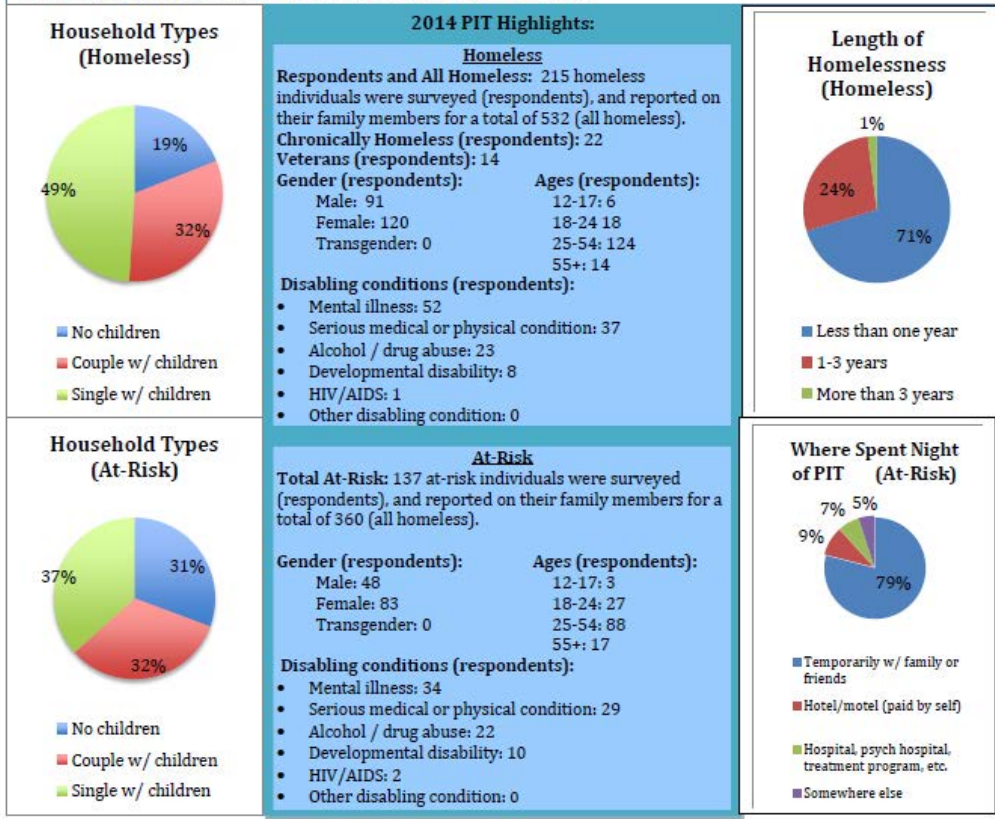


**2014 State of Homelessness**  
*Annual Assessment of Homelessness*  
**Adams County**

MDHI and stakeholders in the seven county metro Denver area conducted a Point-In-Time (PIT) survey during the week of January 27, 2014. This overview provides responses from interviewees and anyone in the household.

Please refer to pages 4 and 5 of the State of Homelessness Report for the definitions for homeless and at-risk used in the 2014 Point-in-Time. The report can be accessed at <http://mdhi.org/>.

**NOTE:** *The one consistent finding in all the research on homelessness is that surveys undercount homeless populations. People may enter and leave homelessness throughout the year - the Point-In-Time Survey is an approximate one day snap shot of homelessness in metro Denver.*



**Metropolitan Denver Homeless Initiative**

**Mission:** *To coordinate and support the Denver Metro Continuum of Care (CoC) (cities and counties) to ensure the most efficient and effective services to reduce homelessness in the seven-county region. The metro Denver Continuum of Care includes Adams County, Arapahoe County, Boulder County, City and County of Broomfield, City and County of Denver, Douglas County, & Jefferson County*

For additional information go to: [www.mdhi.org](http://www.mdhi.org)

**Attachment D**



## 2014 State of Homelessness

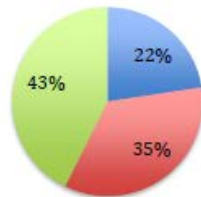
### Annual Assessment of Homelessness Jefferson County

MDHI and stakeholders in the seven county metro Denver area conducted a Point-In-Time (PIT) survey during the week of January 27, 2014. This overview provides responses from interviewees and anyone in the household.

Please refer to the State of Homelessness Report for the definitions for homeless and at-risk used in the 2014 Point-in-Time. The full report is posted at <http://mdhi.org/>.

**NOTE:** The one consistent finding in all the research on homelessness is that surveys undercount homeless populations. People may enter and leave homelessness throughout the year - the Point-In-Time Survey is an approximate one day snap shot of homelessness in metro Denver.

#### Household Types (Homeless)



- No children
- Couple w/ children
- Single w/ children

#### 2014 PIT Highlights:

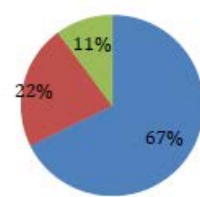
##### Homeless

**Respondents and All Homeless:** 243 homeless individuals were surveyed (respondents), and reported on their family members for a total of 611 (all homeless).  
**Chronically Homeless (respondents):** 31  
**Veterans (respondents):** 10  
**Gender (respondents):** Male: 91, Female: 147, Transgender: 1  
**Ages (respondents):** 12-17: 0, 18-24: 22, 25-54: 185, 55+: 32

##### Disabling conditions (respondents):

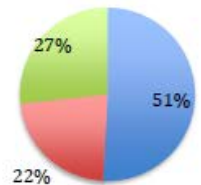
- Mental illness: 49
- Serious medical or physical condition: 67
- Alcohol / drug abuse: 33
- Developmental disability: 7
- HIV/AIDS: 0
- Other disabling condition: 0

#### Length of Homelessness



- Less than one year
- 1-3 years
- More than 3 years

#### Household Types (At-Risk)



- No children
- Couple w/ children
- Single w/ children

##### At-Risk

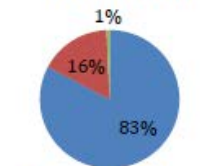
**Total At-Risk:** 142 at-risk individuals were surveyed (respondents), and reported on their family members for a total of 285 (all at-risk)

**Gender (respondents):** Male: 72, Female: 66, Transgender: 0  
**Ages (respondents):** 12-17: 1, 18-24: 17, 25-54: 104, 55+: 14

##### Disabling conditions (respondents):

- Mental illness: 43
- Serious medical or physical condition: 41
- Alcohol / drug abuse: 22
- Developmental disability: 4
- HIV/AIDS: 4
- Other disabling condition: 0

#### Where Spent Night of PIT (At-Risk)



- Temp. w/ family/friends
- Hotel/motel (paid by self)
- Hospital, psych hospital, treatment program, etc.

#### Metropolitan Denver Homeless Initiative

**Mission:** To coordinate and support the Denver Metro Continuum of Care (CoC) (cities and counties) to ensure the most efficient and effective services to reduce homelessness in the seven-county region.

The metro Denver Continuum of Care includes Adams County, Arapahoe County, Boulder County, City and County of Broomfield, City and County of Denver, Douglas County, & Jefferson County

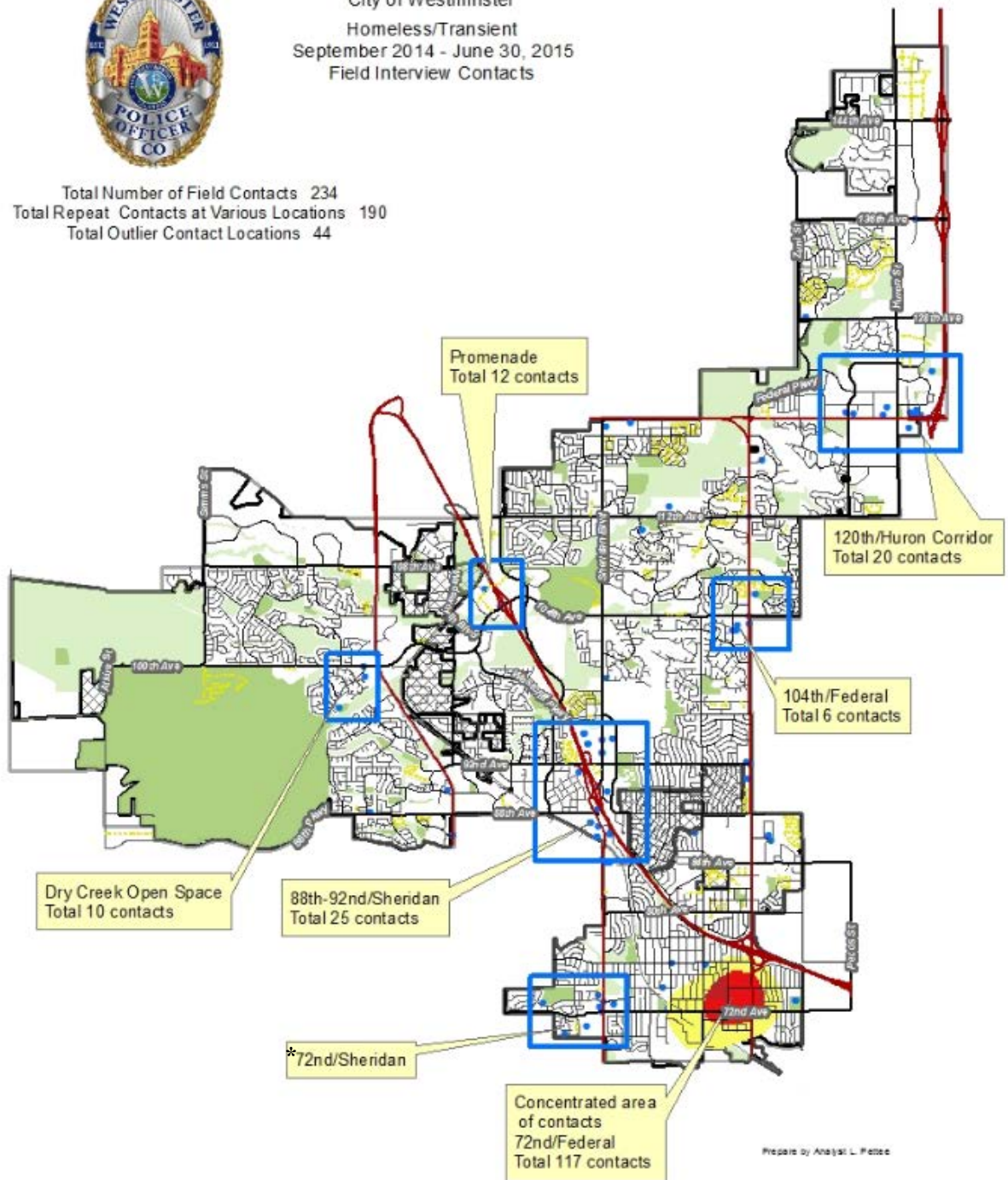
For additional information go to: [www.mdhi.org](http://www.mdhi.org)

**Attachment E**



City of Westminster  
Homeless/Transient  
September 2014 - June 30, 2015  
Field Interview Contacts

Total Number of Field Contacts 234  
Total Repeat Contacts at Various Locations 190  
Total Outlier Contact Locations 44



\*No data available for this location at the time of this report.

*The Knowledge Now series features practical research on timely topics from the Colorado Municipal League.*

## HOMELESSNESS IN COLORADO

By Meghan Dollar, CML legislative & policy advocate

*This information is of a general nature and should not be interpreted as legal advice. Local facts determine what laws may apply and how, so you should always consult your municipal attorney before proceeding.*

### PICTURE OF THE PROBLEM

#### Homelessness Defined

Homelessness can be defined in many different ways. The U.S. Department of Housing and Urban Development has a specific definition, as do other national agencies that provide homelessness services.

This *KnowledgeNow* uses the definition of the Metro Denver Homeless Initiative,<sup>1</sup> which provides the following conditions affecting vulnerable individuals that must be addressed to end homelessness: Sleeping in a shelter or place not meant for human habitation (i.e., cars, parks, or abandoned buildings). This also means living in transitional housing, including a hotel, motel, or with family members.

Individuals without permanent housing are often transitioning out of jail, prison, halfway house, foster care, hospital, detox, or other residential program. They may be facing eviction from their permanent housing. This leads to loitering and congregating in public places due to a lack of a permanent residence. These unstable circumstances define homelessness in Colorado.

#### Individuals

Homeless individuals have a range of backgrounds. Many have experience in the justice system that becomes a barrier to employment. Offenders are four to six times more likely to report an



episode of homelessness than the general population.<sup>2</sup>

A disabled population that may not have access to needs and benefits also can result in chronic homelessness. Some have untreated mental illnesses or substance addiction.

Homeless individuals also include senior citizens. With Colorado's aging population, this number continues to grow. These individuals have significant barriers to gaining employment and housing. With the lack of affordable housing and increased costs of living, some seniors find themselves unable to find suitable shelter and stability.

#### Veterans

Veterans are a significant part of our most vulnerable populations because of difficulties reintegrating into society. This may be due to post traumatic stress disorder (PTSD) or a traumatic brain injury while on duty. Those physically disabled while in the military or suffering from behavioral issues have trouble maintaining employment and stable housing. Veterans also may have

difficulty getting services due to their discharge status or a simple lack of awareness that services exist. This population is often thought of as prominently male, but female veterans from Iraq and Afghanistan also find themselves homeless. In 2012, the State of Colorado estimated that there are between 3,000 and 5,000 veterans in Colorado who are, or at-risk of becoming, homeless.<sup>3</sup>

#### Families

While there are certainly a large number of homeless individuals in Colorado, what is particularly concerning is how many are members of families. According to the Colorado Department of Education, there are 4,718 children and their families who are living in shelters, motels, or other homeless situations. There are another 17,297 who are living in doubled-up situations, where they are staying with extended family.

This systemic issue in a family can lead to food insecurity, weaker social networks, issues in school, and significant health problems. If a family has experienced domestic violence, the likelihood of anxiety and depression in the children is increased. This requires services beyond food and shelter, and creates a need for behavioral assistance.

1 Sanford, Gary. Metro Denver Homeless Initiative. "Collaborations to Address Housing Instability and Homelessness." Denver. 1 October 2014. Lecture

2 Greenberg, G. A., & Rosenheck, R. A. (2008). Homelessness in the state and federal prison population. *Criminal Behavior and Mental Health*, 18, 88-103

3 State of Colorado, Office of the Governor, Pathways Home Colorado, by Gary Sanford, Cara Cheevers, Adam Zarrin, 2012. 18 [www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251611679326](http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251611679326)

## STATE RESOURCES TO END HOMELESSNESS

### Pathways Home Colorado

Created by Gov. John Hickenlooper's Office and the Colorado Division of Housing, Pathways Home Colorado promotes collaboration between business, faith, individual, and foundation partners to ensure that state resources are effectively directed to projects that have proven success in eliminating barriers to housing and services. Pathways Home Colorado is part of Colorado's ongoing efforts to replicate best practice models, support regional priorities and become more strategic in preventing and ending homelessness.

The program has existed since 2012 and is a terrific opportunity for local governments to look at resources and data regarding homelessness.

Colorado Counts, a section of Pathways Home Colorado's plan, is gathering information from six regions throughout the state: Mesa County, Five County Southwest Region (Archuleta, Dolores, La Plata, Montezuma and San Juan Counties), Tri-County Region (Eagle, Garfield, and Pitkin Counties), El Paso County, Pueblo County, and Metropolitan Denver. Colorado Counts is utilizing trained community volunteers to actively seek out and survey those who are, or at risk of becoming, homeless. The hope is to understand the housing and health needs and plan accordingly. Where this may really make a difference is connecting those identified as most vulnerable to needed services within their communities. From 2010 to the present, 3,813 individuals have been surveyed.<sup>1</sup>

Pathways Home Colorado set strict goals in 2012 to establish collaborative partnerships, create effective policies, prioritize resources, and engage political leadership to help solve the issue of homelessness. By working with state, local, and federal stakeholders, several goals were reached since its inception. These include establishing development projects with 848 units for the homeless and special needs population. Additionally, with help from the Division of Housing, there was an increased availability of \$100,000 in tax check-off funds for homeless prevention activity programs around the state.

For more information on Pathways Home Colorado, visit [www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251611679326](http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251611679326).

### Fort Lyon

When the U.S. Department of Veterans Affairs opted to no longer use Fort Lyon as a hospital, the State of Colorado took the campus to use as a prison. Due to budget cuts, the prison was shut down in 2012, and a vacant campus was left unused and a community left without jobs. It was then that the Office of the Governor, in partnership with the Department of Local Affairs, began working to repurpose the building into a treatment, job training, and overall transition facility for the homeless.

One of the most difficult issues when trying to combat homelessness is getting that vulnerable population to services. The proponents' goal was to provide housing and services under the same roof. The League supported this move and worked to approve the use in the 2013 legislative session.

The campus is primarily run by the Colorado Coalition for the Homeless with workers also employed by Bent County. Many residents of the community also have worked to improve Fort Lyon.

As of August 2014, the campus is home to 202 residents, 11 who have since graduated the program and reentered their communities.<sup>2</sup> The facility still maintains a goal of running at capacity by July 2015 with 300 residents. While Fort Lyon as a homeless facility is still in the early stages, many believe it is possible that it could be a lasting solution for homelessness in Colorado.

For more information on Fort Lyon, visit [www.coloradocoalition.org](http://www.coloradocoalition.org).



<sup>1</sup> State of Colorado, Office of the Governor, Pathways Home Colorado Report, 2.

<sup>2</sup> McGhee, Tom, "Controversial Fort Lyon homeless facility sends alums into world," *Denver Post*. Aug. 20, 2014. [www.denverpost.com/news/ci\\_26368473/controversial-fort-lyon-homeless-facility-sends-alums-into](http://www.denverpost.com/news/ci_26368473/controversial-fort-lyon-homeless-facility-sends-alums-into). Accessed Nov. 1, 2014.



## MUNICIPALITIES ENDING THE CYCLE OF HOMELESSNESS

It has been proven time and again that the money spent on sufficient housing to prevent homelessness is much less than the costs associated with existing homeless citizens. Occurrences like nuisance violations, healthcare costs, and jail add up to millions a year spent by municipalities on homeless individuals, with \$11 million spent each year in Denver alone.<sup>4</sup> That is why municipalities are turning to ways to target their vulnerable populations before they become homeless.

### **Metro Denver**

A new focus on homelessness that promotes regional collaborations to increase housing resources and house the most vulnerable plays a large role in metro Denver's homelessness programs. The Metro Denver Homeless Initiative and Denver's Road Home are two important partners moving forward with regional collaboration.

In the metropolitan area, mental illness is a huge factor leading to chronic homelessness. Data collected by the Metro Denver Homeless Initiative's annual point-in-time report show that, as of 2014, 35 percent of homeless individuals identified themselves as having a mental illness.<sup>5</sup> The most vulnerable must be targeted beyond permanent housing. Individual services for behavioral health, substance abuse, or physical health treatment are imperative to end the cycle of homelessness.

The City of Denver spends an average of \$37,846 per individual in back-end costs for the homeless (jail, court costs, emergency room visits, and detox). By putting service programs in place up front, a city can save thousands of dollars. For example, Portland, Ore., reduced the costs of health care and incarcerations from \$42,075 to \$17,199 by implementing permanent supportive housing. Denver hopes to see similar cost savings as it continues to roll out its 10-year plan against homelessness.

The City of Denver is now looking at a new option for funding chronically homeless individuals using a social impact bond (SIB) to support a broader city homelessness strategy. An SIB is a specific type of social impact financing in which funds are raised from investors to provide social service provider(s) with the working capital to deliver their services. The intent is to incentivize investors by showing positive outcomes while allowing public money to go farther. What this program could do is allow the city to pay for new programs and services while it moves toward long-term preventative solutions by adding dollars to existing resources and tools to make them more effective.<sup>6</sup>

For more information, contact Gary Sanford, Metro Denver Homelessness Initiative executive director, at [gary.sanford@unitedwaydenver.org](mailto:gary.sanford@unitedwaydenver.org), or Bennie Milliner, Denver's Road Home executive director, at [bennie.milliner@denvergov.org](mailto:bennie.milliner@denvergov.org)

### **Montrose**

To end the cycle of homelessness, it must be a priority in the community. The City of Montrose is an excellent example. Since 2012, the community has come together to form a strategic plan targeted at ending homelessness. In 2014, Montrose focused its community nonprofit funding assistance on the issue of housing and homelessness.

The Montrose Community Foundation initiated community forums and the development of an organized coalition to support the community in its focus on providing housing; this became the Montrose County Coalition on Homelessness. Each member of the coalition provided services to the homeless populations including food, shelter, and reintegration. By coming together and assessing their resources, the coalition was able to achieve new goals for their community.

From 2013-2014, the community:

- created a single-point entry for all of the homeless or near homeless in Montrose County;

<sup>6</sup> Milliner, Bennie. Denver's Road Home. "Collaborations to Address Housing Instability and Homelessness." Denver, CO. 1 October 2014. Lecture

- became part of the Fort Lyon referral network to ensure the chronically homeless with mental health and substance use are receiving the life change they are seeking;
- asked for and received veteran dollars for clothing, work tools, and housing support.
- received 14 Housing & Urban Development (HUD)-Veterans Affairs Supportive Housing (VASH) vouchers for veterans in need of permanent housing; and
- trained churches on "one congregation, one family," a program that pairs mentors from religious congregations, community organizations, and businesses with families and seniors experiencing housing instability.

Into 2015, the organization hopes to further its goals by providing necessary transportation for the homeless and more funding for transitional housing. Reintegration for those citizens coming out of Fort Lyon is also a focus for the community.

For more information, contact William Bell, Montrose city manager, at [wbell@ci.montrose.co.us](mailto:wbell@ci.montrose.co.us), or Kaye Hotsenpiller, Montrose County Coalition on Homelessness chair, at [kayeh@htop.org](mailto:kayeh@htop.org).

### **Fort Collins**

In 2011, Homeward 2020, a community initiative to make homelessness rare, short-lived, and non-recurring, was created in Fort Collins. The initiative is guided by a volunteer board composed of housing and service providers, advocates, business representatives, individuals with personal experiences of homelessness, law enforcement, and representatives from the City of Fort Collins. The Community Foundation of Northern Colorado serves as the fiscal agent for the initiative. The goal of Homeward 2020 is stable housing for all Fort Collins' citizens experiencing homelessness. In the 10-year plan, specific goals were developed.

- This vital need will be met while acknowledging that there are many support services and case management needed to be available to complement the housing.

<sup>4</sup> Sanford, Gary. Metro Denver Homeless Initiative. "Collaborations to Address Housing Instability and Homelessness." Denver, CO. 1 October 2014. Lecture

<sup>5</sup> Brown, Jennifer. "Breakdown: Mental Health in Colorado Part Three of Four." Denver Post 25 Nov. 2014: 1+. Print.

- As much as is possible, the housing process should be simplified and streamlined to decrease the amount of time it takes to help someone move into housing. The availability of affordable and supportive housing also impacts this timeline.
- The available housing must be accompanied with necessary transportation, support services, and case management so that their unique needs are being properly and humanely addressed.
- The Homeward 2020 Ten Year Plan to Make Homelessness Rare, Short-Lived, and Non-Recurring will provide alignment, coordination, and strategic development around Fort Collins's agencies to provide rapid response housing and the full range services for all members of its community that become or are about to become homeless.

The initiative convenes community conversations on homelessness and advocates for research- and evidence-based solution. It also just completed a 2015 Point-in-Time survey. This is data collected on individuals in a given time-frame in a community. The survey helps to assess the need for specific services and where resources should be placed.

For more information, contact Vanessa Fenley, Homeward 2020 director, at [vanessa@homeward2020.org](mailto:vanessa@homeward2020.org).

## Rural Homeless Programs

### Colorado Coalition for the Homeless

Colorado Coalition for the Homeless is a leading partner in the fight against homelessness. While it works in more urban areas, the organization also is working on programs outside of the metro area. The coalition's Rural Initiatives Program has brought together 14 service providers in the state and operates 12 transitional housing programs, one permanent supportive housing program, and one supportive services program. Yet again, there is a forward focus on collaborations within the community. In 2013 alone, 139 families gained transitional and

permanent housing through the program.<sup>7</sup>

Organizations partnering with the Rural Initiatives Program come from all over Colorado. In Canon City, the program partners with Loaves and Fishes Ministry, providing goods, services, and temporary housing to homeless in Fremont County.

In Avon, the coalition partners with the Bright Future Foundation, a nonprofit that provides services to individuals and families affected by domestic violence.

In Alamosa, the coalition works with Lapuente Home Inc., which serves the San Luis Valley by providing food, shelter, and other resources to homeless in crisis.

These are just a few examples of partnerships throughout rural Colorado. The vastness of the homeless problem in Colorado lends itself to partnerships. Cities and towns do not have to go it alone, but, instead, can look to neighboring communities and nonprofits to create long-term solutions to house their most vulnerable population.

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<sup>7</sup> "What We Do: Rural Programs." Colorado Coalition for the Homeless. N.p., 12 Nov. 2014. Web. 25 Nov. 2014.



# WESTMINSTER

## Staff Report

City Council Study Session Meeting  
January 4, 2016



**SUBJECT:** Proposed 2016 Citizen Survey  
**PREPARED BY:** Ben Goldstein, Senior Management Analyst

### Recommended City Council Action

Review the attached proposed 2016 Citizen Survey draft and provide feedback to Staff at the December 28<sup>th</sup> Study Session Meeting. City Staff and representatives from National Research Center, Inc. (NRC), the survey consultant, will be available that evening to discuss City Council's feedback.

### Summary Statement

Staff is proposing to conduct the Biennial Citizen Survey for the 12<sup>th</sup> consecutive time. A draft of the proposed 2016 Citizen Survey is attached for Council's review. This is intended to be an opportunity for Council to voice any concerns and make suggestions for changes to the proposed survey questions and survey format.

Staff would particularly like feedback on the proposed questions in the "Planning" section of the survey, historically questions 19 through 22. Staff has included a list of possible questions for this section based on feedback received from City Council and City departments. This section is used to address policy questions that are more specific to Westminster's current issues or to gather information regarding items that are of interest to City Council. Questions 1 through 18 are used to gather both trend and comparative data, and remain relatively unchanged from year to year.

**Expenditure Required:** \$23,792 for services provided by NRC, including printing and postage

**Source of Funds:** General Fund - Central Charges operating budget

## **Policy Issue**

Does City Council want to conduct a mail survey in 2016? Does City Council concur with the basic format and proposed questions?

## **Alternatives**

There are several alternatives available to City Council for the proposed 2016 Biennial Citizen Survey. The most sweeping alternative would be to not conduct a survey in 2016. Staff does not recommend this alternative because the data received from past surveys has proven valuable in policy discussions for City Council and has been used as a decision making tool by Staff.

Some other alternatives are making significant changes to the proposed questions, survey format, or conducting the survey via telephone interviews. Staff welcomes City Council input on the questions asked, but recommends against major changes to the survey as it has provided the City with valuable trend data for over two decades. Staff does not recommend switching the administration of the survey to telephone interviews, as it may negatively impact the response rate and increase the cost.

## **Background Information**

Every two years for the last 22 years, the City has conducted a citizen survey to measure residents' satisfaction level with City services and gather opinions on specific policy questions. The data gathered from past surveys has been used by both Staff and City Council as a tool to assist with decision making and help guide policy direction. Additionally, departments regularly use data gathered in the survey as part of their performance measurements.

As in previous years, the City has contracted with the National Research Center, Inc., (NRC) to conduct the survey. NRC is widely known throughout the United States as a preeminent citizen survey consulting firm. They are a highly skilled team of social science and public attitude researchers performing a full range of quality research to help organizations measure their effectiveness and understand the perspectives of their residents. Their principals have worked more than twenty years measuring client needs and organizational performance in critical areas such as behavioral health, client satisfaction, local government service provision, special needs human services and more. NRC staff members have authored numerous articles about research and evaluation findings and methodology in journals and books and are frequent presenters for the American Evaluation Association, International City/County Management Association, and the National League of Cities. Additionally, NRC developed the national citizen survey instrument that is endorsed by the International City/County Management Association (ICMA).

To ensure that the City of Westminster was utilizing the highest quality firm at the most competitive pricing, the City conducted an Request For Proposals (RFP) in late 2011 to select a vendor for the 2012 Biennial Citizen Survey, with an option for the City to use the vendor for the 2014 and 2016 Surveys; the City selected NRC for the 2012 survey. The City has elected to exercise its contract option and selected NRC to conduct the 2016 Survey. NRC was selected based on their ability to provide excellent customer service, comparative data, and affordability. Because NRC conducts surveys both throughout Colorado and nationally, they are able to provide excellent comparative data on many of the standard questions included in the City's survey.

As in previous years, City Manager's Office Staff sought possible questions from all departments for the 2016 survey. The 2016 survey instrument was designed to collect year-to-year trend information

and gather data on current issues. The 2016 survey poses many questions that are specifically designed to gather performance measurement data for the City's internal performance measurement program. Staff is working concurrently with City Council review to refine word choice, layout, page length and readability and to make other minor changes.

The questions and response sets were designed by NRC to promote scientific validity.

- Questions 1-5 are designed to assess the quality of the community, and are largely unchanged from the last survey, with the exception of question 3, which has been modified to reflect the change in City Council's Strategic Plan goals.
- Questions 6-12 assess the quality of service and are generally unchanged from the 2014 survey. With a substitution in questions 12 from "Rundown buildings" for "Availability of recreation facilities."
- Questions 13-18 assess communication with citizens and were modified to reflect a changing media landscape. This is most apparent with the modification of question 15, which will now more accurately assess what specific social media sites are used by respondents, not just if they are using them.
- Planning section - A list of possible questions for this section have been included as a separate attachment to this Staff Report. The questions were developed based on feedback received from City Council and Staff.
- Questions D1-D13 ask each respondent to provide basic demographic information. This section largely reflects questions and terms used in the United States Census. This year's survey again asks residents to indicate their home zip code. This piece of information will help NRC and City Staff cross-tabulate results and gain a better understanding of how residents' views compare across the City.

The statistically valid survey will be mailed to a random sample of 3,000 residents. A pre-notification postcard will be mailed to the randomly selected residents on January 20. The first wave of surveys will be mailed on January 25 and the second wave will be mailed on January 28. The post card and both waves will be sent to the same 3,000 residents. Residents who receive the surveys will be asked to complete the survey only one time. The surveys will be sent in equal numbers to residents in the City's three school districts. The two waves of mailings help to ensure a response rate that provides statistically valid response data. Each wave will include a postage-paid return envelope addressed to the National Research Center, Inc. Residents will use the envelope to submit their completed surveys directly to the consultant. Additionally, this year residents will have the option to complete their survey online, with a website address provided for their unique area. Past experience by the vendor has shown that residents will largely choose the paper format, and will only complete one survey. However, should a resident choose to ignore the instructions to only complete one survey, the vendor has analytics tools in place to screen for duplicates or fraudulent surveys. As confidentiality is important to all respondents, regardless of what format they choose to respond with, a cover letter accompanying the survey states very clearly that every response will be kept confidential.

On March 18, Staff expects to receive a draft report of the survey results from Chelsey Farson, Project Manager, and Laurie Urban, Senior Research Associate, both with NRC who is conducting the study. NRC and City Staff will present the results of the survey to City Council at a Study Session in April.

Council is encouraged to read through the proposed survey instrument and come prepared to discuss any concerns or suggestions on the survey, policy questions, and survey format at the City Council Study Session on January 4. Laurie Urban from NRC will be in attendance along with City Staff to answer any questions. For your reference, Staff has also included the 2014 Citizen Survey, 2014 Citizen

Survey Report, and the final presentation that was given to City Council in 2014; these document will allow City Council to review results from the 2014 Citizen Survey and give City Council an idea of how the results from the 2016 Citizen Survey will be presented.

Given the breadth of questions being proposed and the importance that the 2016 Citizen Survey data will play in the review and update of City Council's strategic plan goals and other key decisions in the provision of City services, City Council directions on this item furthers all of City Council's Strategic Plan goals. These include Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Beautiful, Desirable, Safe and Environmentally Responsible City; Dynamic, Diverse Economy; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachments: A - 2016 Citizen Survey Draft  
B - 2014 Citizen Survey  
C - 2014 Citizen Survey Final Report  
D - 2014 Citizen Survey Final Presentation  
E – NRC Sample Custom Questions for 2016 Survey



Please have the adult household member (18 years or older) who most recently had a birthday complete this survey. Year of birth of the adult does not matter. Thank you.

## Quality of Community

### 1. Please rate each of the following aspects of quality of life in Westminster.

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Westminster as a place to live.....	1	2	3	4	5	6
The overall quality of your neighborhood.....	1	2	3	4	5	6
Westminster as a place to raise children .....	1	2	3	4	5	6
Westminster as a place to retire.....	1	2	3	4	5	6
Westminster as a place to work.....	1	2	3	4	5	6
Job opportunities in Westminster.....	1	2	3	4	5	6
The overall quality of life in Westminster .....	1	2	3	4	5	6

### 2. During the past 12 months, the overall quality of my neighborhood:

- Improved a lot
- Improved slightly
- Stayed the same
- Declined slightly
- Declined a lot
- Don't know

### 3. 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
Financially sustainable.....	1	2	3	4
Vibrant, inclusive and engaged community .....	1	2	3	4
Beautiful parks/open spaces.....	1	2	3	4
Visionary and progressive .....	1	2	3	4
Dynamic, diverse economy.....	1	2	3	4
Safe and secure.....	1	2	3	4
Environmentally sensitive.....	1	2	3	4
Ease of mobility.....	1	2	3	4

### 4. How would you rate the physical attractiveness of Westminster as a whole?

- Very good
- Good
- Neither good nor bad
- Bad
- Very bad
- Don't know

### 5. Please rate how safe or unsafe you feel from the following:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe
Violent crimes (e.g., rape, robbery, assault).....	1	2	3	4	5
Property crimes (e.g., burglary, theft, vandalism, auto theft) .....	1	2	3	4	5
Fires .....	1	2	3	4	5
Other natural disasters (e.g., flood, tornado, etc.).....	1	2	3	4	5

## Quality of Service

6. 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	Essential	Very important	Somewhat important	Not at all important	Don't know
Snow removal.....	1	2	3	4	5	6	1	2	3	4	5
Street repair.....	1	2	3	4	5	6	1	2	3	4	5
Street cleaning.....	1	2	3	4	5	6	1	2	3	4	5
Sewer services.....	1	2	3	4	5	6	1	2	3	4	5
Recycling drop off centers at City facilities.....	1	2	3	4	5	6	1	2	3	4	5
Police traffic enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Police protection.....	1	2	3	4	5	6	1	2	3	4	5
Fire protection.....	1	2	3	4	5	6	1	2	3	4	5
Emergency medical/ ambulance service.....	1	2	3	4	5	6	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5	6	1	2	3	4	5
City Code enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Animal management.....	1	2	3	4	5	6	1	2	3	4	5
Economic development.....	1	2	3	4	5	6	1	2	3	4	5
Parks maintenance.....	1	2	3	4	5	6	1	2	3	4	5
Libraries.....	1	2	3	4	5	6	1	2	3	4	5
Drinking water quality.....	1	2	3	4	5	6	1	2	3	4	5
Recreation programs.....	1	2	3	4	5	6	1	2	3	4	5
Recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Trails.....	1	2	3	4	5	6	1	2	3	4	5
Appearance of parks and recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Preservation of natural areas (open space, greenbelts).....	1	2	3	4	5	6	1	2	3	4	5
Municipal Court.....	1	2	3	4	5	6	1	2	3	4	5
Building permits/inspections.....	1	2	3	4	5	6	1	2	3	4	5
Utility billing/meter reading.....	1	2	3	4	5	6	1	2	3	4	5
Emergency preparedness.....	1	2	3	4	5	6	1	2	3	4	5

7. Overall, how would you rate the quality of the services provided by the City of Westminster?

- Very good
- Good
- Neither good nor bad
- Bad
- Very bad
- Don't know

8. Overall, would you say the City is headed in the right direction or the wrong direction?

- Right direction
- Wrong direction
- Don't know

9. 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
I receive good value for the City of Westminster taxes I pay.....	1	2	3	4	5	6
The Westminster government welcomes citizen involvement.....	1	2	3	4	5	6
City Council cares what people like me think.....	1	2	3	4	5	6



**10. Have you had contact with a Westminster city employee within the last 12 months?**

- Yes → go to question 11       No → go to question 12

**11. What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)**

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Knowledge.....	1	2	3	4	5	6
Responsiveness .....	1	2	3	4	5	6
Courtesy .....	1	2	3	4	5	6
Making you feel valued.....	1	2	3	4	5	6
Overall impression .....	1	2	3	4	5	6

**12. To what degree, if at all, are the following problems in Westminster?**

	Not a problem	Minor problem	Moderate problem	Major problem	Don't know
Crime.....	1	2	3	4	5
Vandalism .....	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Drugs.....	1	2	3	4	5
Too much growth.....	1	2	3	4	5
Lack of growth.....	1	2	3	4	5
Availability of recreation facilities.....	1	2	3	4	5
Taxes.....	1	2	3	4	5
Availability of convenient shopping.....	1	2	3	4	5
Juvenile problems.....	1	2	3	4	5
Availability of affordable housing.....	1	2	3	4	5
Availability of parks.....	1	2	3	4	5
Traffic safety on neighborhood streets.....	1	2	3	4	5
Traffic safety on major streets.....	1	2	3	4	5
Maintenance and condition of homes.....	1	2	3	4	5
Condition of properties (weeds, trash, junk vehicles) .....	1	2	3	4	5
Resources to support education (reading materials, access to information) ....	1	2	3	4	5
Availability of trails or trail connections.....	1	2	3	4	5

**13. In general, how well informed do you feel about the City of Westminster?**

- Very well     Well     Neither well nor poorly     Poorly     Very poorly     Don't know

**14. Among the sources of information listed below, please mark the sources you have used within the last 3 months.**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> <i>Denver Post</i> (print version)  | <input type="checkbox"/> <i>Westminster Window</i>              | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> City's website ( <a href="http://www.cityofwestminster.us">www.cityofwestminster.us</a> ) | <input type="checkbox"/> <i>City Edition</i> (print newsletter) | <input type="checkbox"/> Television News    |
| <input type="checkbox"/> Other online news sources   | <input type="checkbox"/> <i>The Weekly</i> (e-newsletter)       | <input type="checkbox"/> Word of mouth      |
| <input type="checkbox"/> Social media (Facebook, Twitter, etc.)  | <input type="checkbox"/> Other City e-newsletters               | <input type="checkbox"/> <i>Your Hub</i>    |

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

- |                                       |                                    |                                    |
|---------------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> Facebook     | <input type="checkbox"/> Twitter   | <input type="checkbox"/> LinkedIn  |
| <input type="checkbox"/> Google Plus+ | <input type="checkbox"/> Instagram | <input type="checkbox"/> Pinterest |
| <input type="checkbox"/> Nextdoor     | <input type="checkbox"/> Tumblr    | <input type="checkbox"/> Yelp      |
| <input type="checkbox"/> YouTube      | <input type="checkbox"/> Snapchat  | <input type="checkbox"/> Reddit    |

**16. Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?**

- Too little     Right amount     Too much     Don't know

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

- Yes → go to question 18       No → go to question 19

18. 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.

	<u>Very good</u>	<u>Good</u>	<u>Neither good nor bad</u>	<u>Bad</u>	<u>Very bad</u>	<u>Don't know</u>
Current information.....	1	2	3	4	5	6
Appearance.....	1	2	3	4	5	6
Online services offered .....	1	2	3	4	5	6
Ease of navigation.....	1	2	3	4	5	6
Search function.....	1	2	3	4	5	6

### Planning

A list of possible questions for this section have been included as a separate attachment to the Citizen Survey Staff Report for the January 4, 2015 Study Session Meeting. The questions were developed based on feedback received from City Council and Staff.

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

## Demographics

**D1. About how long have you lived in Westminster?**  
(Record 0 if six months or less)

\_\_\_\_\_ Years

**D2. What is your home zip code?**

- 80003    80021    80031    80035  
 80005    80023    80234    80036  
 80020    80030    80260

**D3. What city do you work in or nearest to? (Please check only one.)**

- |   |  |
|---|--|
| <input type="radio"/> Arvada            | <input type="radio"/> Lakewood   |
| <input type="radio"/> Aurora            | <input type="radio"/> Littleton  |
| <input type="radio"/> Boulder           | <input type="radio"/> Longmont   |
| <input type="radio"/> Brighton          | <input type="radio"/> Louisville   |
| <input type="radio"/> Broomfield        | <input type="radio"/> Northglenn   |
| <input type="radio"/> Centennial        | <input type="radio"/> Superior   |
| <input type="radio"/> Commerce City     | <input type="radio"/> Thornton   |
| <input type="radio"/> Denver            | <input type="radio"/> Westminster  |
| <input type="radio"/> Englewood         | <input type="radio"/> Wheat Ridge  |
| <input type="radio"/> Glendale          | <input type="radio"/> All over Metro area                                  |
| <input type="radio"/> Golden            | <input type="radio"/> Other  |
| <input type="radio"/> Greenwood Village | <input type="radio"/> I work from home                                     |
| <input type="radio"/> Lafayette         | <input type="radio"/> I do not work (student,<br>homemaker, retired, etc.) |

**D4. Please check the appropriate box indicating the type of housing unit in which you live. (Please check only one.)**

- Detached single family home  
 Condominium or townhouse  
 Apartment  
 Mobile home

**D5. Do you rent or own your residence? (Please check only one.)**

- Rent                       Own

**D6. How many people (including yourself) live in your household? ..... \_\_\_\_\_ People**

**D7. How many of these household members are 17 years or younger? ..... \_\_\_\_\_ People**

**D8. About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES in 2013? Be sure to include income from all sources. Please check the appropriate box below.**

- |  |  |
|--|--|
| <input type="radio"/> Less than \$15,000   | <input type="radio"/> \$100,000 to \$124,999 |
| <input type="radio"/> \$15,000 to \$24,999 | <input type="radio"/> \$125,000 to \$149,999 |
| <input type="radio"/> \$25,000 to \$34,999 | <input type="radio"/> \$150,000 to \$174,999 |
| <input type="radio"/> \$35,000 to \$49,999 | <input type="radio"/> \$175,000 to \$199,999 |
| <input type="radio"/> \$50,000 to \$74,999 | <input type="radio"/> \$200,000 or more      |
| <input type="radio"/> \$75,000 to \$99,999 | <input type="radio"/> I prefer not to answer |

**D9. How much education have you completed?**

- 0-11 years  
 High school graduate  
 Some college, no degree  
 Associate degree  
 Bachelor's degree  
 Graduate or professional degree

**D10. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

- White/European American/Caucasian  
 Black or African American  
 Asian or Pacific Islander  
 American Indian, Eskimo, or Aleut  
 Other

**D11. Are you Hispanic/Spanish/Latino?**

- Yes                       No

**D12. Which category contains your age?**

- |                             |                             |                             |
|-----------------------------|-----------------------------|-----------------------------|
| <input type="radio"/> 18-24 | <input type="radio"/> 45-54 | <input type="radio"/> 75-84 |
| <input type="radio"/> 25-34 | <input type="radio"/> 55-64 | <input type="radio"/> 85+   |
| <input type="radio"/> 35-44 | <input type="radio"/> 65-74 |                             |

**D13. What is your gender?**

- Female                       Male

Thank you very much for completing this survey! Please return the survey in the enclosed pre-addressed, postage-paid envelope to: National Research Center, Inc., 2955 Valmont Rd., Suite 300, Boulder, CO 80301



Please have the adult household member (18 years or older) who most recently had a birthday complete this survey. Year of birth of the adult does not matter. Thank you.

## Quality of Community

### 1. Please rate each of the following aspects of quality of life in Westminster.

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Westminster as a place to live.....	1	2	3	4	5	6
The overall quality of your neighborhood.....	1	2	3	4	5	6
Westminster as a place to raise children .....	1	2	3	4	5	6
Westminster as a place to retire.....	1	2	3	4	5	6
Westminster as a place to work.....	1	2	3	4	5	6
Job opportunities in Westminster.....	1	2	3	4	5	6
The overall quality of life in Westminster .....	1	2	3	4	5	6

### 2. During the past 12 months, the overall quality of my neighborhood:

- Improved a lot
- Improved slightly
- Stayed the same
- Declined slightly
- Declined a lot
- Don't know

### 3. 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
Financially sound.....	1	2	3	4
Business-friendly environment.....	1	2	3	4
Beautiful parks/open spaces.....	1	2	3	4
Innovative and progressive.....	1	2	3	4
Vibrant neighborhoods .....	1	2	3	4
Safe and secure.....	1	2	3	4
Environmentally sensitive.....	1	2	3	4
Healthy .....	1	2	3	4

### 4. How would you rate the physical attractiveness of Westminster as a whole?

- Very good
- Good
- Neither good nor bad
- Bad
- Very bad
- Don't know

### 5. Please rate how safe or unsafe you feel from the following:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe
Violent crimes (e.g., rape, robbery, assault).....	1	2	3	4	5
Property crimes (e.g., burglary, theft, vandalism, auto theft) .....	1	2	3	4	5
Fires .....	1	2	3	4	5
Other natural disasters (e.g., flood, tornado, etc.).....	1	2	3	4	5

## Quality of Service

6. 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	Essential	Very important	Somewhat important	Not at all important	Don't know
Snow removal.....	1	2	3	4	5	6	1	2	3	4	5
Street repair.....	1	2	3	4	5	6	1	2	3	4	5
Street cleaning.....	1	2	3	4	5	6	1	2	3	4	5
Sewer services.....	1	2	3	4	5	6	1	2	3	4	5
Recycling drop off centers at City facilities.....	1	2	3	4	5	6	1	2	3	4	5
Police traffic enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Police protection.....	1	2	3	4	5	6	1	2	3	4	5
Fire protection.....	1	2	3	4	5	6	1	2	3	4	5
Emergency medical/ ambulance service.....	1	2	3	4	5	6	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5	6	1	2	3	4	5
City Code enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Animal management.....	1	2	3	4	5	6	1	2	3	4	5
Economic development.....	1	2	3	4	5	6	1	2	3	4	5
Parks maintenance.....	1	2	3	4	5	6	1	2	3	4	5
Libraries.....	1	2	3	4	5	6	1	2	3	4	5
Drinking water quality.....	1	2	3	4	5	6	1	2	3	4	5
Recreation programs.....	1	2	3	4	5	6	1	2	3	4	5
Recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Trails.....	1	2	3	4	5	6	1	2	3	4	5
Appearance of parks and recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Preservation of natural areas (open space, greenbelts).....	1	2	3	4	5	6	1	2	3	4	5
Municipal Court.....	1	2	3	4	5	6	1	2	3	4	5
Building permits/inspections.....	1	2	3	4	5	6	1	2	3	4	5
Utility billing/meter reading.....	1	2	3	4	5	6	1	2	3	4	5
Emergency preparedness.....	1	2	3	4	5	6	1	2	3	4	5

7. Overall, how would you rate the quality of the services provided by the City of Westminster?

- Very good
- Good
- Neither good nor bad
- Bad
- Very bad
- Don't know

8. Overall, would you say the City is headed in the right direction or the wrong direction?

- Right direction
- Wrong direction
- Don't know

9. 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
I receive good value for the City of Westminster taxes I pay.....	1	2	3	4	5	6
The Westminster government welcomes citizen involvement.....	1	2	3	4	5	6
City Council cares what people like me think.....	1	2	3	4	5	6

10. Have you had contact with a Westminster city employee within the last 12 months?

- Yes → go to question 11       No → go to question 12

11. What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Knowledge.....	1	2	3	4	5	6
Responsiveness .....	1	2	3	4	5	6
Courtesy .....	1	2	3	4	5	6
Making you feel valued.....	1	2	3	4	5	6
Overall impression .....	1	2	3	4	5	6

12. To what degree, if at all, are the following problems in Westminster?

	Not a problem	Minor problem	Moderate problem	Major problem	Don't know
Crime.....	1	2	3	4	5
Vandalism .....	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Drugs.....	1	2	3	4	5
Too much growth.....	1	2	3	4	5
Lack of growth.....	1	2	3	4	5
Run down buildings .....	1	2	3	4	5
Taxes.....	1	2	3	4	5
Availability of convenient shopping.....	1	2	3	4	5
Juvenile problems.....	1	2	3	4	5
Availability of affordable housing.....	1	2	3	4	5
Availability of parks.....	1	2	3	4	5
Traffic safety on neighborhood streets.....	1	2	3	4	5
Traffic safety on major streets.....	1	2	3	4	5
Maintenance and condition of homes.....	1	2	3	4	5
Condition of properties (weeds, trash, junk vehicles) .....	1	2	3	4	5
Resources to support education (reading materials, access to information) ....	1	2	3	4	5
Availability of trails or trail connections.....	1	2	3	4	5

## Communication with Citizens

13. In general, how well informed do you feel about the City of Westminster?

- Very well     Well     Neither well nor poorly     Poorly     Very poorly     Don't know

14. 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. (Please mark only two choices.)

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> <i>Denver Post</i> (print version)  | <input type="checkbox"/> <i>Westminster Window</i>              | <input type="checkbox"/> <i>Your Hub</i>    |
| <input type="checkbox"/> City's website ( <a href="http://www.cityofwestminster.us">www.cityofwestminster.us</a> ) | <input type="checkbox"/> <i>Westsider</i>                       | <input type="checkbox"/> Television News    |
| <input type="checkbox"/> Other online news sources   | <input type="checkbox"/> <i>City Edition</i> (print newsletter) | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> Social media (Facebook, Twitter, etc.)  | <input type="checkbox"/> <i>The Weekly</i> (e-newsletter)       | <input type="checkbox"/> Word of mouth      |

15. In a typical month, about how many times, if ever, have you used the following?

	Never	1-3 times a month	Once a week	Multiple times a week	Daily
Blog sites.....	1	2	3	4	5
Social networking site (i.e., Facebook, Twitter, YouTube, Linked In, Google Plus) .....	1	2	3	4	5

16. Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?

- Too little     Right amount     Too much     Don't know

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

- Yes → go to question 18       No → go to question 19

18. 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
Current information.....	1	2	3	4	5	6
Appearance.....	1	2	3	4	5	6
Online services offered .....	1	2	3	4	5	6
Ease of navigation.....	1	2	3	4	5	6
Search function.....	1	2	3	4	5	6

## Planning

19. When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live.

	Highly important	Moderately important	Not at all important
Physical appearance of development in the City .....	1	2	3
Quality of neighborhoods.....	1	2	3
Variety of neighborhoods.....	1	2	3
Convenience of shopping in the City .....	1	2	3
Convenience to employment .....	1	2	3
Access to transit .....	1	2	3
Open space/trails.....	1	2	3
Recreation centers.....	1	2	3
Recreation programs/sports .....	1	2	3
Parks/playgrounds.....	1	2	3
Libraries .....	1	2	3
Sense of safety in the City.....	1	2	3
Schools .....	1	2	3

20. In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?

- Essential  
 Very important  
 Somewhat important  
 Not at all important  
 Don't know

21. To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?

- Strongly support  
 Somewhat support  
 Somewhat oppose  
 Strongly oppose

22. The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?

- Strongly support  
 Somewhat support  
 Somewhat oppose  
 Strongly oppose  
 Don't know

23. In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle...

	2 times a week or more	2 to 4 times a month	Once a month or less	Not at all
To shop, get a meal, or run errands .....	1	2	3	4
For commuting.....	1	2	3	4
For fun or exercise .....	1	2	3	4

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

**Demographics**

D1. About how long have you lived in Westminster?  
(Record 0 if six months or less)  
\_\_\_\_\_ Years

D2. What is your home zip code?  
 80003    80021    80031    80035  
 80005    80023    80234    80036  
 80020    80030    80260

D3. What city do you work in or nearest to? (Please check only one.)

<input type="radio"/> Arvada	<input type="radio"/> Lakewood
<input type="radio"/> Aurora	<input type="radio"/> Littleton
<input type="radio"/> Boulder	<input type="radio"/> Longmont
<input type="radio"/> Brighton	<input type="radio"/> Louisville
<input type="radio"/> Broomfield	<input type="radio"/> Northglenn
<input type="radio"/> Centennial	<input type="radio"/> Superior
<input type="radio"/> Commerce City	<input type="radio"/> Thornton
<input type="radio"/> Denver	<input type="radio"/> Westminster
<input type="radio"/> Englewood	<input type="radio"/> Wheat Ridge
<input type="radio"/> Glendale	<input type="radio"/> All over Metro area
<input type="radio"/> Golden	<input type="radio"/> Other
<input type="radio"/> Greenwood Village	<input type="radio"/> I work from home
<input type="radio"/> Lafayette	<input type="radio"/> I do not work (student, homemaker, retired, etc.)

D4. Please check the appropriate box indicating the type of housing unit in which you live. (Please check only one.)

Detached single family home  
 Condominium or townhouse  
 Apartment  
 Mobile home

D5. Do you rent or own your residence? (Please check only one.)

Rent                       Own

D6. How many people (including yourself) live in your household? ..... \_\_\_\_\_ People

D7. How many of these household members are 17 years or younger? ..... \_\_\_\_\_ People

D8. About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES in 2013? Be sure to include income from all sources. Please check the appropriate box below.

<input type="radio"/> Less than \$15,000	<input type="radio"/> \$100,000 to \$124,999
<input type="radio"/> \$15,000 to \$24,999	<input type="radio"/> \$125,000 to \$149,999
<input type="radio"/> \$25,000 to \$34,999	<input type="radio"/> \$150,000 to \$174,999
<input type="radio"/> \$35,000 to \$49,999	<input type="radio"/> \$175,000 to \$199,999
<input type="radio"/> \$50,000 to \$74,999	<input type="radio"/> \$200,000 or more
<input type="radio"/> \$75,000 to \$99,999	<input type="radio"/> I prefer not to answer

D9. How much education have you completed?

0-11 years  
 High school graduate  
 Some college, no degree  
 Associate degree  
 Bachelor's degree  
 Graduate or professional degree

D10. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

White/European American/Caucasian  
 Black or African American  
 Asian or Pacific Islander  
 American Indian, Eskimo, or Aleut  
 Other

D11. Are you Hispanic/Spanish/Latino?  
 Yes                       No

D12. Which category contains your age?

<input type="radio"/> 18-24	<input type="radio"/> 45-54	<input type="radio"/> 75-84
<input type="radio"/> 25-34	<input type="radio"/> 55-64	<input type="radio"/> 85+
<input type="radio"/> 35-44	<input type="radio"/> 65-74	

D13. What is your gender?  
 Female                       Male

Thank you very much for completing this survey! Please return the survey in the enclosed pre-addressed, postage-paid envelope to: National Research Center, Inc., 2955 Valmont Rd., Suite 300, Boulder, CO 80301





WESTMINSTER

# CITY OF WESTMINSTER, CO

## 2014 CITIZEN SURVEY

### REPORT OF RESULTS

MAY 2014

Prepared by:



**NRC**  
National Research Center Inc

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## EXECUTIVE SUMMARY

### SURVEY BACKGROUND

The City of Westminster has conducted a regular, periodic survey of residents' opinions since 1992. 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. The 2014 survey was the 12<sup>th</sup> administration to monitor the quality of Westminster services and quality of life in the community.

A random sample of 3,000 households received surveys. About 4% 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 2,884 households receiving a survey, 847 completed the survey, providing an overall response rate of 29%. The margin of error for the entire sample is plus or minus three points around any given percentage point. Results also are reported by school district of residence (Adams 12, Adams 50 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 2014 responses and those from prior years, when available. The 2014 results also were 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 500 jurisdictions across the U.S., including cities and counties.

### HIGHLIGHTS

The 2014 survey contained a series of questions that reflected either directly or indirectly on the City's progress within five themes outlined in Westminster's most recent strategic plan. The survey results are loosely organized around the themes of overall quality of community and government, City services, economic development, safety, community livability and appearance and environment.

#### OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

**Westminster residents enjoy a high quality of life and feel positively about the City government's performance.**

- In 2014, one-quarter of survey respondents rated the overall quality of life in Westminster as very good and another 6 in 10 rated it as good, similar to previous years.
- Nine in 10 residents gave positive marks to Westminster as a place to live, 8 in 10 gave positive marks to Westminster as a place to raise children and two-thirds gave positive ratings of Westminster as a place to retire.
- Ratings of aspects of quality of life were similar to the national and Front Range averages.
- More than 8 in 10 Westminster residents gave good or very good ratings to the overall quality of services provided by the City, a rating that was above the benchmarks.
- Nine in 10 survey respondents felt the City was heading in the right direction, similar to 2012.
- Westminster was above national and Front Range average for residents receiving good value for their taxes. The City ranked first in the nation for perceptions of City Council caring what people think.
- Few residents had contacted a City employee in the past year, continuing a downward trend across all survey years. Those who had contacted the City awarded ratings of employee characteristics that were similar to the national and Front Range benchmarks.

## CITY SERVICES

### **Respondents appreciate the quality of service delivery in Westminster and prioritize safety and the quality of neighborhoods when evaluating the City as a place to live.**

- Recreation facilities and the appearance of parks and recreation facilities topped the list of City services with nearly 9 in 10 residents rating the quality of these services as good or very good.
- Street repair and economic development received less positive ratings; half of respondents gave positive reviews of the quality of these services.
- Most services were rated higher than or similar to the national and Front Range averages. Only recycling drop-off centers and EMS were lower than both benchmarks.
- When asked to rate the importance of the individual City services, residents cited drinking water quality, fire protection, police protection and EMS as most important. Generally, importance ratings stayed the same from 2012 to 2014; however, increases were observed for 11 services, such as street repair, parks maintenance, recreation programs and code enforcement.
- Services with higher importance and lower quality included street repair, emergency preparedness and economic development. These services may warrant increased attention and resources from the City or monitoring to see if and where improvements or changes could be made.
- Westminster residents generally felt neither well nor poorly informed about their community, and most felt they received too little information about emergency preparedness. Given the upward trend in residents' use of online resources in recent years, the City may consider expanding its use of the internet and online media to disseminate information to its citizens.
- Safety and quality of neighborhoods continued to be the most important attributes to residents' views of the city as a place to live with at least 8 in 10 saying these were highly important.

## ECONOMIC DEVELOPMENT

### **Residents value the city as a place to work and perceived job opportunities in Westminster; they support redevelopment of the former Westminster Mall.**

- In 2014, 6 in 10 residents viewed Westminster as a good or very good place to work, an improvement from 2012 and similar to 2010. Ratings were similar to the national benchmark and higher than the Front Range benchmark.
- Many residents were neutral in their opinions of job opportunities in Westminster; however, about one-third rated job opportunities in the city as good or very good, higher than the national and Front Range averages.
- In addition, when asked about their level of support for redeveloping the former Westminster Mall site as an urban scaled development, a large majority (91%) voiced support for this initiative.

## SAFETY

### **Safety is important to Westminster residents' quality of life and, generally, residents feel safe.**

- Safety, a top priority for Westminster residents, received high marks in 2014, similar to previous years. Eight in 10 residents reported feeling somewhat or very safe from fires, other natural disasters and violent crime, while nearly two-thirds felt safe from property crimes.
- Residents' ratings of safety from violent crime were similar to the national and Front Range averages. Safety from property crimes was similar to the average for the nation but lower than the average for the Front Range.

## LIVABLE COMMUNITY

**Although residents are happy with their neighborhoods, the drugs, crime, vandalism and graffiti were top concerns.**

- In 2014, 8 in 10 respondents awarded very good marks to the overall quality of their neighborhood, similar to previous years and similar to the national average.
- When asked whether the quality of their neighborhood had improved or declined over the past 12 months, most residents (64%) felt it had stayed the same.
- Upon reviewing a list of 18 potential issues facing the city, residents were most likely to cite drugs, crime, vandalism and graffiti as major or moderate problems. Graffiti and vandalism were believed to be more of a problem in 2014 than in 2012.
- Residents weighed in on City initiatives to improve public transportation. A majority (62%) felt it was important to complete the Northwest Commuter Rail, and a similar proportion voiced support for a tax initiative to provide additional RTD funding for completion of it.
- Respondents more often rode their bikes for fun or exercise in the 12 months prior to the survey (59% had done so at least once in the last year) than they did to shop, get a meal or run errands (26%) or for commuting (15%).

## APPEARANCE AND ENVIRONMENT

**The appearance of the community is positive aspect of Westminster and residents associate most the phrase “beautiful parks and open spaces” with their image of Westminster.**

- At least 9 in 10 residents agreed that descriptions such as “beautiful parks/open space,” “financially sound” and “healthy” reflected their image of Westminster. At least 8 in 10 endorsed descriptions such as “business-friendly environment,” “environmentally sensitive” and “safe and secure.” Most ratings remained stable from 2012 to 2014; however, more people in 2014 endorsed the description “financially sound.”
- Most Westminster residents appreciated the physical attractiveness of the city, with 20% giving very good marks and 59% giving good marks, similar to previous years. Two in 10 respondents felt neutral about the attractiveness of the City and almost no respondents gave negative ratings.

## SURVEY BACKGROUND

### SURVEY PURPOSES

The Westminster Citizen Survey serves as a consumer report card for Westminster by providing residents the opportunity to rate their satisfaction with the quality of life in the City, the community's amenities and local government. The survey gathers community-wide feedback on what is working well and what is not, and assesses residents' priorities for community planning and resource allocation. The survey's focus on the quality of service delivery and the importance of services lays the groundwork for tracking community opinions about the core responsibilities of Westminster City government, helping to maximize service quality over time.

The baseline Westminster Citizen Survey was conducted in 1992. The 2014 survey is the 12<sup>th</sup> iteration, providing over 20 years of data. This survey provides a reliable source to track resident opinion that will continue to be examined periodically over the coming years. It allows the City to monitor the community's pulse, as Westminster changes and grows.

### SURVEY METHODS

The Westminster Citizen Survey was administered by mail to a representative sample of 3,000 city residents. Each household received three mailings beginning in March 2014. The first mailing was a pre-notification postcard announcing the upcoming survey. Over the following two weeks, households received a letter from the Mayor inviting the household to participate in the 2014 Westminster Citizen Survey, a five-page questionnaire and self-mailing envelope. Respondents also were given the option to complete the survey via the web through a link that was provided in the cover letters. Completed surveys were collected through the mail and online over a five week period. The survey instrument itself appears in *Appendix E: Survey Instrument*.

About 4% 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 2,884 households receiving a survey, 847 completed the survey, providing an overall response rate of 29%.

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 D: Survey Methodology*.)

### 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.). The full set of frequencies can be found in *Appendix A: Complete Set of Survey Frequencies*.

On many of the questions in the survey, respondents gave an answer of "don't know." The proportion of respondents giving this reply is always shown in the appendices. However, "don't know" responses have generally been removed from the analyses presented in the body of the report, unless otherwise indicated (for example, they are discussed in the body of the report if 30% or more respondents said "don't know" to a question). In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

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 table for a question that only permitted a single response does not total to exactly 100%, it is due to the convention of rounding percentages 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” (or margin of error). The 95 percent confidence interval for this survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample (847).

#### COMPARING SURVEY RESULTS BY GEOGRAPHIC AND DEMOGRAPHIC SUBGROUPS

Select survey results were compared by school district and demographic characteristics of respondents and any differences in ratings are discussed throughout the report body. Tables displaying the comparisons by the three school districts and respondent demographic characteristics are presented in *Appendix B: Survey Results Compared by Respondent Characteristics*.

Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the whole sample. For each of the three school districts in Westminster (Jefferson, Adams 12 or Adams 50), the margin of error rises to approximately plus or minus 8% since the number of respondents were approximately 350 for Jefferson County, 270 for Adams 12 and 227 for Adams 50. Comparisons by respondent demographics have margins of error ranging from plus or minus 5% for 450 respondents to as much as plus or minus 11% for approximately 80 respondents.

#### COMPARING SURVEY RESULTS OVER TIME

The 2014 survey was the 12<sup>th</sup> in a series of citizen surveys and the 2014 results are presented along with ratings from past surveys when available. Differences between the 2012 and 2014 survey results can be considered “statistically significant” if they are six percentage points or more. Trend data for Westminster represent important comparison data 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 (“very good” plus “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 approximately 500 communities whose residents evaluated their services. Conducted with typically no fewer than 400 residents in each community, 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 communities 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. Additional information on NRC’s benchmarking database, including communities to which Westminster was compared nationally and in the Front Range, can be found in *Appendix C: Benchmark Comparisons*.



Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the City in the last 12 months), the City of Westminster's results were generally 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; "higher" or "lower" if the difference between Westminster's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Westminster's rating and the benchmark is more than twice the margin of error. Data for a number of items on the survey is not available in the benchmark database (e.g., some of the services or aspects of the community). These items are excluded from the benchmark tables.

## SURVEY RESULTS

The 2014 survey contained a series of questions that reflected either directly or indirectly on the City’s progress within five themes outlined in Westminster’s most recent strategic plan. The report of results is loosely organized around themes of overall quality of community and government, City services, economic development, safety, community livability and appearance and environment.

### OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

Residents’ opinions about their quality of life, satisfaction with City service delivery and City government performance are invaluable for local governments in determining budget priorities and assessing the overall climate of the community.

#### QUALITY OF LIFE

In 2014, one-quarter of Westminster residents rated the overall quality of life in the City as very good and another 6 in 10 rated it as good, similar to previous years.

Westminster residents’ opinions were compared to those of residents in other communities across the nation and in the Front Range. Overall quality of life received ratings similar to the national and Front Range comparisons (see *Appendix C: Benchmark Comparisons* for more information on the benchmark comparisons).

FIGURE 1: OVERALL QUALITY OF LIFE IN WESTMINSTER

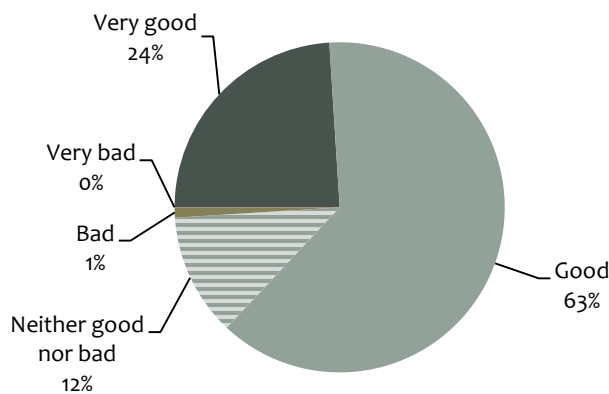
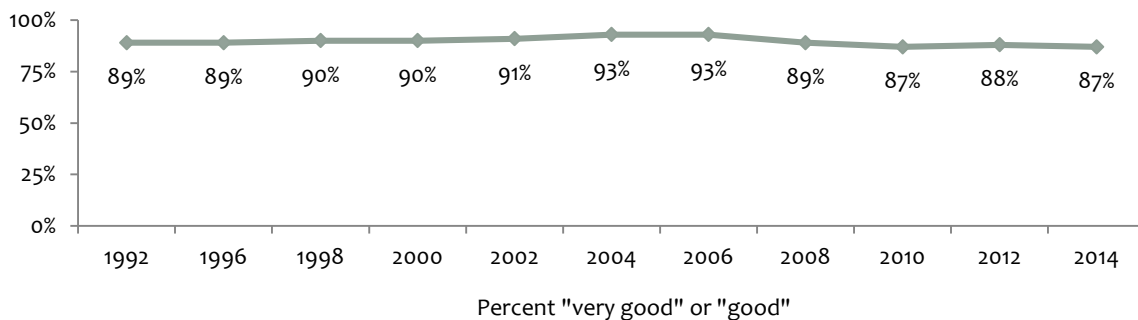


FIGURE 2: OVERALL QUALITY OF LIFE COMPARED BY YEAR

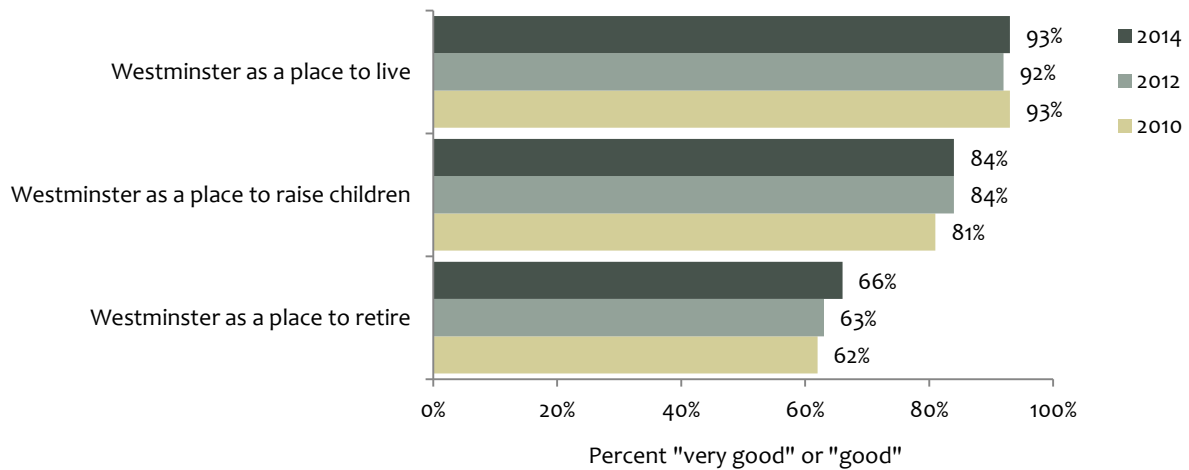


In addition to the overall quality of life in the city, survey respondents evaluated the city as a place to live, raise children and retire. Nine in 10 residents gave positive marks to Westminster as a place to live, while about 8 in 10 gave positive marks to Westminster as a place to raise children. About two-thirds viewed Westminster as good or very good place to retire. Resident opinion in 2014 was similar to previous years.

When results for the various aspects of quality of life were compared to other communities, Westminster was similar to the national and Front Range benchmarks across all areas (see *Appendix C: Benchmark Comparisons* for more information).

Survey responses were compared by respondent demographic characteristics and the school district in which a respondent lived. Residents with household incomes of less than \$25,000, those who lived in the community for a longer period of time (15 years or more) and those living in attached housing units gave higher ratings to the city as a place to retire than did their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Responses for these aspects of quality of life in the community were similar across the three school districts.

FIGURE 3: ASPECTS OF QUALITY OF LIFE COMPARED BY YEAR



### OVERALL QUALITY OF CITY SERVICES

Westminster residents appreciated the quality of services provided by the City, with 22% giving a very good rating and 63% giving a good rating in 2014. Over 1 in 10 residents gave neutral ratings and only 1% gave a bad rating. No one felt the overall quality of City services was very bad. Ratings remained stable from previous survey years.

Resident ratings of the overall quality of services provided by the City of Westminster were higher than the national and Front Range benchmarks (see *Appendix C: Benchmark Comparisons* for more information).

When responses to the overall quality of City services were compared by respondent characteristics, those who lived in detached housing units and those who had lived in the community for 10-14 years gave higher evaluations than did their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Ratings for the overall quality of services were similar across the three school districts.

FIGURE 4: OVERALL QUALITY OF CITY SERVICES

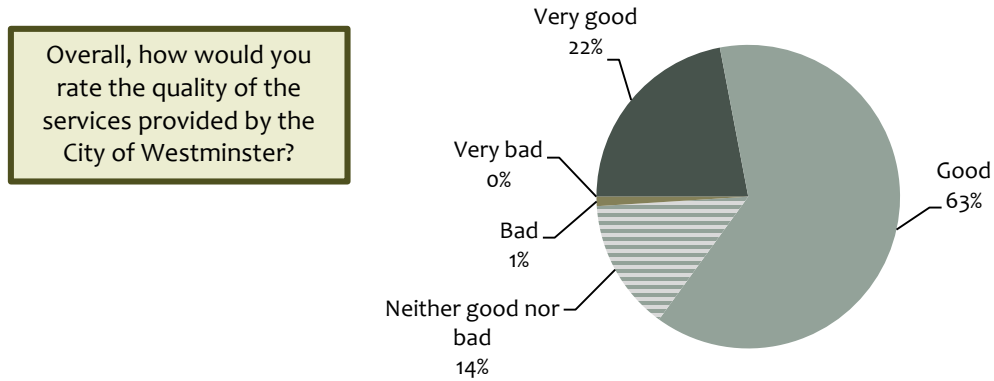
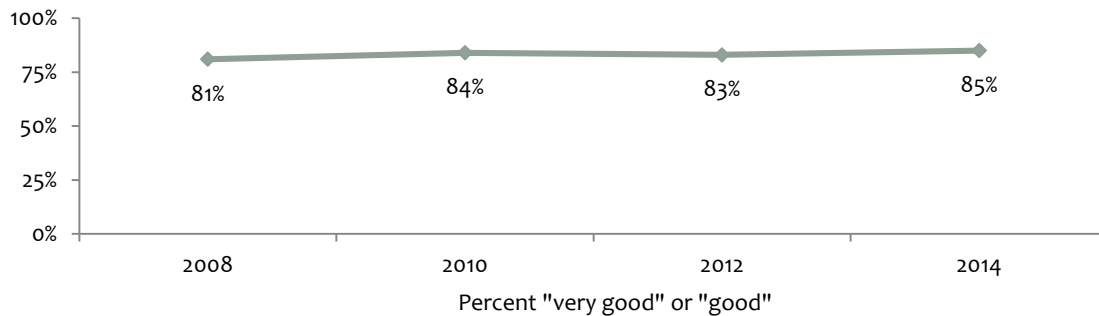


FIGURE 5: OVERALL QUALITY OF CITY SERVICES COMPARED BY YEAR

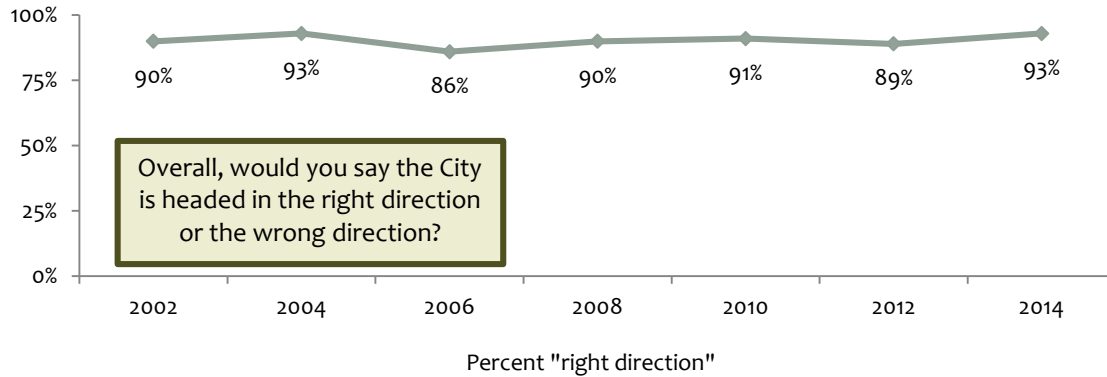


### CITY GOVERNMENT

Since 2002, residents of Westminster have shared their opinions regarding the overall direction of the City. In 2014, 9 in 10 respondents felt the City was heading in the right direction, similar to 2012 but the highest rating given since 2004.

Respondents with lower household income levels (less than \$25,000) were less likely to feel that the City was headed in the "right" direction than were those with higher incomes (see *Appendix B: Survey Results Compared by Respondent Characteristics*). No differences were observed across the three school districts.

FIGURE 6: OVERALL DIRECTION THE CITY IS HEADING COMPARED BY YEAR



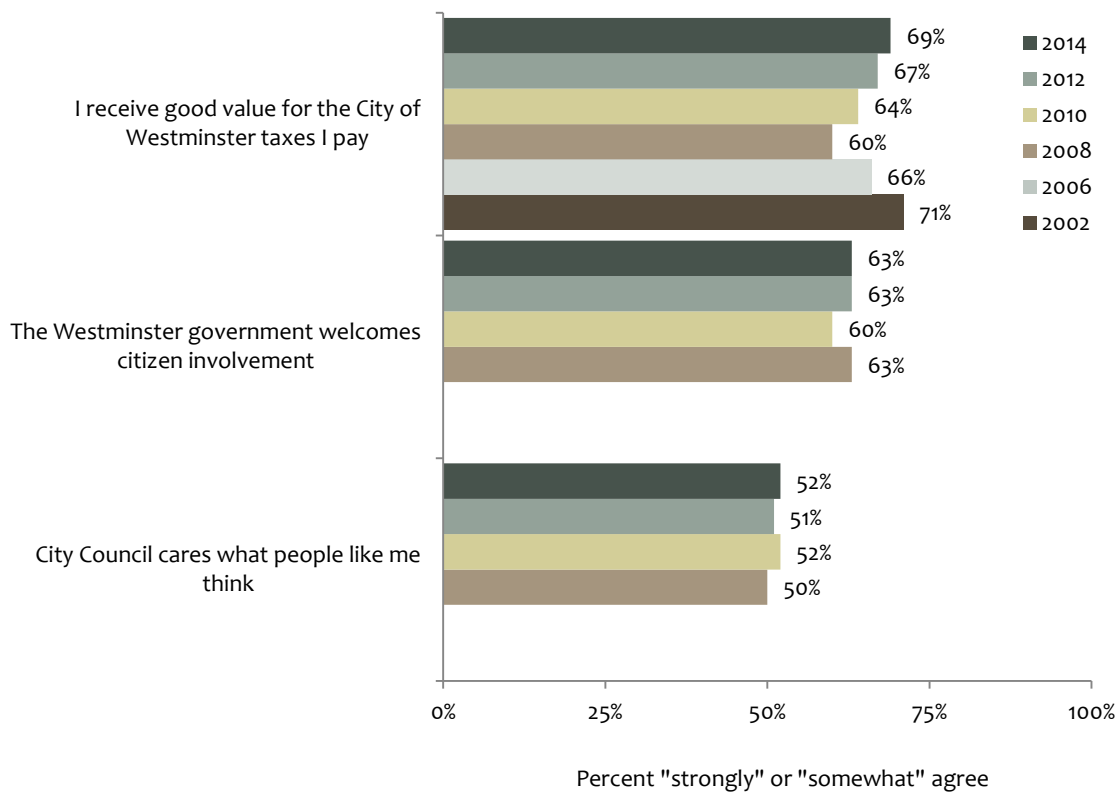
Central to citizens’ opinion of their community’s direction is their trust in local government. Westminster residents generally were confident in the operations of their City government, with 7 in 10 agreeing that they receive good value for the taxes they pay to the City and about 6 in 10 agreeing that the City of Westminster welcomes citizen involvement. However, only about half of residents surveyed agreed that the Westminster City Council cares what citizens like them think. These results were similar from 2012 to 2014.

About 30% of respondents selected “don’t know” when asked whether the City government welcomes citizen involvement and cares what people like me think (see *Appendix A: Complete Set of Survey Frequencies* for the full set of responses, including “don’t know”).

When results were compared to ratings from other communities, Westminster was higher than the nation and the Front Range for residents receiving good value for their taxes and City Council caring what people think. The City ranked first out of nine communities across the nation and first out of five Front Range communities for perceptions of City Council caring. Westminster government welcoming citizen involvement received ratings that were similar to the benchmarks (see *Appendix C: Benchmark Comparisons* for more information).

Older respondents (age 55 or older) were more likely to agree that they receive good value for the City taxes they pay and that the City government welcomes citizen involvement than were younger respondents (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Residents living in the Jefferson County school district were less likely to agree that the City welcomes citizen involvement and that the City Council cares what people like them think than did residents from the other school districts.

FIGURE 7: RATINGS OF GOVERNMENT PERFORMANCE COMPARED BY YEAR

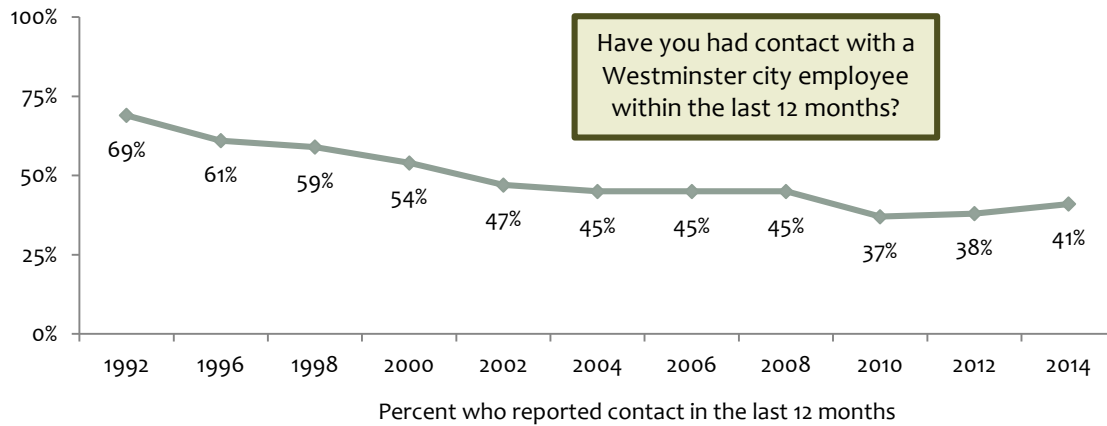


CITY EMPLOYEES

In Westminster, contact with City employees has declined over the past two decades, from 7 in 10 in 1992 to about 4 in 10 residents reporting contact in 2014. This level of contact in 2014 was similar to 2012, but has been trending upward slightly since 2010.

Residents' level of contact with City employees was lower than the nation and the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 8: CONTACT WITH CITY EMPLOYEE COMPARED BY YEAR

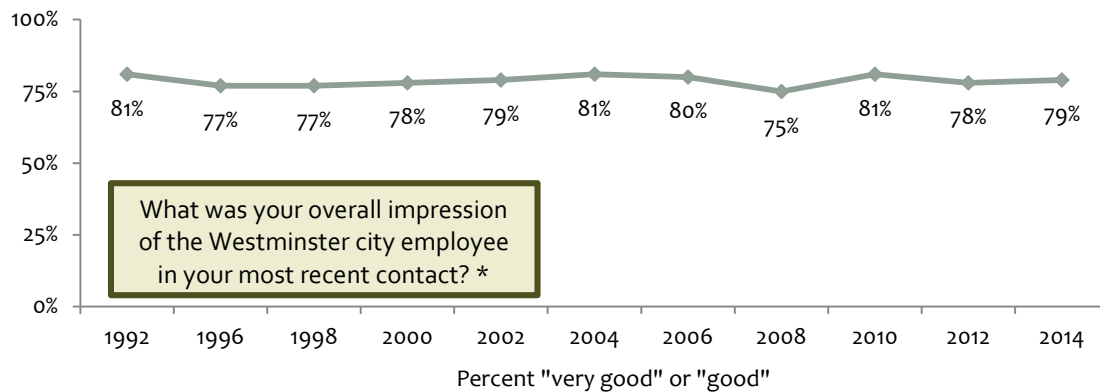


Residents who had contacted City employees in the year prior to the survey were given the opportunity to rate their impression of the employee in their most recent contact. Respondents had a high opinion of City employees, with 8 in 10 rating their overall impression as good or very good in 2014, similar to 2012. In addition, most residents held positive views of specific employee characteristics, with at least 8 in 10 awarding good or very good marks to employees' responsiveness, courtesy and knowledge (see Figure 10 on the next page). Slightly fewer, approximately 7 in 10, gave positive marks to City employees making them feel valued, a new question in 2014. Between 2012 and 2014, ratings of responsiveness, courtesy and knowledge remained stable (while minor differences were noted, these were not statistically significant).

Where comparisons to other communities were available, Westminster employees received ratings similar to the national and Front Range benchmarks (see *Appendix C: Benchmark Comparisons* for more information).

Older residents (age 55 or older) gave higher ratings to City employees making them feel valued than did those who were younger (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Those with household incomes of less than \$25,000 gave lower evaluations to their overall impression of the City employee in their most recent contact than did those with higher incomes. Residents in detached housing units were more likely to give favorable ratings to the employee's knowledge, responsiveness and courtesy than were those living in attached units. Ratings of employee characteristics were similar across the three school districts.

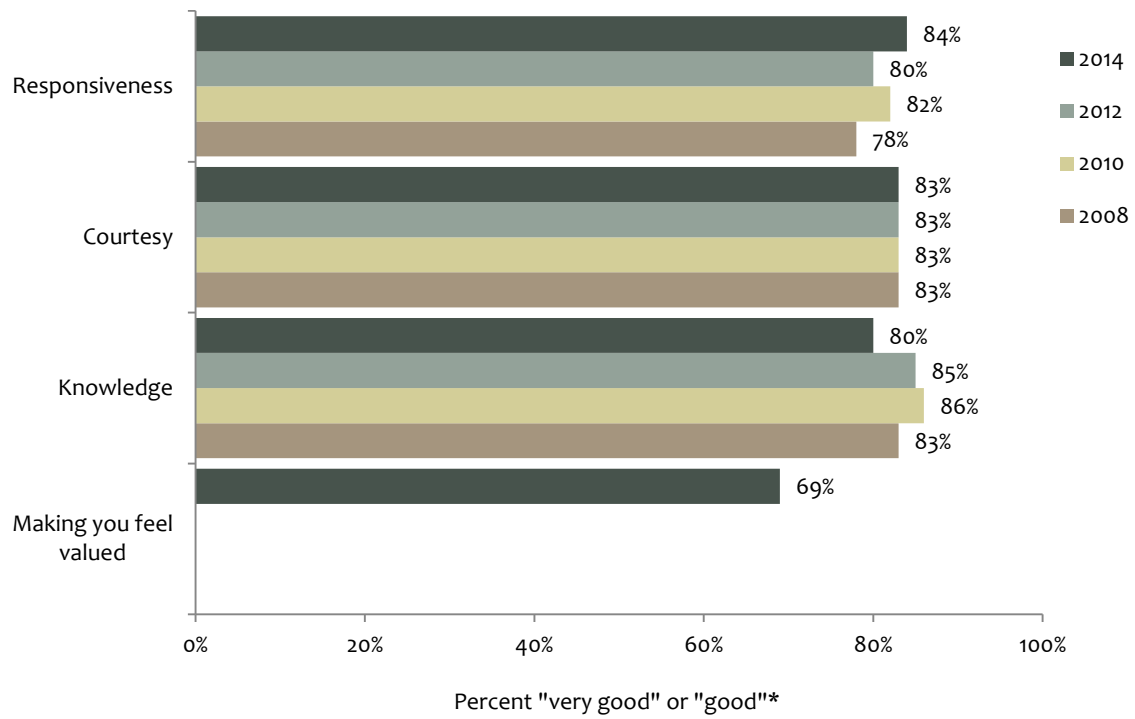
FIGURE 9: OVERALL IMPRESSION OF CITY EMPLOYEE(S) COMPARED BY YEAR



\*Asked only of those who had had contact with a City employee in the last 12 months.



FIGURE 10: RATINGS OF EMPLOYEE CHARACTERISTICS COMPARED BY YEAR



\*Asked only of those who had had contact with a City employee in the last 12 months.  
 "Making you feel valued" was a new item in 2014.

## CITY SERVICES

Westminster residents evaluated the quality of 25 individual services provided by the City. The top rated services in 2014 were recreation facilities and the appearance of parks and recreation facilities, with nearly 9 in 10 residents giving good or very good ratings. More than 8 in 10 survey respondents also gave high marks to fire protection, trails, emergency medical services, parks maintenance, libraries, recreation programs, drinking water quality and preservation of natural areas. Individual services that received lower ratings were street repair and economic development, with just over half of respondents giving positive reviews of the quality of these services.

Between 30% and 47% of respondents indicated “don’t know” when asked to rate recycling drop off centers, code enforcement, municipal court, building permits/inspections and emergency preparedness (see *Appendix A: Complete Set of Survey Frequencies* for all response to the survey questions, including “don’t know”).

Overall, ratings remained stable from 2012 to 2014, but have increased over the years. Improvements were noted for police protection, snow removal, emergency preparedness, municipal court, recycling drop off centers, building permits/inspections and code enforcement; however, most of these ratings were similar to those in 2010.

When results were compared to other communities in the nation, 13 services were higher than the benchmark, 10 were similar and two were lower (recycling drop-off centers and EMS). Compared to other communities in the Front Range, nine services were higher than the benchmark, eight were similar and five were lower (recycling drop-off centers, EMS, libraries, trails and utility billing). Police protection, fire protection and appearance of parks and recreation facilities were not available for comparison to the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

Residents with lower household incomes (less than \$25,000), those with a shorter tenure in the City and those living in attached housing units gave more favorable reviews to the individual City services than did their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

When looking at ratings of individual services by the school districts, results varied. Respondents living in the Jefferson County school district tended to give lower ratings to street cleaning; land use, planning and zoning; recreation programs; building permits and inspections; and utility billing/meter reading. Adams 50 residents were more likely to give positive evaluations to recycling drop off centers, police traffic enforcement, police protection, fire protection, animal management, libraries and recreation programs and facilities than were residents in the other two districts.

FIGURE 11: QUALITY OF CITY SERVICES COMPARED BY YEAR

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. (Percent “very good” or “good”)	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	
Appearance of parks and recreation facilities	NA						87%	89%	85%	87%	87%	87%
Recreation facilities	82%	91%	88%	89%	90%	90%	90%	82%	83%	84%	87%	
Fire protection	89%	85%	86%	85%	89%	84%	86%	85%	87%	85%	86%	
Trails	NA				83%	80%	85%	82%	86%	83%	86%	
Emergency medical/ambulance service	81%	78%	81%	82%	85%	82%	82%	81%	84%	80%	85%	
Parks maintenance	88%	87%	87%	85%	86%	85%	84%	83%	84%	84%	85%	
Libraries	67%	79%	86%	85%	87%	87%	87%	83%	84%	83%	84%	
Recreation programs	85%	88%	86%	85%	88%	87%	87%	81%	81%	81%	84%	
Drinking water quality	74%	72%	71%	75%	76%	73%	79%	80%	83%	81%	83%	
Preservation of natural areas (open space, greenbelts)	NA	70%	68%	NA				74%	80%	83%	82%	
Police protection	77%	76%	79%	76%	77%	76%	72%	73%	79%	72%	79%	
Sewer services	NA							70%	70%	71%	74%	
Snow removal	74%	76%	73%	72%	72%	73%	76%	58%	69%	63%	71%	
Police traffic enforcement	66%	60%	57%	58%	56%	62%	65%	66%	72%	66%	70%	
Emergency preparedness	NA							53%	67%	57%	66%	
Municipal Court	NA			57%	62%	59%	57%	53%	61%	56%	65%	
Recycling drop off centers at City facilities	NA							45%	53%	54%	65%	
Utility billing/meter reading	NA		64%	63%	62%	60%	58%	57%	60%	58%	61%	
Animal management	61%	NA						55%	56%	56%	60%	
Building permits/inspections	NA		45%	51%	54%	50%	45%	44%	54%	51%	58%	
Street cleaning	61%	60%	59%	58%	60%	61%	66%	59%	54%	57%	57%	
City Code enforcement	39%	38%	NA	51%	54%	52%	47%	42%	46%	48%	57%	
Land use, planning and zoning	NA							51%	56%	57%	57%	
Street repair	50%	47%	46%	46%	46%	49%	55%	49%	49%	53%	54%	
Economic development	NA							57%	51%	52%	53%	

In addition to rating the quality of City services, residents were asked to rate the importance of these services. Most important to Westminster residents in 2014 were drinking water quality and fire protection, with nearly all respondents endorsing these as essential or very important. At least 9 in 10 felt that police protection, EMS, snow removal and street repair were important services. The services deemed less important to residents were building permits/inspections and street cleaning, with about half of all survey respondents rating each as essential or very important.

Services with notable increases in importance ratings included street repair, sewer services, parks maintenance, recreation facilities, land use, recreation programs, municipal court, code enforcement, utility billing, animal management and street cleaning. The importance of the remaining services in 2014 was similar to 2012.

FIGURE 12: IMPORTANCE OF CITY SERVICES COMPARED BY YEAR

<b>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. (Percent “essential” or “very important”)</b>	<b>2008</b>	<b>2010</b>	<b>2012</b>	<b>2014</b>
Drinking water quality	97%	96%	93%	97%
Fire protection	94%	96%	92%	96%
Police protection	94%	93%	92%	94%
Emergency medical/ambulance service	93%	92%	90%	94%
Snow removal	88%	83%	86%	91%
Street repair	86%	86%	83%	91%
Sewer services	77%	79%	81%	88%
Emergency preparedness	77%	77%	76%	81%
Parks maintenance	74%	74%	70%	80%
Preservation of natural areas (open space, greenbelts)	76%	71%	75%	79%
Police traffic enforcement	73%	77%	72%	76%
Libraries	73%	72%	69%	74%
Economic development	74%	72%	75%	73%
Appearance of parks and recreation facilities	68%	69%	67%	72%
Recreation facilities	68%	65%	64%	71%
Land use, planning and zoning	66%	61%	60%	69%
Trails	60%	59%	61%	66%
Recreation programs	63%	60%	59%	65%
Municipal Court	58%	57%	56%	63%
City Code enforcement	54%	50%	53%	60%
Utility billing/meter reading	54%	52%	51%	60%
Animal management	51%	47%	49%	58%
Recycling drop off centers at City facilities	57%	48%	50%	55%
Building permits/inspections	48%	48%	48%	53%
Street cleaning	44%	45%	41%	52%

## COMPARISON OF QUALITY AND IMPORTANCE OF CITY SERVICES

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 73% or more of respondents. Services were rated as “less important” if they received a rating of less than 73%. Services receiving quality ratings of very good or good by 71% or more of respondents were considered of “higher quality” and those with ratings lower than 71% were considered to be of “lower quality.” This classification divided the services in half.

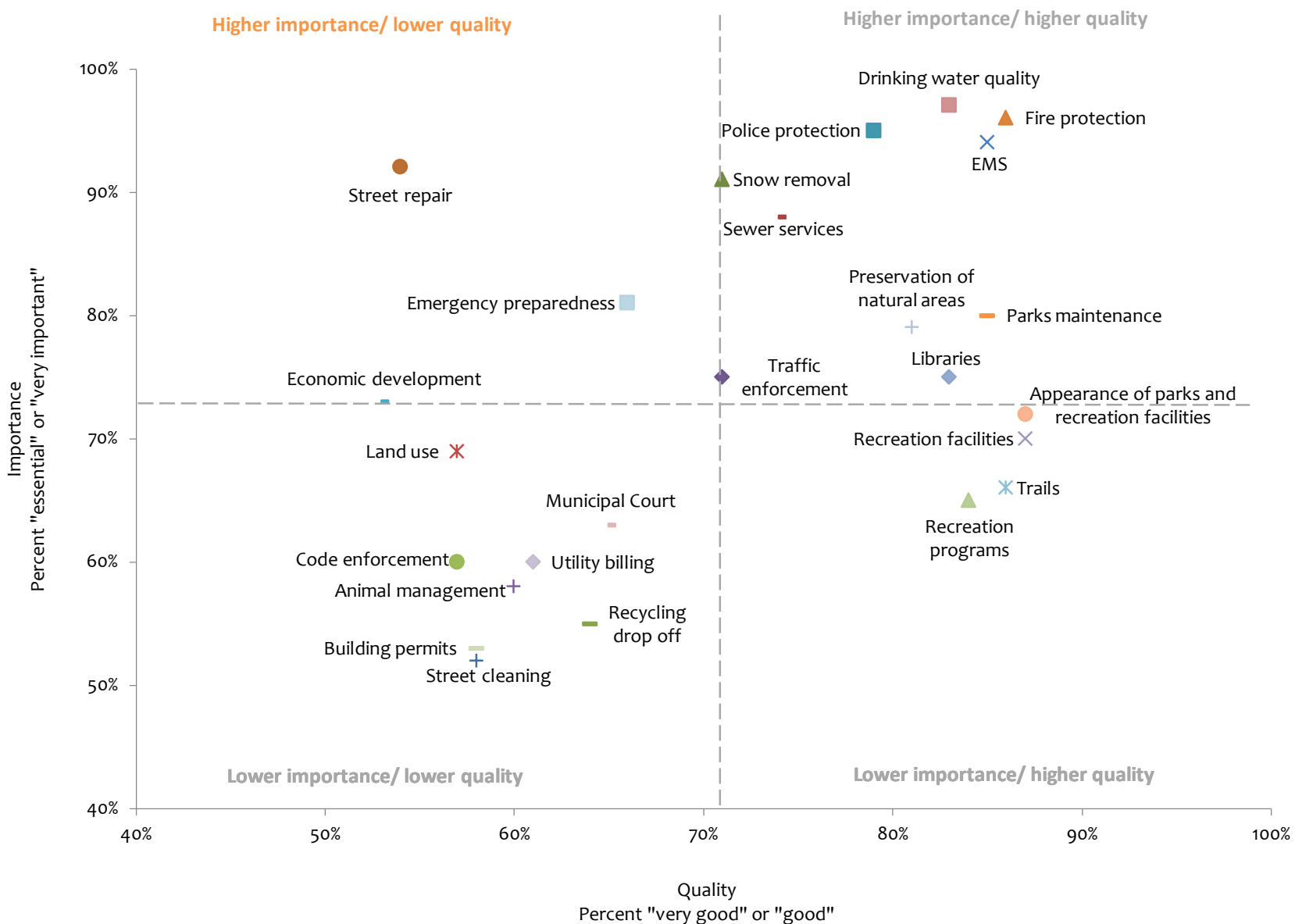
Services categorized as higher in importance and lower in quality included street repair, emergency preparedness and economic development. Emergency preparedness saw an increase in ratings from 2012 to 2014 and was higher than both benchmarks. Street repair and economic development were among the lowest rated services but were similar to or higher than the benchmark comparisons. These are services on which the City might want to focus more attention and resources or monitor to potential improve residents perceptions service quality.

Services deemed higher in importance and higher in quality were drinking water quality, EMS/ambulance, fire protection, sewer services, snow removal, police protection, preservation of natural areas, libraries, police traffic enforcement, libraries and parks maintenance. Snow removal and police traffic enforcement moved from being higher in importance and lower in quality in 2012 to being of higher importance and higher quality in 2014.

The lower in importance, higher in quality services included recreation facilities, recreation programs, trails, and appearance of parks and recreation facilities.

Services categorized as lower in importance and lower in quality were land use, planning and zoning; municipal courts; building permits/inspections; recycling drop off centers at City facilities; utility billing/meter reading; City Code enforcement; animal management; and street cleaning.

FIGURE 13: BALANCING QUALITY AND IMPORTANCE



Prepared by National Research Center, Inc.

COMMUNITY INFORMATION

An engaged community is one in which residents are up-to-date about what is going on in their community. In 2014, nearly 4 in 10 residents felt well or very well informed about the City of Westminster; the largest proportion of respondents (45%) felt “neither well nor poorly” informed about the City. Although this represents a slight downward trend since 2010, ratings in 2014 were similar to 2012.

Older residents, those with incomes less than \$25,000 and those who had lived in the city for a longer period of time felt more informed about the City of Westminster than did younger residents, those with higher incomes and those with a shorter tenure in the city (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Adams 50 residents tended to feel more informed about the City than did those in the other school districts.

FIGURE 14: LEVEL OF BEING INFORMED ABOUT THE CITY

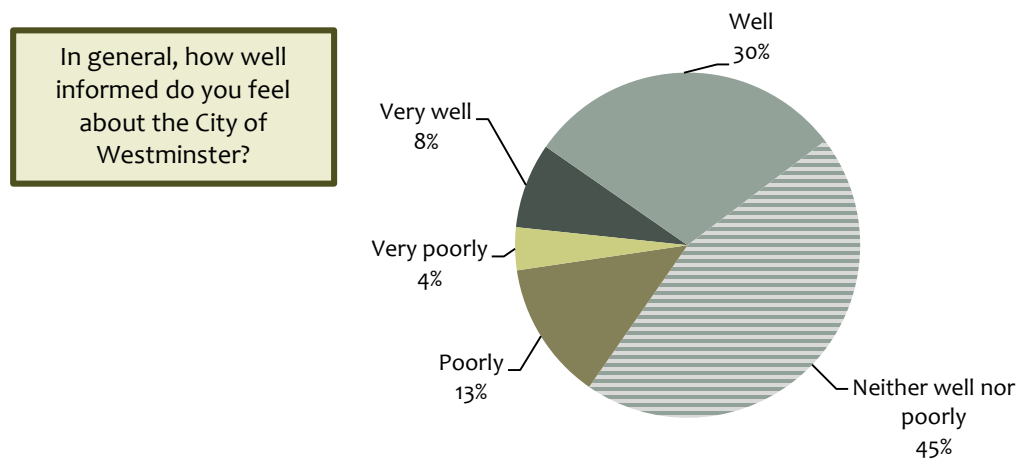
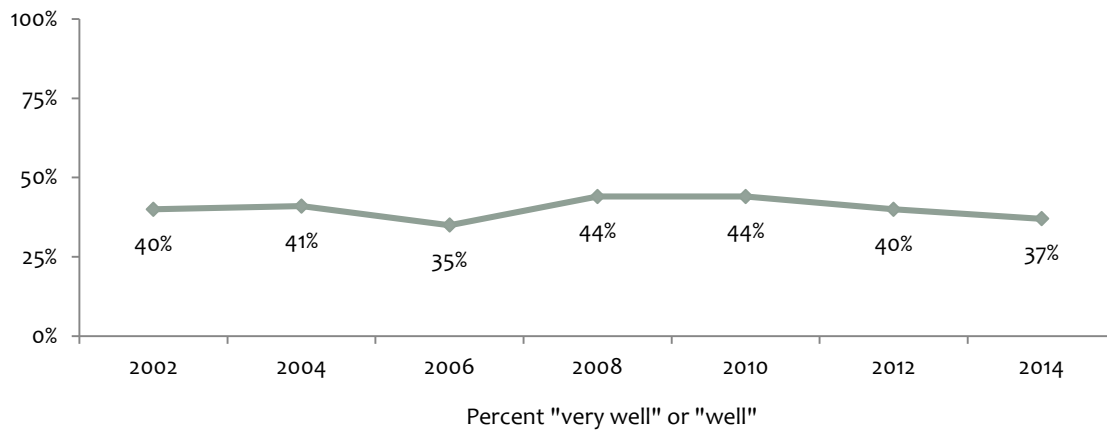


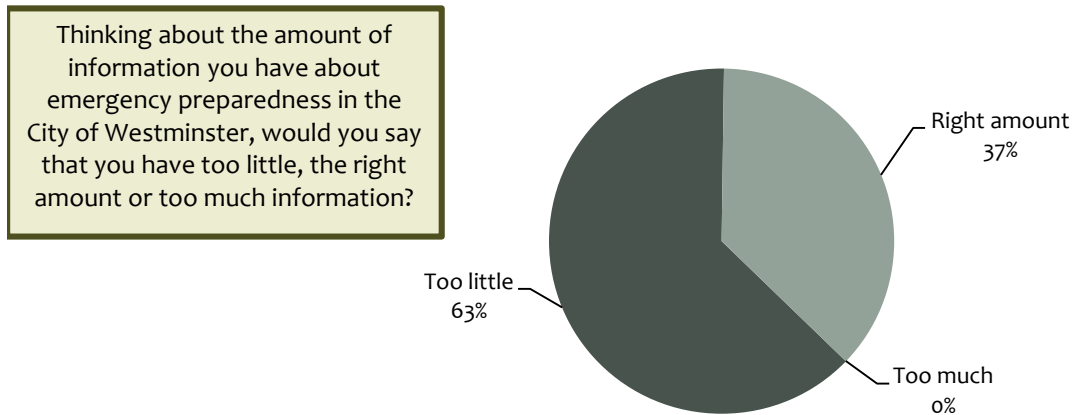
FIGURE 15: LEVEL OF BEING INFORMED ABOUT THE CITY COMPARED BY YEAR



Keeping residents informed may also contribute to the City’s level of preparedness and resident safety in emergency situations. When asked about the amount of information they received about emergency preparedness in the City of Westminster, most respondents (63%) felt it was too little, while the remaining 37% felt it was the right amount; no residents said they received too much information about emergency preparedness. (This was a new question in 2014.)

Responses were compared by respondent demographics. Those feeling they receive the “right amount” of information tended to increase with age and decrease with household income levels (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Residents living in the Jefferson County and Adams 12 school districts were more likely to feel they receive “too little” emergency preparedness information than those in Adams 50.

FIGURE 16: EMERGENCY PREPAREDNESS INFORMATION





In order to provide needed information to citizens about their community, it is helpful to know what sources residents rely upon most often. In Westminster, residents reported that television news was their most relied upon source for information about the City, followed by the City’s website, the *Denver Post* and other online news sources. Less than 1 in 10 mentioned that the other sources of information were their number one source.

When compared to 2012, a higher proportion of survey respondents in 2014 reported using television news, word of mouth and social media as their number one or two source of information about the City. The *Westminster Window* and *Denver Post* were used less often as a number one or two source for information about Westminster in 2014 than in 2012.

FIGURE 17: SOURCES MOST OFTEN RELIED ON FOR INFORMATION ABOUT THE CITY OF WESTMINSTER

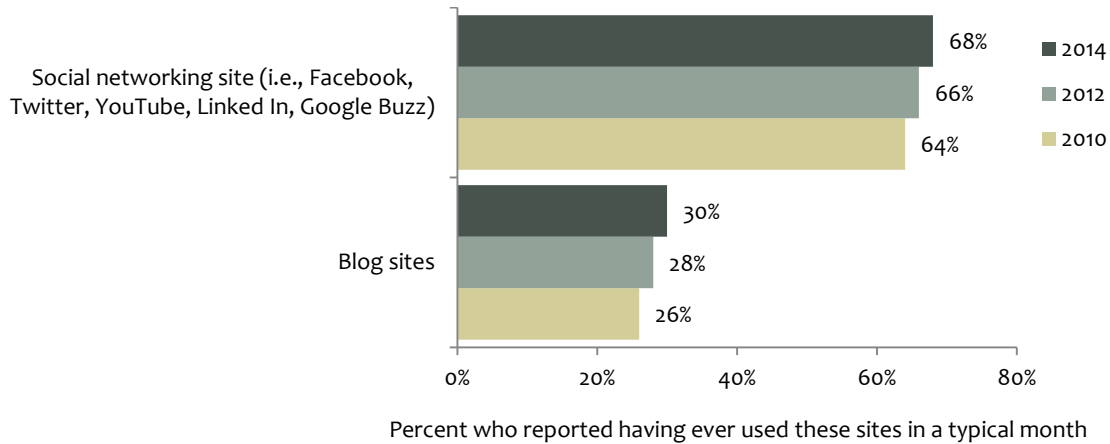
Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)	Percent rating as #1 source	Percent rating as #1 OR #2 source
Television News	23%	41%
Word of mouth	7%	30%
City's website (www.cityofwestminster.us)	17%	28%
Denver Post (print version)	11%	19%
Other online news sources	11%	17%
City Edition (print newsletter)	7%	14%
Social media (Facebook, Twitter, etc.)	5%	12%
Westsider	7%	11%
Westminster Window	6%	9%
Your Hub	2%	6%
Cable TV Channel 8	2%	5%
The Weekly (e-newsletter)	2%	3%

FIGURE 18: SOURCES MOST OFTEN RELIED ON FOR INFORMATION ABOUT THE CITY OF WESTMINSTER COMPARED BY YEAR

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. (Please mark only two choices.)	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Television News	36%	26%	39%	33%	38%	35%	32%	29%	38%	34%	41%
Word of mouth	28%	23%	18%	11%	11%	17%	17%	22%	26%	23%	30%
Denver Post (print version)	29%	29%	34%	26%	29%	22%	22%	15%	22%	27%	19%
City Edition (print newsletter)	64%	47%	33%	25%	30%	30%	22%	32%	30%	19%	14%
Westminster Window	29%	23%	15%	24%	16%	18%	19%	20%	14%	14%	9%
City's website (www.cityofwestminster.us)	NA					11%	18%	24%	26%	28%	28%
Other online news sources	NA						7%	7%	11%	14%	17%
Social media (Facebook, Twitter, etc.)	NA								4%		
Westsider	NA		7%	7%	8%	11%	12%	10%	11%	11%	
Weekly Edition (e-newsletter)	NA								4%		
Your Hub	NA						7%	11%	9%	8%	6%
Cable TV Channel 8	NA		13%	12%	9%	7%	10%	8%	7%	5%	

As online sources become increasingly common among communities in the United States for distributing and receiving information, they stand to provide useful resources for local governments seeking to communicate with their citizens. In Westminster, residents' use of blogs and social networking sites such as Facebook and Twitter have steadily increased since 2010. In 2014, nearly 7 in 10 residents reported using social networking sites and 3 in 10 reported using blog sites in a typical month.

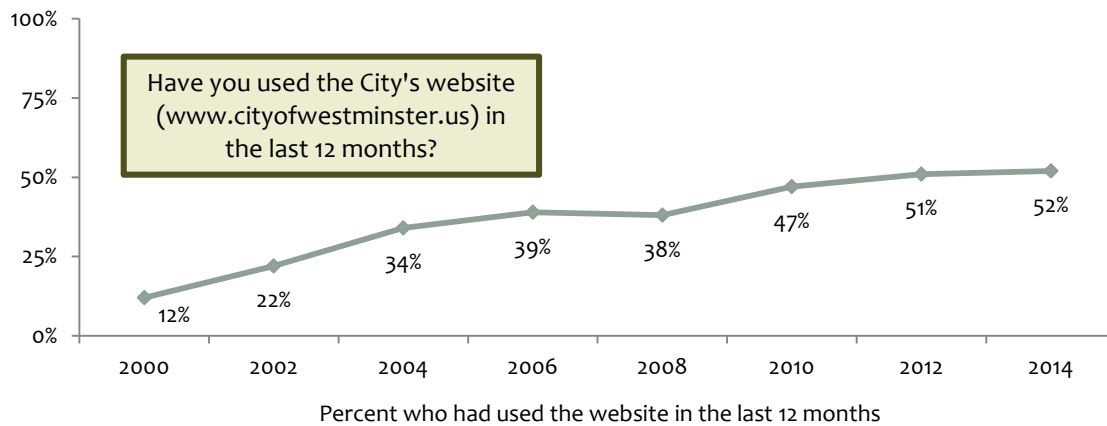
FIGURE 19: USE OF BLOGS AND SOCIAL NETWORKING SITES COMPARED BY YEAR



Mirroring the upward trend in blogs and social media use, use of the City's website continued to climb in 2014, with half of survey respondents having accessed the website in the 12 months prior to the survey. This was similar to 2012 but much higher than in 2000, when the question was first asked.

Compared to website use in other communities in the nation and the Front Range, Westminster residents' use of the City's website was much lower.

FIGURE 20: USE OF CITY WEBSITE COMPARED BY YEAR

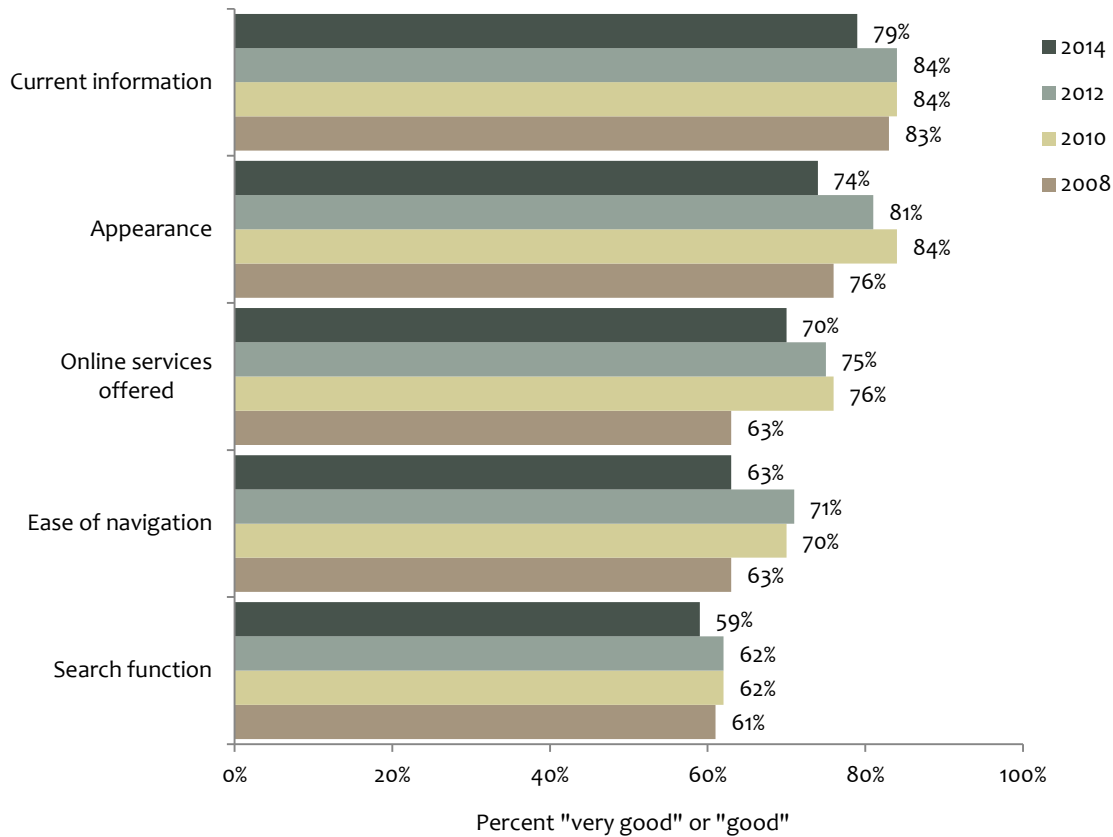


Those who had used the City website in the past year were asked to rate its quality along five dimensions. Three-quarters of respondents said the website’s current information and appearance was good or very good. Seven in 10 gave positive reviews of the online services offered and 6 in 10 rated the website’s ease of navigation and search function as good or very good. In general, ratings were somewhat lower in 2014 than in 2012; significant declines were noted for appearance and ease of navigation.

Comparisons to other communities in the nation were available for two items: current information on the Westminster website was rated higher than the national average, while ease of navigation was similar to the national average. Front Range comparisons were not available (see *Appendix C: Benchmark Comparisons* for more information).

Generally, ratings of the City’s website were similar when compared by respondent demographics (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Adams 50 residents gave more positive ratings to the website’s current information and the online services offered than did those from the other school districts.

FIGURE 21: RATINGS OF ASPECTS OF CITY'S WEBSITE COMPARED BY YEAR



\*Asked only of those who had accessed the City’s website in the last 12 months.

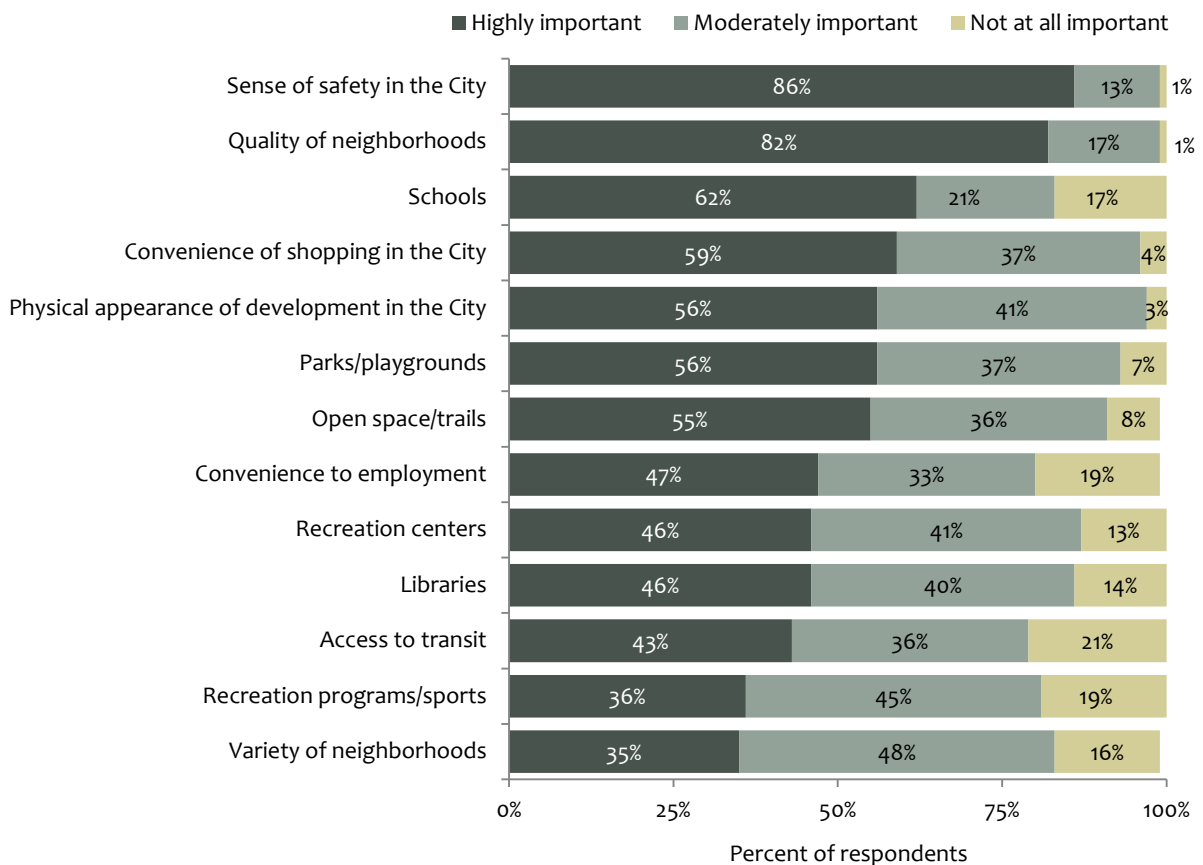
KEY ATTRIBUTES

Residents reviewed a list of 13 community attributes and rated how important each was to making Westminster a good place to live. Standing apart as the top attributes were sense of safety and quality of neighborhoods, with at least 8 in 10 residents endorsing each as highly important for the city as a place to live. Six in 10 rated schools and shopping convenience as highly important and over half considered physical appearance of development in the city, parks/playgrounds and open space/trails to be highly important. Of less importance to residents' sense of Westminster as a place to live were recreation programs/sports and variety of neighborhoods, although most respondents still considered these to be at least moderately important.

When results were compared over survey years, resident importance ratings of most city attributes tended to increase from 2012 to 2014; however, physical appearance of development, recreation centers, access to transit and recreation programs/sports remained similar. Variety of neighborhoods was a new item on the 2014 survey and could not be compared to previous years.

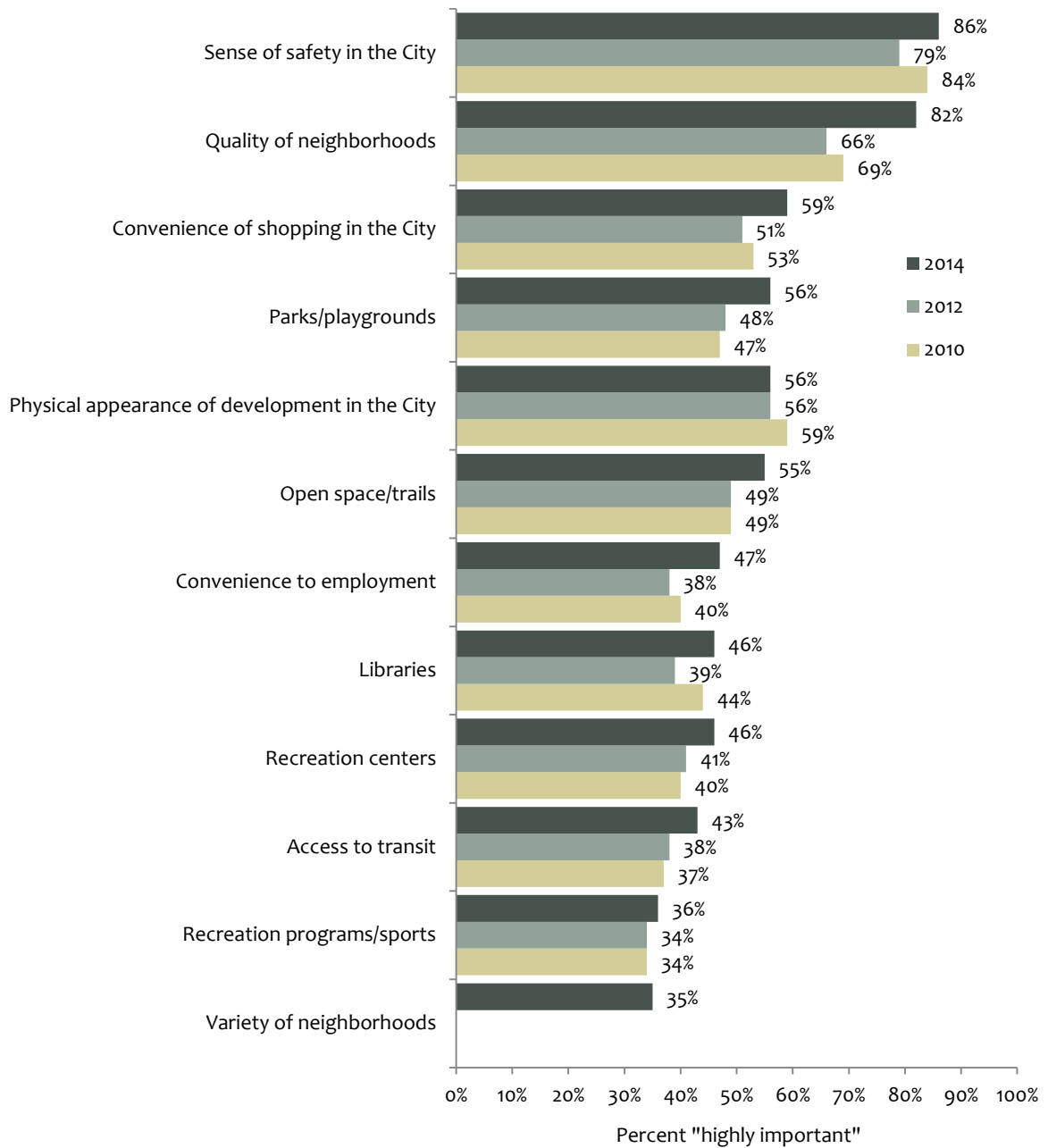
When compared by respondent characteristics, younger residents (18-34) were more likely to feel that the quality of neighborhoods, open space and trails, parks and playgrounds, safety and schools were "highly" important to Westminster as a place to live than were older residents (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Overall, perceptions of importance of these attributes were similar across the three school districts.

FIGURE 22: RATINGS OF IMPORTANCE OF ATTRIBUTES FOR CITY AS A PLACE TO LIVE



Prepared by National Research Center, Inc.

FIGURE 23: RATINGS OF IMPORTANCE OF ATTRIBUTES FOR CITY AS A PLACE TO LIVE COMPARED BY YEAR



Note: "Quality of neighborhoods" and "Variety of neighborhoods" were the combined item, "Quality/variety of neighborhoods," prior to 2014. The 2010 and 2012 responses are compared to "Quality of neighborhoods" in the figure above.

## ECONOMIC DEVELOPMENT

A thriving community includes a strong local economy where residents are able to find gainful employment. In Westminster, about half of residents surveyed in 2014 rated the city as a good place to work, and another 16% said it was a very good place to work. These results represented an improvement from 2012 to 2014, returning to levels similar to 2010.

Residents awarded ratings of Westminster as a place to work that were similar to the national benchmark and higher than the Front Range benchmark (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 24: WESTMINSTER AS A PLACE TO WORK

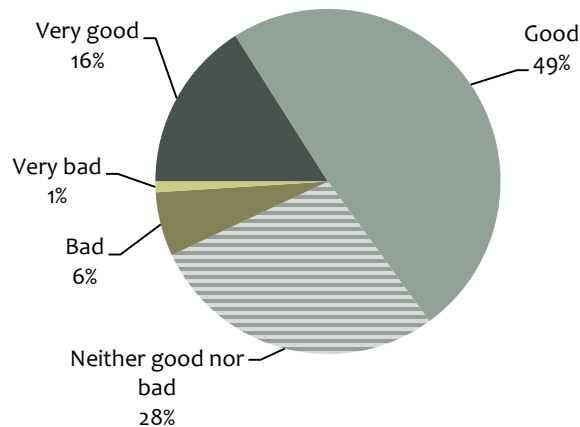
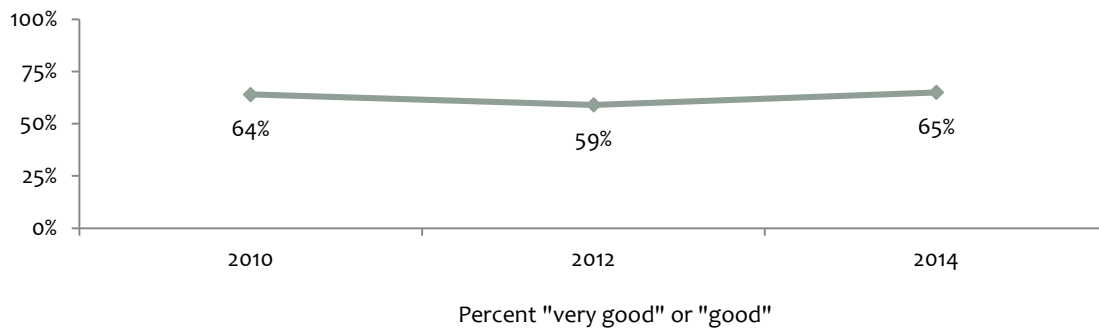


FIGURE 25: WESTMINSTER AS A PLACE TO WORK COMPARED BY YEAR



In addition, residents evaluated job opportunities in Westminster. Many residents were neutral on this topic, with 4 in 10 rating the city’s job opportunities as neither good nor bad. One-quarter rated job opportunities as good and 1 in 10 rated it as very good. However, one-quarter felt job opportunities in the city was bad or very bad. Results were similar from 2012 to 2014.

About 4 in 10 respondents indicated “don’t know” when rating job opportunities in Westminster (see *Appendix A: Complete Set of Survey Frequencies* for all responses, including “don’t know”).

Compared to other communities in the nation and the Front Range, job opportunities in Westminster was rated higher than the benchmarks.

Residents with household incomes between \$25,000 and \$99,999 gave lower evaluations to job opportunities in Westminster than did those with higher or lower income levels (see *Appendix B: Survey Results Compared by Respondent Characteristics*). No differences were observed across the three school districts.

FIGURE 26: JOB OPPORTUNITIES IN WESTMINSTER

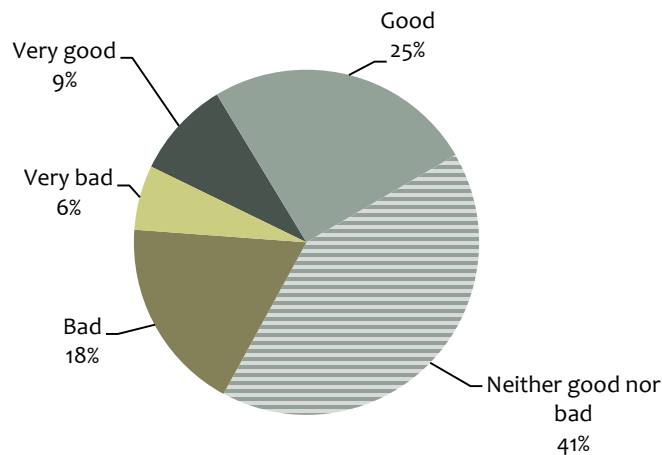
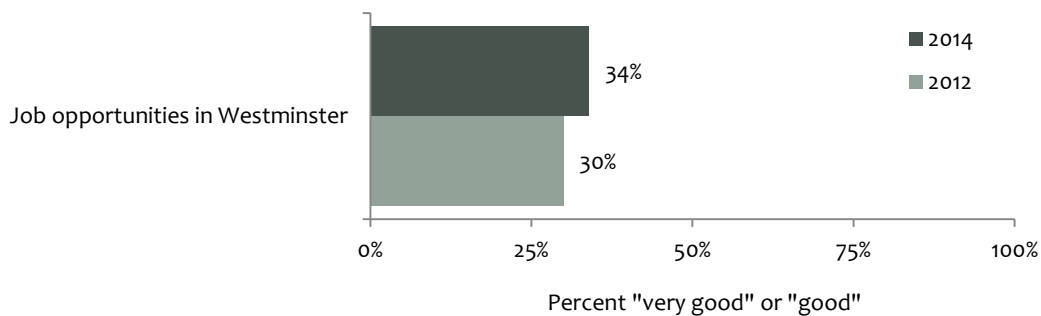


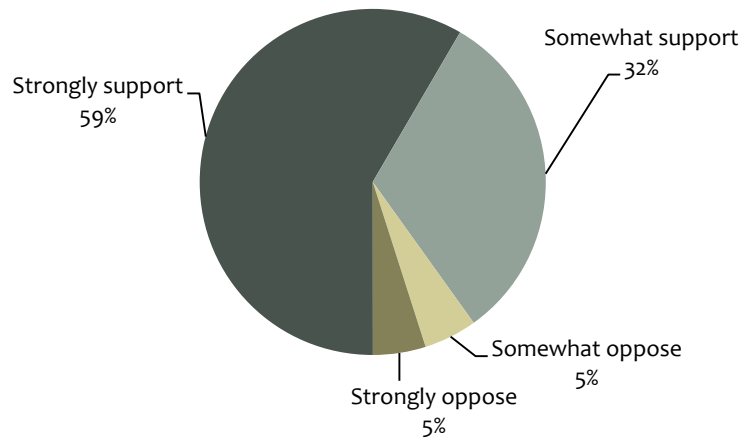
FIGURE 27: JOB OPPORTUNITIES IN WESTMINSTER COMPARED BY YEAR



Projects to improve Westminster’s commercial areas can energize the economy. A new question was added to the 2014 survey to assess residents’ level of support for redevelopment of the former Westminster Mall site. A vast majority of survey respondents voiced support for the redevelopment of the former Westminster Mall site as an urban scaled development. Six in 10 residents surveyed strongly supported this measure and another one-third somewhat supported it.

FIGURE 28: SUPPORT FOR REDEVELOPMENT OF WESTMINSTER MALL

The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?





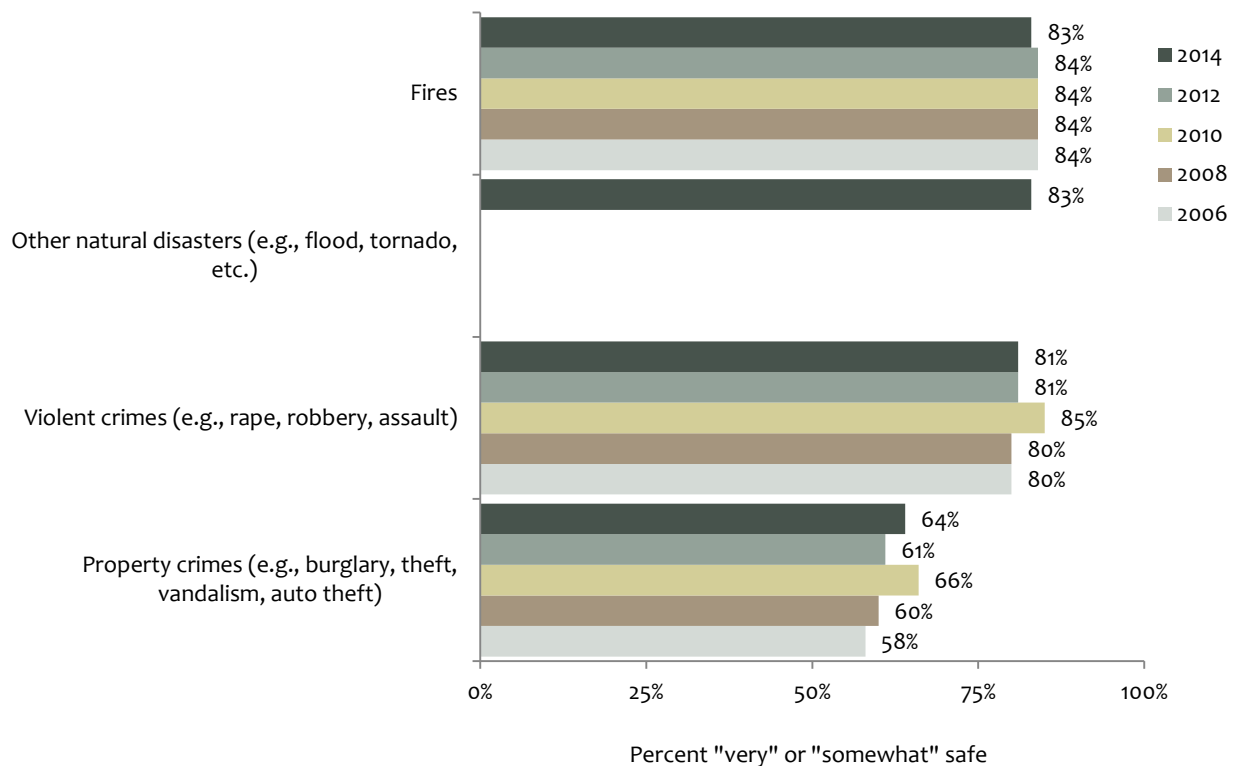
## SAFETY

As previously mentioned, residents overwhelmingly agreed that safety was a priority for living in Westminster. Eight in 10 residents reported feeling somewhat or very safe from fires, other natural disasters and violent crime, while nearly two-thirds felt safe from property crimes. Safety from fires, violent crime and property crime could be compared to previous years and were stable from 2012 to 2014.

Residents' ratings of safety from violent crime were similar to the national and Front Range averages. Safety from property crimes was similar to the national benchmark but lower than the Front Range benchmark. Safety from fires was higher than the national benchmark; comparisons to the Front Range were not available.

Residents age 55 or older felt safer from property crimes than did those who were younger (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Feelings of safety from violent crimes increased with household income levels. Feelings of safety from the various types of crime, fire and natural disasters were similar across the three school districts.

FIGURE 29: SAFETY RATINGS COMPARED BY YEAR



## LIVABLE COMMUNITY

In evaluating the livability of their community, residents of Westminster were asked to rate the quality of their neighborhoods, as well as potential issues they saw in their communities.

### NEIGHBORHOOD QUALITY

In 2014, one-quarter of those surveyed awarded very good marks to the overall quality of their neighborhood and another 54% awarded good marks, which was similar to previous years.

Westminster residents gave ratings of the overall quality of their neighborhood that were similar to the national average; comparisons to the Front Range were not available for this question.

Respondents who lived in the City between five and nine years tended to give lower ratings to the overall quality of their neighborhood (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Residents living in the Adams 50 school district tended to give lower ratings to the overall quality of their neighborhood than did those living in the other school districts.

FIGURE 30: OVERALL QUALITY OF NEIGHBORHOOD

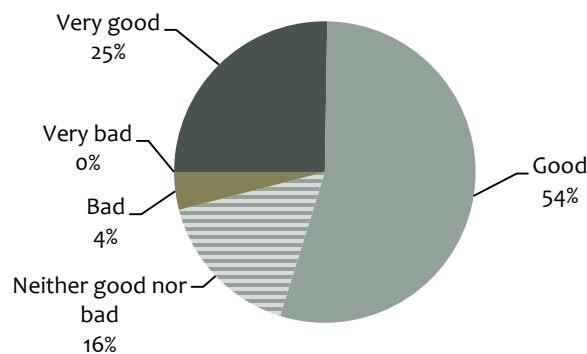
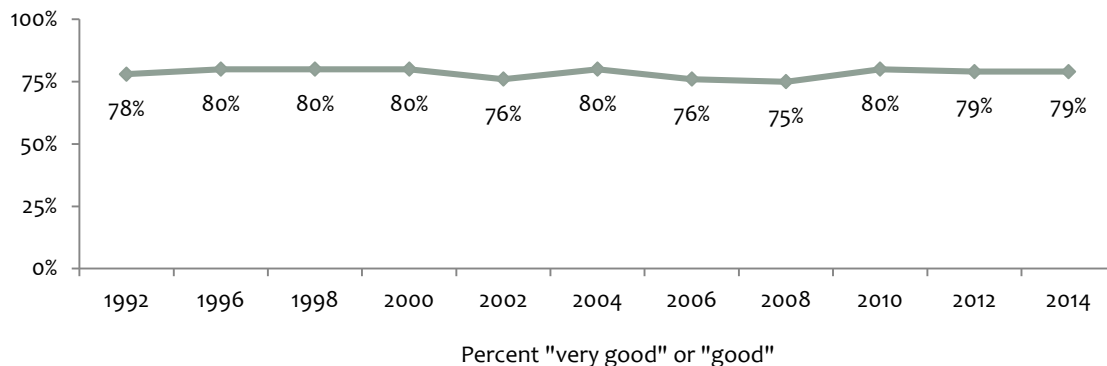


FIGURE 31: OVERALL QUALITY OF NEIGHBORHOOD COMPARED BY YEAR



When asked whether the quality of their neighborhood had improved or declined over the past 12 months, most residents (64%) felt it had stayed the same, 20% felt it had improved and 16% said it had declined. Evaluation of the quality of neighborhoods in 2014 was similar to 2012.

Change in neighborhood quality was compared by school district across survey years (see Figure 33 on the following page). Residents living in the Adams 12 school district were less likely to feel that the quality of their neighborhood had improved compared to the other districts, while those in Adams 50 were more likely to voice improvements. Compared to 2012, a smaller proportion of residents in 2014 living in the Adams 12 school district felt that the quality of their neighborhood had improved while a larger proportion felt it had stayed the same. Those living in Adams 50 in 2014 were less likely to feel that the quality of their neighborhood had declined and more likely to feel that the quality had stayed the same.

FIGURE 32: CHANGE IN NEIGHBORHOOD QUALITY IN LAST 12 MONTHS

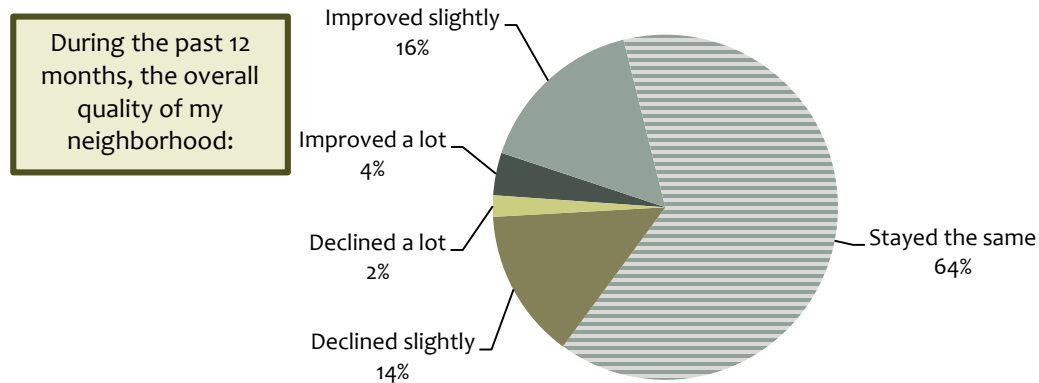


FIGURE 33: CHANGE IN NEIGHBORHOOD COMPARED BY AREA OF RESIDENCE COMPARED BY YEAR

		During the past 12 months, the overall quality of my neighborhood:			
		Improved	Stayed the same	Declined	Total
Jefferson County	2014	20%	65%	15%	100%
	2012	16%	67%	18%	100%
	2010	21%	57%	22%	100%
	2008	17%	59%	24%	100%
	2006	11%	59%	30%	100%
	2004	17%	56%	27%	100%
	2002	15%	65%	20%	100%
	2000	21%	61%	18%	100%
	1998	20%	61%	19%	100%
Adams 12	2014	16%	67%	17%	100%
	2012	25%	56%	18%	100%
	2010	20%	59%	21%	100%
	2008	16%	60%	23%	100%
	2006	17%	60%	23%	100%
	2004	22%	56%	22%	100%
	2002	20%	68%	12%	100%
	2000	26%	56%	17%	100%
	1998	25%	58%	17%	100%
Adams 50	2014	25%	60%	15%	100%
	2012	21%	51%	29%	100%
	2010	25%	47%	28%	100%
	2008	12%	45%	43%	100%
	2006	18%	40%	42%	100%
	2004	22%	45%	34%	100%
	2002	16%	62%	22%	100%
	2000	23%	57%	20%	100%
	1998	21%	58%	22%	100%
City as a whole	2014	20%	64%	16%	100%
	2012	20%	59%	21%	100%
	2010	22%	55%	23%	100%
	2008	15%	56%	29%	100%
	2006	15%	54%	31%	100%
	2004	20%	52%	27%	100%
	2002	17%	64%	19%	100%
	2000	23%	58%	19%	100%
	1998	22%	59%	20%	100%

## POTENTIAL CONCERNS IN WESTMINSTER

Survey respondents were given a list of 18 potential issues facing the city and asked to rate how much of a problem they thought each was. Residents identified drugs, crime, vandalism and graffiti as most problematic in 2014, with at least 4 in 10 rating each as a major or moderate problem. The availability of trails or trail connections and the availability of parts were less of a concern for residents, with about 1 in 10 citing these as a major or moderate problem.

In general, ratings were stable from 2012 to 2014; however, more people in 2014 felt that taxes, juvenile problems, graffiti and vandalism were major or moderate problems compared to 2012.

At least 30% of survey respondents said “don’t know” when rating the potential issues of drugs and juvenile problems (see *Appendix A: Complete Set of Survey Frequencies* for a set of all responses, including “don’t know”).

When ratings for the potential problems were compared by respondent demographic characteristics, generally, older respondents (age 55 or older) and those who had lived in the community for 20 years or more were more likely to view them as “major” or “moderate” problems compared to their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Residents’ opinions about the list of potential concerns varied by school district; those living in the Adams 50 school district were more concerned about vandalism, graffiti, too much growth, run down buildings juvenile problems and availability of trails or trail connections than were those residing in the other two districts.

FIGURE 34: POTENTIAL PROBLEMS 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
Drugs		NA	49%	52%	59%	51%	50%	51%
Crime		NA	42%	45%	55%	41%	44%	41%
Vandalism		NA	43%	46%	59%	45%	48%	41%
Graffiti	48%	NA	40%	46%	63%	47%	47%	40%
Availability of affordable housing	NA	57%	48%	36%	45%	30%	33%	34%
Run down buildings		NA	22%	26%	37%	31%	32%	33%
Condition of properties (weeds, trash, junk vehicles)		NA	24%	23%	39%	28%	35%	33%
Juvenile problems		NA	46%	33%	44%	36%	39%	32%
Taxes		NA	39%	31%	48%	42%	38%	31%
Maintenance and condition of homes		NA	20%	20%	36%	26%	31%	31%
Too much growth		NA	54%	48%	46%	31%	24%	28%
Lack of growth		NA	7%	8%	16%	23%	25%	24%
Traffic safety on major streets		NA		30%	34%	22%	24%	23%
Resources to support education (reading materials, access to information)				NA				23%
Traffic safety on neighborhood streets	47%	NA		24%	28%	20%	20%	19%
Availability of convenient shopping		NA		7%	12%	14%	17%	16%
Availability of trails or trail connections				NA				12%
Availability of parks		NA	10%	6%	9%	7%	7%	7%

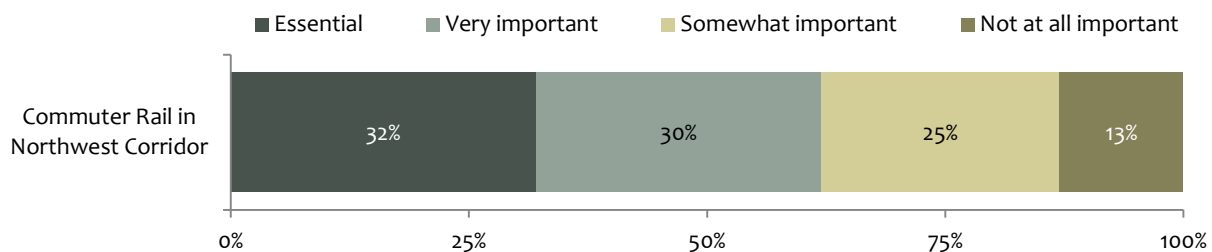
"Resources to support education" and "availability of trails or trail connections" were new items in 2014.

MOBILITY IN WESTMINSTER

A livable community is one that has a variety of public transportation options available to its residents. In 2014, respondents weighed in on initiatives aimed at improving public transportation.

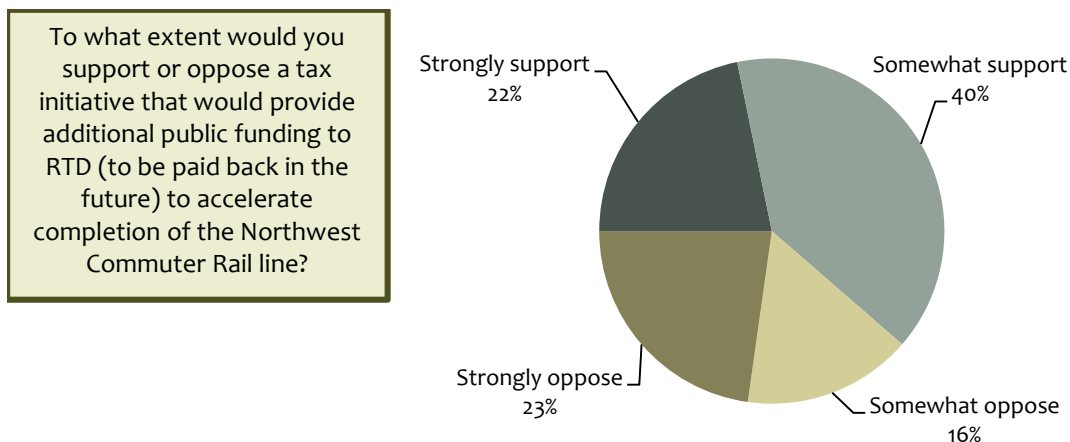
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. Residents were asked how important it was that commuter rail service be completed in the Northwest Corridor. About 3 in 10 respondents felt it was essential to complete the project and another 3 in 10 felt it was very important. One-quarter said it was somewhat important, while just 13% said it was not at all important.

FIGURE 35: IMPORTANCE OF COMPLETING COMMUTER RAIL IN NORTHWEST CORRIDOR



In a related area, Westminster residents gave their opinions on a tax initiative to provide additional funding to RTD to accelerate completion of the Northwest Commuter line. Opinions were mixed, with 6 in 10 residents in support of this measure and 4 in 10 in opposition. The largest proportion of residents (40%) said they “somewhat” supported this initiative, and the proportion of those voicing strong support and strong opposition was similar (22% versus 23%, respectively).

FIGURE 36: SUPPORT FOR ADDITIONAL RTD FUNDING

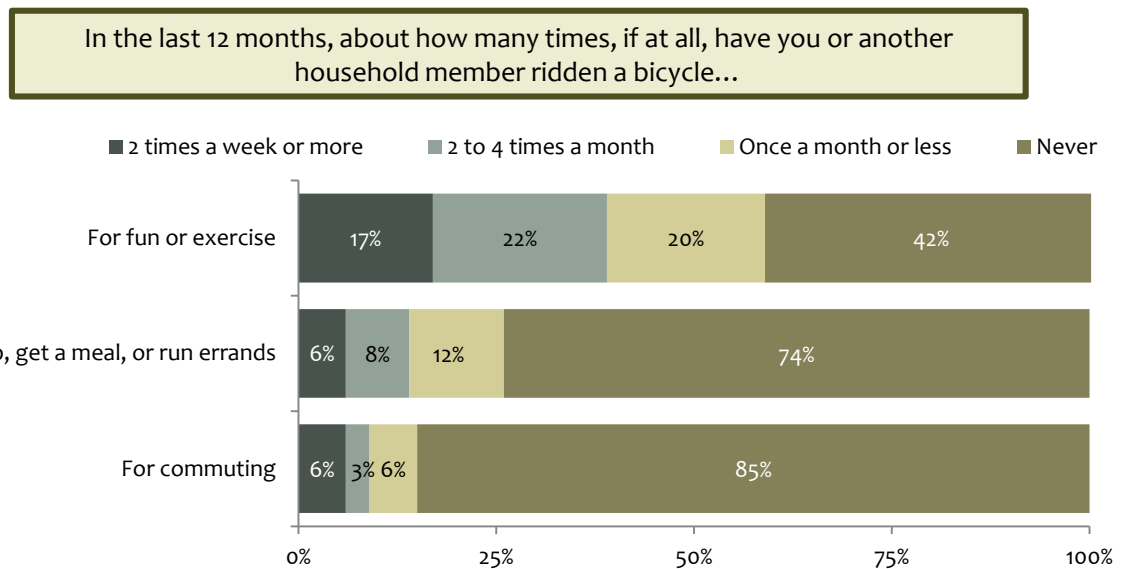


When responses to these transportation initiatives were compared by respondent characteristics, those with a shorter tenure in the city felt it was more important to complete commuter rail service in the Northwest Corridor and also were more likely to support a tax initiative to provide additional funding to complete it (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Younger respondents and those living in attached units also were more likely to support a tax to help fund the completion of the commuter rail. Responses for both of these questions were similar across the three school districts.

For the first time in 2014, Westminster residents were asked about their bicycling habits. Many residents reported riding a bicycle as an alternative form of sustainable transportation. Four in 10 respondents rode a bike more than once a month for fun or exercise in the 12 months prior to the survey. One-quarter had ridden their bike to shop, get a meal or run errands at least once in the year prior to the 2014 survey. About 15% had ridden their bike at least once to commute to work or school.

Residents age 55 or older, those with lower incomes (less than \$100,000) and those who had lived in the city for a longer period of time were less likely to have ridden a bicycle to shop, get a meal or run an errand and for fun or exercise than were their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Respondents living in Adams 12 school district were less likely to have commuted by bicycle in the 12 months prior to the survey, while those living in Jefferson County were more likely to have ridden a bike for fun or exercise.

FIGURE 37: BICYCLE TRANSPORTATION



## APPEARANCE AND ENVIRONMENT

A community’s image encompasses both its physical attributes and its dedication to improving those attributes while preserving the natural environment. In 2014, residents were asked whether they agreed or disagreed with a series of potential descriptions of the City of Westminster. At least 9 in 10 agreed that “beautiful parks/open space,” “financially sound” and “healthy” reflected their image of Westminster. At least 8 in 10 endorsed descriptions such as “business-friendly environment,” “environmentally sensitive” and “safe and secure.” Three-quarters agreed that “innovative and progressive” and “vibrant neighborhoods” described their image of the city. When results could be compared to 2012, most ratings remained stable, although more people in 2014 than in 2012 agreed with the description, “financially sound.”

FIGURE 38: 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)	2006	2008	2010	2012	2014
Beautiful parks/open spaces	70%	83%	85%	95%	93%
Financially sound	33%	35%	35%	84%	92%
Healthy	NA				90%
Business-friendly environment	30%	39%	30%	82%	87%
Environmentally sensitive	NA			88%	83%
Safe and secure	40%	59%	65%	82%	82%
Innovative and progressive	28%	33%	29%	79%	77%
Vibrant neighborhoods	18%	23%	32%	73%	76%

*Note: In 2014 and 2012, respondents were asked the extent to which they agreed or disagreed that each statement describes their image of the City. In 2010 and 2008, respondents were asked to identify the three phrases that best described their image of the City. In 2006, respondents could select any phrase that described their image of the City. “Healthy” was a new item in 2014.*



Most Westminster residents appreciated the physical attractiveness of the city, with 2 in 10 giving very good marks and 6 in 10 giving good marks. Another 2 in 10 felt neutral about the attractiveness of the city and almost no respondents gave negative ratings. Results remained stable across survey years.

FIGURE 39: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE

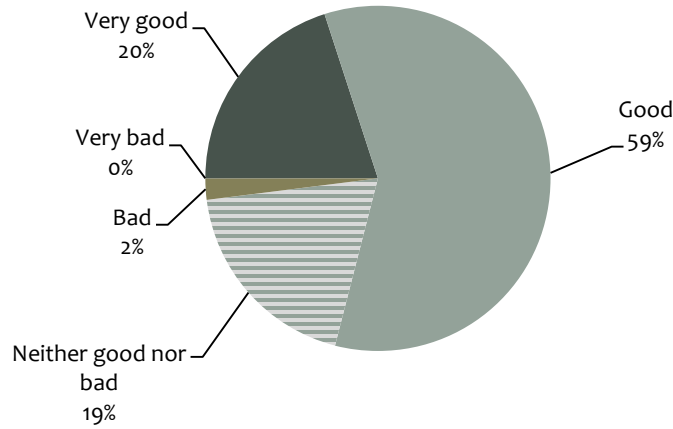
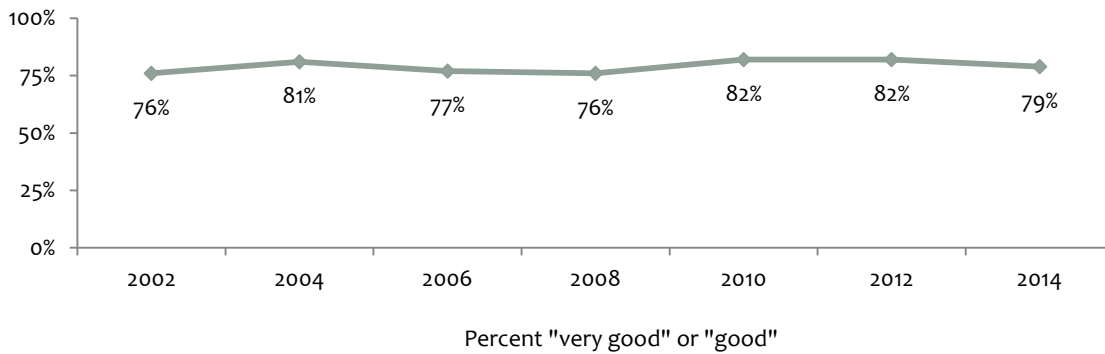


FIGURE 40: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE COMPARED BY YEAR



## RESPONDENT CHARACTERISTICS

Characteristics of the survey respondents are displayed in the tables on the following pages.

### LENGTH OF RESIDENCY

About how long have you lived in Westminster?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
0-4 years	42%	44%	46%	43%	43%	38%	39%	33%	31%	33%	34%
5-9 years	21%	18%	20%	21%	18%	23%	22%	20%	22%	19%	13%
10-14 years	16%	15%	12%	11%	15%	13%	12%	12%	14%	13%	14%
15-19 years	8%	9%	6%	8%	7%	7%	7%	9%	9%	10%	12%
20 or more years	14%	14%	17%	17%	17%	19%	19%	26%	24%	25%	26%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

### ZIP CODE

What is your home zip code?	2006	2008	2010	2012	2014
80003	4%	3%	4%	3%	5%
80005	1%	1%	2%	2%	3%
80020	7%	8%	7%	8%	9%
80021	27%	27%	25%	26%	26%
80023	12%	0%	0%	1%	1%
80030	32%	14%	11%	13%	11%
80031	18%	29%	33%	32%	30%
80234	0%	18%	18%	16%	15%
80260	0%	0%	0%	0%	0%
80035	0%	0%	0%	0%	0%
80036	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%

## CITY OF EMPLOYMENT

What city do you work in or nearest to?	1998	2000	2002	2004	2006	2008	2010	2012	2014
Arvada	8%	4%	7%	5%	5%	7%	5%	5%	6%
Aurora	5%	2%	2%	2%	2%	2%	3%	3%	3%
Boulder	7%	6%	8%	8%	8%	7%	4%	9%	6%
Brighton	0%	0%	0%	0%	0%	1%	1%	1%	0%
Broomfield	5%	5%	9%	9%	12%	9%	8%	8%	9%
Centennial	0%	0%	0%	0%	0%	0%	0%	1%	1%
Commerce City	0%	0%	0%	0%	0%	2%	2%	2%	1%
Denver	19%	25%	20%	24%	21%	17%	20%	16%	19%
Englewood	0%	0%	0%	0%	0%	1%	2%	1%	1%
Glendale	0%	0%	0%	0%	0%	1%	0%	0%	0%
Golden	0%	0%	0%	0%	0%	3%	1%	2%	3%
Greenwood Village	0%	0%	0%	0%	0%	1%	1%	1%	1%
Lafayette	0%	0%	0%	0%	0%	1%	1%	1%	2%
Lakewood	2%	2%	3%	2%	3%	3%	4%	3%	2%
Littleton	0%	0%	0%	0%	0%	0%	1%	0%	1%
Longmont	0%	0%	0%	0%	0%	1%	2%	2%	2%
Louisville	2%	2%	3%	1%	2%	3%	1%	2%	2%
Northglenn	2%	2%	2%	2%	2%	1%	1%	0%	1%
Superior	0%	0%	0%	0%	0%	0%	1%	0%	0%
Thornton	4%	3%	3%	4%	2%	3%	4%	2%	2%
Westminster	16%	16%	16%	16%	18%	15%	15%	15%	12%
Wheat Ridge	0%	0%	0%	0%	0%	1%	1%	2%	2%
All over Metro area	0%	0%	0%	0%	0%	2%	3%	3%	2%
Other	10%	12%	14%	13%	14%	1%	2%	2%	1%
I work from home	0%	0%	0%	0%	0%	2%	3%	3%	4%
I do not work (student, homemaker, retired, etc.)	21%	22%	13%	13%	13%	15%	16%	17%	18%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

## HOUSING UNIT TYPE

Please check the appropriate box indicating the type of housing unit in which you live.	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Detached single family home	63%	59%	58%	55%	62%	60%	60%	61%	61%	62%	62%
Condominium or townhouse	17%	17%	17%	17%	19%	19%	19%	18%	18%	17%	17%
Apartment	19%	24%	25%	25%	18%	20%	22%	21%	20%	21%	20%
Mobile home	2%	0%	0%	2%	1%	1%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## TENURE

Do you rent or own your residence?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Rent	32%	35%	35%	35%	29%	30%	30%	28%	30%	35%	32%
Own	68%	65%	65%	65%	71%	70%	70%	72%	70%	65%	68%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

**NUMBER OF HOUSEHOLD MEMBERS**

How many people (including yourself) live in your household?	1998	2000	2002	2004	2006	2008	2010	2012	2014
1	22%	25%	19%	22%	26%	25%	23%	22%	22%
2	35%	40%	37%	38%	38%	41%	35%	40%	37%
3	18%	16%	17%	17%	14%	16%	19%	18%	21%
4	16%	13%	17%	14%	15%	12%	16%	11%	14%
5	6%	5%	6%	7%	5%	4%	3%	5%	4%
6 or more	2%	2%	4%	3%	2%	1%	3%	3%	1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

**HOUSEHOLD MEMBERS UNDER 18**

How many of these household members are 17 years or younger?	1998	2000	2002	2004	2006	2008	2010	2012	2014
0	59%	67%	61%	63%	64%	69%	67%	70%	67%
1	17%	17%	16%	15%	15%	17%	15%	13%	16%
2	17%	13%	16%	14%	16%	10%	13%	11%	14%
3	5%	3%	5%	6%	3%	4%	4%	3%	3%
4 or more	1%	1%	2%	2%	2%	1%	2%	3%	1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

## TOTAL HOUSEHOLD INCOME

About how much was your household's total income before taxes in 2007? Be sure to include income from all sources.	1998	2000	2002	2004	2006	2008	2010	2012	2014
Less than \$15,000	7%	7%	6%	5%	5%	3%	6%	4%	5%
\$15,000 to \$24,999	9%	9%	7%	8%	6%	8%	7%	5%	7%
\$25,000 to \$34,999	13%	12%	10%	11%	11%	10%	10%	10%	7%
\$35,000 to \$49,999	17%	19%	15%	18%	15%	15%	13%	13%	13%
\$50,000 to \$74,999	27%	26%	27%	23%	26%	22%	22%	17%	19%
\$75,000 to \$99,999	16%	14%	18%	18%	16%	16%	15%	16%	12%
\$100,000 to \$124,999	6%	6%	9%	8%	11%	10%	11%	11%	10%
\$125,000 to \$149,999	5%	6%	8%	9%	9%	7%	6%	5%	9%
\$150,000 to \$174,999	0%	0%	0%	0%	0%	2%	4%	3%	4%
\$175,000 to \$199,999	0%	0%	0%	0%	0%	2%	2%	1%	2%
\$200,000 or more	0%	0%	0%	0%	0%	4%	4%	3%	4%
I prefer not to answer	0%	0%	0%	0%	0%	0%	0%	11%	9%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

## EDUCATIONAL STATUS

How much education have you completed?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
0-11 years	4%	3%	4%	4%	4%	2%	2%	2%	3%	3%	3%
High school graduate	20%	20%	18%	20%	18%	16%	16%	16%	13%	14%	15%
Some college, no degree	39%	35%	27%	27%	27%	27%	25%	23%	21%	24%	19%
Associate degree	0%	0%	7%	10%	10%	10%	8%	10%	10%	8%	11%
Bachelor's degree	22%	26%	26%	24%	28%	29%	29%	30%	32%	31%	34%
Graduate or professional degree	16%	16%	18%	15%	13%	16%	19%	19%	21%	20%	19%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## RACE

What is your race?*	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
White/European American/Caucasian	95%	91%	91%	90%	89%	89%	90%	89%	85%	83%	85%
Black or African American	1%	1%	1%	1%	1%	1%	2%	2%	2%	2%	3%
Asian or Pacific Islander	2%	4%	4%	3%	4%	4%	4%	4%	5%	7%	6%
American Indian, Eskimo, or Aleut	0%	0%	1%	2%	1%	1%	2%	1%	1%	1%	1%
Other	2%	4%	3%	4%	6%	8%	6%	6%	8%	9%	8%

\*Total may exceed 100% as respondents could choose more than one answer.

ETHNICITY

Are you Hispanic/Spanish/Latino?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Hispanic	9%	8%	10%	9%	13%	11%	8%	9%	14%	14%	14%
Not Hispanic	91%	92%	90%	91%	87%	89%	92%	91%	86%	86%	86%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

AGE

Which category contains your age?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
18-24	7%	6%	7%	7%	13%	8%	5%	5%	7%	4%	3%
25-34	27%	23%	23%	20%	19%	29%	32%	27%	25%	29%	27%
35-44	30%	29%	29%	24%	29%	22%	18%	18%	18%	16%	17%
45-54	17%	20%	21%	21%	17%	23%	26%	25%	23%	22%	22%
55-64	11%	10%	8%	13%	12%	9%	8%	14%	14%	13%	13%
65-74	8%	12%	9%	9%	5%	6%	5%	7%	7%	9%	9%
75-84	0%	0%	4%	7%	5%	4%	6%	3%	4%	5%	6%
85+	0%	0%	0%	0%	0%	0%	0%	1%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

GENDER

What is your gender?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Female	55%	59%	56%	58%	50%	50%	50%	47%	50%	51%	54%
Male	45%	41%	44%	42%	50%	50%	50%	53%	50%	49%	46%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## APPENDIX A: COMPLETE SET OF SURVEY FREQUENCIES

### SURVEY RESPONSES EXCLUDING “DON’T KNOW”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses.

Question 1						
Please rate each of the following aspects of quality of life in Westminster	Very good	Good	Neither good nor bad	Bad	Very bad	Total
Westminster as a place to live	37%	56%	6%	0%	0%	100%
The overall quality of your neighborhood	25%	54%	16%	4%	0%	100%
Westminster as a place to raise children	28%	56%	15%	2%	0%	100%
Westminster as a place to retire	23%	43%	30%	4%	0%	100%
Westminster as a place to work	16%	49%	28%	6%	1%	100%
Job opportunities in Westminster	9%	25%	41%	18%	6%	100%
The overall quality of life in Westminster	24%	63%	12%	1%	0%	100%

Question 2	
During the past 12 months, the overall quality of my neighborhood:	Percent of respondents
Improved a lot	4%
Improved slightly	16%
Stayed the same	64%
Declined slightly	14%
Declined a lot	2%
Total	100%

Question 3					
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 sound	24%	67%	8%	0%	100%
Business-friendly environment	26%	61%	12%	1%	100%
Beautiful parks/open spaces	56%	37%	6%	1%	100%
Innovative and progressive	17%	60%	20%	3%	100%
Vibrant neighborhoods	15%	61%	23%	2%	100%
Safe and secure	21%	61%	16%	2%	100%
Environmentally sensitive	21%	61%	15%	3%	100%
Healthy	28%	62%	9%	1%	100%

Question 4	
How would you rate the physical attractiveness of Westminster as a whole?	Percent of respondents
Very good	20%
Good	59%
Neither good nor bad	19%
Bad	2%
Very bad	0%
Total	100%

Question 5						
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)	33%	48%	14%	5%	1%	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	15%	49%	20%	13%	3%	100%
Fires	40%	43%	16%	1%	0%	100%
Other natural disasters (e.g., flood, tornado, etc.)	41%	42%	15%	2%	1%	100%



Question 6 - Quality						
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
Snow removal	20%	51%	18%	8%	3%	100%
Street repair	10%	44%	30%	13%	3%	100%
Street cleaning	14%	44%	35%	6%	2%	100%
Sewer services	20%	54%	23%	2%	1%	100%
Recycling drop off centers at City facilities	17%	47%	26%	7%	2%	100%
Police traffic enforcement	18%	53%	25%	4%	1%	100%
Police protection	22%	57%	17%	2%	2%	100%
Fire protection	33%	53%	13%	1%	0%	100%
Emergency medical/ambulance service	32%	53%	14%	1%	0%	100%
Land use, planning and zoning	15%	42%	33%	7%	3%	100%
City Code enforcement	12%	45%	31%	9%	4%	100%
Animal management	16%	44%	32%	7%	2%	100%
Economic development	11%	42%	37%	7%	3%	100%
Parks maintenance	31%	54%	14%	2%	0%	100%
Libraries	35%	48%	15%	1%	0%	100%
Drinking water quality	37%	46%	13%	3%	1%	100%
Recreation programs	34%	50%	15%	1%	0%	100%
Recreation facilities	39%	48%	11%	2%	0%	100%
Trails	36%	50%	11%	3%	0%	100%
Appearance of parks and recreation facilities	38%	49%	11%	2%	0%	100%
Preservation of natural areas (open space, greenbelts)	31%	50%	17%	1%	0%	100%
Municipal Court	19%	46%	31%	3%	1%	100%
Building permits/inspections	15%	43%	37%	4%	2%	100%
Utility billing/meter reading	15%	46%	34%	4%	1%	100%
Emergency preparedness	20%	46%	31%	2%	0%	100%

Question 6 - Importance						
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
Snow removal	46%	45%	8%	0%	1%	100%
Street repair	40%	52%	8%	0%	1%	100%
Street cleaning	13%	39%	43%	4%	1%	100%
Sewer services	45%	43%	8%	0%	5%	100%
Recycling drop off centers at City facilities	18%	37%	32%	5%	9%	100%
Police traffic enforcement	38%	37%	21%	2%	2%	100%
Police protection	72%	23%	3%	0%	2%	100%
Fire protection	75%	21%	2%	0%	2%	100%
Emergency medical/ambulance service	74%	20%	2%	0%	4%	100%
Land use, planning and zoning	22%	47%	21%	1%	9%	100%
City Code enforcement	16%	44%	28%	2%	10%	100%
Animal management	14%	44%	33%	2%	7%	100%
Economic development	31%	42%	18%	1%	8%	100%
Parks maintenance	24%	56%	18%	0%	2%	100%
Libraries	29%	46%	21%	1%	3%	100%
Drinking water quality	77%	20%	2%	0%	1%	100%
Recreation programs	16%	49%	29%	2%	4%	100%
Recreation facilities	20%	50%	24%	2%	4%	100%
Trails	24%	42%	28%	2%	5%	100%
Appearance of parks and recreation facilities	18%	54%	25%	1%	2%	100%
Preservation of natural areas (open space, greenbelts)	36%	43%	17%	1%	3%	100%
Municipal Court	25%	38%	21%	1%	15%	100%
Building permits/inspections	18%	35%	28%	4%	15%	100%
Utility billing/meter reading	20%	40%	29%	1%	10%	100%
Emergency preparedness	56%	25%	10%	0%	9%	100%

Question 7	
Overall, how would you rate the quality of the services provided by the City of Westminster?	Percent of respondents
Very good	22%
Good	63%
Neither good nor bad	14%
Bad	1%
Very bad	0%
Total	100%

Question 8	
Overall, would you say the City is headed in the right direction or the wrong direction?	Percent of respondents
Right direction	93%
Wrong direction	7%
Total	100%

Question 9						
In general, how well do you think each of the following operates?	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I receive good value for the City of Westminster taxes I pay	23%	46%	21%	7%	3%	100%
The Westminster government welcomes citizen involvement	26%	37%	28%	7%	2%	100%
City Council cares what people like me think	18%	34%	31%	10%	6%	100%

Question 10	
Have you had contact with a Westminster city employee within the last 12 months?	Percent of respondents
Yes	41%
No	59%
Total	100%

Question 11						
What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)*	Very good	Good	Neither good nor bad	Bad	Very bad	Total
Knowledge	44%	36%	16%	4%	1%	100%
Responsiveness	45%	39%	11%	4%	1%	100%
Courtesy	55%	28%	11%	5%	1%	100%
Making you feel valued	41%	28%	24%	5%	2%	100%
Overall impression	44%	35%	13%	4%	3%	100%

\*Asked only of those who had had contact with a City employee in the last 12 months.

Question 12					
To what degree, if at all, are the following problems in Westminster?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Crime	14%	45%	35%	6%	100%
Vandalism	14%	45%	34%	7%	100%
Graffiti	20%	41%	28%	11%	100%
Drugs	17%	32%	35%	15%	100%
Too much growth	46%	26%	21%	7%	100%
Lack of growth	51%	25%	18%	7%	100%
Run down buildings	28%	40%	24%	9%	100%
Taxes	33%	36%	21%	10%	100%
Availability of convenient shopping	65%	18%	12%	4%	100%
Juvenile problems	23%	45%	24%	7%	100%
Availability of affordable housing	39%	27%	23%	11%	100%
Availability of parks	75%	19%	5%	2%	100%
Traffic safety on neighborhood streets	47%	34%	11%	7%	100%
Traffic safety on major streets	41%	36%	16%	7%	100%
Maintenance and condition of homes	29%	41%	24%	7%	100%
Condition of properties (weeds, trash, junk vehicles)	25%	42%	23%	10%	100%
Resources to support education (reading materials, access to information)	47%	31%	16%	7%	100%
Availability of trails or trail connections	66%	22%	10%	2%	100%

Question 13	
In general, how well informed do you feel about the City of Westminster?	Percent of respondents
Very well	8%
Well	30%
Neither well nor poorly	45%
Poorly	13%
Very poorly	4%
Total	100%

Question 14		
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. (Please mark only two choices.)	Percent rating as #1 source	Percent rating as #1 OR #2 source
Denver Post (print version)	11%	19%
City's website (www.cityofwestminster.us)	17%	28%
Other online news sources	11%	17%
Social media (Facebook, Twitter, etc.)	5%	12%
Westminster Window	6%	9%
Westsider	7%	11%
City Edition (print newsletter)	7%	14%
The Weekly (e-newsletter)	2%	3%
Your Hub	2%	6%
Television News	23%	41%
Cable TV Channel 8	2%	5%
Word of mouth	7%	30%

Question 15						
In a typical month, about how many times, if ever, have you used the following?	Never	1-3 times a month	Once a week	Multiple times a week	Daily	Total
Blog sites	70%	14%	5%	6%	5%	100%
Social networking site (i.e., Facebook, Twitter, YouTube, Linked In, Google Plus)	32%	9%	7%	17%	35%	100%

Question 16	
Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?	Percent of respondents
Too little	63%
Right amount	37%
Too much	0%
Total	100%

Question 17	
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	Percent of respondents
Yes	52%
No	48%
Total	100%

Question 18						
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	23%	56%	18%	2%	0%	100%
Appearance	23%	51%	21%	4%	1%	100%
Online services offered	22%	48%	23%	7%	0%	100%
Ease of navigation	20%	43%	26%	8%	3%	100%
Search function	17%	42%	27%	11%	2%	100%

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

Question 19				
When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live.	Highly important	Moderately important	Not at all important	Total
Physical appearance of development in the City	56%	41%	3%	100%
Quality of neighborhoods	82%	17%	1%	100%
Variety of neighborhoods	35%	48%	16%	100%
Convenience of shopping in the City	59%	37%	4%	100%
Convenience to employment	47%	33%	19%	100%
Access to transit	43%	36%	21%	100%
Open space/trails	55%	36%	8%	100%
Recreation centers	46%	41%	13%	100%
Recreation programs/sports	36%	45%	19%	100%
Parks/playgrounds	56%	37%	7%	100%
Libraries	46%	40%	14%	100%
Sense of safety in the City	86%	13%	1%	100%
Schools	62%	21%	17%	100%

Question 20	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	Percent of respondents
Essential	32%
Very important	30%
Somewhat important	25%
Not at all important	13%
Total	100%

Question 21	
To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?	Percent of respondents
Strongly support	22%
Somewhat support	40%
Somewhat oppose	16%
Strongly oppose	23%
Total	100%

Question 22	
The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?	Percent of respondents
Strongly support	59%
Somewhat support	32%
Somewhat oppose	5%
Strongly oppose	5%
Total	100%

Question 23					
In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle...	2 times a week or more	2 to 4 times a month	Once a month or less	Never	Total
To shop, get a meal, or run errands	6%	8%	12%	74%	100%
For commuting	6%	3%	6%	85%	100%
For fun or exercise	17%	22%	20%	42%	100%

### SURVEY RESPONSES INCLUDING “DON’T KNOW”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The number and percent of respondents for each response option for each question are included in each table.

Question 1														
Please rate each of the following aspects of quality of life in Westminster	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Westminster as a place to live	N=315	37%	N=468	56%	N=53	6%	N=2	0%	N=0	0%	N=0	0%	N=839
The overall quality of your neighborhood	N=207	25%	N=450	54%	N=137	16%	N=35	4%	N=3	0%	N=0	0%	N=833	100%
Westminster as a place to raise children	N=196	24%	N=389	47%	N=102	12%	N=13	2%	N=0	0%	N=126	15%	N=826	100%
Westminster as a place to retire	N=153	18%	N=282	34%	N=196	24%	N=28	3%	N=3	0%	N=171	20%	N=834	100%
Westminster as a place to work	N=95	11%	N=294	36%	N=164	20%	N=37	5%	N=6	1%	N=229	28%	N=826	100%
Job opportunities in Westminster	N=44	5%	N=125	15%	N=202	25%	N=90	11%	N=31	4%	N=326	40%	N=817	100%
The overall quality of life in Westminster	N=203	24%	N=521	63%	N=99	12%	N=4	1%	N=0	0%	N=3	0%	N=831	100%

Question 2		
During the past 12 months, the overall quality of my neighborhood:	Number	Percent
Improved a lot	N=30	4%
Improved slightly	N=135	16%
Stayed the same	N=522	62%
Declined slightly	N=114	13%
Declined a lot	N=17	2%
Don't know	N=24	3%
Total	N=841	100%



Question 3											
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 sound	N=200	24%	N=554	67%	N=65	8%	N=3	0%	N=822	100%	
Business-friendly environment	N=212	26%	N=502	61%	N=95	12%	N=9	1%	N=818	100%	
Beautiful parks/open spaces	N=468	56%	N=311	37%	N=54	6%	N=7	1%	N=840	100%	
Innovative and progressive	N=144	17%	N=494	60%	N=164	20%	N=24	3%	N=827	100%	
Vibrant neighborhoods	N=125	15%	N=502	61%	N=187	23%	N=14	2%	N=827	100%	
Safe and secure	N=179	21%	N=510	61%	N=135	16%	N=13	2%	N=838	100%	
Environmentally sensitive	N=177	21%	N=508	61%	N=121	15%	N=22	3%	N=828	100%	
Healthy	N=231	28%	N=516	62%	N=75	9%	N=7	1%	N=829	100%	

Question 4		
How would you rate the physical attractiveness of Westminster as a whole?	Number	Percent
Very good	N=167	20%
Good	N=492	59%
Neither good nor bad	N=156	19%
Bad	N=17	2%
Very bad	N=3	0%
Don't know	N=2	0%
Total	N=838	100%

Question 5												
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)	N=274	33%	N=407	48%	N=116	14%	N=41	5%	N=4	1%	N=842	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	N=128	15%	N=414	49%	N=169	20%	N=109	13%	N=21	3%	N=841	100%
Fires	N=333	40%	N=362	43%	N=133	16%	N=8	1%	N=1	0%	N=838	100%
Other natural disasters (e.g., flood, tornado, etc.)	N=343	41%	N=355	42%	N=122	15%	N=15	2%	N=4	1%	N=840	100%

Question 6 - Quality														
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	
	Snow removal	N=167	20%	N=424	51%	N=146	18%	N=67	8%	N=26	3%	N=5	1%	N=835
Street repair	N=80	10%	N=361	43%	N=249	30%	N=111	13%	N=23	3%	N=10	1%	N=834	100%
Street cleaning	N=107	13%	N=344	41%	N=272	33%	N=50	6%	N=12	1%	N=46	6%	N=832	100%
Sewer services	N=137	17%	N=360	44%	N=151	19%	N=16	2%	N=4	0%	N=147	18%	N=815	100%
Recycling drop off centers at City facilities	N=101	12%	N=277	33%	N=154	18%	N=41	5%	N=11	1%	N=251	30%	N=835	100%
Police traffic enforcement	N=137	17%	N=411	49%	N=191	23%	N=29	4%	N=11	1%	N=51	6%	N=830	100%
Police protection	N=171	20%	N=432	51%	N=128	15%	N=18	2%	N=16	2%	N=75	9%	N=838	100%
Fire protection	N=247	29%	N=389	46%	N=98	12%	N=5	1%	N=2	0%	N=97	12%	N=838	100%
Emergency medical/ambulance service	N=202	24%	N=332	40%	N=87	10%	N=4	1%	N=0	0%	N=207	25%	N=833	100%
Land use, planning and zoning	N=96	12%	N=266	32%	N=211	25%	N=42	5%	N=20	2%	N=196	24%	N=832	100%
City Code enforcement	N=65	8%	N=256	31%	N=174	21%	N=48	6%	N=20	2%	N=268	32%	N=832	100%
Animal management	N=98	12%	N=277	33%	N=198	24%	N=43	5%	N=11	1%	N=205	25%	N=831	100%
Economic development	N=68	8%	N=272	33%	N=236	29%	N=45	6%	N=19	2%	N=183	22%	N=825	100%
Parks maintenance	N=251	30%	N=437	52%	N=111	13%	N=13	2%	N=1	0%	N=25	3%	N=838	100%
Libraries	N=256	31%	N=350	42%	N=111	13%	N=4	0%	N=3	0%	N=112	13%	N=835	100%
Drinking water quality	N=298	36%	N=376	45%	N=105	13%	N=28	3%	N=9	1%	N=22	3%	N=839	100%
Recreation programs	N=249	30%	N=367	44%	N=109	13%	N=6	1%	N=1	0%	N=98	12%	N=830	100%
Recreation facilities	N=295	35%	N=359	43%	N=84	10%	N=15	2%	N=0	0%	N=80	10%	N=833	100%
Trails	N=269	32%	N=380	46%	N=84	10%	N=20	2%	N=0	0%	N=80	10%	N=834	100%
Appearance of parks and recreation facilities	N=311	37%	N=401	48%	N=94	11%	N=13	2%	N=1	0%	N=18	2%	N=838	100%
Preservation of natural areas (open space, greenbelts)	N=247	30%	N=397	48%	N=138	17%	N=6	1%	N=2	0%	N=43	5%	N=832	100%
Municipal Court	N=87	10%	N=209	25%	N=142	17%	N=12	1%	N=4	0%	N=375	45%	N=828	100%
Building permits/inspections	N=64	8%	N=186	22%	N=161	19%	N=16	2%	N=8	1%	N=393	47%	N=828	100%
Utility billing/meter reading	N=100	12%	N=309	37%	N=232	28%	N=25	3%	N=8	1%	N=157	19%	N=832	100%
Emergency preparedness	N=98	12%	N=227	27%	N=154	18%	N=11	1%	N=0	0%	N=343	41%	N=833	100%

Question 6 - Importance												
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	%
Snow removal	N=303	46%	N=294	45%	N=54	8%	N=0	0%	N=5	1%	N=656	100%
Street repair	N=261	40%	N=338	52%	N=50	8%	N=0	0%	N=6	1%	N=655	100%
Street cleaning	N=84	13%	N=252	39%	N=278	43%	N=23	4%	N=9	1%	N=646	100%
Sewer services	N=287	45%	N=276	43%	N=49	8%	N=0	0%	N=30	5%	N=642	100%
Recycling drop off centers at City facilities	N=117	18%	N=240	37%	N=211	32%	N=30	5%	N=57	9%	N=655	100%
Police traffic enforcement	N=249	38%	N=241	37%	N=134	21%	N=11	2%	N=13	2%	N=648	100%
Police protection	N=469	72%	N=147	23%	N=23	3%	N=2	0%	N=12	2%	N=653	100%
Fire protection	N=489	75%	N=140	21%	N=13	2%	N=0	0%	N=12	2%	N=655	100%
Emergency medical/ambulance service	N=485	74%	N=130	20%	N=14	2%	N=1	0%	N=24	4%	N=653	100%
Land use, planning and zoning	N=142	22%	N=306	47%	N=136	21%	N=8	1%	N=56	9%	N=648	100%
City Code enforcement	N=105	16%	N=283	44%	N=182	28%	N=12	2%	N=63	10%	N=646	100%
Animal management	N=92	14%	N=282	44%	N=211	33%	N=16	2%	N=46	7%	N=647	100%
Economic development	N=201	31%	N=269	42%	N=119	18%	N=5	1%	N=54	8%	N=648	100%
Parks maintenance	N=158	24%	N=366	56%	N=115	18%	N=3	0%	N=10	2%	N=652	100%
Libraries	N=186	29%	N=298	46%	N=137	21%	N=9	1%	N=21	3%	N=650	100%
Drinking water quality	N=502	77%	N=132	20%	N=14	2%	N=0	0%	N=6	1%	N=655	100%
Recreation programs	N=107	16%	N=317	49%	N=189	29%	N=11	2%	N=29	4%	N=653	100%
Recreation facilities	N=133	20%	N=327	50%	N=153	24%	N=11	2%	N=24	4%	N=648	100%
Trails	N=154	24%	N=273	42%	N=183	28%	N=13	2%	N=29	5%	N=652	100%
Appearance of parks and recreation facilities	N=121	18%	N=352	54%	N=161	25%	N=7	1%	N=12	2%	N=653	100%
Preservation of natural areas (open space, greenbelts)	N=234	36%	N=280	43%	N=111	17%	N=6	1%	N=21	3%	N=652	100%
Municipal Court	N=164	25%	N=247	38%	N=136	21%	N=6	1%	N=97	15%	N=651	100%
Building permits/inspections	N=117	18%	N=228	35%	N=182	28%	N=24	4%	N=98	15%	N=649	100%
Utility billing/meter reading	N=130	20%	N=260	40%	N=192	29%	N=6	1%	N=64	10%	N=652	100%
Emergency preparedness	N=365	56%	N=166	25%	N=66	10%	N=2	0%	N=56	9%	N=655	100%

Question 7		
Overall, how would you rate the quality of the services provided by the City of Westminster?	Number	Percent
Very good	N=181	21%
Good	N=520	62%
Neither good nor bad	N=116	14%
Bad	N=9	1%
Very bad	N=1	0%
Don't know	N=14	2%
Total	N=840	100%

Question 8		
Overall, would you say the City is headed in the right direction or the wrong direction?	Number	Percent
Right direction	N=576	69%
Wrong direction	N=46	5%
Don't know	N=218	26%
Total	N=841	100%

Question 9														
In general, how well do you think each of the following operates?	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know		Total	
I receive good value for the City of Westminster taxes I pay	N=171	21%	N=353	42%	N=163	19%	N=52	6%	N=22	3%	N=76	9%	N=836	100%
The Westminster government welcomes citizen involvement	N=151	18%	N=218	26%	N=164	20%	N=41	5%	N=11	1%	N=248	30%	N=833	100%
City Council cares what people like me think	N=107	13%	N=198	24%	N=183	22%	N=61	7%	N=37	4%	N=249	30%	N=834	100%

Question 10		
Have you had contact with a Westminster city employee within the last 12 months?	Number	Percent
Yes	N=342	41%
No	N=490	59%
Total	N=832	100%

Question 11														
What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)*	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Knowledge	N=146	44%	N=118	35%	N=51	15%	N=12	4%	N=2	1%	N=5	2%	N=334
Responsiveness	N=148	45%	N=128	39%	N=36	11%	N=14	4%	N=4	1%	N=1	0%	N=331	100%
Courtesy	N=182	54%	N=94	28%	N=36	11%	N=17	5%	N=3	1%	N=2	0%	N=334	100%
Making you feel valued	N=133	40%	N=93	28%	N=77	23%	N=17	5%	N=8	2%	N=4	1%	N=332	100%
Overall impression	N=146	44%	N=116	35%	N=43	13%	N=14	4%	N=11	3%	N=3	1%	N=333	100%

\*Asked only of those who had had contact with a City employee in the last 12 months.

Question 12													
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	N=98	12%	N=312	39%	N=246	31%	N=40	5%	N=111	14%	N=807	100%
Vandalism	N=98	12%	N=308	38%	N=234	29%	N=50	6%	N=116	14%	N=806	100%	
Graffiti	N=138	17%	N=287	36%	N=200	25%	N=79	10%	N=98	12%	N=803	100%	
Drugs	N=94	12%	N=171	21%	N=190	24%	N=83	10%	N=267	33%	N=805	100%	
Too much growth	N=303	38%	N=173	21%	N=137	17%	N=44	5%	N=149	19%	N=806	100%	
Lack of growth	N=320	40%	N=155	19%	N=112	14%	N=41	5%	N=170	21%	N=798	100%	
Run down buildings	N=202	25%	N=290	36%	N=175	22%	N=65	8%	N=69	9%	N=801	100%	
Taxes	N=224	28%	N=249	31%	N=145	18%	N=66	8%	N=121	15%	N=804	100%	
Availability of convenient shopping	N=520	64%	N=147	18%	N=95	12%	N=35	4%	N=16	2%	N=813	100%	
Juvenile problems	N=129	16%	N=254	32%	N=136	17%	N=42	5%	N=243	30%	N=804	100%	
Availability of affordable housing	N=244	30%	N=174	22%	N=147	18%	N=68	8%	N=172	21%	N=804	100%	
Availability of parks	N=591	73%	N=147	18%	N=41	5%	N=14	2%	N=17	2%	N=810	100%	
Traffic safety on neighborhood streets	N=370	46%	N=272	34%	N=90	11%	N=57	7%	N=21	3%	N=810	100%	
Traffic safety on major streets	N=323	40%	N=281	35%	N=123	15%	N=55	7%	N=22	3%	N=804	100%	
Maintenance and condition of homes	N=217	27%	N=309	38%	N=180	22%	N=52	6%	N=50	6%	N=808	100%	
Condition of properties (weeds, trash, junk vehicles)	N=190	23%	N=326	40%	N=177	22%	N=75	9%	N=41	5%	N=810	100%	
Resources to support education (reading materials, access to information)	N=270	34%	N=178	22%	N=90	11%	N=40	5%	N=227	28%	N=805	100%	
Availability of trails or trail connections	N=494	61%	N=161	20%	N=73	9%	N=16	2%	N=66	8%	N=810	100%	

Question 13		
In general, how well informed do you feel about the City of Westminster?	Number	Percent
Very well	N=61	7%
Well	N=241	29%
Neither well nor poorly	N=368	45%
Poorly	N=108	13%
Very poorly	N=31	4%
Don't know	N=17	2%
Total	N=827	100%

Question 14				
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. (Please mark only two choices.)	Number rating as #1 source	Percent rating as #1 source	Number rating as #1 OR #2 source	Percent rating as #1 OR #2 source
Denver Post (print version)	79	11%	134	19%
City's website (www.cityofwestminster.us)	119	17%	198	28%
Other online news sources	79	11%	120	17%
Social media (Facebook, Twitter, etc.)	35	5%	83	12%
Westminster Window	40	6%	62	9%
Westsider	50	7%	80	11%
City Edition (print newsletter)	51	7%	100	14%
The Weekly (e-newsletter)	12	2%	23	3%
Your Hub	17	2%	45	6%
Television News	165	23%	294	41%
Cable TV Channel 8	16	2%	35	5%
Word of mouth	51	7%	216	30%

Question 15												
In a typical month, about how many times, if ever, have you used the following?	Never		1-3 times a month		Once a week		Multiple times a week		Daily		Total	
Blog sites	N=572	70%	N=116	14%	N=40	5%	N=47	6%	N=40	5%	N=815	100%
Social networking site (i.e., Facebook, Twitter, YouTube, Linked In, Google Plus)	N=253	32%	N=71	9%	N=59	7%	N=135	17%	N=284	35%	N=803	100%

Question 16		
Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?	Number	Percent
Too little	N=408	49%
Right amount	N=244	29%
Too much	N=1	0%
Don't know	N=178	21%
Total	N=831	100%

Question 17		
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	Number	Percent
Yes	N=440	52%
No	N=403	48%
Total	N=843	100%

Question 18														
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	
	Current information	N=98	23%	N=234	54%	N=77	18%	N=8	2%	N=1	0%	N=16	4%	N=435
Appearance	N=97	22%	N=219	50%	N=91	21%	N=18	4%	N=2	1%	N=6	1%	N=434	100%
Online services offered	N=90	21%	N=200	46%	N=95	22%	N=30	7%	N=1	0%	N=15	3%	N=432	100%
Ease of navigation	N=86	20%	N=185	43%	N=111	25%	N=36	8%	N=12	3%	N=5	1%	N=434	100%
Search function	N=68	16%	N=164	38%	N=108	25%	N=45	10%	N=9	2%	N=40	9%	N=434	100%

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

Question 19								
When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live.	Highly important		Moderately important		Not at all important		Total	
	Physical appearance of development in the City	N=461	56%	N=342	41%	N=23	3%	N=826
Quality of neighborhoods	N=686	82%	N=138	17%	N=8	1%	N=832	100%
Variety of neighborhoods	N=292	35%	N=399	48%	N=136	16%	N=827	100%
Convenience of shopping in the City	N=489	59%	N=305	37%	N=34	4%	N=828	100%
Convenience to employment	N=388	47%	N=276	33%	N=160	19%	N=824	100%
Access to transit	N=349	43%	N=296	36%	N=175	21%	N=821	100%
Open space/trails	N=458	55%	N=303	36%	N=69	8%	N=829	100%
Recreation centers	N=379	46%	N=340	41%	N=112	13%	N=831	100%
Recreation programs/sports	N=298	36%	N=367	45%	N=159	19%	N=824	100%
Parks/playgrounds	N=464	56%	N=308	37%	N=58	7%	N=830	100%
Libraries	N=383	46%	N=330	40%	N=116	14%	N=830	100%
Sense of safety in the City	N=711	86%	N=112	13%	N=8	1%	N=831	100%
Schools	N=509	62%	N=175	21%	N=142	17%	N=825	100%

Question 20		
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	Number	Percent
Essential	N=259	31%
Very important	N=239	28%
Somewhat important	N=202	24%
Not at all important	N=107	13%
Don't know	N=37	4%
Total	N=844	100%



Question 21		
To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?	Number	Percent
Strongly support	N=180	22%
Somewhat support	N=332	40%
Somewhat oppose	N=134	16%
Strongly oppose	N=190	23%
Total	N=836	100%

Question 22		
The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?	Number	Percent
Strongly support	N=472	56%
Somewhat support	N=255	30%
Somewhat oppose	N=42	5%
Strongly oppose	N=36	4%
Don't know	N=38	5%
Total	N=844	100%

Question 23									
In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle...	2 times a week or more		2 to 4 times a month		Once a month or less		Never		Total
To shop, get a meal, or run errands	N=45	6%	N=66	8%	N=99	12%	N=603	74%	N=813 100%
For commuting	N=46	6%	N=26	3%	N=49	6%	N=676	85%	N=797 100%
For fun or exercise	N=138	17%	N=178	22%	N=163	20%	N=346	42%	N=825 100%

Question D1		
About how long have you lived in Westminster?	Number	Percent
0-4 years	N=281	34%
5-9 years	N=110	13%
10-14 years	N=121	14%
15-19 years	N=104	12%
20 or more years	N=219	26%
Total	N=836	100%

Question D2		
What is your home zip code?	Number	Percent
80003	N=43	5%
80005	N=22	3%
80020	N=73	9%
80021	N=218	26%
80023	N=7	1%
80030	N=97	11%
80031	N=255	30%
80234	N=128	15%
80260	N=0	0%
80035	N=0	0%
80036	N=0	0%
Total	N=843	100%

Question D3		
What city do you work in or nearest to?	Number	Percent
Arvada	N=49	6%
Aurora	N=26	3%
Boulder	N=51	6%
Brighton	N=3	0%
Broomfield	N=75	9%
Centennial	N=5	1%
Commerce City	N=10	1%
Denver	N=157	19%
Englewood	N=7	1%
Glendale	N=4	0%
Golden	N=21	3%
Greenwood Village	N=5	1%
Lafayette	N=14	2%
Lakewood	N=20	2%
Littleton	N=10	1%
Longmont	N=13	2%
Louisville	N=13	2%
Northglenn	N=12	1%
Superior	N=3	0%
Thornton	N=15	2%
Westminster	N=102	12%
Wheat Ridge	N=13	2%
All over Metro area	N=17	2%
Other	N=6	1%
I work from home	N=32	4%
I do not work (student, homemaker, retired, etc.)	N=146	18%
Total	N=828	100%

Question D4		
Please check the appropriate box indicating the type of housing unit in which you live.	Number	Percent
Detached single family home	N=522	62%
Condominium or townhouse	N=146	17%
Apartment	N=170	20%
Mobile home	N=0	0%
Total	N=838	100%

Question D5		
Do you rent or own your residence?	Number	Percent
Rent	N=272	32%
Own	N=569	68%
Total	N=841	100%

Question D6		
How many people (including yourself) live in your household?	Number	Percent
1	N=187	22%
2	N=309	37%
3	N=176	21%
4	N=120	14%
5	N=34	4%
6 or more	N=12	1%
Total	N=837	100%

Question D7		
How many of these household members are 17 years or younger?	Number	Percent
1	N=136	48%
2	N=117	42%
3	N=22	8%
4	N=6	2%
9	N=1	0%
Total	N=282	100%

Question D8		
About how much was your household's total income before taxes in 2013? Be sure to include income from all sources.	Number	Percent
Less than \$15,000	N=37	5%
\$15,000 to \$24,999	N=55	7%
\$25,000 to \$34,999	N=56	7%
\$35,000 to \$49,999	N=109	13%
\$50,000 to \$74,999	N=156	19%
\$75,000 to \$99,999	N=95	12%
\$100,000 to \$124,999	N=82	10%
\$125,000 to \$149,999	N=74	9%
\$150,000 to \$174,999	N=35	4%
\$175,000 to \$199,999	N=19	2%
\$200,000 or more	N=32	4%
I prefer not to answer	N=73	9%
Total	N=823	100%

Question D9		
How much education have you completed?	Number	Percent
0-11 years	N=23	3%
High school graduate	N=122	15%
Some college, no degree	N=157	19%
Associate degree	N=91	11%
Bachelor's degree	N=285	34%
Graduate or professional degree	N=161	19%
Total	N=839	100%

Question D10		
What is your race?	Number	Percent*
White/European American/Caucasian	N=702	85%
Black or African American	N=21	3%
Asian or Pacific Islander	N=48	6%
American Indian, Eskimo, or Aleut	N=10	1%
Other	N=70	8%

\*Percentages total more than 100% as respondents could choose more than one answer.

Question D11		
Are you Hispanic/Spanish/Latino?	Number	Percent
Yes	N=114	14%
No	N=699	86%
Total	N=813	100%

Question D12		
Which category contains your age?	Number	Percent
18-24	N=24	3%
25-34	N=228	27%
35-44	N=142	17%
45-54	N=187	22%
55-64	N=106	13%
65-74	N=77	9%
75-84	N=51	6%
85+	N=16	2%
Total	N=831	100%

Question D13		
What is your gender?	Number	Percent
Female	N=440	54%
Male	N=378	46%
Total	N=818	100%

## APPENDIX B: SURVEY RESULTS COMPARED BY RESPONDENT CHARACTERISTICS

### SELECT SURVEY RESPONSES COMPARED BY DEMOGRAPHIC CHARACTERISTICS

Survey responses to selected survey questions have been compared by respondent demographics. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “*p*-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded grey indicate statistically significant differences ( $p < .05$ ) between at least two of the subgroups.

Aspects of Quality of Life Compared by Respondent Demographics														
Please rate each of the following aspects of quality of life in Westminster. (Percent “very good” or “good”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Westminster as a place to live	94%	93%	92%	96%	92%	96%	92%	94%	93%	98%	92%	94%	92%	93%
The overall quality of your neighborhood	78%	77%	82%	73%	79%	82%	79%	71%	86%	87%	76%	79%	79%	79%
Westminster as a place to raise children	79%	86%	84%	92%	82%	86%	78%	85%	85%	87%	86%	83%	84%	84%
Westminster as a place to retire	55%	62%	77%	85%	64%	60%	59%	53%	62%	78%	73%	62%	72%	66%
Westminster as a place to work	68%	63%	65%	73%	62%	68%	67%	49%	68%	61%	69%	65%	65%	65%
Job opportunities in Westminster	36%	32%	36%	57%	27%	40%	40%	24%	40%	30%	33%	34%	34%	34%
The overall quality of life in Westminster	87%	87%	89%	89%	86%	92%	87%	85%	92%	92%	86%	89%	86%	87%



Change in Neighborhood Quality Over Past 12 Months Compared by Respondent Demographics														
During the past 12 months, the overall quality of my neighborhood:	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Improved	28%	12%	24%	30%	19%	20%	23%	15%	22%	20%	17%	20%	20%	20%
Stayed the same	59%	70%	61%	61%	63%	64%	67%	71%	64%	55%	61%	64%	64%	64%
Declined	13%	18%	16%	9%	17%	17%	10%	14%	14%	25%	21%	16%	16%	16%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Image of the City Compared by Respondent Demographics														
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			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Financially sound	93%	90%	95%	94%	93%	91%	94%	91%	89%	91%	91%	91%	93%	92%
Business-friendly environment	86%	87%	90%	93%	88%	86%	91%	84%	86%	81%	88%	86%	89%	87%
Beautiful parks/open spaces	86%	95%	97%	94%	93%	92%	89%	92%	98%	96%	94%	95%	89%	93%
Innovative and progressive	65%	79%	87%	84%	76%	78%	70%	78%	82%	80%	82%	80%	72%	77%
Vibrant neighborhoods	73%	74%	82%	77%	80%	71%	74%	71%	78%	78%	77%	76%	75%	76%
Safe and secure	84%	78%	87%	80%	85%	82%	85%	81%	82%	83%	78%	81%	84%	82%
Environmentally sensitive	75%	84%	91%	81%	82%	86%	78%	80%	82%	89%	88%	86%	76%	83%
Healthy	88%	89%	94%	90%	89%	92%	89%	89%	89%	89%	94%	91%	88%	90%

Physical Attractiveness of City Compared by Respondent Demographics														
(Percent “very good” or “good”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
How would you rate the physical attractiveness of Westminster as a whole?	78%	80%	80%	77%	79%	83%	80%	74%	79%	77%	80%	79%	78%	79%

Safety Ratings Compared by Respondent Demographics														
Please rate how safe or unsafe you feel from the following: (Percent “very” or “somewhat” safe)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Violent crimes (e.g., rape, robbery, assault)	78%	82%	82%	74%	81%	87%	78%	83%	87%	85%	78%	83%	78%	81%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	64%	60%	72%	67%	66%	65%	65%	62%	66%	59%	66%	64%	65%	64%
Fires	79%	83%	86%	77%	82%	88%	80%	79%	85%	88%	84%	86%	78%	83%
Other natural disasters (e.g., flood, tornado, etc.)	82%	82%	85%	86%	85%	79%	78%	79%	89%	87%	86%	84%	82%	83%

Quality of City Services Compared by Respondent Demographics														
For each of the following services provided by the City of Westminster, please rate the quality of the service. (Percent “very good” or “good”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Snow removal	70%	70%	75%	76%	70%	76%	77%	70%	70%	69%	67%	68%	76%	71%
Street repair	50%	52%	61%	63%	48%	59%	48%	57%	59%	59%	54%	57%	49%	54%
Street cleaning	57%	56%	60%	73%	54%	60%	62%	52%	49%	62%	57%	57%	58%	57%
Sewer services	80%	72%	73%	86%	74%	75%	78%	73%	75%	79%	71%	73%	77%	74%
Recycling drop off centers at City facilities	64%	64%	66%	79%	63%	64%	72%	53%	64%	69%	60%	64%	65%	65%
Police traffic enforcement	68%	70%	74%	89%	69%	69%	72%	62%	80%	68%	69%	70%	71%	70%
Police protection	80%	76%	82%	84%	79%	79%	79%	69%	83%	83%	80%	78%	79%	79%
Fire protection	85%	83%	90%	98%	87%	81%	86%	79%	90%	87%	85%	84%	88%	86%
Emergency medical/ambulance service	90%	79%	89%	96%	86%	84%	88%	77%	87%	88%	84%	83%	89%	85%
Land use, planning and zoning	60%	54%	61%	86%	55%	56%	67%	52%	54%	52%	53%	54%	63%	57%
City Code enforcement	68%	53%	56%	83%	53%	60%	71%	51%	60%	53%	49%	53%	65%	57%
Animal management	58%	57%	65%	79%	58%	58%	65%	54%	54%	62%	59%	60%	58%	60%
Economic development	52%	48%	63%	79%	51%	49%	52%	38%	64%	62%	52%	53%	52%	53%
Parks maintenance	83%	84%	87%	92%	83%	87%	85%	79%	90%	86%	84%	86%	83%	85%
Libraries	81%	83%	86%	92%	83%	84%	82%	82%	89%	81%	85%	83%	84%	84%
Drinking water quality	80%	81%	88%	82%	84%	84%	81%	73%	90%	85%	83%	83%	82%	83%
Recreation programs	84%	82%	88%	95%	82%	87%	90%	77%	90%	84%	78%	82%	88%	84%
Recreation facilities	82%	86%	92%	96%	86%	88%	88%	80%	93%	89%	84%	87%	85%	87%
Trails	86%	84%	90%	89%	85%	91%	85%	84%	92%	90%	83%	88%	82%	86%
Appearance of parks and recreation facilities	83%	85%	93%	94%	84%	90%	86%	87%	91%	89%	84%	88%	84%	87%
Preservation of natural areas (open space, greenbelts)	78%	80%	86%	85%	78%	86%	85%	79%	85%	79%	77%	82%	80%	82%
Municipal Court	68%	60%	71%	85%	62%	65%	74%	50%	62%	63%	69%	61%	72%	65%
Building permits/inspections	56%	52%	64%	72%	56%	56%	64%	57%	51%	64%	53%	56%	60%	58%
Utility billing/meter reading	54%	57%	71%	69%	58%	64%	58%	62%	59%	60%	64%	65%	52%	61%
Emergency preparedness	68%	60%	72%	81%	64%	63%	68%	51%	69%	73%	65%	63%	72%	66%

Overall Quality of City Services Compared by Respondent Demographics														
(Percent “very good” or “good”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Overall, how would you rate the quality of the services provided by the City of Westminster?	81%	87%	86%	87%	84%	89%	83%	79%	93%	90%	83%	88%	79%	85%

Overall Direction of City Compared by Respondent Demographics														
(Percent “right direction”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Overall, would you say the City is headed in the right direction or the wrong direction?	90%	94%	94%	87%	95%	92%	95%	91%	94%	93%	89%	93%	92%	93%

Public Trust Ratings Compared by Respondent Demographics														
Please rate the following statements by circling the number that most clearly represents your opinion: (Percent “strongly” or “somewhat” agree)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
I receive good value for the City of Westminster taxes I pay	63%	67%	79%	56%	70%	73%	67%	68%	75%	72%	67%	70%	67%	69%
The Westminster government welcomes citizen involvement	59%	58%	74%	68%	63%	63%	70%	55%	64%	55%	63%	62%	64%	63%
City Council cares what people like me think	49%	48%	59%	61%	51%	55%	57%	49%	54%	48%	49%	50%	55%	52%

Impression of City Employees Compared by Respondent Demographics														
What was your impression of the Westminster city employee in your most recent contact?*(Percent “very good” or “good”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Knowledge	78%	77%	86%	71%	82%	82%	82%	78%	81%	81%	79%	86%	70%	80%
Responsiveness	86%	81%	86%	78%	84%	85%	86%	74%	89%	88%	83%	88%	77%	84%
Courtesy	84%	79%	89%	74%	85%	85%	87%	77%	90%	81%	82%	88%	74%	83%
Making you feel valued	64%	65%	79%	74%	66%	72%	70%	59%	76%	79%	69%	70%	67%	69%
Overall impression	79%	76%	85%	64%	85%	79%	86%	69%	85%	80%	78%	82%	74%	79%

\*Asked only of those who reported having contact with a City employee in the last 12 months.

Potential Problems in Westminster Compared by Respondent Demographics														
To what degree, if at all, are the following problems in Westminster: (Percent "major" or "moderate" problem)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$49,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Crime	29%	43%	50%	48%	42%	34%	35%	37%	36%	39%	54%	42%	40%	41%
Vandalism	30%	44%	49%	46%	39%	39%	33%	37%	40%	39%	55%	44%	35%	41%
Graffiti	28%	42%	48%	41%	39%	37%	28%	43%	36%	45%	50%	43%	33%	40%
Drugs	44%	52%	57%	40%	56%	43%	42%	52%	55%	55%	57%	54%	46%	51%
Too much growth	25%	24%	34%	28%	30%	25%	20%	22%	23%	35%	38%	28%	27%	28%
Lack of growth	22%	28%	21%	17%	26%	22%	22%	31%	28%	19%	25%	25%	22%	24%
Run down buildings	31%	34%	31%	39%	31%	32%	28%	32%	27%	38%	39%	32%	33%	33%
Taxes	20%	30%	42%	21%	32%	26%	20%	34%	34%	30%	39%	32%	28%	31%
Availability of convenient shopping	12%	17%	20%	8%	18%	16%	9%	21%	17%	11%	25%	17%	15%	16%
Juvenile problems	26%	34%	34%	29%	33%	26%	31%	27%	20%	30%	43%	32%	32%	32%
Availability of affordable housing	29%	35%	39%	35%	42%	19%	34%	30%	29%	25%	45%	27%	46%	34%
Availability of parks	7%	7%	8%	8%	7%	5%	4%	9%	6%	10%	9%	7%	6%	7%
Traffic safety on neighborhood streets	14%	21%	20%	20%	18%	16%	11%	27%	21%	18%	23%	22%	13%	19%
Traffic safety on major streets	17%	22%	30%	33%	23%	15%	17%	24%	23%	26%	28%	23%	22%	23%
Maintenance and condition of homes	28%	31%	32%	26%	29%	33%	24%	37%	33%	30%	35%	32%	27%	31%
Condition of properties (weeds, trash, junk vehicles)	28%	34%	36%	29%	33%	32%	23%	40%	30%	37%	41%	35%	29%	33%
Resources to support education (reading materials, access to information)	20%	26%	22%	9%	25%	20%	14%	30%	29%	17%	27%	24%	20%	23%
Availability of trails or trail connections	18%	9%	9%	7%	14%	10%	17%	12%	11%	4%	11%	10%	16%	12%

Level of Being Informed about the City Compared by Respondent Demographics														
(Percent “very well” or “well”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
In general, how well informed do you feel about the City of Westminster?	28%	39%	46%	52%	32%	46%	29%	39%	38%	36%	47%	39%	33%	37%

Amount of Emergency Preparedness Information Compared by Respondent Demographics														
Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Too little	71%	64%	52%	36%	66%	63%	67%	75%	61%	62%	51%	63%	61%	63%
Right amount	29%	36%	48%	64%	34%	37%	33%	25%	39%	38%	49%	37%	39%	37%
Too much	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Ratings of City's Website Compared by Respondent Demographics														
If you used the City's website in the last 12 months, please rate the following aspects.* (Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Current information	77%	81%	80%	75%	80%	82%	77%	83%	80%	86%	76%	79%	83%	79%
Appearance	69%	74%	80%	79%	74%	75%	74%	62%	84%	77%	75%	73%	76%	74%
Online services offered	69%	70%	72%	75%	67%	73%	70%	63%	78%	77%	66%	70%	70%	70%
Ease of navigation	59%	64%	68%	85%	60%	67%	61%	57%	77%	62%	60%	64%	59%	63%
Search function	54%	60%	64%	85%	55%	63%	59%	51%	70%	65%	54%	60%	57%	59%

\*Asked only of those who reported using the City's website in the last 12 months.



Importance of Attributes for City as a Place to Live Compared by Respondent Demographics														
When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live. (Percent "highly important")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Physical appearance of development in the City	49%	58%	61%	56%	56%	57%	51%	54%	60%	56%	61%	54%	58%	56%
Quality of neighborhoods	89%	81%	78%	77%	82%	88%	84%	82%	86%	87%	78%	81%	85%	82%
Variety of neighborhoods	30%	38%	37%	52%	35%	33%	35%	28%	40%	33%	38%	32%	40%	35%
Convenience of shopping in the City	58%	60%	60%	77%	59%	56%	59%	56%	67%	50%	62%	54%	66%	59%
Convenience to employment	53%	52%	35%	60%	46%	49%	49%	56%	53%	39%	40%	42%	54%	47%
Access to transit	47%	41%	40%	66%	38%	45%	45%	49%	45%	33%	40%	39%	47%	43%
Open space/trails	61%	57%	46%	49%	59%	57%	56%	59%	57%	55%	52%	54%	56%	55%
Recreation centers	43%	48%	45%	61%	45%	45%	39%	43%	52%	47%	50%	44%	47%	46%
Recreation programs/sports	27%	43%	37%	54%	36%	32%	30%	40%	37%	37%	41%	36%	36%	36%
Parks/playgrounds	66%	55%	47%	61%	57%	57%	59%	57%	60%	54%	50%	56%	55%	56%
Libraries	41%	45%	52%	65%	49%	34%	44%	48%	48%	41%	49%	42%	54%	46%
Sense of safety in the City	92%	83%	83%	88%	86%	86%	87%	83%	87%	89%	84%	83%	90%	86%
Schools	71%	64%	49%	61%	62%	64%	59%	62%	65%	63%	62%	64%	58%	62%

Importance of Completing Commuter Rail Compared by Respondent Demographics														
(Percent “essential” or “very important”)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	67%	62%	58%	62%	59%	67%	70%	73%	63%	44%	54%	59%	66%	62%

Support for Additional RTD Funding for Commuter Rail Compared by Respondent Demographics														
(Percent “somewhat” or “strongly” support)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?	70%	59%	56%	58%	63%	62%	74%	61%	64%	41%	54%	55%	71%	61%

Support for Westminster Mall Redevelopment Compared by Respondent Demographics														
(Percent “somewhat” or “strongly” support)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?	92%	91%	90%	90%	92%	90%	92%	93%	92%	92%	85%	90%	91%	90%

Bike Transportation Compared by Respondent Demographics														
In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle... (Percent at least once)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
To shop, get a meal, or run errands	14%	17%	9%	13%	12%	20%	16%	21%	14%	10%	9%	14%	13%	14%
For commuting	11%	11%	4%	12%	8%	11%	10%	13%	12%	3%	7%	9%	8%	9%
For fun or exercise	46%	45%	21%	34%	31%	56%	41%	50%	42%	30%	31%	41%	33%	38%

### SELECT SURVEY RESPONSES COMPARED BY AREA OF RESIDENCE

Survey responses to selected survey questions have been compared by area of residence (i.e., school district). ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded grey indicate statistically significant differences ( $p < .05$ ) between at least two of the subgroups.

Aspects of Quality of Life Compared by School District				
Please rate each of the following aspects of quality of life in Westminster. (Percent “very good” or “good”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Westminster as a place to live	95%	94%	91%	93%
The overall quality of your neighborhood	82%	86%	68%	79%
Westminster as a place to raise children	86%	84%	80%	84%
Westminster as a place to retire	68%	64%	65%	66%
Westminster as a place to work	65%	61%	69%	65%
Job opportunities in Westminster	30%	33%	42%	34%
The overall quality of life in Westminster	90%	88%	84%	87%

Change in Neighborhood Quality Over Past 12 Months Compared by School District				
During the past 12 months, the overall quality of my neighborhood:	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Improved	20%	16%	25%	20%
Stayed the same	65%	67%	60%	64%
Declined	15%	17%	15%	16%
Total	100%	100%	100%	100%

Image of the City Compared by School District				
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			Overall
	Jefferson County	Adams 12	Adams 50	
Financially sound	89%	94%	94%	92%
Business-friendly environment	84%	89%	89%	87%
Beautiful parks/open spaces	95%	89%	94%	93%
Innovative and progressive	76%	74%	81%	77%
Vibrant neighborhoods	76%	78%	73%	76%
Safe and secure	83%	86%	78%	82%
Environmentally sensitive	85%	86%	76%	83%
Healthy	90%	91%	89%	90%

Physical Attractiveness of City Compared by School District				
(Percent “very good” or “good”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
How would you rate the physical attractiveness of Westminster as a whole?	84%	75%	77%	79%

Safety Ratings Compared by School District				
Please rate how safe or unsafe you feel from the following: (Percent “very” or “somewhat” safe)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Violent crimes (e.g., rape, robbery, assault)	82%	83%	77%	81%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	66%	65%	62%	64%
Fires	84%	83%	81%	83%
Other natural disasters (e.g., flood, tornado, etc.)	84%	83%	82%	83%

Quality of City Services Compared by School District				
For each of the following services provided by the City of Westminster, please rate the quality of the service. (Percent “very good” or “good”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Snow removal	70%	72%	72%	71%
Street repair	52%	54%	56%	54%
Street cleaning	49%	59%	66%	57%
Sewer services	73%	77%	74%	74%
Recycling drop off centers at City facilities	65%	54%	74%	65%
Police traffic enforcement	68%	64%	79%	70%
Police protection	75%	78%	85%	79%
Fire protection	83%	85%	91%	86%
Emergency medical/ambulance service	86%	82%	88%	85%
Land use, planning and zoning	51%	63%	59%	57%
City Code enforcement	51%	62%	60%	57%
Animal management	54%	58%	69%	60%
Economic development	49%	54%	57%	53%
Parks maintenance	81%	85%	89%	85%
Libraries	81%	81%	89%	84%
Drinking water quality	80%	88%	80%	83%
Recreation programs	79%	84%	90%	84%
Recreation facilities	85%	84%	92%	87%
Trails	87%	89%	82%	86%
Appearance of parks and recreation facilities	89%	81%	90%	87%
Preservation of natural areas (open space, greenbelts)	80%	83%	82%	82%
Municipal Court	60%	68%	70%	65%
Building permits/inspections	50%	67%	58%	58%
Utility billing/meter reading	55%	60%	69%	61%
Emergency preparedness	63%	70%	67%	66%

Overall Quality of City Services Compared by School District				
(Percent “very good” or “good”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Overall, how would you rate the quality of the services provided by the City of Westminster?	86%	83%	85%	85%

Overall Direction of City Compared by School District				
(Percent “right direction”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Overall, would you say the City is headed in the right direction or the wrong direction?	94%	95%	89%	93%

Public Trust Ratings Compared by School District				
Please rate the following statements by circling the number that most clearly represents your opinion: (Percent “strongly” or “somewhat” agree)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
I receive good value for the City of Westminster taxes I pay	70%	68%	68%	69%
The Westminster government welcomes citizen involvement	55%	66%	71%	63%
City Council cares what people like me think	44%	57%	57%	52%

Impression of City Employees Compared by School District				
What was your impression of the Westminster city employee in your most recent contact?* (Percent “very good” or “good”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Knowledge	83%	81%	76%	80%
Responsiveness	87%	85%	79%	84%
Courtesy	89%	83%	77%	83%
Making you feel valued	71%	64%	71%	69%
Overall impression	84%	79%	75%	79%

\*Asked only of those who reported having contact with a City employee in the last 12 months.

Potential Problems in Westminster Compared by School District				
To what degree, if at all, are the following problems in Westminster: (Percent "major" or "moderate" problem)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Crime	38%	39%	48%	41%
Vandalism	36%	37%	53%	41%
Graffiti	33%	32%	57%	40%
Drugs	52%	52%	48%	51%
Too much growth	29%	21%	33%	28%
Lack of growth	23%	25%	25%	24%
Run down buildings	28%	33%	39%	33%
Taxes	30%	37%	25%	31%
Availability of convenient shopping	18%	13%	17%	16%
Juvenile problems	30%	24%	40%	32%
Availability of affordable housing	36%	32%	33%	34%
Availability of parks	7%	8%	5%	7%
Traffic safety on neighborhood streets	22%	13%	20%	19%
Traffic safety on major streets	22%	20%	27%	23%
Maintenance and condition of homes	32%	28%	32%	31%
Condition of properties (weeds, trash, junk vehicles)	34%	29%	35%	33%
Resources to support education (reading materials, access to information)	24%	26%	17%	23%
Availability of trails or trail connections	11%	9%	17%	12%

Level of Being Informed about the City Compared by School District				
(Percent "very well" or "well")	School District			Overall
	Jefferson County	Adams 12	Adams 50	
In general, how well informed do you feel about the City of Westminster?	33%	35%	46%	37%



Amount of Emergency Preparedness Information Compared by School District				
Thinking about the amount of information you have about emergency preparedness in the City of Westminster, would you say that you have too little, the right amount or too much information?	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Too little	67%	64%	55%	63%
Right amount	33%	36%	45%	37%
Too much	0%	0%	0%	0%
Total	100%	100%	100%	100%

Ratings of City's Website Compared by School District				
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")	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Current information	81%	69%	90%	79%
Appearance	76%	68%	77%	74%
Online services offered	71%	60%	80%	70%
Ease of navigation	64%	59%	65%	63%
Search function	55%	62%	61%	59%

\*Asked only of those who reported using the City's website in the last 12 months.

Importance of Attributes for City as a Place to Live Compared by School District				
When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live. (Percent “highly important”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Physical appearance of development in the City	53%	62%	53%	56%
Quality of neighborhoods	84%	82%	82%	82%
Variety of neighborhoods	35%	33%	39%	35%
Convenience of shopping in the City	59%	59%	60%	59%
Convenience to employment	48%	51%	42%	47%
Access to transit	43%	35%	50%	43%
Open space/trails	58%	58%	49%	55%
Recreation centers	49%	40%	48%	46%
Recreation programs/sports	36%	32%	41%	36%
Parks/playgrounds	59%	52%	56%	56%
Libraries	44%	45%	50%	46%
Sense of safety in the City	83%	88%	87%	86%
Schools	59%	64%	63%	62%

Importance of Completing Commuter Rail Compared by School District				
(Percent “essential” or “very important”)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	62%	63%	59%	62%

Support for Additional RTD Funding for Commuter Rail Compared by School District				
(Percent “somewhat” or “strongly” support)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?	60%	64%	60%	61%

Support for Westminster Mall Redevelopment Compared by School District				
(Percent “somewhat” or “strongly” support)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?	89%	92%	90%	90%

Bike Transportation Compared by School District				
In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle... (Percent at least once)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
To shop, get a meal, or run errands	18%	9%	13%	14%
For commuting	10%	5%	12%	9%
For fun or exercise	42%	37%	35%	38%

### SELECT SURVEY RESPONSES COMPARED BY SCHOOL DISTRICT OVER TIME

The following appendix compares the key survey responses by area of residence (school district) compared over each of the survey years.

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")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	90%	88%	84%	87%
2012	89%	93%	80%	88%
2010	88%	90%	82%	87%
2008	93%	91%	82%	89%
2006	95%	97%	85%	93%
2004	96%	95%	86%	93%
2002	92%	93%	89%	91%
2000	92%	92%	88%	90%
1998	94%	92%	85%	90%
1996	91%	92%	84%	89%
1992	93%	91%	84%	89%

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")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	82%	86%	68%	79%
2012	79%	94%	62%	79%
2010	84%	90%	62%	80%
2008	80%	82%	59%	75%
2006	81%	89%	53%	76%
2004	83%	88%	68%	80%
2002	75%	86%	69%	76%
2000	83%	91%	70%	80%
1998	87%	91%	64%	80%
1996	86%	90%	65%	80%
1992	82%	89%	65%	77%

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")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	94%	95%	89%	93%
2012	89%	92%	86%	89%
2010	92%	93%	88%	91%
2008	90%	95%	83%	90%
2006	86%	88%	82%	86%
2004	92%	95%	93%	93%
2002	90%	89%	90%	90%

Overall Impression of City Employee (of Those Who Had Contact) 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")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
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 C: 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.<sup>1,2</sup> 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 (i.e., Front Range communities), as in this report. 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 that 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.

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<sup>1</sup> 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.

<sup>2</sup> 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.

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 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 the Front Range.

**PUTTING EVALUATIONS ONTO THE 100-POINT SCALE**

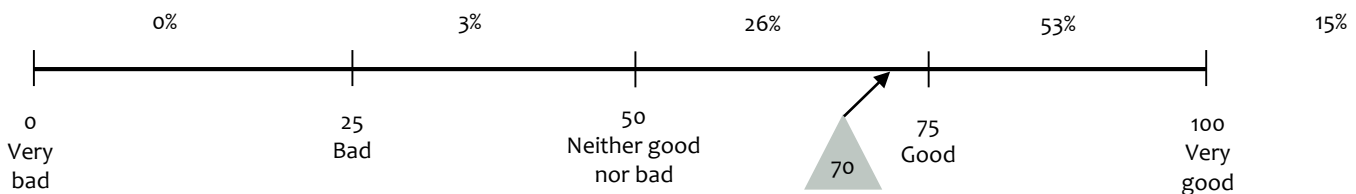
Although responses to many of the evaluative questions were made on a five-point scale with 1 representing the best rating and 5 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The margin of error around an average score 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.

**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”	Step 1: 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

**HOW DO YOU RATE THE COMMUNITY AS A PLACE TO LIVE?**



## INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC's database, and there are at least five communities in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is Westminster "percent positive" rating (e.g., "very good" or "good," "strongly agree" or "agree," "very safe" or "somewhat safe"). The second column is the rank assigned to Westminster rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The fourth column shows the comparison of Westminster rating to the benchmark.

Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the City in the last 12 months), the City of Westminster's results were generally 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; "higher" or "lower" if the difference between Westminster's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Westminster's rating and the benchmark is more than twice the margin of error.

## NATIONAL BENCHMARK COMPARISONS

Quality of Life Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
The overall quality of life in Westminster	87%	189	364	Similar
Westminster as a place to live	93%	163	305	Similar
Westminster as a place to raise children	84%	169	303	Similar
Westminster as a place to retire	66%	115	290	Similar
Westminster as a place to work	65%	117	279	Similar

Overall Quality of Services Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Overall, how would you rate the quality of the services provided by the City of Westminster?	85%	102	339	Higher



Public Trust Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
I receive good value for the City of Westminster taxes I pay	69%	61	322	Higher
The Westminster government welcomes citizen involvement	63%	88	245	Similar
City Council cares what people like me think	52%	1	9	Much higher

Contact with City Employee Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Have you had contact with a Westminster city employee within the last 12 months?	41%	191	242	Lower

Impression of City Employees Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Overall impression	79%	125	290	Similar
Knowledge	80%	138	243	Similar
Responsiveness	84%	104	242	Similar
Courtesy	83%	98	210	Similar
Making you feel valued	69%	4	5	Similar

Quality of City Services Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Snow removal	71%	91	236	Similar
Street repair	54%	124	347	Higher
Street cleaning	57%	126	233	Similar
Sewer services	74%	137	245	Similar
Recycling drop off centers at City facilities	65%	238	289	Much lower
Police traffic enforcement	70%	98	302	Higher
Police protection	79%	25	40	Similar
Fire protection	86%	33	46	Similar
Emergency medical/ambulance service	85%	220	270	Lower
Land use, planning and zoning	57%	37	236	Much higher
City Code enforcement	57%	80	288	Higher
Animal management	60%	113	260	Similar
Economic development	53%	60	226	Higher
Parks maintenance	85%	28	90	Similar
Libraries	84%	178	275	Similar
Drinking water quality	83%	5	23	Higher
Recreation programs	84%	69	264	Higher
Recreation facilities	87%	39	223	Much higher
Trails	86%	10	31	Higher
Appearance of parks and recreation facilities	87%	3	6	Higher
Preservation of natural areas (open space, greenbelts)	82%	16	211	Much higher
Municipal Court	65%	56	159	Similar
Building permits/inspections	58%	2	14	Much higher
Utility billing/meter reading	61%	23	42	Similar
Emergency preparedness	66%	61	232	Higher

Use of City Website Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	48%	187	205	Much lower

Quality of City Website Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Current information	79%	2	5	Higher
Ease of navigation	63%	1	6	Similar

Economic Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Westminster as a place to work	65%	117	279	Similar
Job opportunities in Westminster	34%	71	250	Higher

Safety Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
Violent crimes (e.g., rape, robbery, assault)	81%	107	222	Similar
Property crimes (e.g., burglary, theft, vandalism, auto theft)	64%	109	222	Similar
Fires	83%	3	7	Higher

Overall Quality of Neighborhood Benchmarks				
	Percent positive	Rank	Number of communities in national comparison	Comparison to national benchmark
The overall quality of your neighborhood	79%	9	15	Similar

## COMMUNITIES INCLUDED IN THE NATIONAL COMPARISONS

The communities included in the national comparisons are listed below, along with the 2010 Census population.

Abilene city, KS.....	6,844	Bryan city, TX.....	76,201
Adams County, CO.....	441,603	Burleson city, TX.....	36,690
Airway Heights city, WA.....	6,114	Cabarrus County, NC.....	178,011
Albany city, OR.....	50,158	Cambridge city, MA.....	105,162
Albemarle County, VA.....	98,970	Canton city, SD.....	3,057
Albert Lea city, MN.....	18,016	Cape Coral city, FL.....	154,305
Altoona city, IA.....	14,541	Cape Girardeau city, MO.....	37,941
Ames city, IA.....	58,965	Carlisle borough, PA.....	18,682
Andover CDP, MA.....	8,762	Carlsbad city, CA.....	105,328
Ankeny city, IA.....	45,582	Cartersville city, GA.....	19,731
Ann Arbor city, MI.....	113,934	Cary town, NC.....	135,234
Annapolis city, MD.....	38,394	Casa Grande city, AZ.....	48,571
Apple Valley town, CA.....	69,135	Casper city, WY.....	55,316
Arlington city, TX.....	365,438	Castle Pines North city, CO.....	10,360
Arlington County, VA.....	207,627	Castle Rock town, CO.....	48,231
Arvada city, CO.....	106,433	Cedar Falls city, IA.....	39,260
Ashland city, OR.....	20,078	Cedar Rapids city, IA.....	126,326
Ashland town, VA.....	7,225	Centennial city, CO.....	100,377
Aspen city, CO.....	6,658	Centralia city, IL.....	13,032
Auburn city, AL.....	53,380	Chambersburg borough, PA.....	20,268
Auburn city, WA.....	70,180	Chandler city, AZ.....	236,123
Aurora city, CO.....	325,078	Chanhassen city, MN.....	22,952
Austin city, TX.....	790,390	Chapel Hill town, NC.....	57,233
Bainbridge Island city, WA.....	23,025	Charlotte city, NC.....	731,424
Baltimore city, MD.....	620,961	Charlotte County, FL.....	159,978
Baltimore County, MD.....	805,029	Charlottesville city, VA.....	43,475
Battle Creek city, MI.....	52,347	Chesterfield County, VA.....	316,236
Bay City city, MI.....	34,932	Chippewa Falls city, WI.....	13,661
Baytown city, TX.....	71,802	Citrus Heights city, CA.....	83,301
Bedford town, MA.....	13,320	Clayton city, MO.....	15,939
Bellevue city, WA.....	122,363	Clive city, IA.....	15,447
Beltrami County, MN.....	44,442	Clovis city, CA.....	95,631
Benbrook city, TX.....	21,234	College Park city, MD.....	30,413
Benicia city, CA.....	26,997	College Station city, TX.....	93,857
Bettendorf city, IA.....	33,217	Colleyville city, TX.....	22,807
Billings city, MT.....	104,170	Collinsville city, IL.....	25,579
Blaine city, MN.....	57,186	Columbia city, MO.....	108,500
Bloomfield Hills city, MI.....	3,869	Columbus city, WI.....	4,991
Bloomington city, IL.....	76,610	Commerce City city, CO.....	45,913
Bloomington city, MN.....	82,893	Concord city, CA.....	122,067
Blue Springs city, MO.....	52,575	Concord town, MA.....	17,668
Boise City city, ID.....	205,671	Conyers city, GA.....	15,195
Boonville city, MO.....	8,319	Cookeville city, TN.....	30,435
Boulder city, CO.....	97,385	Coon Rapids city, MN.....	61,476
Boulder County, CO.....	294,567	Cooper City city, FL.....	28,547
Bowling Green city, KY.....	58,067	Coronado city, CA.....	18,912
Bristol city, TN.....	26,702	Corvallis city, OR.....	54,462
Broken Arrow city, OK.....	98,850	Cross Roads town, TX.....	1,563
Brookfield city, WI.....	37,920	Crystal Lake city, IL.....	40,743
Brookline CDP, MA.....	58,732	Dade City city, FL.....	6,437
Brookline town, NH.....	4,991	Dakota County, MN.....	398,552
Broomfield city, CO.....	55,889	Dallas city, OR.....	14,583
Brownsburg town, IN.....	21,285	Dallas city, TX.....	1,197,816

Davenport city, IA .....	99,685	Garden City city, KS.....	26,658
Davidson town, NC.....	10,944	Gardner city, KS .....	19,123
Decatur city, GA.....	19,335	Geneva city, NY.....	13,261
Delray Beach city, FL.....	60,522	Georgetown city, TX.....	47,400
Denison city, TX.....	22,682	Gilbert town, AZ .....	208,453
Denver city, CO.....	600,158	Gillette city, WY.....	29,087
Derby city, KS.....	22,158	Globe city, AZ.....	7,532
Des Moines city, IA.....	203,433	Goodyear city, AZ.....	65,275
Destin city, FL.....	12,305	Grafton village, WI.....	11,459
Dewey-Humboldt town, AZ .....	3,894	Grand Island city, NE .....	48,520
Dorchester County, MD.....	32,618	Greeley city, CO.....	92,889
Dothan city, AL.....	65,496	Green Valley CDP, AZ.....	21,391
Douglas County, CO .....	285,465	Greenwood Village city, CO .....	13,925
Dover city, NH.....	29,987	Greer city, SC.....	25,515
Dublin city, OH.....	41,751	Gunnison County, CO .....	15,324
Duluth city, MN.....	86,265	Hailey city, ID.....	7,960
Duncanville city, TX.....	38,524	Haines Borough, AK.....	2,508
Durham city, NC.....	228,330	Hallandale Beach city, FL.....	37,113
East Grand Forks city, MN .....	8,601	Hamilton city, OH.....	62,477
East Lansing city, MI.....	48,579	Hampton city, VA .....	137,436
Eau Claire city, WI.....	65,883	Hanover County, VA .....	99,863
Eden Prairie city, MN.....	60,797	Harrisonburg city, VA .....	48,914
Edgerton city, KS .....	1,671	Harrisonville city, MO.....	10,019
Edina city, MN .....	47,941	Hayward city, CA.....	144,186
Edmonds city, WA.....	39,709	Henderson city, NV .....	257,729
El Cerrito city, CA.....	23,549	Hermiston city, OR.....	16,745
El Paso city, TX.....	649,121	High Point city, NC.....	104,371
Elk Grove city, CA .....	153,015	Highland Park city, IL .....	29,763
Elk River city, MN .....	22,974	Highlands Ranch CDP, CO.....	96,713
Elko New Market city, MN.....	4,110	Hillsborough town, NC.....	6,087
Elmhurst city, IL.....	44,121	Holden town, MA .....	17,346
Encinitas city, CA.....	59,518	Holland city, MI.....	33,051
Englewood city, CO.....	30,255	Honolulu County, HI.....	953,207
Erie town, CO.....	18,135	Hooksett town, NH.....	13,451
Escambia County, FL.....	297,619	Hopkins city, MN.....	17,591
Estes Park town, CO.....	5,858	Hopkinton town, MA .....	14,925
Farmington Hills city, MI.....	79,740	Hoquiam city, WA .....	8,726
Fayetteville city, NC .....	200,564	Houston city, TX.....	2,099,451
Fishers town, IN.....	76,794	Hudson city, OH .....	22,262
Flagstaff city, AZ.....	65,870	Hudson town, CO .....	2,356
Flower Mound town, TX.....	64,669	Hudsonville city, MI .....	7,116
Flushing city, MI.....	8,389	Huntersville town, NC .....	46,773
Forest Grove city, OR .....	21,083	Hurst city, TX.....	37,337
Fort Collins city, CO .....	143,986	Hutchinson city, MN .....	14,178
Fort Smith city, AR .....	86,209	Hutto city, TX.....	14,698
Fort Worth city, TX.....	741,206	Hyattsville city, MD.....	17,557
Fountain Hills town, AZ .....	22,489	Indian Trail town, NC.....	33,518
Franklin city, TN.....	62,487	Indianola city, IA.....	14,782
Fredericksburg city, VA.....	24,286	Iowa City city, IA.....	67,862
Freeport CDP, ME.....	1,485	Jackson County, MI.....	160,248
Freeport city, IL.....	25,638	Jefferson City city, MO .....	43,079
Fremont city, CA.....	214,089	Jefferson County, CO .....	534,543
Friendswood city, TX .....	35,805	Jerome city, ID .....	10,890
Fruita city, CO.....	12,646	Johnson City city, TN.....	63,152
Gainesville city, FL .....	124,354	Johnson County, KS.....	544,179
Gaithersburg city, MD.....	59,933	Jupiter town, FL.....	55,156
Galveston city, TX.....	47,743	Kalamazoo city, MI .....	74,262

Kansas City city, MO.....	459,787	Modesto city, CA.....	201,165
Kenmore city, WA .....	20,460	Monterey city, CA .....	27,810
Kennett Square borough, PA.....	6,072	Montgomery County, MD.....	971,777
Kirkland city, WA .....	48,787	Montgomery County, VA .....	94,392
La Mesa city, CA .....	57,065	Montpelier city, VT .....	7,855
La Plata town, MD.....	8,753	Moorestville town, NC.....	32,711
La Porte city, TX.....	33,800	Morristown city, TN.....	29,137
La Vista city, NE.....	15,758	Moscow city, ID.....	23,800
Lafayette city, CO .....	24,453	Mountlake Terrace city, WA.....	19,909
Laguna Beach city, CA .....	22,723	Munster town, IN.....	23,603
Laguna Hills city, CA .....	30,344	Muscatine city, IA.....	22,886
Lake Oswego city, OR.....	36,619	Naperville city, IL.....	141,853
Lake Zurich village, IL .....	19,631	Needham CDP, MA .....	28,886
Lakeville city, MN.....	55,954	New Braunfels city, TX.....	57,740
Lakewood city, CO .....	142,980	New Brighton city, MN .....	21,456
Lane County, OR.....	351,715	New Orleans city, LA .....	343,829
Larimer County, CO.....	299,630	Newport Beach city, CA .....	85,186
Las Cruces city, NM .....	97,618	Newport city, RI .....	24,672
Las Vegas city, NV.....	583,756	Newport News city, VA .....	180,719
Lawrence city, KS.....	87,643	Noblesville city, IN.....	51,969
League City city, TX .....	83,560	Nogales city, AZ .....	20,837
Lee County, FL.....	618,754	Norfolk city, VA .....	242,803
Lewiston city, ME .....	36,592	Norman city, OK .....	110,925
Lincoln city, NE.....	258,379	North Las Vegas city, NV.....	216,961
Littleton city, CO.....	41,737	Northglenn city, CO.....	35,789
Livermore city, CA .....	80,968	Novato city, CA .....	51,904
Lone Tree city, CO .....	10,218	Novi city, MI .....	55,224
Longmont city, CO .....	86,270	O'Fallon city, IL .....	28,281
Los Alamos County, NM.....	17,950	Oak Park village, IL.....	51,878
Louisville city, CO .....	18,376	Oakland Park city, FL .....	41,363
Lynchburg city, VA .....	75,568	Ogdensburg city, NY .....	11,128
Lynnwood city, WA .....	35,836	Oklahoma City city, OK .....	579,999
Madison city, WI.....	233,209	Olathe city, KS .....	125,872
Mankato city, MN.....	39,309	Olmsted County, MN .....	144,248
Maple Grove city, MN.....	61,567	Orland Park village, IL .....	56,767
Maple Valley city, WA .....	22,684	Oshkosh city, WI .....	66,083
Maricopa County, AZ .....	3,817,117	Otsego County, MI.....	24,164
Marin County, CA .....	252,409	Oviedo city, FL.....	33,342
Maryland Heights city, MO.....	27,472	Paducah city, KY .....	25,024
McAllen city, TX.....	129,877	Palm Coast city, FL.....	75,180
McDonough city, GA .....	22,084	Palm Springs city, CA.....	44,552
McKinney city, TX.....	131,117	Palo Alto city, CA.....	64,403
McMinnville city, OR .....	32,187	Panama City city, FL.....	36,484
Mecklenburg County, NC.....	919,628	Papillion city, NE.....	18,894
Medford city, OR .....	74,907	Park City city, UT .....	7,558
Menlo Park city, CA .....	32,026	Parker town, CO .....	45,297
Meridian charter township, MI.....	39,688	Pasadena city, CA.....	137,122
Meridian city, ID .....	75,092	Pasco city, WA .....	59,781
Merriam city, KS .....	11,003	Pasco County, FL.....	464,697
Merrill city, WI.....	9,661	Peachtree City city, GA.....	34,364
Mesa city, AZ.....	439,041	Pearland city, TX .....	91,252
Mesa County, CO.....	146,723	Peoria city, AZ .....	154,065
Miami Beach city, FL .....	87,779	Peoria city, IL .....	115,007
Midland city, MI .....	41,863	Peoria County, IL .....	186,494
Milford city, DE.....	9,559	Peters township, PA.....	21,213
Minneapolis city, MN.....	382,578	Petoskey city, MI .....	5,670
Mission Viejo city, CA.....	93,305	Pflugerville city, TX.....	46,936

Phoenix city, AZ.....	1,445,632	Santa Clarita city, CA.....	176,320
Pinal County, AZ.....	375,770	Santa Fe County, NM.....	144,170
Pinehurst village, NC.....	13,124	Santa Monica city, CA.....	89,736
Piqua city, OH.....	20,522	Sarasota County, FL.....	379,448
Platte City city, MO.....	4,691	Savage city, MN.....	26,911
Plymouth city, MN.....	70,576	Savannah city, GA.....	136,286
Pocatello city, ID.....	54,255	Scarborough CDP, ME.....	4,403
Port Huron city, MI.....	30,184	Scott County, MN.....	129,928
Port Orange city, FL.....	56,048	Scottsdale city, AZ.....	217,385
Port St. Lucie city, FL.....	164,603	Seaside city, CA.....	33,025
Portland city, OR.....	583,776	SeaTac city, WA.....	26,909
Post Falls city, ID.....	27,574	Sevierville city, TN.....	14,807
Prince William County, VA.....	402,002	Shawnee city, KS.....	62,209
Provo city, UT.....	112,488	Sheboygan city, WI.....	49,288
Pueblo city, CO.....	106,595	Shorewood city, MN.....	7,307
Purcellville town, VA.....	7,727	Sioux Falls city, SD.....	153,888
Queen Creek town, AZ.....	26,361	Skokie village, IL.....	64,784
Radford city, VA.....	16,408	Snellville city, GA.....	18,242
Radnor township, PA.....	31,531	South Lake Tahoe city, CA.....	21,403
Rapid City city, SD.....	67,956	South Portland city, ME.....	25,002
Raymore city, MO.....	19,206	Southborough town, MA.....	9,767
Redmond city, WA.....	54,144	Southlake city, TX.....	26,575
Rehoboth Beach city, DE.....	1,327	Sparks city, NV.....	90,264
Reno city, NV.....	225,221	Spokane Valley city, WA.....	89,755
Reston CDP, VA.....	58,404	Springboro city, OH.....	17,409
Richmond city, CA.....	103,701	Springfield city, OR.....	59,403
Richmond Heights city, MO.....	8,603	Springville city, UT.....	29,466
Rifle city, CO.....	9,172	St. Charles city, IL.....	32,974
River Falls city, WI.....	15,000	St. Cloud city, MN.....	65,842
Riverdale city, UT.....	8,426	St. Joseph city, MO.....	76,780
Riverside city, CA.....	303,871	St. Louis County, MN.....	200,226
Riverside city, MO.....	2,937	St. Louis Park city, MN.....	45,250
Rochester city, MI.....	12,711	Stallings town, NC.....	13,831
Rochester Hills city, MI.....	70,995	State College borough, PA.....	42,034
Rock Hill city, SC.....	66,154	Sterling Heights city, MI.....	129,699
Rockford city, IL.....	152,871	Sugar Grove village, IL.....	8,997
Rockville city, MD.....	61,209	Sugar Land city, TX.....	78,817
Rolla city, MO.....	19,559	Summit city, NJ.....	21,457
Roswell city, GA.....	88,346	Sunnyvale city, CA.....	140,081
Round Rock city, TX.....	99,887	Surprise city, AZ.....	117,517
Royal Oak city, MI.....	57,236	Suwanee city, GA.....	15,355
Saco city, ME.....	18,482	Tacoma city, WA.....	198,397
Sahuarita town, AZ.....	25,259	Takoma Park city, MD.....	16,715
Salida city, CO.....	5,236	Temecula city, CA.....	100,097
Salt Lake City city, UT.....	186,440	Tempe city, AZ.....	161,719
Sammamish city, WA.....	45,780	Temple city, TX.....	66,102
San Antonio city, TX.....	1,327,407	The Woodlands CDP, TX.....	93,847
San Carlos city, CA.....	28,406	Thornton city, CO.....	118,772
San Diego city, CA.....	1,307,402	Thousand Oaks city, CA.....	126,683
San Francisco city, CA.....	805,235	Tualatin city, OR.....	26,054
San Jose city, CA.....	945,942	Tulsa city, OK.....	391,906
San Juan County, NM.....	130,044	Twin Falls city, ID.....	44,125
San Marcos city, TX.....	44,894	Tyler city, TX.....	96,900
San Rafael city, CA.....	57,713	Umatilla city, OR.....	6,906
Sandy Springs city, GA.....	93,853	Upper Arlington city, OH.....	33,771
Sanford city, FL.....	53,570	Urbandale city, IA.....	39,463
Sangamon County, IL.....	197,465	Vail town, CO.....	5,305

Vancouver city, WA .....	161,791
Ventura CCD, CA .....	111,889
Vestavia Hills city, AL.....	34,033
Virginia Beach city, VA .....	437,994
Wake Forest town, NC.....	30,117
Walnut Creek city, CA .....	64,173
Washington County, MN.....	238,136
Washoe County, NV.....	421,407
Watauga city, TX.....	23,497
Wauwatosa city, WI.....	46,396
Waverly city, IA .....	9,874
Weddington town, NC.....	9,459
Wentzville city, MO.....	29,070
West Carrollton city, OH .....	13,143
West Chester borough, PA .....	18,461
West Des Moines city, IA.....	56,609
West Richland city, WA .....	11,811
Westerville city, OH .....	36,120
Westlake town, TX.....	992
Westminster city, CO.....	106,114
Weston town, MA.....	11,261
Wheat Ridge city, CO.....	30,166
White House city, TN.....	10,255
Whitewater township, MI.....	2,597
Wichita city, KS.....	382,368
Williamsburg city, VA.....	14,068
Wilmington city, NC .....	106,476
Wilsonville city, OR.....	19,509
Winchester city, VA.....	26,203
Windsor town, CO.....	18,644
Windsor town, CT.....	29,044
Winston-Salem city, NC.....	229,617
Winter Garden city, FL.....	34,568
Woodland city, CA .....	55,468
Woodland city, WA .....	5,509
Wrentham town, MA .....	10,955
Yakima city, WA .....	91,067
York County, VA .....	65,464
Yuma city, AZ .....	93,064



## FRONT RANGE BENCHMARK COMPARISONS

Quality of Life Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
The overall quality of life in Westminster	87%	20	32	Similar
Westminster as a place to live	93%	17	27	Similar
Westminster as a place to raise children	84%	16	27	Similar
Westminster as a place to retire	66%	12	28	Similar
Westminster as a place to work	65%	12	28	Higher

Overall Quality of Services Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Overall, how would you rate the quality of the services provided by the City of Westminster?	85%	8	27	Higher

Public Trust Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
I receive good value for the City of Westminster taxes I pay	69%	3	22	Much higher
The Westminster government welcomes citizen involvement	63%	10	22	Similar
City Council cares what people like me think	52%	1	5	Much higher

Contact with City Employee Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Have you had contact with a Westminster city employee within the last 12 months?	41%	15	20	Much lower

Impression of City Employees Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Overall impression	79%	13	27	Similar
Knowledge	80%	15	25	Similar
Responsiveness	84%	11	21	Similar
Courtesy	83%	8	15	Similar

Quality of City Services Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Snow removal	71%	6	28	Much higher
Street repair	54%	11	27	Similar
Street cleaning	57%	12	20	Similar
Sewer services	74%	11	17	Similar
Recycling drop off centers at City facilities	65%	13	16	Much lower
Police traffic enforcement	70%	8	25	Higher
Emergency medical/ambulance service	85%	11	13	Lower
Land use, planning and zoning	57%	4	19	Much higher
City Code enforcement	57%	7	25	Much higher
Animal management	60%	8	21	Similar
Economic development	53%	3	15	Much higher
Parks maintenance	85%	4	8	Similar
Libraries	84%	13	18	Lower
Drinking water quality	83%	3	7	Similar
Recreation programs	84%	10	22	Similar
Recreation facilities	87%	8	18	Similar
Trails	86%	5	5	Much lower
Preservation of natural areas (open space, greenbelts)	82%	2	11	Much higher
Municipal Court	65%	8	20	Higher
Building permits/inspections	58%	1	5	Much higher
Utility billing/meter reading	61%	4	5	Lower
Emergency preparedness	66%	3	15	Much higher

Use of City Website Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	48%	12	14	Much lower

Economic Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Westminster as a place to work	65%	12	28	Higher
Job opportunities in Westminster	34%	6	25	Much higher

Safety Benchmarks				
	Percent positive	Rank	Number of communities in Front Range comparison	Comparison to Front Range benchmark
Violent crimes (e.g., rape, robbery, assault)	81%	10	16	Similar
Property crimes (e.g., burglary, theft, vandalism, auto theft)	64%	9	16	Lower

COMMUNITIES INCLUDED IN THE FRONT RANGE COMPARISONS

The communities included in the Front Range comparisons are listed below, along with the 2010 Census population.

- Adams County, CO ..... 441,603
- Arvada city, CO ..... 106,433
- Aurora city, CO..... 325,078
- Boulder city, CO..... 97,385
- Boulder County, CO..... 294,567
- Broomfield city, CO ..... 55,889
- Castle Pines North city, CO ..... 10,360
- Castle Rock town, CO..... 48,231
- Centennial city, CO..... 100,377
- Commerce City city, CO ..... 45,913
- Denver city, CO..... 600,158
- Douglas County, CO ..... 285,465
- Englewood city, CO..... 30,255
- Erie town, CO ..... 18,135
- Estes Park town, CO ..... 5,858
- Fort Collins city, CO ..... 143,986
- Greeley city, CO ..... 92,889
- Highlands Ranch CDP, CO ..... 96,713
- Jefferson County, CO..... 534,543
- Lafayette city, CO ..... 24,453
- Lakewood city, CO ..... 142,980
- Larimer County, CO ..... 299,630
- Littleton city, CO..... 41,737
- Lone Tree city, CO ..... 10,218
- Longmont city, CO ..... 86,270
- Louisville city, CO ..... 18,376
- Northglenn city, CO ..... 35,789
- Parker town, CO ..... 45,297
- Pueblo city, CO..... 106,595
- Thornton city, CO ..... 118,772
- Westminster city, CO..... 106,114
- Wheat Ridge city, CO ..... 30,166
- Windsor town, CO..... 18,644

## APPENDIX D: SURVEY METHODOLOGY

### SURVEY INSTRUMENT DEVELOPMENT

General citizen 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 2014 Westminster Citizen Survey is the 12<sup>th</sup> iteration of the survey since it was first administered by National Research Center, Inc. (NRC) in 1992. To preserve trends over time, the 2012 survey served as the foundation for the 2014 citizen survey instrument. Questions that asked about topics found to be less salient in 2014 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.

### 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. NRC used the USPS data to select the households that will receive a survey.

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 3,000 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=39%, Adams 12=31% and Adams 50=30%). 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.

### SURVEY ADMINISTRATION AND RESPONSE

Each selected household was contacted three times. 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 cover letters included a web link where respondents could complete the survey online if they preferred. Only 50 respondents opted to complete the survey via the web.

The mailings were sent in March of 2014 and completed surveys were collected over the following five weeks. About 4% of the 3,000 surveys were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,884 households receiving a survey, 847 completed the survey, providing an overall response rate of 29%. Response rates for each school district are provided in the following figure.

Westminster Response Rates 2014				
Geographic area	Number of surveys mailed	Number of returned postcards	Number of completed surveys	Response rate
Jefferson County	1,171	36	350	31%
Adams 12	924	45	270	31%
Adams 50	905	35	227	26%
<b>City overall</b>	<b>3,000</b>	<b>116</b>	<b>847</b>	<b>29%</b>

### 95% CONFIDENCE INTERVALS

The 95% confidence interval (or “margin of error”) quantifies the “sampling error” or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any sample size, and indicates that in 95 of 100 surveys conducted like this one, for a particular item, a result would be found that is within plus or minus three percentage points of the result that would be found if everyone in the population of interest was surveyed. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (potentially introducing non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

While the 95 percent confidence level for the survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample, results for subgroups will have wider confidence intervals. Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the whole sample. For each of the three school districts in Westminster (Jefferson, Adams 12 or Adams 50), the margin of error rises to approximately plus or minus 8% since the number of respondents were approximately 350 for Jefferson County, 270 for Adams 12 and 227 for Adams 50. Comparisons by respondent demographics have margins of error ranging from plus or minus 5% for 450 respondents to as much as plus or minus 11% for approximately 80 respondents.

### SURVEY PROCESSING (DATA ENTRY)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, NRC staff assigned a unique identification number to each questionnaire. 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; staff would choose randomly two of the three selected items to be coded in the dataset.

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

Data from the web surveys were automatically entered into an electronic dataset and generally required minimal cleaning. The web survey data were downloaded, cleaned as necessary and then merged with the data from the mail survey to create one complete dataset.

## WEIGHTING THE DATA

The demographic characteristics of the survey sample were compared to those found in the 2010 Census and the 2011 American Community Survey (ACS) 5-year estimates for adults in the city. Sample results were weighted using the population norms and normative data for the school districts (provided by the City) to reflect the appropriate percent of those residents and geographic areas in the city. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were 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.

2014 Westminster Citizen Survey Weighting Table			
Characteristic	Population Norm <sup>1</sup>	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	35%	18%	32%
Own home	65%	82%	68%
Detached unit <sup>2</sup>	61%	71%	62%
Attached unit <sup>2</sup>	39%	29%	38%
<b>Race and Ethnicity</b>			
White	84%	89%	82%
Not White	16%	11%	18%
Hispanic	18%	10%	14%
Not Hispanic	82%	90%	86%
<b>Sex and Age</b>			
18-34 years of age	34%	12%	30%
35-54 years of age	39%	34%	40%
55+ years of age	27%	54%	30%
Female	51%	59%	54%
Male	49%	41%	46%
Female 18-34	17%	9%	17%
Female 35-54	20%	20%	21%
Female 55+	15%	30%	16%
Male 18-34	17%	3%	14%
Male 35-54	19%	14%	19%
Male 55+	12%	24%	13%
<b>School District<sup>3</sup></b>			
Jefferson County	39%	41%	39%
Adams 12	31%	32%	31%
Adams 50	30%	27%	30%

<sup>1</sup> Source: 2010 Census

<sup>2</sup> ACS 2011 5-year estimates

<sup>3</sup> City of Westminster, Utility Billing data, March 2014

## 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 school district, fire service area and respondent characteristics (*Appendix B: Survey Results Compared by Respondent Characteristics*). 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. Where differences between subgroups are statistically significant, they have been marked with grey shading in the appendices.

## APPENDIX E: SURVEY INSTRUMENT

The survey instrument appears on the following pages.





WESTMINSTER

# City of Westminster, CO

## 2014 CITIZEN SURVEY

*Prepared by*



**NRC**  
National Research Center Inc

# Survey Background



- 12<sup>th</sup> survey administration since 1992
- Report card of community quality, City services and public opinion
- Results compared by school district
  - Adams 12
  - Adams 50
  - Jefferson County



# Survey Method



Surveys mailed to  
3,000 households



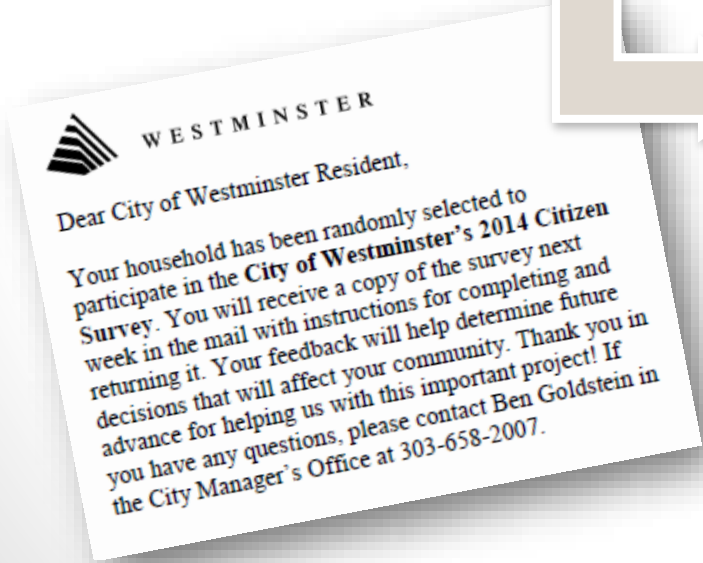
847 completed  
(29%)



Results weighted to  
reflect community



Comparisons to  
National and Front  
Range benchmark

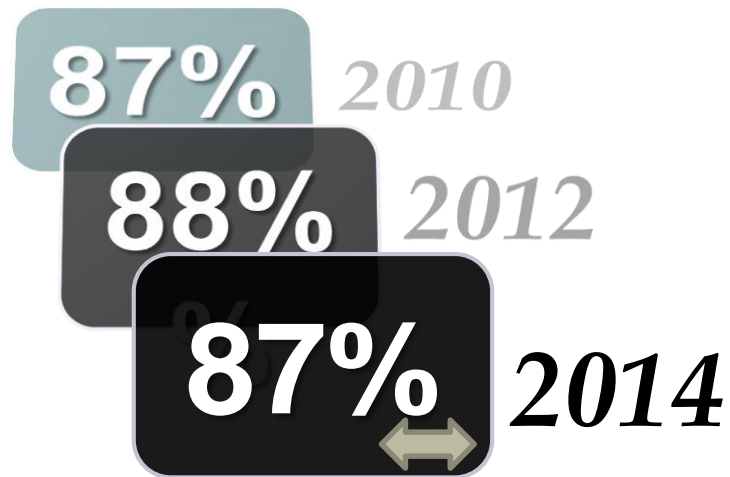


Residents enjoy a high quality of life and feel positive about the City government

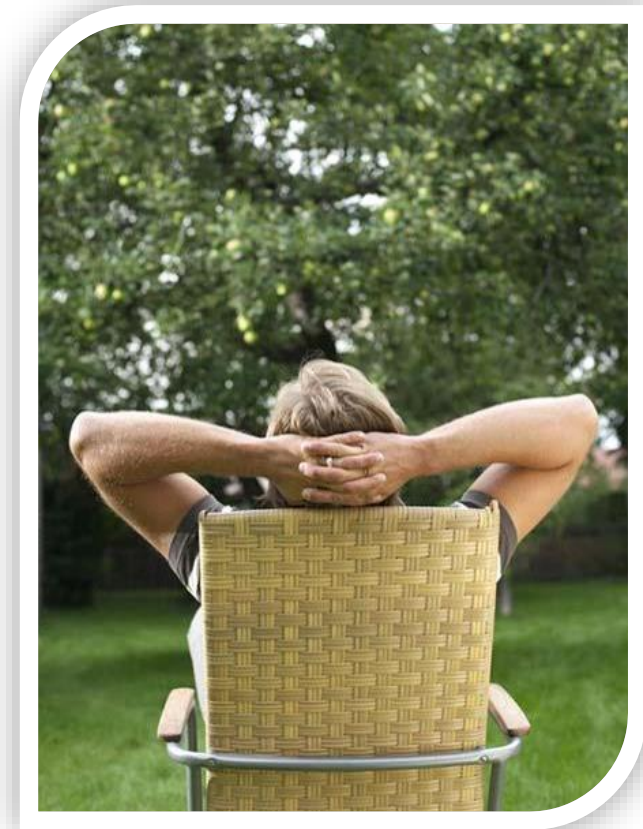


# High Quality of Life

Overall quality of life in Westminster



Percent “very good” or “good”



↔ *Similar to benchmarks*

# High Quality of Community

9 in 10

Place to live



8 in 10

Place to raise children



6 in 10

Place to retire

# City Heading in Right Direction

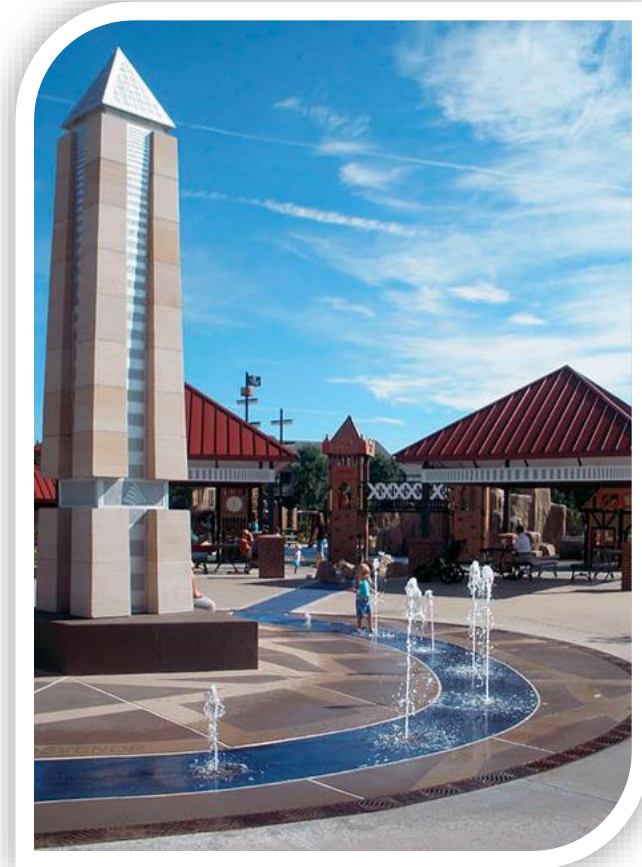
Overall direction the City is heading

91% 2010

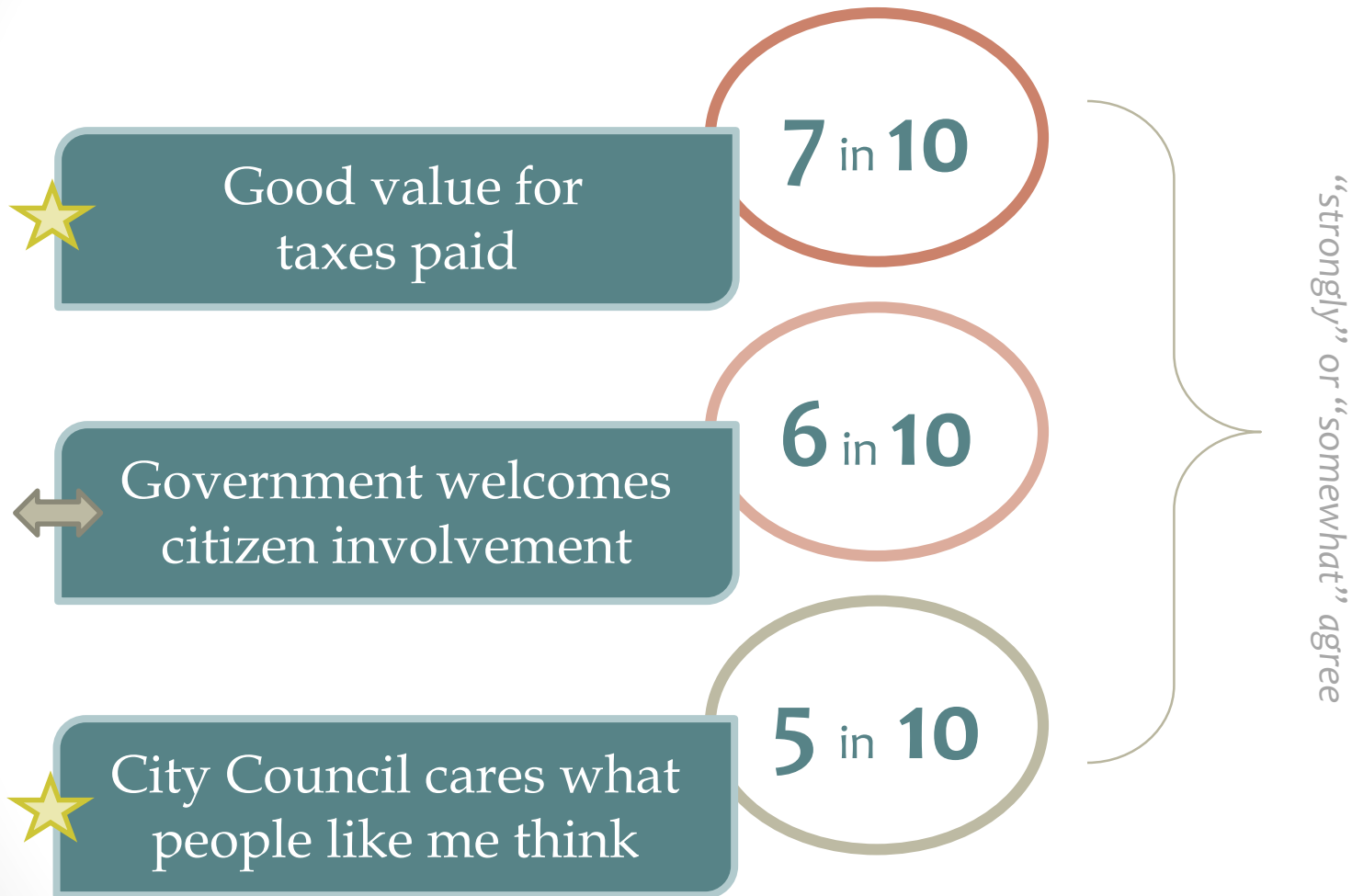
89% 2012

93% 2014

Percent "right direction"



# Positive Views of Local Government

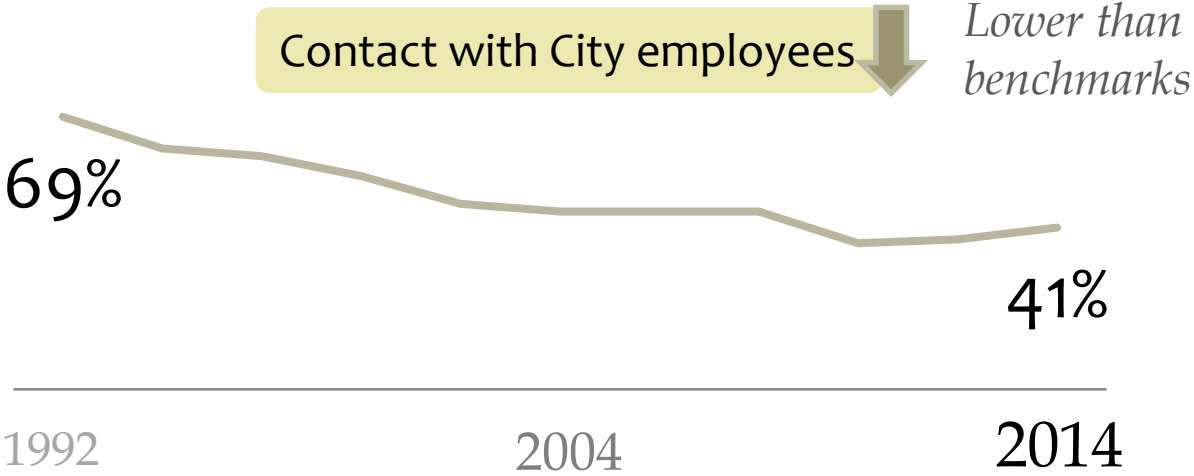


★ Higher than benchmarks

↔ Similar to benchmarks



# City Employees



**8 in 10**

**Overall impression**

*"very good" or "good"*

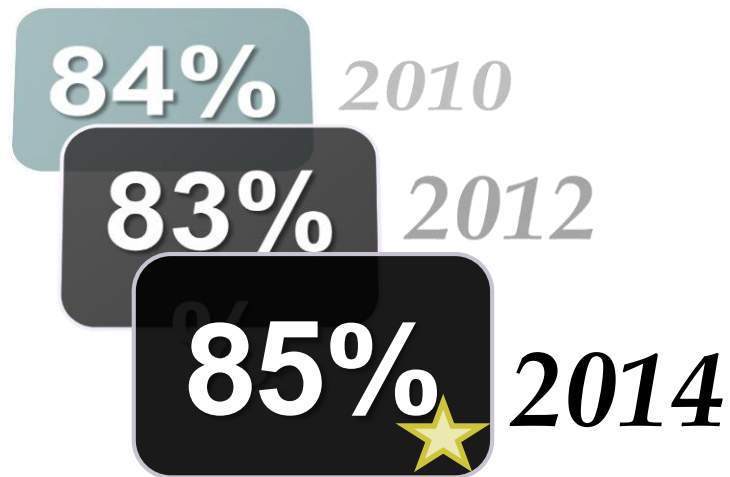
↔ *Similar to benchmarks*

Respondents appreciate  
City services; prioritize  
safety and neighborhoods

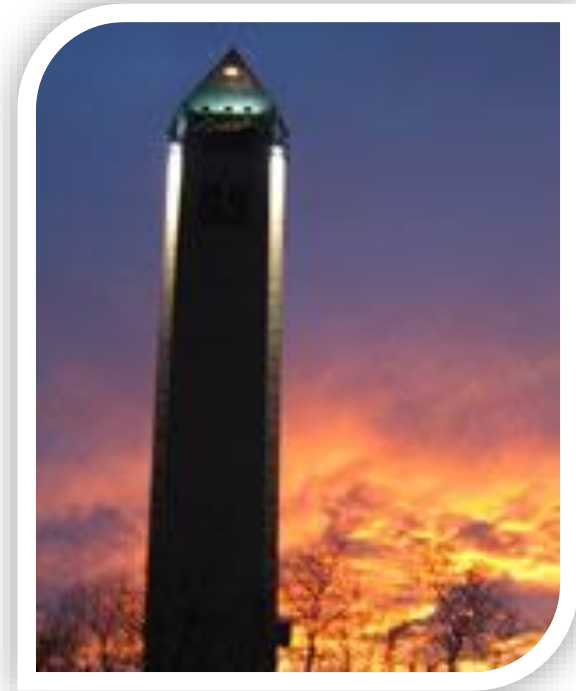


# High Quality of City Services

Overall quality of City Services

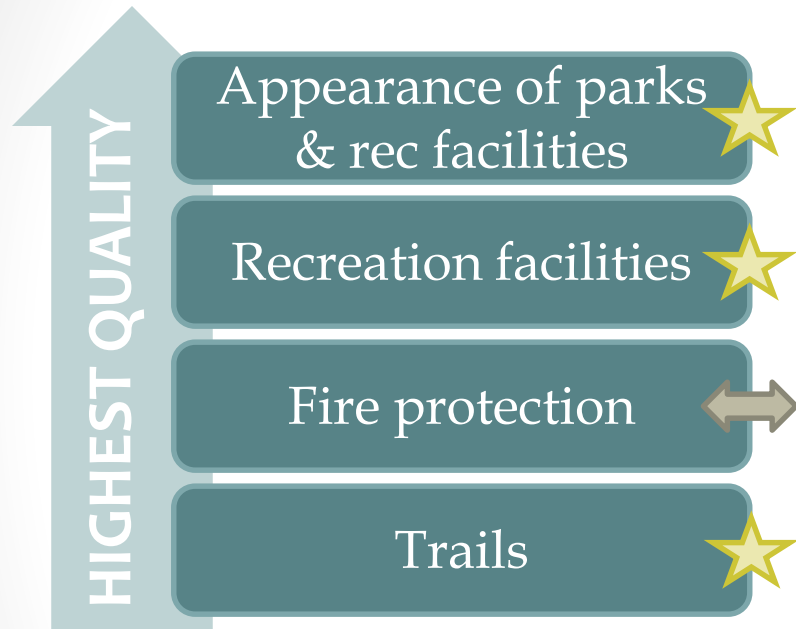


Percent "very good" or "good"



 *Higher than benchmarks*

# Service Quality



★ *Higher than nation*

↔ *Similar to nation*

# Service Importance

MORE IMPORTANT

Drinking water

Fire protection

Police protection

Ambulance/EMS



LESS

Recycling centers

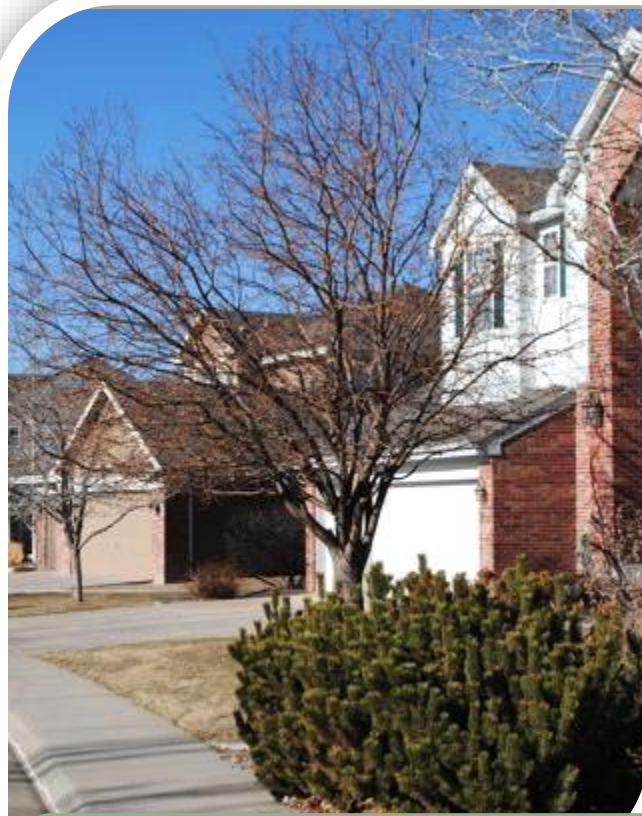
Building permits/inspections

Street cleaning

# Identifying Key Attributes



Sense of safety



Quality of neighborhoods

# Residents value working in the city and the available job opportunities



# Working in Westminster

Westminster as a place to work



64% 2010

59% 2012

65% 2014

Percent "very good"  
or "good"



Job opportunities in Westminster



30% 2012

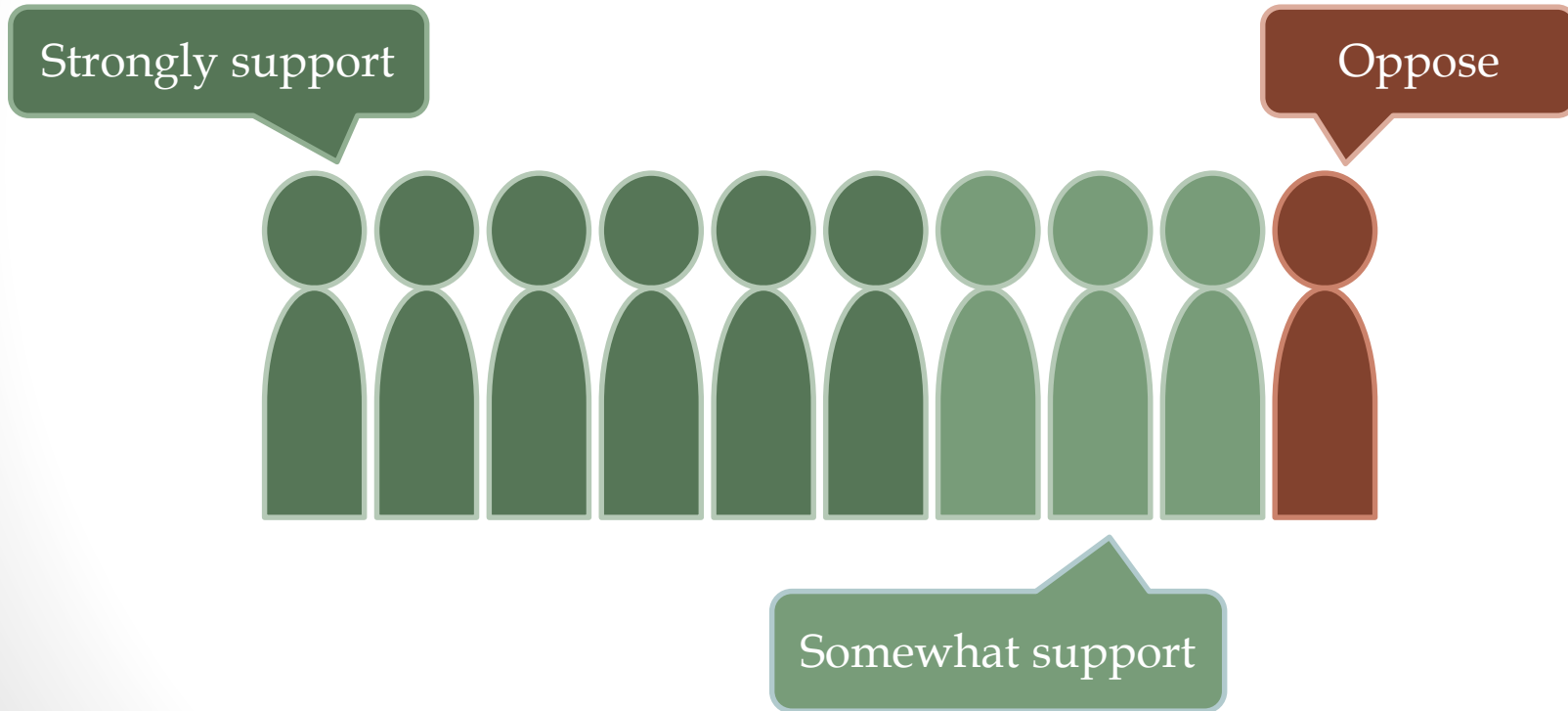
34% 2014

 Higher than Front Range



# Improving Commercial Areas

Support for City redevelopment of the former Westminster Mall site as an urban scaled development



# Residents continue to feel safe in the city

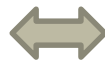


# Feeling Safe in Westminster



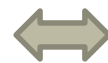
Fires

Other natural disasters



Violent crimes

*"very" or  
"somewhat" safe*



Property crimes



*Higher than nation*



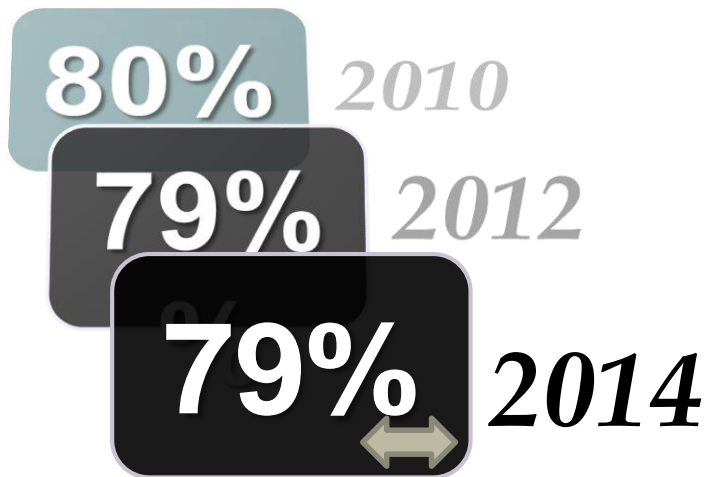
*Similar to nation*

Residents happy with neighborhoods; top concerns are drugs, crime, vandalism and graffiti



# Good Quality Neighborhoods

Overall quality of neighborhood



Percent "very good" or "good"



# Top Concerns



at least

**4 in 10**

*“major” or  
“moderate” problem*

Drugs

Crime

Vandalism

Graffiti

**1 in 10**

Availability of parks

Availability of trails  
or trail connections

# Completing Commuter Rail Line

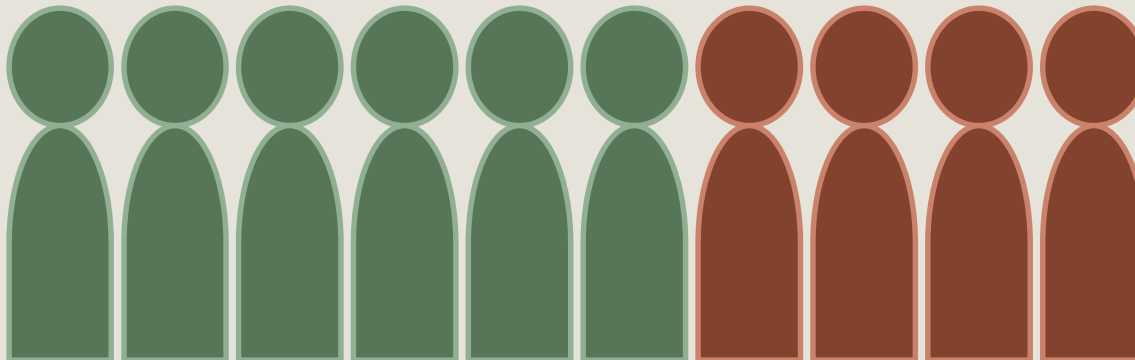
6 in 10

“essential” or “very important” to complete  
Commuter Rail in Northwest Corridor

Support for tax initiative to fund RTD to accelerate  
completion of Northwest Commuter Rail line

Support

Oppose



# City appearance and natural environment touted by residents





# A Beautiful Place to Live

Physical attractiveness of Westminster

82% 2010

82% 2012

79% 2014

Percent “very good” or “good”



**9 in 10**  
residents agree

- Beautiful parks/  
open space
- Financially sound
- Healthy



WESTMINSTER

# Thank You!

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**NRC**  
National Research Center Inc

## Sample Custom Questions

Questions asked on the 2014 Westminster Citizen Survey (numbers 19-23 on the 2014 survey); some or all of these might be valid to ask again in 2016:

1. When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster as a place to live.

	<i>Highly important</i>	<i>Moderately important</i>	<i>Not at all important</i>
Physical appearance of development in the City.....	1	2	3
Quality of neighborhoods.....	1	2	3
Variety of neighborhoods.....	1	2	3
Convenience of shopping in the City.....	1	2	3
Convenience to employment.....	1	2	3
Access to transit.....	1	2	3
Open space/trails.....	1	2	3
Recreation centers.....	1	2	3
Recreation programs/sports.....	1	2	3
Parks/playgrounds.....	1	2	3
Libraries.....	1	2	3
Sense of safety in the City.....	1	2	3
Schools.....	1	2	3

2. In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?
- Essential
  - Very important
  - Somewhat important
  - Not at all important
  - Don't know
3. To what extent would you support or oppose a tax initiative that would provide additional public funding to RTD (to be paid back in the future) to accelerate completion of the Northwest Commuter Rail line?
- Strongly support
  - Somewhat support
  - Somewhat oppose
  - Strongly oppose
4. The City is considering redevelopment of the former Westminster Mall site as an urban scaled development (a downtown-like development consisting of office buildings, retail shops, restaurants, entertainment, and multi-story residential buildings). To what extent do you support or oppose this type of redevelopment?
- Strongly support
  - Somewhat support
  - Somewhat oppose
  - Strongly oppose
  - Don't know

5. In the last 12 months, about how many times, if at all, have you or another household member ridden a bicycle...

	<i>2 times a week or more</i>	<i>2 to 4 times a month</i>	<i>Once a month or less</i>	<i>Not at all</i>
To shop, get a meal, or run errands .....	1	2	3	4
For commuting .....	1	2	3	4
For fun or exercise.....	1	2	3	4

**POTENTIAL NEW QUESTIONS FOR 2016 - Identifying and Funding Priorities (these would need to be wordsmithed specific to Westminster):**

1. Please indicate how important, if at all, each of the following projects and issues will be for the City to address over the next five years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
New indoor arena at the Fairgrounds .....	1	2	3	4	5
New Police Department building.....	1	2	3	4	5
Redeveloping downtown.....	1	2	3	4	5
Preservation of open space.....	1	2	3	4	5
Maintain and improve streets .....	1	2	3	4	5

2. Please rate how important, if at all, each of the following strategic planning areas are to the overall quality of life in the County:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
Cooperation between governments.....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Education .....	1	2	3	4	5
Healthy community .....	1	2	3	4	5
Recreation and cultural opportunities.....	1	2	3	4	5
Safe community .....	1	2	3	4	5
Community and social supports.....	1	2	3	4	5

3. How much of a priority, if any, should it be for the Town to address each of the following in the next two years?

	<i>High Priority</i>	<i>Medium priority</i>	<i>Not a priority</i>
Commuter parking for access to public transportation .....	1	2	3
Bike storage facilities near bikeways, public transportation and schools.....	1	2	3
A Town bus that would provide fixed route service circulating around the community .....	1	2	3
Express public transportation connections to established commuter hubs such as Midtown or Commuter Rail .....	1	2	3

*When evaluating support for a specific proposal, it is especially important to include context about the specific cost of or tradeoffs relating to the proposal.*

4. The City is considering building a new, multi-field sports park for baseball, softball, football and soccer that also includes paved walking trails, concessions and a bathroom facility. Would you support a bond election for this sports park if paying for it required a \$90 annual increase for a \$100,000 home valuation?

- Strongly support
- Somewhat support
- Somewhat oppose
- Strongly oppose

5. The City is considering renovating the City Swimming pool or replacing it with a new pool. Please select a statement from the following that that best reflects your view:
- In order to keep the indoor pool open, I am willing to continue to pay the current subsidy (about \$9.07 per year, based on a \$170,000 home).
  - In order to cover the cost of renovations to the indoor pool, I am willing to increase the subsidy to \$20 per year.
  - In order to cover the cost a new indoor pool, I am willing to increase the subsidy to \$50 per year.
  - I am not willing to pay any subsidy, which would result in the closing of the current pool.
  - I don't know.

*For situations when specific amounts are not yet known...*

6. Please indicate to what extent you would support or oppose a property tax increase for each of the following to fund new facilities or services:

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>
Schools .....	1	2	3	4
Libraries .....	1	2	3	4
Public safety/fire and rescue services .....	1	2	3	4
Animal shelter .....	1	2	3	4
Youth ball fields .....	1	2	3	4
Indoor sports complex .....	1	2	3	4
Outdoor pool/splash park .....	1	2	3	4
Outdoor trails.....	1	2	3	4

7. Minimum wage is \$8.23 per hour. Do you consider minimum wage to be...?
- Too high     Somewhat high     About right     Somewhat low     Too low     Don't know

8. To what extent would you support or oppose an increase in the minimum wage?
- Strongly support     Somewhat support     Somewhat oppose     Strongly oppose     Don't know

9. Please rate each of the following aspects of quality of life in ABC:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Cost of living in ABC.....	1	2	3	4	5
Ability to earn a livable wage .....	1	2	3	4	5
Availability of high quality jobs and economic opportunities .....	1	2	3	4	5

**Recycling Questions**

10. Do you utilize the City's curbside recycling service?
- Yes, weekly
  - Yes, two to three times a month
  - Yes, once a month or less
  - No, I never use the curbside recycling service → go to question xx
11. How many recycling containers do you currently use?
- One
  - Two
  - Three or more

12. How often, if at all, does the size of the City’s recycling container limit what your household is able to recycle?

- Always
- Sometimes
- Rarely
- Never

13. Please rate your preference for the following service types for Recycling collection.

	<i>Strongly prefer</i>	<i>Somewhat prefer</i>	<i>Not at all prefer</i>	<i>No preference</i>
Once per week collection - 18 Gallon Bin (current service) (L=27.75”, W=17.6”, H=13.5”) .....	1	2	3	4
Once per week collection - 35 Gallon Cart (L=20.2”, W=23”, H=39.1”) .....	1	2	3	4
Once per week collection - 65 Gallon Cart (L=26.7”, W=28”, H=40.6”) .....	1	2	3	4
Once per week collection - 95 Gallon Cart (L=28.5”, W=33.75”, H=45.1”) .....	1	2	3	4

14. Please indicate how many times, if any, you have used each of the following in the last 12 months:

	<i>Zero</i>	<i>Once</i>	<i>Twice</i>	<i>Three times</i>	<i>Four or more times</i>
The Recycling Drop Off Center .....	1	2	3	4	5
Blue recycling bags.....	1	2	3	4	5
The curbside brush collection.....	1	2	3	4	5
The Brush Processing/Mulch Center .....	1	2	3	4	5

The below question could exist in the demographic section. NRC added it as an example approach we could take to understand recycling habits, items can be removed/added as you see fit.

15. How often, if at all, do you do each of the following, considering all of the times you could?

	<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Usually</i>	<i>Always</i>
Recycle at home .....	1	2	3	4	5
Purchase goods or services from a business located in ABC .....	1	2	3	4	5
Eat at least 5 portions of fruits and vegetables a day .....	1	2	3	4	5
Participate in moderate or vigorous physical activity .....	1	2	3	4	5
Read or watch local news (via television, paper, computer, etc.).....	1	2	3	4	5
Vote in local elections .....	1	2	3	4	5

16. Please indicate whether or not you have done each of the following in the last 12 months.

	<i>No</i>	<i>Yes</i>
Made efforts to conserve water.....	1	2
Made efforts to make your home more energy efficient.....	1	2

17. Please indicate to what extent, if at all, you agree that each of the below statements describes ABC overall:

	<i>Strongly agree</i>	<i>Somewhat agree</i>	<i>Somewhat disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
Promotes "green" behaviors like recycling.....	1	2	3	4	5
Preserves natural resources like open space and parks.....	1	2	3	4	5
Protects wetlands, rivers and other waterways .....	1	2	3	4	5
Supports healthy behaviors like walking and biking.....	1	2	3	4	5
Maintains air quality.....	1	2	3	4	5
Supports access to locally-produced food.....	1	2	3	4	5
Honors and preserves history.....	1	2	3	4	5

Other possible questions based on Councillor feedback:

18. **Minimum wage:** Do you strongly support, somewhat support, somewhat oppose or strongly oppose raising Colorado's minimum wage to \$12 an hour?

**19. Affordable housing:** As we continue to grow as a city, do you strongly support, somewhat support, somewhat oppose or strongly oppose that providing a diverse housing stock that includes homes that are affordable for our residents is important for overall community health, economic growth and education.

*Other possible questions based on Department feedback:*

**20. Sustainability** - The City has a vision to be one of the most Sustainable cities in America. Sustainability is defined as meeting the needs of the present (citizens) without compromising the ability for future (citizens) to meet their own needs. To what extent do you value this aspect of the City's new Vision? (strongly support, somewhat support, somewhat oppose or strongly oppose)

**21. "Sustainability" can be further broken down into six categories. Please rate how well the city is doing to preserve or protect these resources:**

- Natural resources
- Physical Infrastructure
- Economic resources
- Demographic resources (i.e.; public health)
- Social resources (equity, community engagement)
- Cultural Resources (hometown feel, diversity)