



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: January 29, 2014

SUBJECT: Study Session Agenda for February 3, 2014

PREPARED BY: J. Brent McFall, 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:

Boards and Commissions Interviews 5:00 P.M.

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)

PRESENTATIONS

1. Discussion with Jeremy Rodriguez of Representative Ed Perlmutter's Office (*verbal*)
2. Proposed 2014 Citizen Survey
3. Proposed 2015/2016 Budget Development and Services Analysis Process
4. Westminster Station Transit Oriented Development Area Overview and Update

6:30 P.M.

EXECUTIVE SESSION

None at this time

INFORMATION ONLY ITEMS

1. Energy Performance Contract Phase III Preliminary TEA Conclusions

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,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session
February 3, 2014



SUBJECT: Proposed 2014 Citizen Survey

PREPARED BY: Ben Goldstein, Senior Management Analyst

Recommended City Council Action

Review the attached proposed 2014 Citizen Survey draft and provide feedback to Staff at the February 3rd 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 11th consecutive time. A draft of the proposed 2014 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, questions 19 through 22. 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.

The questions proposed in the "Planning" sections were compiled based on feedback from every city department. Additional suggestions by City Council for questions are welcomed and encouraged. NRC Staff will be available to help formulate specific question wording to ensure that questions remain statistically valid.

Expenditure Required: \$20,000 - this amount includes \$16,892 for services provided by NRC and approximately \$3,000 for printing and postage

Source of Funds: General Fund - Central Charges operating budget

Policy Issue

Does City Council want to conduct a mail survey in 2014? Does City Council concur with the basic format and proposed questions?

Alternative

There are several alternatives available to City Council for the proposed 2014 Biennial Citizen Survey. The most sweeping alternative would be to not conduct a survey in 2014. 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 20 years, the City has conducted a citizen survey to measure residents' satisfaction level with City services and gathers 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 preminent citizen survey consulting firm. They are a highly skilled team of social science and public health 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 2014 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 2014 survey. The 2014 survey instrument was designed to collect year-to-year trend information

and gather data on current issues. The 2014 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 goal of "Safe and Secure Community" to "Safe and Healthy Community."
- Questions 6-13 assess the quality of service and are generally unchanged from the 2012 survey. However, question 8 from the 2012 survey was eliminated. This question asked respondents to rate the various levels of government, but provide little actionable data for City Council and Staff and thus proposed to be eliminated.
- Questions 14-18 assess communication with citizens and remained mostly unchanged, except for the modification of an item in question 15 (Weekly Edition was changed to The Weekly), and the addition of question 16, which was added to help gauge how informed respondents feel about the City's emergency preparedness efforts.
- Question 19 was asked in both 2010 and 2012, and remains in the 2014 survey to assess resident's priorities in choosing the City of Westminster as their preferred place to live. Staff made a slight modification to the question in an effort to eliminate confusion and has added schools to the list of attributes.
- Questions 20-22 are a new set of policy-related questions about transportation including two questions pertaining to commuter rail service and one question pertaining to bicycle use in the City. It is anticipated that the results from this question may assist City Council and Staff in future planning and prioritizing services.
- 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 February 19. The first wave of surveys will be mailed on February 25 and the second wave will be mailed on March 3. 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.

During the week of April 25, 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. Dr. Tom Miller, NRC Founder, Ms. Urban, and Ms. Farson will attend the June 2 Study Session to present the results of the survey to City Council.

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 February 3. Laurie Urban and Chelsey Farson from NRC will be in attendance along with City Staff to answer any questions. For your reference, Staff has also included the 2012 Citizen Survey, 2012 Citizen Survey Report, and the final presentation that was given to City Council in 2012; these document will allow you to review results from the 2012 Citizen Survey and give you an idea of how the results from the 2014 Citizen Survey will be presented.

Given the breadth of questions being proposed and the importance that the 2014 Citizen Survey data will play in citywide performance measures 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 a Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments:

- 2014 Citizen Survey Draft
- 2012 Citizen Survey
- 2012 Citizen Survey Final Report
- 2012 Citizen Survey Final Presentation



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.

Table with 7 columns: Aspect, Very good, Good, Neither good nor bad, Bad, Very bad, Don't know. Rows include: Westminster as a place to live, The overall quality of your neighborhood, Westminster as a place to raise children, Westminster as a place to retire, Westminster as a place to work, Job opportunities in Westminster, The overall quality of life in Westminster.

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?

Table with 5 columns: Statement, Strongly agree, Somewhat agree, Somewhat disagree, Strongly disagree. Rows include: Financially sound, Business-friendly environment, Beautiful parks/open spaces, Innovative and progressive, Vibrant neighborhoods, Safe and secure, Environmentally sensitive, Healthy.

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:

Table with 6 columns: Category, Very safe, Somewhat safe, Neither safe nor unsafe, Somewhat unsafe, Very unsafe. Rows include: Violent crimes (e.g., rape, robbery, assault), Property crimes (e.g., burglary, theft, vandalism, auto theft), Fires, Other natural disasters (e.g., flood, tornado, etc.).

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 (www.cityofwestminster.us) | <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., MySpace, Facebook, Twitter, YouTube, Linked In, Google Buzz).....	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/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. 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
 80005 80023 80234
 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



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.

Table with 7 columns: Aspect, Very good, Good, Neither good nor bad, Bad, Very bad, Don't know. Rows include: Westminster as a place to live, The overall quality of your neighborhood, Westminster as a place to raise children, Westminster as a place to retire, Westminster as a place to work, Job opportunities in Westminster, The overall quality of life in Westminster.

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?

Table with 5 columns: Statement, Strongly agree, Somewhat agree, Somewhat disagree, Strongly disagree. Rows include: Environmentally sensitive, Financially sound, Beautiful parks/open spaces, Innovative and progressive, Vibrant neighborhoods, Safe and secure, Business-friendly environment.

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:

Table with 5 columns: Category, Very safe, Somewhat safe, Neither safe nor unsafe, Somewhat unsafe, Very unsafe. Rows include: Violent crimes (e.g., rape, robbery, assault), Property crimes (e.g., burglary, theft, vandalism, auto theft), Fires.

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
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Police protection.....	1	2	3	4	5	6	1	2	3	4	5
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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
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Libraries.....	1	2	3	4	5	6	1	2	3	4	5
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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. In general, how well do you think each of the following operates?

	Very well	Well	Neither well nor poorly	Poorly	Very poorly	Don't know
The Federal Government.....	1	2	3	4	5	6
The State Government.....	1	2	3	4	5	6
The County Government.....	1	2	3	4	5	6
The City of Westminster.....	1	2	3	4	5	6

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

- Right direction
- Wrong direction
- Don't know

10. 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

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

- Yes → go to question 12 No → go to question 13

12. 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
Overall impression	1	2	3	4	5	6

13. 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

Communication with Citizens

14. 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

15. 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 (www.cityofwestminster.us) | <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>Weekly Edition</i> (e-newsletter) | <input type="checkbox"/> Word of mouth |

16. 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., MySpace, Facebook, Twitter, YouTube, Linked In, Google Buzz).....	1	2	3	4	5

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/variety of neighborhoods.....	1	2	3
Convenience of shopping in the City	1	2	3
Convenience of 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
Services provided by the City.....	1	2	3

20. Do you currently have curbside recycling service at home?

- Yes → go to question 23 No → go to question 21

21. How interested are you, if at all, in being able to recycle at home via curbside collection?

- Very interested Somewhat interested Not at all interested Don't know

22. Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?

- Very interested Somewhat interested Not at all interested Don't know

23. To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Don't know
Chickens	1	2	3	4	5
Honey bees.....	1	2	3	4	5

24. In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included commuter rail service from Denver to Longmont, including Westminster, Louisville, Boulder, etc. To what extent do you support or oppose commuter rail in the Northwest Corridor?

- Strongly support Somewhat support Somewhat oppose Strongly oppose

25. If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)

\$ _____ Police
\$ _____ Parks/recreation facilities/open space
\$ _____ Fire/ambulance
\$ _____ Roads/bridges
\$ _____ Water/sewer
= \$ 100 TOTAL

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
 80005 80023 80234
 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"/> Blackhawk | <input type="radio"/> Longmont |
| <input type="radio"/> Boulder | <input type="radio"/> Louisville |
| <input type="radio"/> Brighton | <input type="radio"/> Northglenn |
| <input type="radio"/> Broomfield | <input type="radio"/> Superior |
| <input type="radio"/> Centennial | <input type="radio"/> Thornton |
| <input type="radio"/> Commerce City | <input type="radio"/> Westminster |
| <input type="radio"/> Denver | <input type="radio"/> Wheat Ridge |
| <input type="radio"/> Englewood | <input type="radio"/> All over Metro area |
| <input type="radio"/> Glendale | <input type="radio"/> Other |
| <input type="radio"/> Golden | <input type="radio"/> I work from home |
| <input type="radio"/> Greenwood Village | <input type="radio"/> I do not work (student,
homemaker, retired, etc.) |
| <input type="radio"/> Lafayette | |

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 2011? 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

4800 WEST 92ND AVENUE
WESTMINSTER, CO 80031

City of Westminster 2012 Citizen Survey

Report of Results
July 2012



NATIONAL
RESEARCH
CENTER INC

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Executive Summary

Background and Methods

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 2012 survey was the eleventh 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 returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,871 households receiving a survey, 874 completed the survey, providing an overall response rate of 30%. The margin of error for the entire sample is plus or minus three points around any given percentage point. Results also were reported by school district of residence (Adams 12, Adams 50 and Jefferson County) as well as for the six fire service areas 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 2012 responses and those from prior years, when available. The 2012 results also were compared to those of other jurisdictions around the nation and in Colorado's Front Range, made possible through NRC's national benchmark database. This database contains resident perspectives gathered in citizen surveys from approximately 500 jurisdictions, including cities and counties.

Summary of Findings

The 2012 survey contained a series of questions that reflected either directly or indirectly on the City's progress toward the five goals set forth in Westminster's Strategic Plan for 2011-2016. The survey results were mapped to the Strategic Plan goals:

- ◆ Financially Sustainable Government Providing Exceptional Services
- ◆ Strong, Balanced Local Economy
- ◆ Safe and Secure Community
- ◆ Vibrant Neighborhoods in One Livable Community
- ◆ Beautiful and Environmentally Sensitive City

An additional category of Overall Quality of Community and Government was created to paint a broad picture of resident perspectives about quality of life, service delivery and the City Government.

Overall Quality of Community and Government

- ❖ The quality of life in Westminster and the City as a place to live received favorable ratings from 9 in 10 respondents. Stability in these assessments was seen from 2010 to 2012 and ratings were similar when compared to the benchmarks.
- ❖ Ratings of the overall quality of City services remained high from 2010 to 2012 and were much above or above the national and Front Range benchmarks.
- ❖ While the City Government operations were viewed more positively than the operations of the County, State and Federal governments, evaluations of the City Government operations decreased from 2010 to 2012. However, ratings for the operations of the City Government were much higher than the national benchmark comparison and 9 in 10 respondents believed that the City was headed in the "right direction."

- ❖ Though number of residents who had contact with City employees has been declining over time, those who had contact continued to report favorable reviews of their interactions with City employees. Employee knowledge, courtesy, responsiveness and the overall impression of the interaction was rated as “very good” or “good” by 8 in 10 residents, which was similar to ratings given by residents in other jurisdictions across the country and in the Front Range.

City Goal: Financially Sustainable Government Providing Exceptional Services

- ❖ The quality of City services remained strong in 2012; half or more of respondents gave “very good” or “good” ratings to each service. The four highest rated services were the appearance of parks and recreation facilities, fire protection, parks maintenance and recreation facilities.
- ❖ Generally, quality ratings for the 25 City services were similar in 2012 compared to 2010. However, ratings for four services decreased: police protection, police traffic enforcement, snow removal and emergency preparedness.
- ❖ The majority of Westminster services that could be compared to the benchmarks were rated much higher or higher than the nation and Front Range. Ten services were given evaluations that were above or much above both the national and Front Range benchmarks: police traffic enforcement, recreation facilities, preservation of natural areas (open space, greenbelts), drinking water quality, recreation programs, land use, planning and zoning, street repair economic development, building permits/inspections and City Code enforcement.
- ❖ Less than half of respondents said they felt “very well” or “well” informed about the City of Westminster, which was similar to 2010. Residents most frequently reported using television news and the City website to get information about the City. With use of the City’s website increasing substantially over time, this might be an avenue the City could utilize better to provide information to residents about the City government, issues, programs and policies.
- ❖ In both the 2010 and 2012 surveys, sense of safety in the City and the quality/variety of neighborhoods were deemed the most important attributes for residents when thinking about the City as a place to live.
- ❖ When asked to allocate \$100 across five different services, generally, respondents distributed the funding equally, with slightly more being allocated to police, fire/ambulance and roads/bridges than to the other two service areas.

City Goal: Strong, Balanced Local Economy

- ❖ Although the City was believed to be a “very good” or “good” place to work by about 6 in 10 respondents (similar to 2010), this rating was lower when compared to other aspects of quality of life in Westminster. Similarly, job opportunities in Westminster received the lowest ratings of all the quality of life items, with about a third giving positive evaluations. However, these ratings were above or much above national and Front Range ratings.

City Goal: Safe and Secure Community

- ❖ Many Westminster residents continued to feel safe from fires and violent crimes, while slightly fewer felt safe from property crimes. These assessments generally were similar to, above or much above the national and Front Range comparisons.

City Goal: Vibrant Neighborhoods in One Livable Community

- ❖ Most respondents were pleased with the overall quality of their neighborhood, a trend that was similar to 2010 and to both benchmark comparisons. A majority noticed little change in the quality of their neighborhood during the 12 months prior to the survey.
- ❖ Half or less of residents believed that each of the 16 potential problems in the City was actually a “major” or “moderate” problem. Similar to 2010, in 2012 drugs, vandalism and graffiti were believed to be the biggest concerns for Westminster residents. Overall, assessments of most of the potential problems remained the same between 2010 and 2012, but too much growth was seen as less of a problem in 2012 than in 2010 and the condition of properties (weeds, trash, junk vehicles) was viewed as more of a problem in 2012 than in 2010.
- ❖ While respondents had mixed feelings about their support for, or opposition to, allowing residents in their neighborhoods have honey bees (about half supported and half opposed), a majority opposed allowing chickens in neighborhoods (60%).
- ❖ Residents were clear that they wanted commuter rail in the Northwest Corridor. Nine in 10 respondents “strongly” or “somewhat” supported this transit project.

City Goal: Beautiful and Environmentally Sensitive City

- ❖ When thinking about how they would describe their image of the City of Westminster, most residents agreed that “beautiful parks/open spaces,” “environmentally sensitive” and “financially sound” were phrases that captured Westminster’s image. “Beautiful parks/open spaces” was the phrase most frequently selected by respondents to describe their image of the City. Parks and open spaces might be part of what residents are thinking about when evaluating the physical attractiveness of the City, as four out of five believed the City’s attractiveness was “very good” or “good.”
- ❖ Currently, less than half of residents have curbside recycling service at home. The majority of those that do not have this service were interested in being able to recycle from home via curbside collection, but were less interested if it meant that they had to pay for the service.

In conclusion

Overall, Westminster residents are satisfied with the quality of life in the city and City service delivery. Generally, evaluations given in 2012 remained stable when compared to 2010, with some increases and decreases. Westminster fared well when compared to ratings given by residents in other jurisdictions across the country and in the Front Range. Of the 47 items that were compared to the national benchmark, 23 were rated higher or much higher and 19 were rated similar. Forty items were compared to other jurisdictions in the Front Range and 17 were above or much above the benchmark and 15 were similar to the benchmark.

However, there are always areas to review and potentially refocus City efforts. Creating job opportunities in the city could improve residents’ perceptions of the city as a place to work. Emergency preparedness and snow removal saw a drop in ratings in 2012 and may warrant additional attention from City staff. When looking at the survey results compared by area of residence within the City, those living in the Adams 50 School District and fire service area 1 tended to give lower ratings, overall, than those living in the other areas of the city.

Survey Background and Methods

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 2012 survey is the eleventh iteration, entering the third decade of this survey effort. 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 April, 2012. The first mailing was a prenotification postcard announcing the upcoming survey. Over the following two weeks, households received a letter from the Mayor inviting the household to participate in the 2012 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 via mail and Web over a six week period. The survey instrument itself appears in *Appendix I: Survey Instrument*.

About 4% of the mailings were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,871 households receiving a survey, 874 completed the survey, providing an overall response rate of 30%.

Survey results were weighted so that the gender, age, housing unit type, tenure (rent versus own), race and ethnicity of respondents were represented in the proportions reflective of the entire city. (For more information see the detailed survey methodology in *Appendix F: 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 B: Complete Set of Survey Responses*.

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 20% 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 multiple categories. 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 (874).

Comparing Survey Results by Geographic and Demographic Subgroups

Select survey results were compared by geographic subarea and demographic characteristics of respondents. Comparisons by the three school districts and six fire service areas in Westminster can be found in *Appendix C: Select Survey Responses Compared by Area of Residence* and comparisons by respondent demographic characteristics are presented in *Appendix D: Select Survey Responses Compared by Respondent Demographic 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 6% since sample sizes were approximately 304 for Jefferson County, 291 for Adams 12 and 279 for Adams 50. Comparisons for the other subgroups (fire service area or respondent demographic) have margins of error ranging from plus or minus 5% for a sample of 450 to as much as plus or minus 11% for a sample of approximately 80.

Comparing Survey Results Over Time

The 2012 survey was the eleventh in a series of citizen surveys and the 2012 results are presented along with ratings from past surveys when available. Differences between the 2010 and 2012 survey results can be considered “statistically significant” if they are greater than five percentage points. 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, summary statistics 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 Jurisdictions

Jurisdictions can use comparative information provided by benchmarks to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” citizen evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “excellent.” Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair as street maintenance

always gets lower ratings than fire protection. More illuminating is how residents' ratings of fire service compare to opinions about fire 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 city 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 City department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring.

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that 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 [e.g., 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.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331-341]. The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in our proprietary databases.

Jurisdictions 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 jurisdictions in the database or to a subsets of jurisdictions (within a given region or population category such as Front Range jurisdictions), as in this report. Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources, and practices vary, the objective in every community is to provide services that are so timely, tailored, and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride, and a sense of accomplishment.

National and Front Range benchmark comparisons have been provided in this report when similar questions on the Westminster survey are included in NRC's database and there are at least five jurisdictions in which the question was asked, though most questions are compared to more than five other cities across the country or in the Front Range. Jurisdictions to which Westminster was compared can be found in *Appendix G: List of Jurisdictions in the Benchmark Comparisons*.

Where comparisons for quality ratings were available, the City of Westminster's results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, residents contacting the City in the last 12 months). In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of Westminster's rating to the benchmark where a rating is considered “similar” if it is within the margin of error (less than two points on the 100-point scale); “above,” “below,” “more” or “less” if the difference

between Westminster's rating and the benchmark is greater the margin of error (between two points and four points); and "much above," "much below," "much more" or "much less" if the difference between Westminster's rating and the benchmark is more than twice the margin of error (greater than four points).

Trends in citizen opinion, crosstabulations by area or demographic characteristics and benchmark comparisons should be used in conjunction with other sources of City data about budget, services, population, personnel, and politics to help managers know how to respond to their survey results.

Survey Results

The Westminster Citizen Survey is comprehensive, covering many topics related to life in the community. The first section of this report outlines Westminster residents' opinions about the overall quality of community and government. The remainder of the report is organized around the five Westminster Strategic Plan goals and objectives, set by the Mayor and Council for 2011 to 2016. These are:

- ◆ Financially Sustainable Government Providing Exceptional Services
- ◆ Strong, Balanced Local Economy
- ◆ Safe and Secure Community
- ◆ Vibrant Neighborhoods in One Livable Community
- ◆ Beautiful and Environmentally Sensitive City

Overall Quality of Community and Government

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

Quality of Life

Westminster residents were asked to rate the overall quality of life in the city and the vast majority felt that it was "very good" (24%) or "good" (64%). Eleven percent said the overall quality of life in Westminster was "neither good nor bad, 1% said it was "bad" and no one gave a "very bad" rating. This rating was similar to ratings given in previous survey years (see Figure 2 on the following page).

Westminster's rating for overall quality of life was similar to benchmark ratings given by residents in communities across the nation and residents in the Front Range of Colorado.

Survey results for the overall quality of life in Westminster were compared by respondents' geographic area (school district and fire service area) of residence and demographic characteristics. Generally, respondents living in Adams 50 School District and fire service area 1 gave lower ratings to the overall quality of life in the City than did those living in other areas of the city (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Overall quality of life ratings tended to increase as income levels increased (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 1: Overall Quality of Life in Westminster

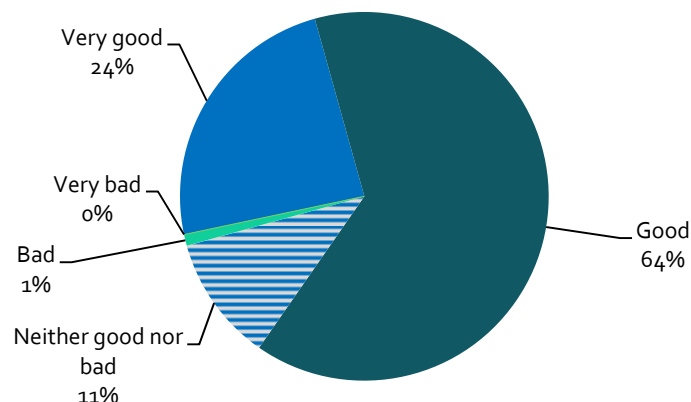
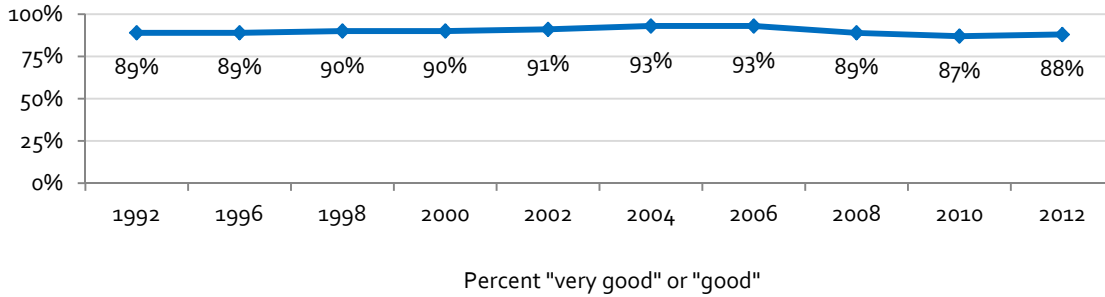


Figure 2: Overall Quality of Life Compared by Year



In addition to the overall quality of life in the city, survey respondents were asked to evaluate the city as a place to live, raise children and retire. Most residents (92%) said that Westminster as a place to live was "very good" or "good" and 84% said that the city was a "very good" or "good" place to raise children. Fewer (63%) believed that Westminster was a "very good" or "good" place to retire.

It should be noted that 29% of respondents selected "don't know" when rating the city as a place to retire. Responses presented in the body of the report are for those who had an opinion. A full set of responses, including "don't know" can be found in *Appendix B: Complete Set of Survey Responses*.

These ratings were stable when compared to 2010. When compared to the benchmarks, the city as a place to live and the city as a place to raise children were rated similarly to both the nation and Front Range. The city as a place to retire received ratings much above the benchmarks compared to jurisdictions across the nation and in the Front Range.

Overall, residents living in Adams 12 School District tended to give higher ratings to the city as a place to live and raise children than did those living in the other two school districts (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Residents in fire service area 1 were less likely give positive ratings to the city as a place to live and raise children than were those in the other districts. As household income levels increased, ratings of the city as a place to live and as a place to raise children increased. Those living in detached housing units were more likely to give favorable ratings to these aspects of quality of life (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*). Older adults (55 years or older) gave better ratings to Westminster as a place to retire than did younger residents (54 years or younger).

Figure 3: Aspects of Quality of Life Compared by Year

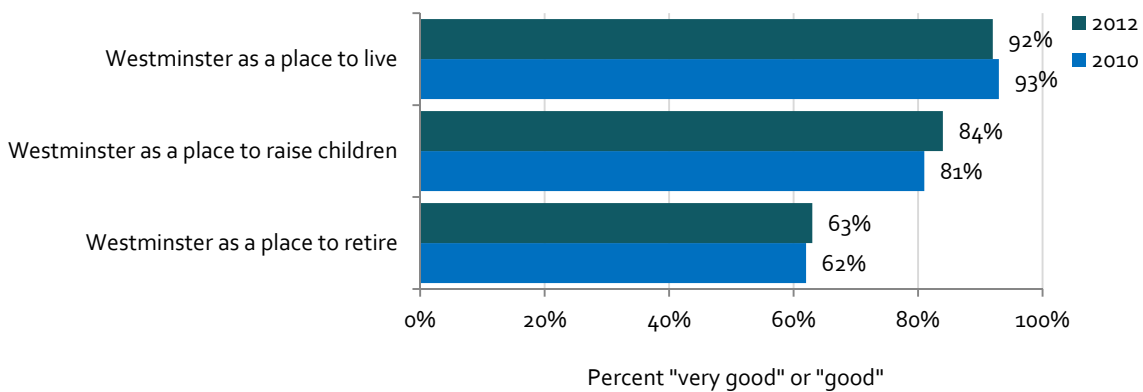


Figure 4: Aspects of Quality of Life Benchmarks

Please rate each of the following aspects of quality of life in Westminster.	National comparison	Front Range comparison
Westminster as a place to live	Similar	Similar
Westminster as a place to raise children	Similar	Similar
Westminster as a place to retire	Much above	Much above

Overall Quality of City Services

Westminster residents were asked to assess the overall quality of services provided by the City. More than 8 in 10 respondents said the overall quality of services in Westminster was “very good” or “good.” Fifteen percent of respondents felt the overall quality of City services was “neither good nor bad,” 1% said “bad” and 1% said “very bad.” The rating of the overall quality of services has remained stable since this question was first asked in 2006.

Westminster’s ratings for the overall quality of services were much above the benchmarks for the nation and above the benchmarks for the Front Range.

The overall quality of services was rated similarly across all subgroups; that is, no differences in opinion were found by school district or fire service area of residence or by respondent age, income, length of residency or housing unit type (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 5: Overall Quality of City Services

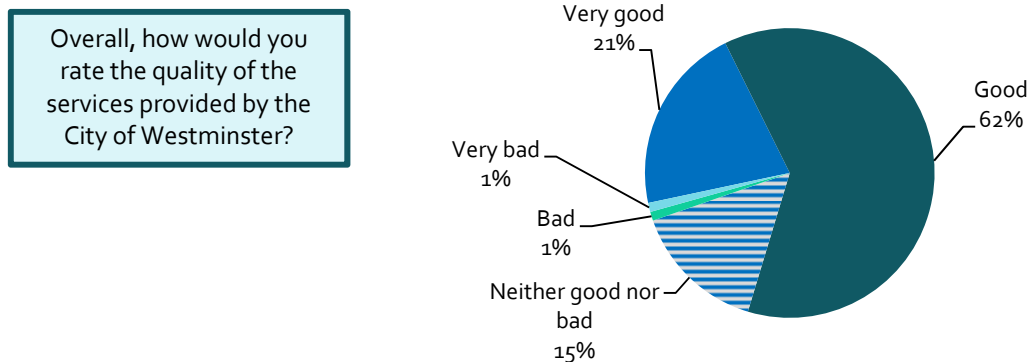
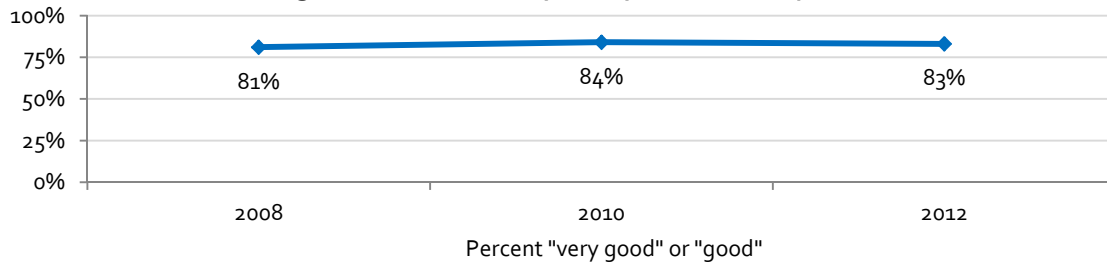


Figure 6: Overall Quality of City Services Compared



Operations of and Trust in Government

As in previous survey years, respondents evaluated the operations of the City of Westminster government. On the 2012 survey, residents also were asked to rate the County, State and Federal Government operations. The City Government received the highest ratings, with 64% of respondents saying the City of Westminster operated “very well” or “well.” Four in 10 felt that the County (42%) and State (39%) Governments operated “very well” or “well.” One-quarter believed the Federal Government operated “very well” or “well,” while 51% rated it “poorly” or “very poorly.”

The operation of the City Government has been evaluated since 1992 (see Figure 8 on the following page). When compared to 2010, respondents to the 2012 survey gave lower ratings to the operation of the City Government (76% “very well” or “well” in 2010 versus 64% in 2012). Differences in ratings could be due, in part, to the addition of the other levels of government to this question.

Comparisons to the benchmarks were made for the operation of each level of government. Westminster residents gave ratings to the City Government that were much above the national benchmark, the State Government that were above the national benchmark, the County Government that were similar to the national benchmark and the Federal Government that were much lower than the national benchmark.

For the Front Range, a benchmark comparison was not available for the operation of the City Government. The operations of the County and State Governments were given ratings similar to the Front Range benchmark and Federal Government operations received ratings much lower than the Front Range benchmark.

Adams 12 respondents gave higher ratings to the operations of the City of Westminster than those in other school districts (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Respondents in fire service area 5 rated the operations of the Federal government lower than those in other fire service areas. Ratings of the City’s operations tended to increase with respondent age. Respondents in detached housing units tended to give lower ratings to government operations than those in attached units (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 7: Operation of Government at All Levels

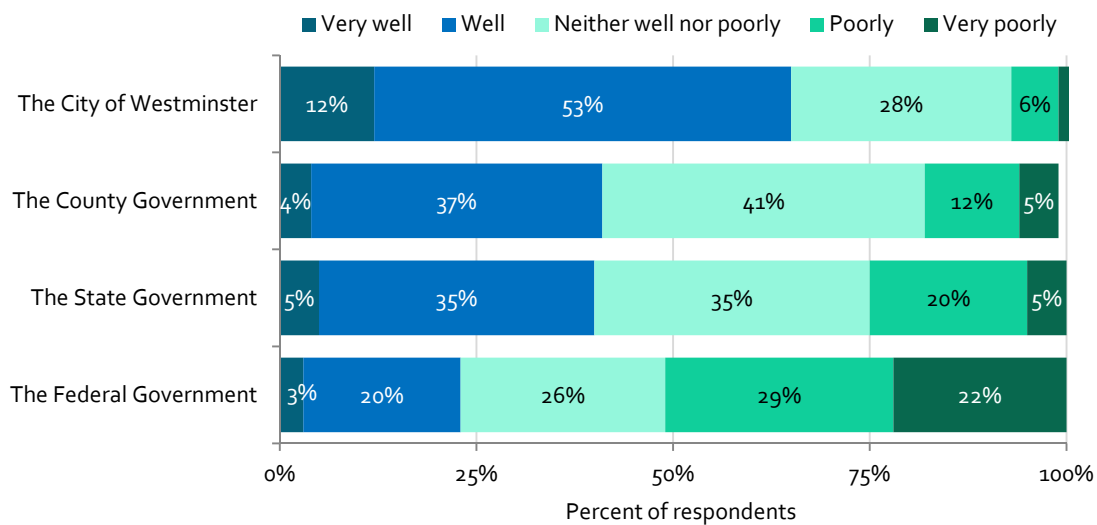


Figure 8: Operation of City Government Compared by Year

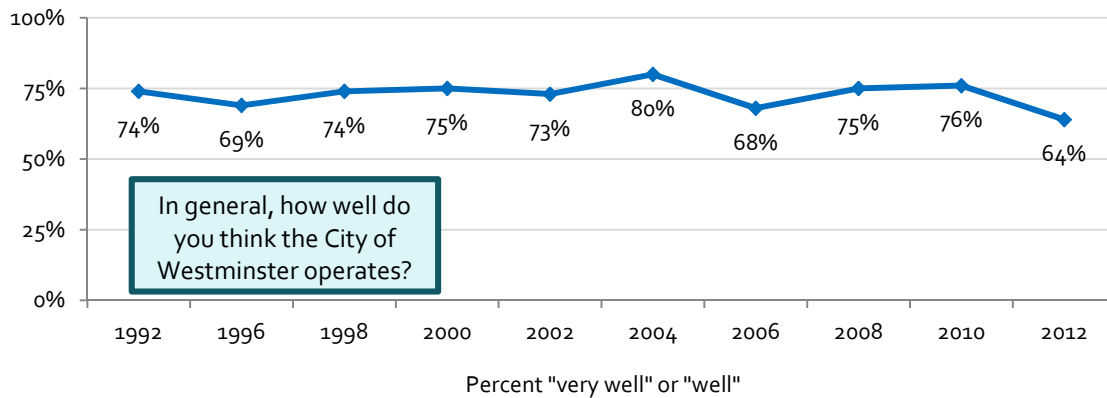


Figure 9: Government Operations Benchmarks

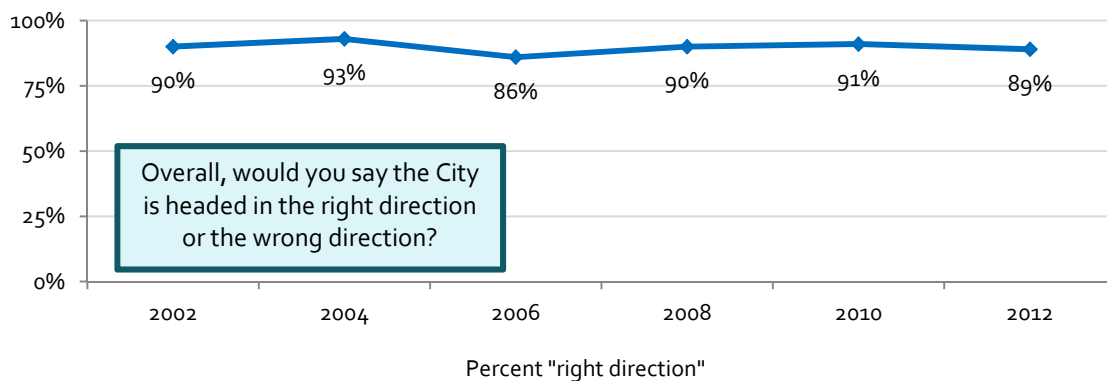
In general, how well do you think each of the following operates?	National comparison	Front Range comparison
The City of Westminster	Much above	Not available
The County Government	Similar	Similar
The State Government	Above	Similar
The Federal Government	Much below	Much below

Overall Direction of the City

A majority of Westminster residents who had an opinion (89%) felt that the City was headed in the "right direction." However, one-third of respondents selected "don't know" when assessing the direction the City is taking (see *Appendix B: Complete Set of Survey Responses*). Ratings generally have remained steady since 2002, with a slight dip in 2006 ratings.

The overall direction the city was taking was rated similarly across school district or fire service areas of residence, respondent income, length of residency and housing unit type. Respondents age 55 and over were more likely than their younger counterparts to feel the City was headed in the right direction (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 10: Overall Direction the City is Heading Compared by Year



As in past years, respondents rated their trust in the local government. In 2012, two-thirds felt that that received good value for the City taxes they paid (67% “strongly” or “somewhat” agreed) and that the City government welcomed citizen involvement (63%). Half believed that the City Council cared what people like them thought. It should be noted that one-quarter of respondents said “don’t know” when assessing whether the City welcomed citizen involvement or if the Council cared what they thought (see *Appendix B: Complete Set of Survey Responses*).

Overall, respondents gave similar ratings to these three areas of public trust in 2012 as they had in 2010. However, an upward trend from 2008 to 2012 was seen in resident opinion about the value received for the City taxes they paid.

When compared to the national benchmark, Westminster residents gave higher or much higher ratings to each aspect of public trust than did residents in other communities across the country. Evaluations of the value of services for the taxes paid and City Council caring what people think also were much higher than the Front Range benchmark. Ratings for the City government welcoming citizen involvement were similar to the Front Range benchmark.

Few differences in opinion about these aspects of public trust were found by respondent area of residence, age, income, length of residency or housing unit type. However, respondents in fire service areas 2, 5 and 6 were less likely than those in other fire service areas to agree that City Council cared what people like them think (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 11: Ratings of Public Trust Compared by Year

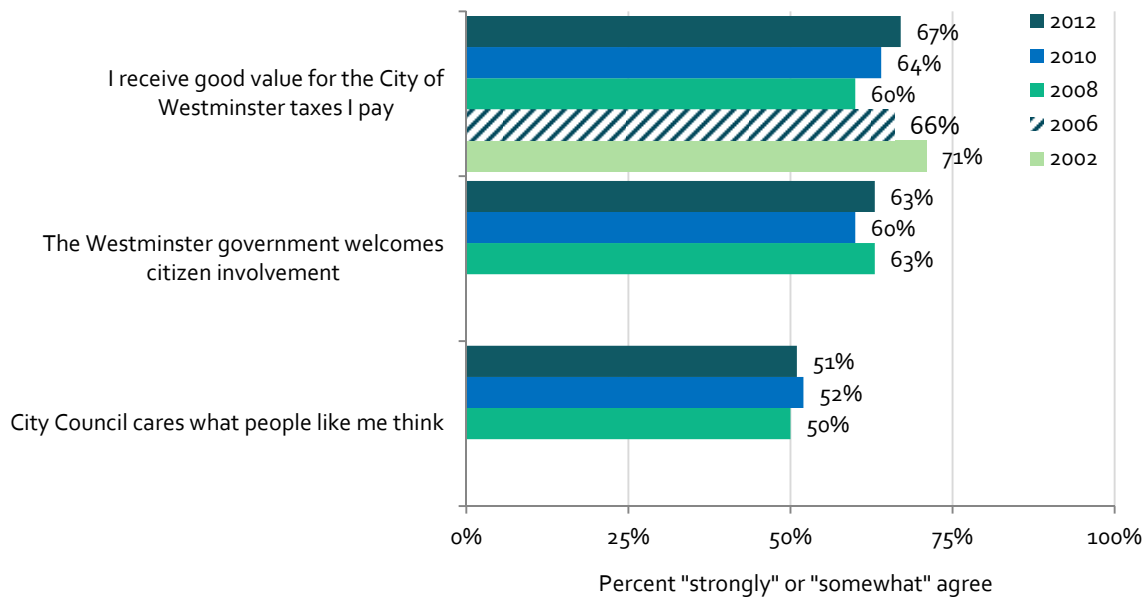


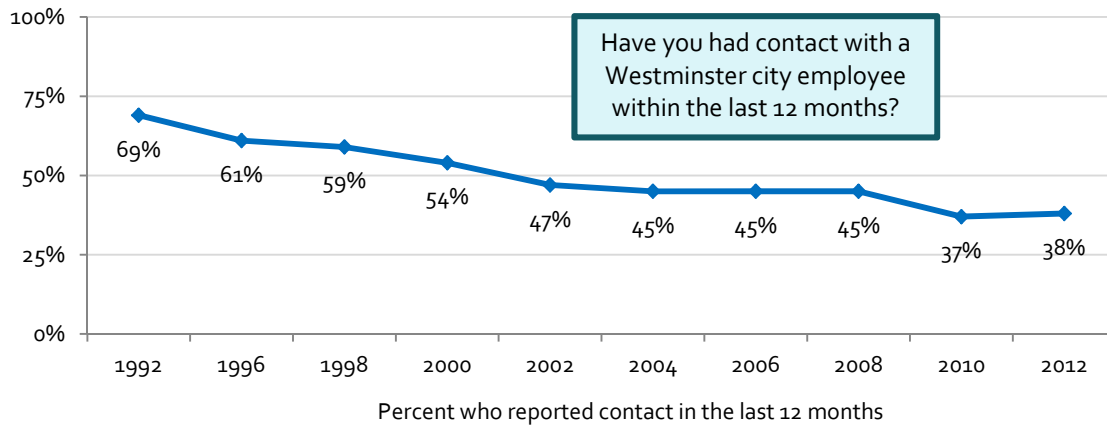
Figure 12: Public Trust Benchmarks

Please rate the following statements by circling the number that most clearly represents your opinion:	National comparison	Front Range comparison
I receive good value for the City of Westminster taxes I pay	Much above	Much above
The Westminster government welcomes citizen involvement	Above	Similar
City Council cares what people like me think	Much above	Much above

City Employees

Respondents were asked if they had contact with a City employee in the 12 months prior to the survey. Thirty-eight percent reported having had contact, which was similar to what was reported in 2010. Overall, contact with city employees has been trending down since this question was first asked in 1992. When compared with other jurisdictions across the country and in the Front Range, Westminster residents reported having much less contact with City employees.

Figure 13: Contact with City Employee Compared by Year



Those who had contact were asked to rate their overall impression of the employee with whom they had contact. Of those who had contact, three-quarters gave a “very good” or “good” evaluation to the overall impression of the City employee. This rating has remained stable over time and was similar to the national and Front Range benchmarks.

Figure 14: Overall Impression of City Employee(s) Compared by Year

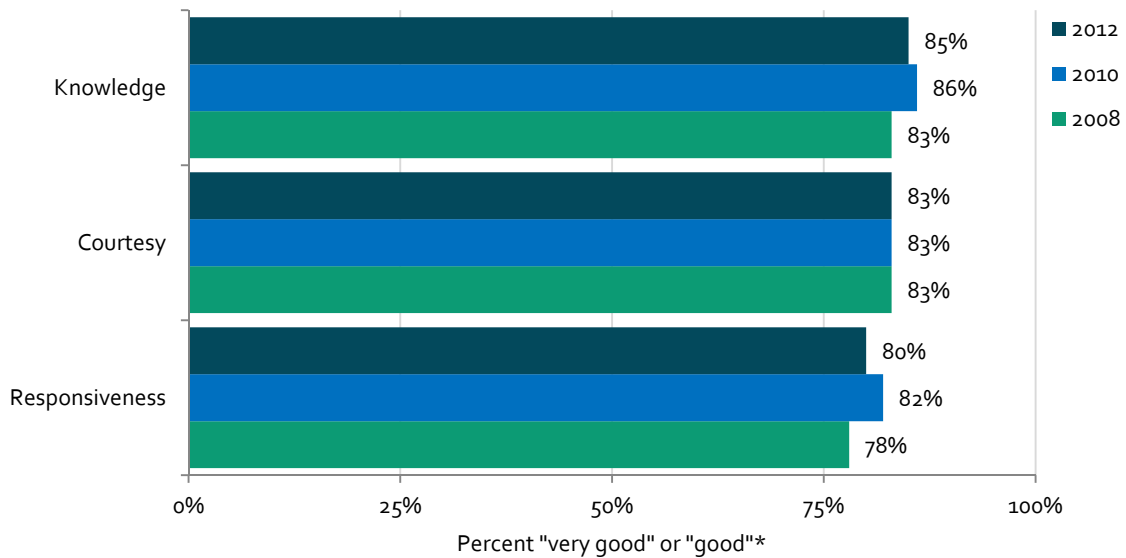


*Asked only of those who had had contact with a City employee in the last 12 months.

Residents who had contact with a City employee in the 12 months prior to the survey evaluated that employee’s knowledge, courtesy and responsiveness. Westminster City employees were rated highly, with at least 8 in 10 respondents giving “very good” or “good” ratings to each employee characteristic. Employee evaluations were similar when compared to 2010 and generally were similar to the national and Front Range benchmarks. However, City employee courtesy received ratings much below the Front Range benchmark.

City employees were rated similarly by respondents across the different school district and fire service areas (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Respondents age 35 and over tended to rate city employees’ knowledge lower than younger respondents. Also, those with the lowest and highest incomes tended to rate employees more positively than those with moderate incomes (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 15: Ratings of Employee Characteristics Compared by Year



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

Figure 16: Employee Characteristics Benchmarks

What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)	National comparison	Front Range comparison
City employee knowledge	Similar	Similar
City employee courtesy	Similar	Much below
City employee responsiveness	Similar	Similar

City Goal: Financially Sustainable Government Providing Exceptional Services

A local government that is fiscally strong has the capability to maintain and improve the services and infrastructure needed to provide an excellent quality of life for a growing community. A priority of the 2011-2016 Strategic Plan is to achieve a financially sustainable City government that provides exceptional services. Creating and maintaining sufficient reserves to support both core and community-choice services and service levels is an essential part of the strategic plan.

City Services

Survey respondents were asked to rate the quality and importance of 25 services provided by the City of Westminster. Overall, half or more gave “very good” or “good” ratings to each City service, with 10 services receiving positive ratings from at least 8 in 10 respondents. Services that received the highest quality ratings were the appearance of parks and recreation facilities (87% “very good” or “good”), fire protection (85%), parks maintenance (84%) and recreation facilities (84%). Fewer residents believed that street repair (53%), economic development (52%), building permits/inspections (51%) and City Code enforcement (48%) were “good” or better. One in five gave “bad” or “very bad” ratings to street repair (see the full set of frequencies in *Appendix B: Complete Set of Survey Responses*).

Twenty percent or more of respondents said “don’t know” when asked to rate the quality of the following services: recycling drop off centers at City facilities (29%), emergency medical/ambulance service (27%), land use, planning and zoning (20%), City Code enforcement (27%), economic development (20%), Municipal Court (45%), building permits/inspections (45%), utility billing/meter reading (21%) and emergency preparedness (44%). Percentages shown in the body of the report are for those who had an opinion (see *Appendix B: Complete Set of Survey Responses* for a full set of responses including “don’t know”).

Generally, quality ratings given to City services in 2012 were similar to those given in 2010. Quality ratings for four City services decreased from 2010 to 2012:

- ◆ Police protection (79% “very good” or “good” in 2010 versus 72% in 2012)
- ◆ Police traffic enforcement (72% versus 66%)
- ◆ Snow removal (69% versus 63%)
- ◆ Emergency preparedness (67% versus 57%)

All 25 City services were compared to the national benchmark. Thirteen services were given quality ratings that were much above or above those given in other communities across the nation. Eight received ratings that were similar to the national benchmark: snow removal, sewer services, emergency preparedness, fire protection, police protection, street cleaning, animal management and the Municipal Court. The three services that were rated lower or much lower than the national benchmark were libraries, emergency medical/ambulance service and utility billing/meter reading.

Sixteen of the 25 services could be compared to the Front Range benchmark. Twelve services were rated higher or much higher than ratings given by residents in other Front Range jurisdictions. Four services received ratings similar to the Front Range benchmark: parks maintenance, street cleaning, animal management and the Municipal Court. Another four were rated below or much below the Front Range benchmark: trails, emergency medical/ambulance service, libraries and sewer services.

Most City services were rated similarly by respondents in the different school district and fire service areas (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Recycling drop off centers at City facilities, emergency medical/ambulance service and trails had differences in respondent opinion by both school district and fire service area. When compared by respondent age, those between the ages of 35 and 54 tended to be more critical of City services than those who were younger or older (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 17: 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
Appearance of parks and recreation facilities	Not asked					87%	89%	85%	87%	87%
Fire protection	89%	85%	86%	85%	89%	84%	86%	85%	87%	85%
Parks maintenance	88%	87%	87%	85%	86%	85%	84%	83%	84%	84%
Recreation facilities	82%	91%	88%	89%	90%	90%	90%	82%	83%	84%
Libraries	67%	79%	86%	85%	87%	87%	87%	83%	84%	83%
Trails	Not asked				83%	80%	85%	82%	86%	83%
Preservation of natural areas (open space, greenbelts)	Not asked	70%	68%	Not asked				74%	80%	83%
Drinking water quality	74%	72%	71%	75%	76%	73%	79%	80%	83%	81%
Recreation programs	85%	88%	86%	85%	88%	87%	87%	81%	81%	81%
Emergency medical/ambulance service	81%	78%	81%	82%	85%	82%	82%	81%	84%	80%
Police protection	77%	76%	79%	76%	77%	76%	72%	73%	79%	72%
Sewer services	Not asked							70%	70%	71%
Police traffic enforcement	66%	60%	57%	58%	56%	62%	65%	66%	72%	66%
Snow removal	74%	76%	73%	72%	72%	73%	76%	58%	69%	63%
Utility billing/meter reading	Not asked		64%	63%	62%	60%	58%	57%	60%	58%
Street cleaning	61%	60%	59%	58%	60%	61%	66%	59%	54%	57%
Land use, planning and zoning	Not asked							51%	56%	57%
Emergency preparedness	Not asked							53%	67%	57%
Animal management	61%	Not asked						55%	56%	56%
Municipal Court	Not asked			57%	62%	59%	57%	53%	61%	56%
Recycling drop off centers at City facilities	Not asked							45%	53%	54%
Street repair	50%	47%	46%	46%	46%	49%	55%	49%	49%	53%
Economic development	Not asked							57%	51%	52%
Building permits/inspections	Not asked		45%	51%	54%	50%	45%	44%	54%	51%
City Code enforcement	39%	38%	Not asked	51%	54%	52%	47%	42%	46%	48%

Figure 18: City Services Benchmarks

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.	National comparison	Front Range comparison
Appearance of parks and recreation facilities	Much above	Not available
Fire protection	Similar	Not available
Parks maintenance	Above	Similar
Recreation facilities	Much above	Above
Libraries	Below	Below
Trails	Much above	Much below
Preservation of natural areas (open space, greenbelts)	Much above	Much above
Drinking water quality	Much above	Much above
Recreation programs	Much above	Above
Emergency medical/ambulance service	Much below	Much below
Police protection	Similar	Not available
Sewer services	Similar	Below
Police traffic enforcement	Above	Above
Snow removal	Similar	Above
Utility billing/meter reading	Much below	Not available
Street cleaning	Similar	Similar
Land use, planning and zoning	Much above	Much above
Emergency preparedness	Similar	Much above
Animal management	Similar	Similar
Municipal Court	Similar	Similar
Street repair	Much above	Above
Economic development	Much above	Much above
Building permits/inspections	Much above	Much above
City Code enforcement	Much above	Much above

The importance of each City service to residents also was measured by the survey. At least 7 in 10 respondents felt that half of the City services were "essential" or "very important" and 6% or less felt that each service was "not at all important" (see *Appendix B: Complete Set of Survey Responses*). The services viewed as more important included police protection (95% "essential" or "very important"), fire protection (95%), emergency medical/ambulance service (94%) and drinking water quality (94%). Services considered to be less important to respondents were utility billing/meter reading (58% "essential" or "very important"), recycling drop off centers at City facilities (55%), animal management (52%) and street cleaning (41%).

When 2012 importance ratings were compared to ratings given in 2010, results remained steady across the two survey administrations.

Figure 19: Importance 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 "essential" or "very important")	2008	2010	2012
Police protection	94%	94%	95%
Fire protection	95%	97%	95%
Emergency medical/ambulance service	97%	95%	94%
Drinking water quality	98%	96%	94%
Sewer services	85%	86%	87%
Emergency preparedness	87%	86%	87%
Snow removal	88%	83%	86%
Street repair	86%	86%	84%
Economic development	79%	79%	81%
Preservation of natural areas (open space, greenbelts)	78%	73%	77%
Police traffic enforcement	73%	78%	73%
Parks maintenance	75%	75%	72%
Libraries	77%	75%	71%
Appearance of parks and recreation facilities	69%	70%	69%
Municipal Court	70%	71%	68%
Recreation facilities	69%	68%	67%
Land use, planning and zoning	71%	68%	66%
Trails	63%	62%	65%
Recreation programs	65%	63%	62%
City Code enforcement	58%	55%	60%
Building permits/inspections	61%	60%	60%
Utility billing/meter reading	62%	59%	58%
Recycling drop off centers at City facilities	62%	54%	55%
Animal management	53%	49%	52%
Street cleaning	45%	45%	41%

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 71% or more of respondents. Services were rated as "less important" if they received a rating of less than 71%. Services receiving quality ratings of "very good" or "good" by 66% or more of respondents were considered of "higher quality" and those with ratings lower than 66% positive or at least "good" were considered to be of "lower quality." This classification divided the services in half.

Services that were categorized as higher in importance and lower in quality included: snow removal; emergency preparedness; street repair; and economic development. Emergency preparedness and snow removal saw a drop in quality ratings from 2010 to 2012. These are services on which the City might want to focus more attention and resources.

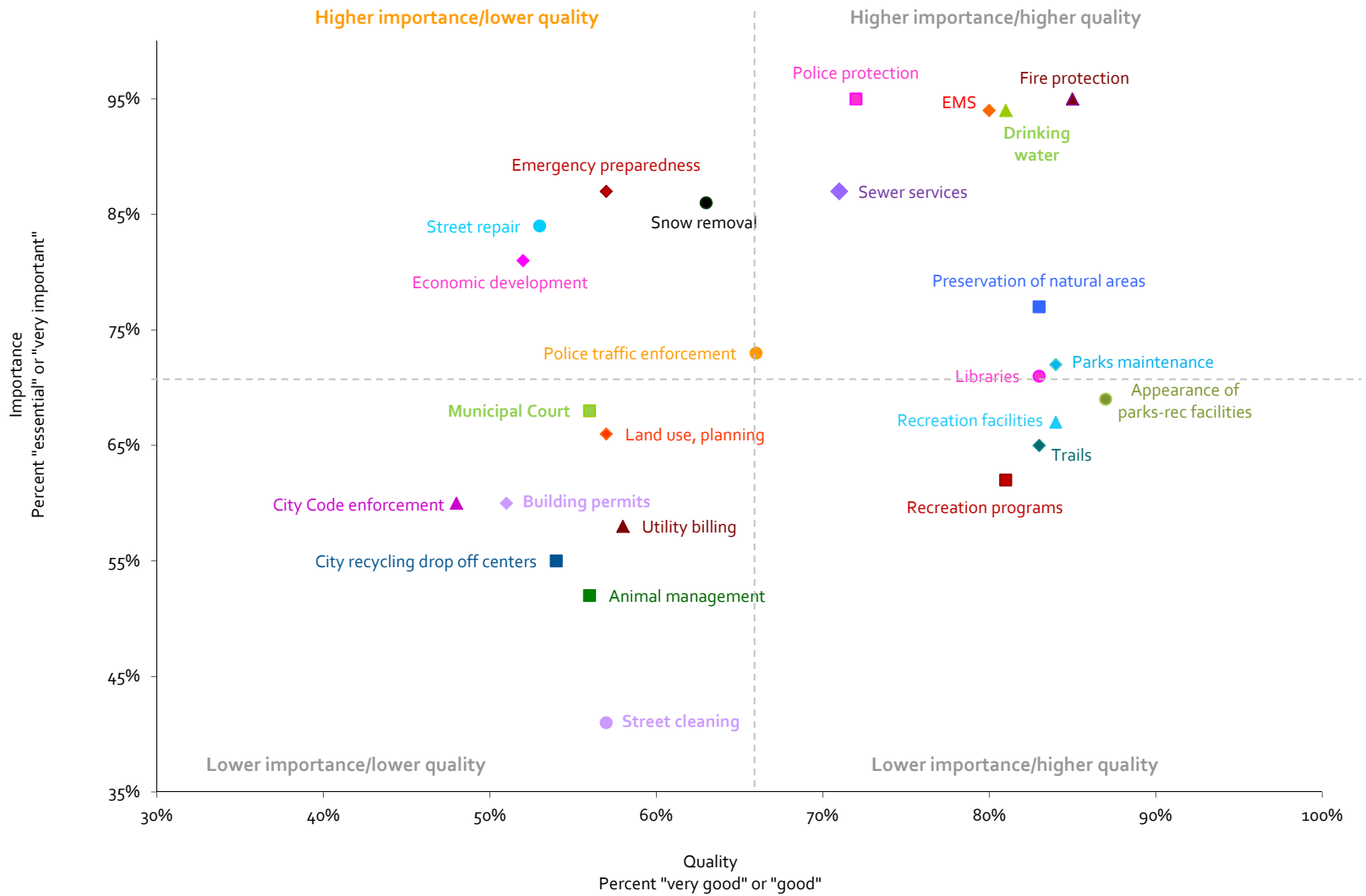
Higher in importance and higher in quality were: drinking water quality; EMS/ambulance; fire protection; sewer services; police protection; preservation of natural areas; libraries; police traffic enforcement; and parks maintenance.

Lower in importance, higher in quality: recreation facilities; recreation programs; trails; and appearance of parks and recreation facilities.

Lower in importance and lower in quality were: land use, planning and zoning; municipal courts; building permits/inspections; recycling drop off at City facilities; utility billing/meter reading; large item clean up; City Code enforcement; animal management; and street cleaning.

The services that fall into each of the four quadrants have remained the same since 2008.

Figure 20: Balancing Quality and Importance



Information about the City

Four in 10 respondents felt “very well” or “well” informed about the City of Westminster. Another 4 in 10 said that they were “neither well nor poorly” informed about the City, 14% reported being “poorly” informed and 3% were “very poorly” informed. The level of knowledge about the City has remained relatively stable over time.

Figure 21: Level of Being Informed about the City

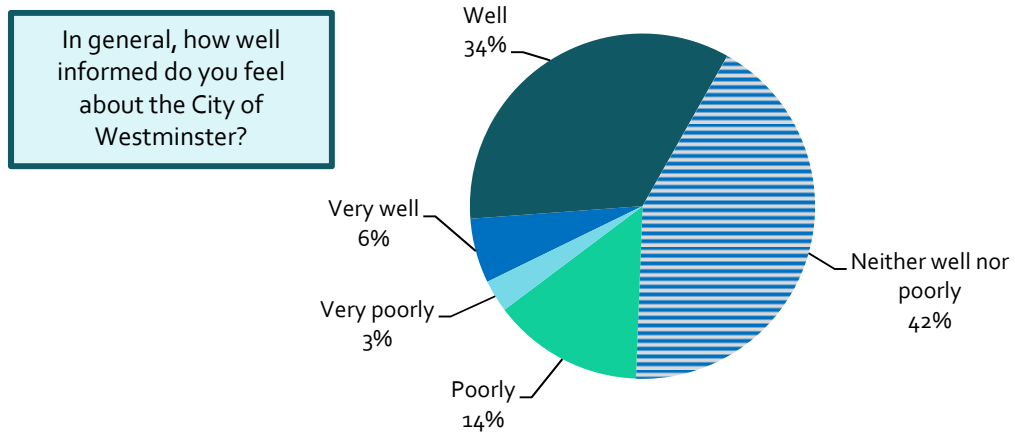
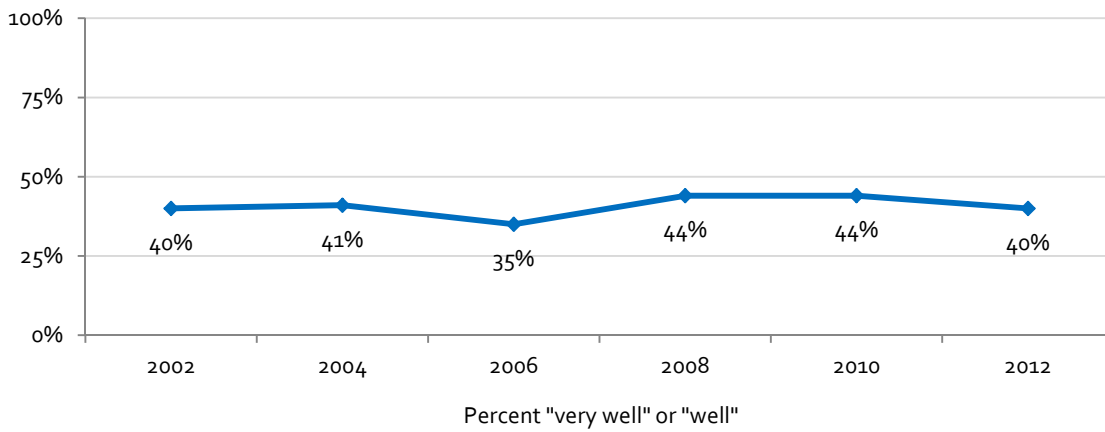


Figure 22: Level of Being Informed about the City Compared by Year



Westminster residents were asked to identify the sources that they most often relied upon to get information about the City. They were asked to indicate their first and second most used information sources. Television news (19%) and the City's website (19%) were the sources most frequently listed as respondents' number one source for information about the City, followed by the print version of the *Denver Post* (14%). Less than 9% of residents used any of the other information sources as their number one source for City information.

As in previous years, television news was most frequently mentioned as the number one or two sources for information about the City. Fewer residents in 2012 than in 2010 reported using City Edition as a source for information about the City (19% rating the source as number one or two in 2012 versus 30% in 2010). Use of the other sources of information remained stable between 2010 and 2012.

Figure 23: Sources Most Often Relied on for Information about the City of Westminster

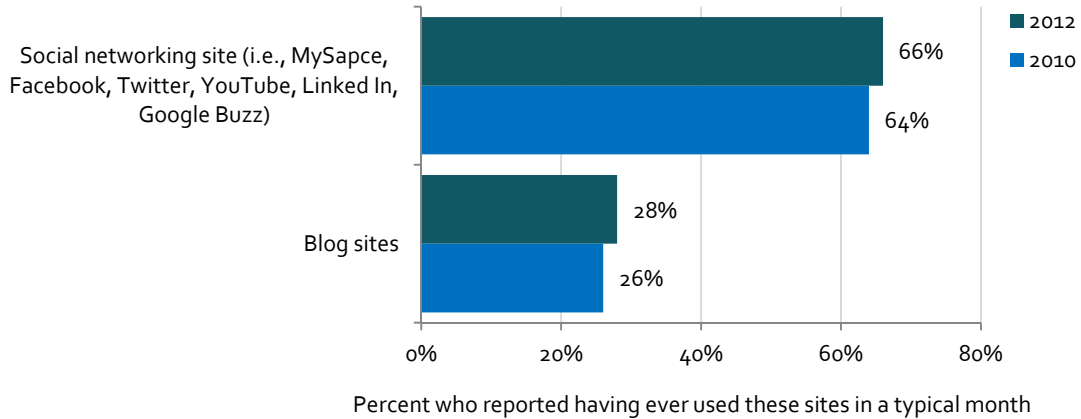
Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)	Percent rating as #1 source	Percent rating as #1 OR #2 source
Television News	19%	34%
City's website (www.cityofwestminster.us)	19%	28%
<i>Denver Post</i> (print version)	14%	27%
<i>City Edition</i> (print newsletter)	9%	19%
Word of mouth	9%	23%
<i>Westminster Window</i>	8%	14%
<i>Westsider</i>	7%	11%
Other online news sources	6%	14%
Your Hub	3%	8%
Social media (Facebook, Twitter, etc.)	2%	4%
<i>Weekly Edition</i> (e-newsletter)	2%	4%
Cable TV Channel 8	2%	7%

Figure 24: 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	
Television News	32%	23%	33%	29%	33%	32%	31%	29%	38%	34%	
City's website (www.cityofwestminster.us)	Not asked						10%	17%	24%	26%	28%
<i>Denver Post</i> (print version)	27%	27%	29%	23%	25%	20%	21%	15%	22%	27%	
Word of mouth	26%	21%	15%	10%	10%	15%	16%	22%	26%	23%	
<i>City Edition</i> (print newsletter)	58%	43%	28%	22%	27%	27%	21%	32%	30%	19%	
<i>Westminster Window</i>	26%	21%	13%	21%	14%	17%	18%	20%	14%	14%	
Other online news sources	Not asked						7%	7%	11%	14%	
<i>Westsider</i>	Not asked			6%	6%	7%	11%	12%	10%	11%	
Your Hub	Not asked						7%	11%	9%	8%	
Cable TV Channel 8	Not asked			11%	10%	9%	7%	10%	8%	7%	
Social media (Facebook, Twitter, etc.)	Not asked									4%	
<i>Weekly Edition</i> (e-newsletter)	Not asked									4%	

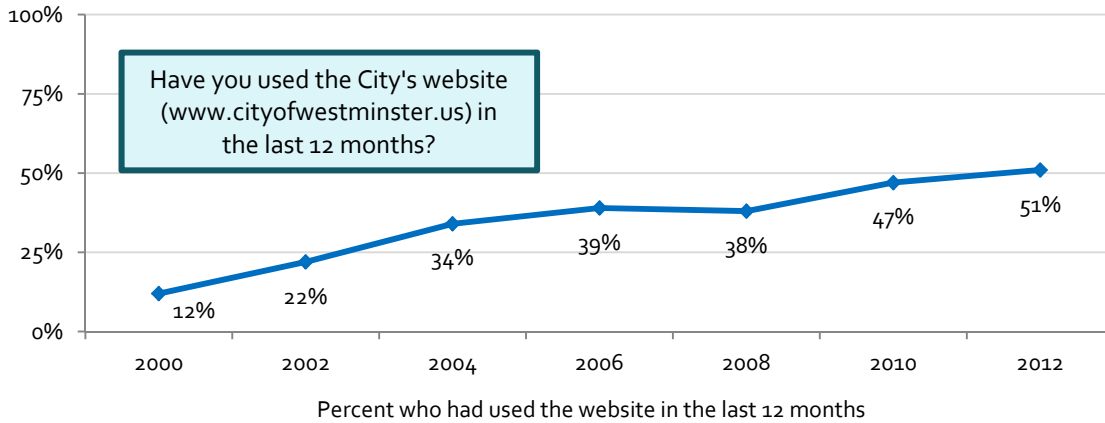
Two-thirds of respondents reported using social networking sites at least once in a typical month, with one-third having used these sites daily. Only about one-third said they used blog sites at least once in an average month. Use of social networking and blog sites in 2012 was similar to what was reported in 2010 when this question was first asked.

Figure 25: Use of Blogs and Social Networking Sites Compared by Year

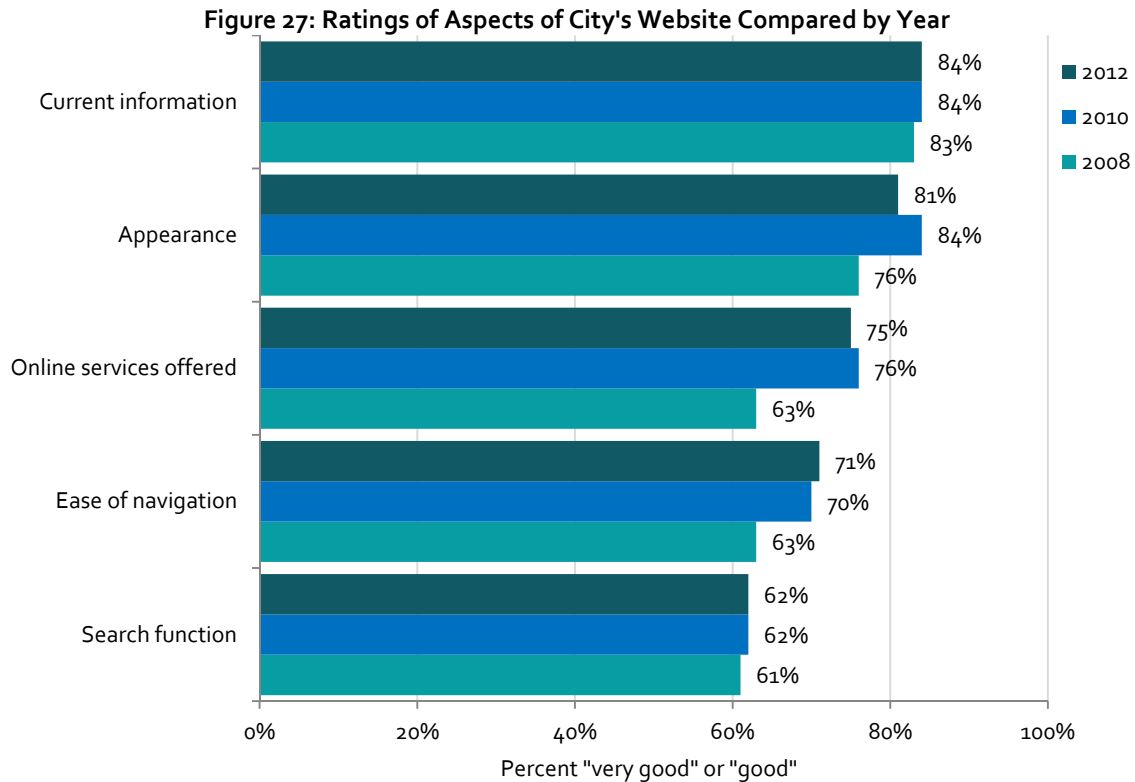


Half of Westminster residents said they had used the City’s website at least once in the 12 months prior to the survey. Use of the City’s website in 2012 was similar to that reported in 2010 but has increased dramatically since this question was first asked in 2000.

Figure 26: Use of City Website Compared by Year



Those who reported using the City's website were asked to rate a variety of aspects of the site. Eight in 10 gave "very good" or "good" assessments to the current information (84%) and appearance (81%) of the site. Three-quarters felt that the online services offered were "good" or better and 71% said the ease of navigation was "very good" or "good." The website's search function received the lowest rating, with 62% of website users saying it was "very good" or "good." These ratings were similar to those given in 2010.



Important Attributes for Living in Westminster

As in 2010, survey respondents were asked to evaluate the importance of different attributes as they relate to the City of Westminster as a place to live. At least three-quarters of respondents felt that each of the 12 attributes were at least “moderately” important, with one-third or more saying each was “highly” important. Sense of safety in the City (79% “highly” important) and the quality/variety of neighborhoods (66%) received the highest importance ratings. Half of respondents rated each of the following as “highly” important to Westminster as a place to live: physical appearance of development in the City, services provided by the City, convenience of shopping in the City, open space/trails and parks/playgrounds. Those seen as less important, but still important, were libraries, access to transit, convenience of employment and recreation programs/sports.

When compared to importance ratings given in 2010, ratings in 2012 were similar (see Figure 29 on the following page).

Respondents from Adams 50 were more likely than those in Adams 12 or Jefferson County to rate access to transit, libraries and services provided by the City as highly important to their assessment of Westminster as a place to live (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Respondents in fire service areas 2 and 5 were more likely to think the quality/variety of neighborhoods was important to the city as a place to live, while those in fire service area 1 placed greater importance on libraries. Young respondents place more importance on the quality/variety of neighborhoods than older residents and respondents in attached homes were more likely than those in detached homes to include convenience of employment and access to transit in their assessment of Westminster as a place to live (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 28: Ratings of Importance of Attributes for City as a Place to Live

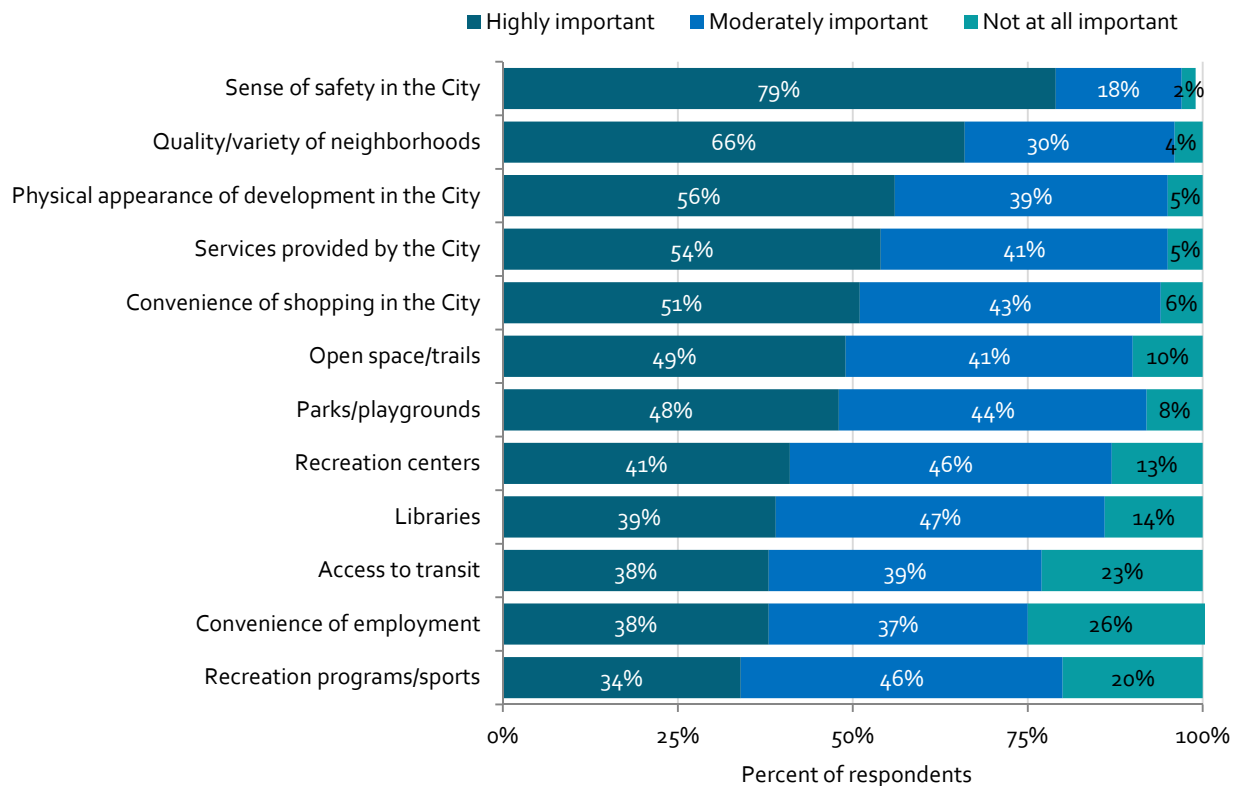
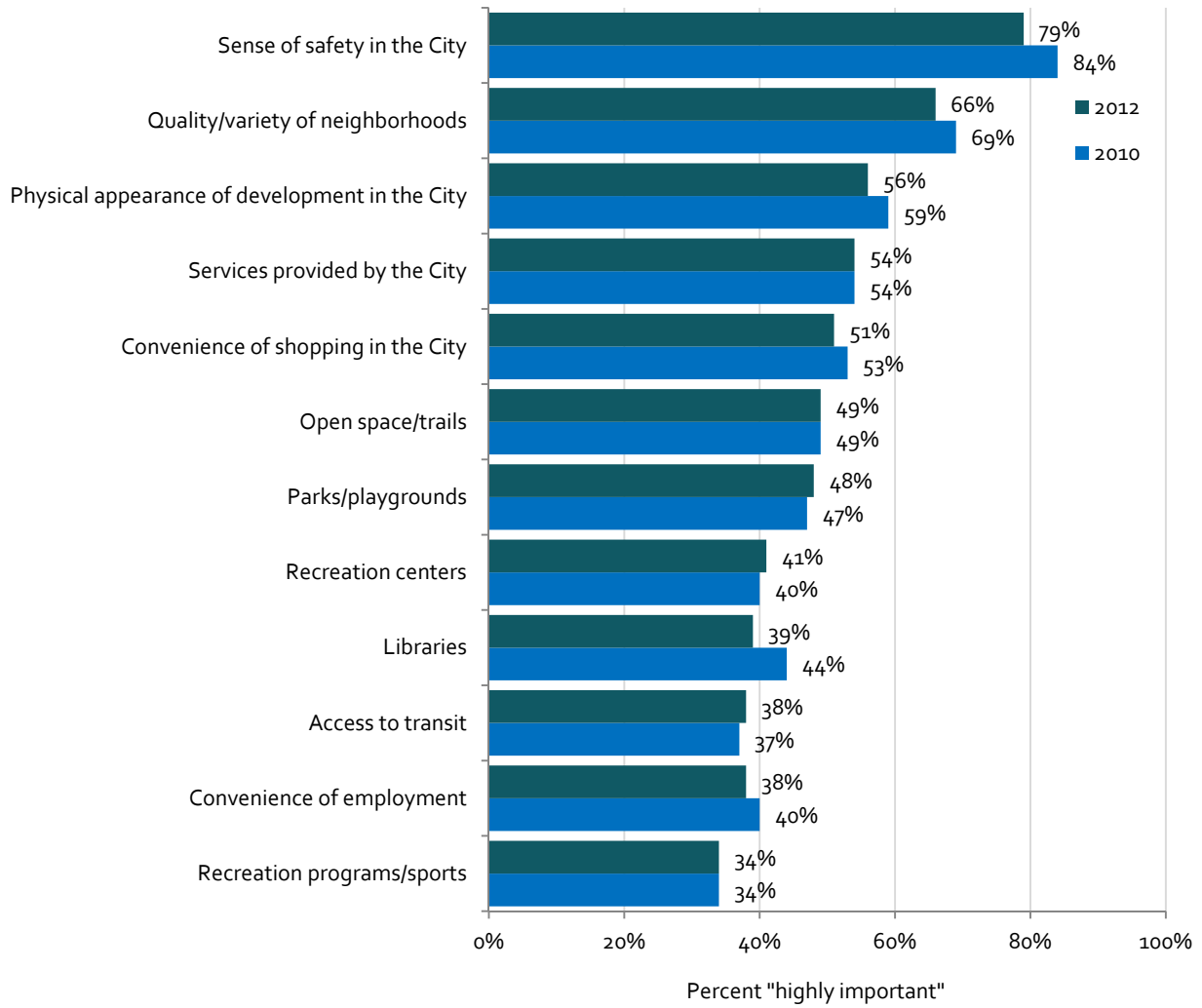


Figure 29: Ratings of Importance of Attributes for City as a Place to Live Compared by Year

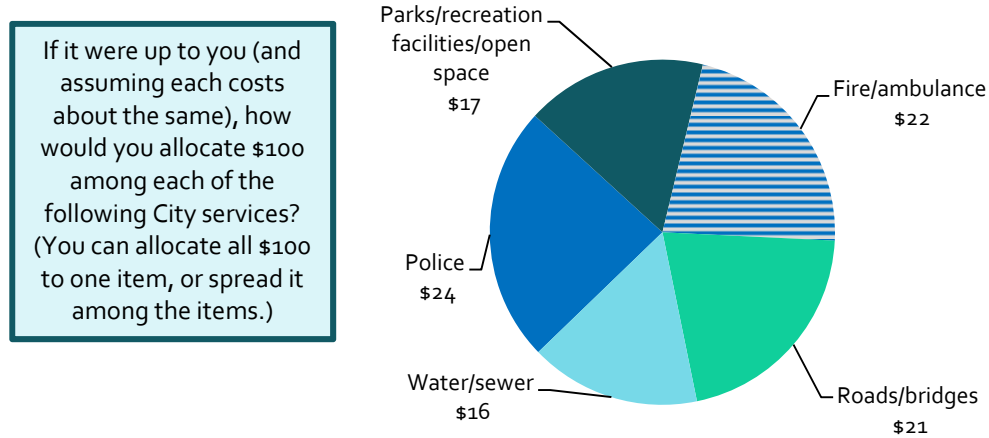


City Services Funding Allocation

A new question was added to the 2012 survey to gauge how residents would allocate funding to five different City services. When asked to allocate \$100 across five different services, generally, respondents distributed the funding equally. Slightly more was allocated to police, fire/ambulance and roads/bridges than to the other two service areas.

Respondents in the different school districts and fire service areas distributed similarly their \$100 across the five City service areas (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Older residents tended to allocate more money to public safety services (police and fire/ambulance) than younger residents who tended to allocate more of their \$100 to parks/recreation facilities/open space. Respondents with lower incomes allocated their \$100 similarly to older residents and wealthier residents followed a pattern similar to the younger residents (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 30: Average Dollar Allocation to City Services



City Goal: Strong, Balanced Local Economy

Having local retail, well-paying employers and solid transportation systems are essential to a thriving economy. In its 2011-2016 Strategic Plan, Westminster prioritizes a strong, balanced local economy which includes expanding current businesses and attracting new businesses.

Working in Westminster

The City as a place to work received “very good” or “good” evaluations from 59% of residents. One-third rated the City as a place to work as “neither good nor bad,” 5% said it was “bad” and 2% felt it was “very bad.” However, 23% of respondents selected “don’t know” when responding to this question (see *Appendix B: Complete Set of Survey Responses* for a full set of responses including “don’t know”).

Ratings for Westminster as a place to work were similar in 2010 and 2012 and were similar to the national benchmark but below the Front Range benchmark.

Figure 31: Westminster as a Place to Work

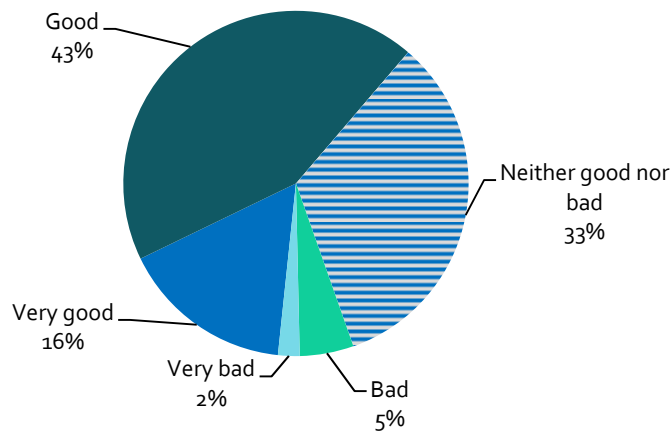
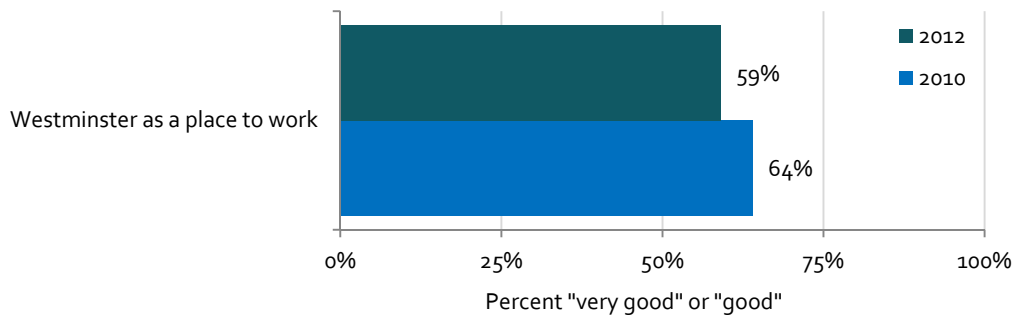


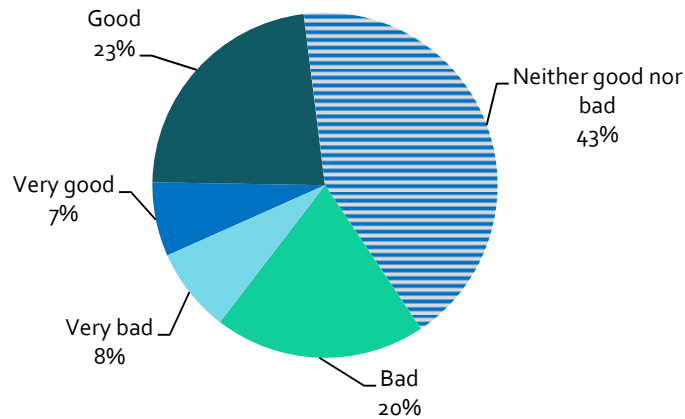
Figure 32: Westminster as a Place to Work Compared by Year



A new question about job opportunities in Westminster was asked of residents in 2012. Respondents were divided in their opinions, with 30% rating job opportunities as “very good” or “good” and 28% rating them as “bad or “very bad,” while four in 10 felt that job opportunities were “neither good nor bad.” Forty-two percent selected “don’t know” when assessing job opportunities in the City (see *Appendix B: Complete Set of Survey Responses*).

When compared to other communities across the country and in the Front Range, job opportunities in Westminster were rated much higher or higher than the benchmarks.

Figure 33: Job Opportunities in Westminster



City Goal: Safe and Secure Community

An important aspect of any community is a sense of safety; residents need to feel safe going about their daily lives. One of the five multi-component goals of the 2011-2016 Strategic Plan is that Westminster residents feel safe within the City, protected from disaster as much as possible and secure that Public Safety departments will be dependable.

Safety in Westminster

Four out of five respondents reported feeling safe from fires (84% “very” or “somewhat” safe) and violent crimes (81%) in Westminster. Fewer said they felt safe from property crimes (61%). Safety ratings in 2012 were similar when compared to 2010.

All safety ratings could be compared to the national benchmark. Safety from fires was rated much higher by Westminster residents than by residents in other jurisdictions across the nation and safety from violent crimes was rated higher. Similar ratings were given to safety from property crimes compared to that national benchmark. Two of the three safety areas could be compared to the Front Range benchmark: safety from violent and property crimes were rated similar to the Front Range benchmark.

Respondents in Adams 50 tended to feel less safe from violent and property crimes than respondents in Adams 12 or Jefferson County. Respondents in fire service area 3, 4 and 6 tended to feel safer than those in other districts; respondents in fire service area 2 felt the safest from fire. Few differences in safety rating were found by respondent age, income, length of residency or housing unit type (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 34: Safety Ratings Compared by Year

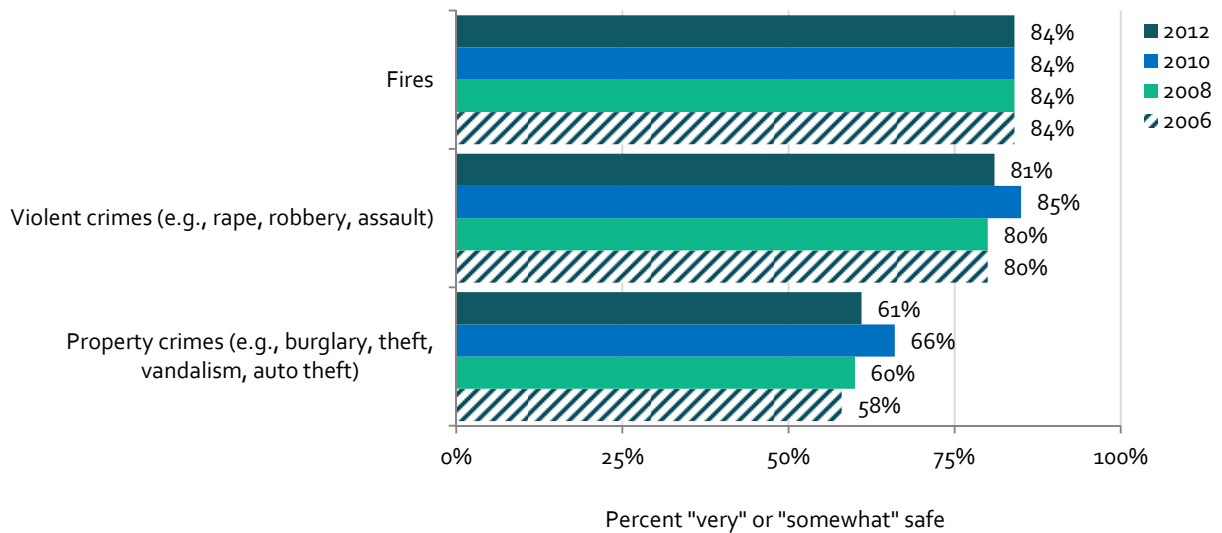


Figure 35: Safety from Crimes and Fires Benchmarks

Please rate how safe or unsafe you feel from the following:	National comparison	Front Range comparison
Fires	Much above	Not available
Violent crimes (e.g., rape, robbery, assault)	Above	Similar
Property crimes (e.g., burglary, theft, vandalism, auto theft)	Similar	Similar

City Goal: Vibrant Neighborhoods in One Livable Community

Westminster residents not only identify with the community as a whole, but they also care about their own neighborhoods. The 2011-2016 Strategic Plan places a priority on neighborhood infrastructure and housing, as well as on preservation of historic assets within the City. The City also is focused on developing transit-oriented development around the future commuter rail stations.

Quality of Neighborhoods

Overall, residents gave positive ratings to their neighborhoods with 78% rating it as “very good” or “good.” Sixteen percent said that the overall quality of their neighborhood was “neither good nor bad” and only 6% felt it was “bad” or “very bad.” This trend line has held steady since this question was first asked in 1992. Ratings for the overall quality of neighborhoods were similar to the national benchmark (a Front Range comparison was not available).

Adams 12 residents and those living in fire service areas 3, 4 and 6 were much more likely to give positive ratings to the overall quality of their neighborhoods than were those living in the other areas of the city (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Households with lower incomes tended to be more critical of the overall quality of their neighborhoods than did those with higher household incomes (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 36: Overall Quality of Neighborhood

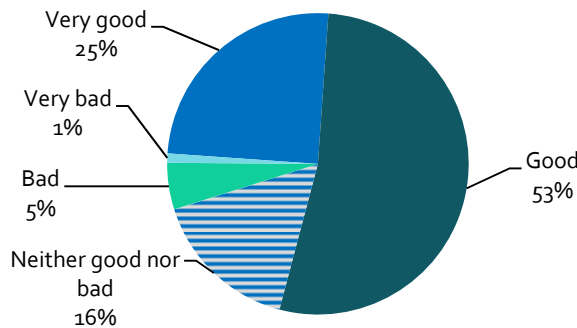
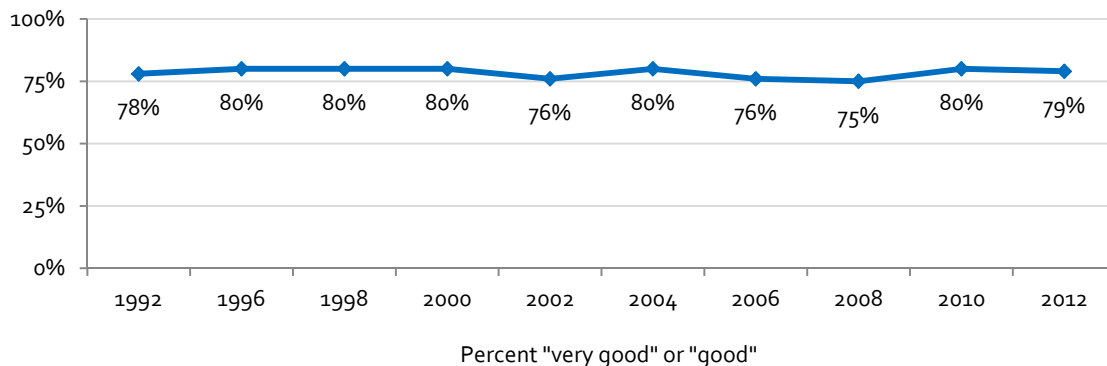


Figure 37: Overall Quality of Neighborhood Compared by Year



When asked if the overall quality of their neighborhood had changed in the 12 months prior to the survey, 59% of respondents said it had stayed the same, 20% said it had improved and 22% felt it had declined. Evaluations of the change in neighborhood quality were similar in 2012 compared to 2010.

Change in neighborhood quality was compared by school district across survey years (see Figure 39 on the following page). Residents living in Jefferson County School District were less likely to feel that the quality of their neighborhood had improved and were more likely to think it had stayed the same. Those living in Adams 50 and Adams 12 School Districts gave similar evaluations to the change in neighborhood quality in 2012 as they did in 2010.

While respondents generally felt the quality of their neighborhoods had stayed the same, residents in the Adams 50 School District were more likely than those in the other school districts to feel that their neighborhood had declined (see *Appendix C: Select Survey Responses Compared by Area of Residence*). A similar pattern of decline in neighborhood quality was seen by residents in fire service areas 1, 2 and 6. Ratings of neighborhood quality were largely similar when examined by respondent age, income and housing unit type. However, when compared by length of residency, respondents who had lived in Westminster for less than 15 years were more likely to say their neighborhoods had improved while those who had been in the city for at least 15 years were more likely to say their neighborhoods had declined (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 38: Change in Neighborhood Quality in Last 12 Months

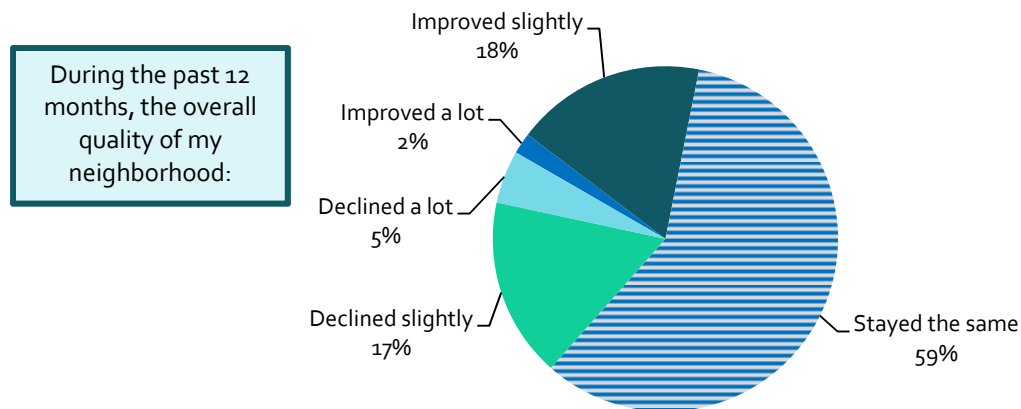


Figure 39: Change in Neighborhood Compared by Area of Residence Compared by Year

		During the past 12 months, the overall quality of my neighborhood:			
		Improved	Stayed the same	Declined	Total
Jefferson County	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	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	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	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 Problems in Westminster

Residents were provided a list of 16 potential problems in the City and asked to rate the degree to which each was a problem. Half of respondents thought that drugs (50%), vandalism (48%) and graffiti (47%) were "major" or "moderate" problems in Westminster. Crime, juvenile problems and taxes also were considered to be at least a "moderate" problem by 4 in 10 residents. The availability of convenient shopping and the availability of parks were the least problematic (17% and 4%, respectively, said these were at least a "moderate" problem).

It should be noted that 20% or more of respondents said "don't know" when rating drugs, lack of growth, juvenile problems and the availability of affordable housing as a problem in Westminster. A full set of responses, including "don't know," can be found in *Appendix B: Complete Set of Survey Responses*.

Overall, when compared to 2010, the relative order of the potential problems in 2012 remained the same. Drugs, vandalism and graffiti were the three biggest problems in both 2010 and 2012. Too much growth was seen as less of a problem in 2012 than in 2010 (24% "major" or "moderate" problem versus 31%, respectively) and the condition of properties (weeds, trash, junk vehicles) was viewed as more of a problem in 2012 than in 2010 (35% versus 28%). Ratings for the other potential problems remained the same between the two survey administrations.

The degree to which respondents felt each potential problem was a problem varied by their area of residence. Overall, residents in Adams 50, as well as those in fire service areas 1 and 2, were more likely than residents in Adams 12, Jefferson County and the remaining four fire service areas to view many of these concerns as "major" or "moderate" problems (see *Appendix C: Select Survey Responses Compared by Area of Residence*). Additionally, residents who had lived in Westminster for 20 or more years were more likely to rate many of the concerns as "major" or "moderate" problems than were those with shorter residencies (see *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 40: Potential Problems Compared by Year

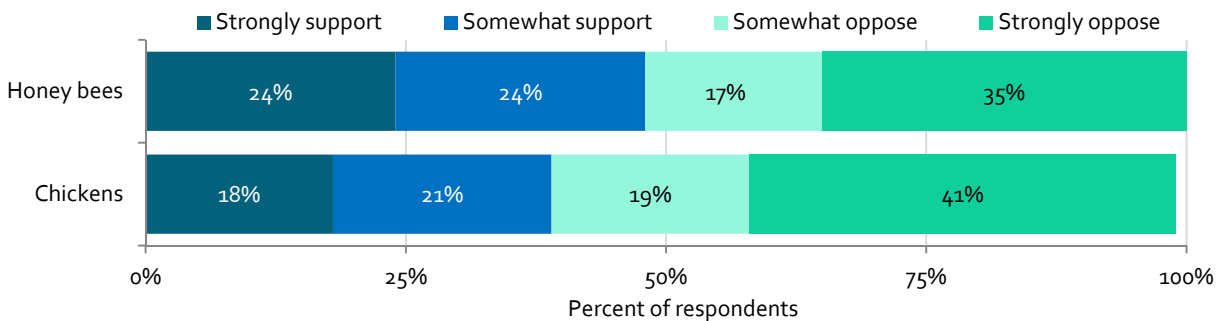
To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2000	2002	2004	2006	2008	2010	2012
Drugs	Not asked		49%	52%	59%	51%	50%
Vandalism	Not asked		43%	46%	59%	45%	48%
Graffiti	48%	Not asked	40%	46%	63%	47%	47%
Crime	Not asked		42%	45%	55%	41%	44%
Juvenile problems	Not asked		46%	33%	44%	36%	39%
Taxes	Not asked		39%	31%	48%	42%	38%
Condition of properties (weeds, trash, junk vehicles)	Not asked		24%	23%	39%	28%	35%
Availability of affordable housing	Not asked	57%	48%	36%	45%	30%	33%
Run down buildings	Not asked		22%	26%	37%	31%	32%
Maintenance and condition of homes	Not asked		20%	20%	36%	26%	31%
Lack of growth	Not asked		7%	8%	16%	23%	25%
Too much growth	Not asked		54%	48%	46%	31%	24%
Traffic safety on major streets	Not asked			30%	34%	22%	24%
Traffic safety on neighborhood streets	47%	Not asked		24%	28%	20%	20%
Availability of convenient shopping	Not asked			7%	12%	14%	17%
Availability of parks	Not asked		10%	6%	9%	7%	7%

Support for Urban Agriculture

In 2012, the City wanted to gauge residents' level of support for the City allowing residents in their neighborhoods to keep chickens and honey bees on their property. Generally, respondents opposed such an initiative, with 52% "strongly" or "somewhat" opposing honey bees in neighborhoods and 60% opposing chickens on residential properties. More than twice as many residents strongly opposed than strongly supported allowing chickens in neighborhoods.

Respondents in Jefferson County and fire service areas 3 and 4 were more supportive of allowing chickens in residential neighborhoods than those in other areas. Support for honey bees was similar within the three school districts and six fire service areas. When compared by age and length of residency, support for allowing chickens in neighborhoods decreased as age and length of residency increased (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 41: Support for or Opposition to Chickens and Honey Bees in Neighborhoods

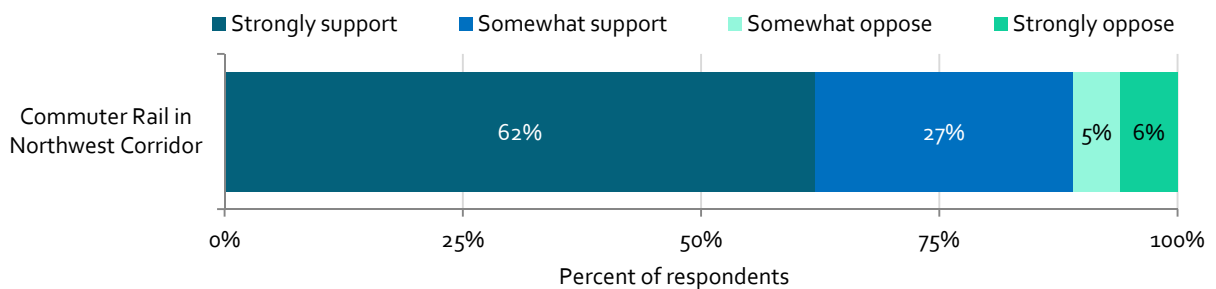


Support for Commuter Rail

As the future of FasTracks remains uncertain, City staff wanted to assess residents support for or opposition to commuter rail in the Northwest Corridor, including Westminster. Overwhelmingly, Westminster residents voiced support for commuter rail in the Northwest Corridor. Sixty-two percent of respondents "strongly" supported this transportation initiative and 27% "somewhat" supported it. Only 1 in 10 opposed the FasTracks mass transit project.

Support for commuter rail was similar across respondent area of residence, income and length of residency. Young respondents and those in attached housing units were more likely than older respondents and those in detached units to strongly or somewhat support commuter rail in the Northwest Corridor (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 42: Support for or Opposition to Commuter Rail in Northwest Corridor



City Goal: Beautiful and Environmentally Sensitive City

A beautiful city consists of a variety of green spaces, cultural opportunities and well-designed buildings. More and more, governments are implementing “green” practices and environmentally-friendly efforts. Recognizing that these elements are important to residents and visitors alike, Westminster has emphasized the concept of a “Beautiful and Environmentally Sensitive City” in its 2011-2016 Strategic Plan.

Image and Physical Attractiveness of Westminster

Survey respondents were asked the extent to which they agreed or disagreed with a number of statements that potentially described their image of the City of Westminster. Beautiful parks/open spaces (95% agree), environmentally sensitive (88%) and financially sound (84%) topped the list of phrases that best describes the City’s image. Slightly fewer residents agreed that they would describe the City’s image as “innovative and progressive” (79%) and “vibrant neighborhoods” (73%). At least three-quarters of respondents “strongly” or “somewhat” agreed that each of the remaining statements described their image of Westminster.

In 2012, the wording for this question was changed, and while the intent remained similar, comparisons of 2012 results to results from 2006 to 2010 should be made with caution. However, “beautiful parks/open spaces” was the number one phrase used to describe the image of the City of Westminster in 2012 and in previous survey years.

Respondents in Adams 12 were more like to describe the image of Westminster as environmentally sensitive or as having vibrant neighborhoods than residents in other districts. Overall, respondents in fire service area 4 were more likely than those in other fire service areas to agree with all these statements that described the image of the city. Additionally, the level of agreement with these statements tended to increase with respondents’ age, income and length of residency (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 43: 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
Beautiful parks/open spaces	70%	83%	85%	95%
Environmentally sensitive	33%	35%	35%	88%
Financially sound	30%	39%	30%	84%
Safe and secure	40%	59%	65%	82%
Business-friendly environment	NA	NA	NA	82%
Innovative and progressive	28%	33%	29%	79%
Vibrant neighborhoods	18%	23%	32%	73%

In 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.

Four out of five respondents rated the physical attractiveness of the City as a whole as “very good” or “good.” Fourteen percent felt the City’s physical attractiveness was “neither good nor bad,” 4% said it was “bad” and no one thought it was “very bad.” This evaluation was similar to 2010. Benchmark comparisons were not available for this question in 2012.

Figure 44: Physical Attractiveness of Westminster as a Whole

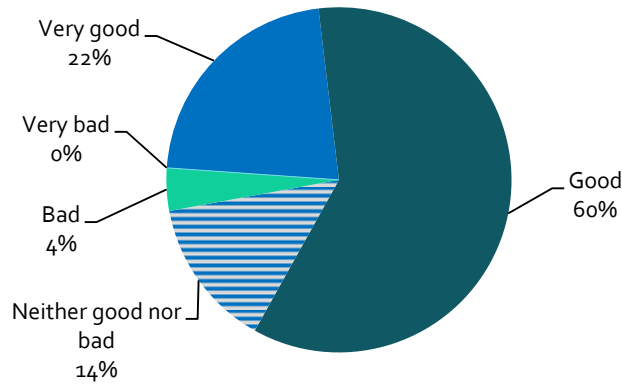
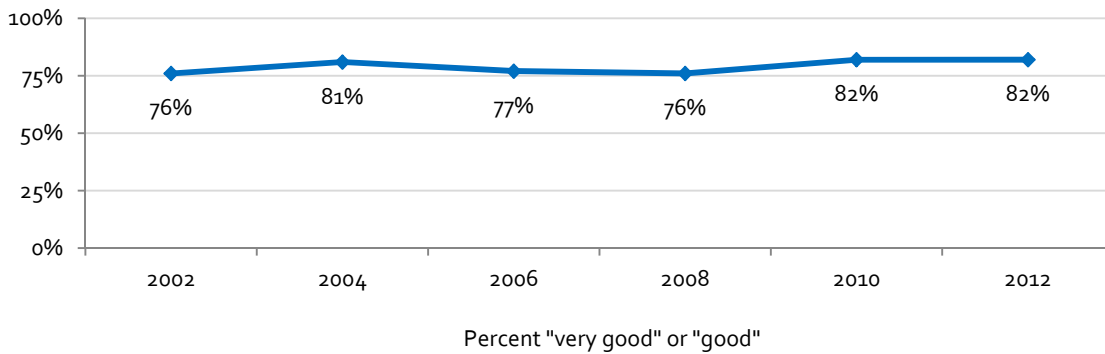


Figure 45: Physical Attractiveness of Westminster as a Whole Compared by Year



Curbside Recycling

More communities are encouraging recycling not only within the local government but within residences. The City of Westminster wanted to measure residents' current recycling habits and interest in recycling at home. Six in 10 respondents reported that they do not currently have curbside recycling service at home.

Those who did not have at home curbside recycling were asked, in general, how interested they were in being able to recycle at home using curbside collection and if their level of interest would change if their trash collection bill were to increase by a few dollars a month. Of those who did not currently have curbside recycling, three-quarters were "very" or "somewhat" interested in having at-home recycling services. However, interest waned when a fee for the service was proposed, with just over half (54%) saying they would be at least "somewhat" interested in curbside recycling services at home even if their trash collection bill increased.

The proportion of residents with curbside recycling was similar across all subgroups; that is, no differences were found by school district or fire service area of residence or by respondent age, income, length of residency or housing unit type. Of the respondents who did not currently have curbside recycling, respondents in Adams 12 were more likely than those in Adams 50 or Jefferson County to be interested in curbside recycling in general and even if their monthly bill increased. Compared by fire service area, those in Districts 4, 5 and 6 were more likely than those in Districts 1, 2 and 3 to be interested in curbside recycling in general. When compared by age and length of residency, interest in curbside recycling decreased as age and residency increased (see *Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics*).

Figure 47: Has Curbside Recycling at Home

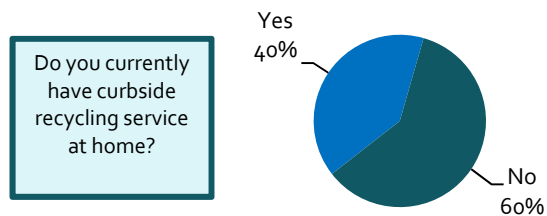
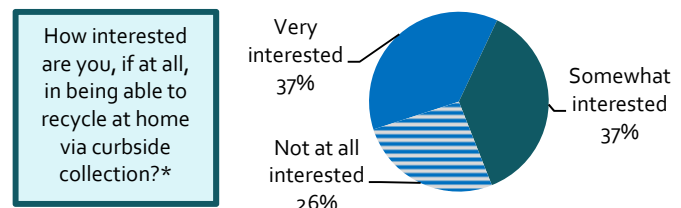
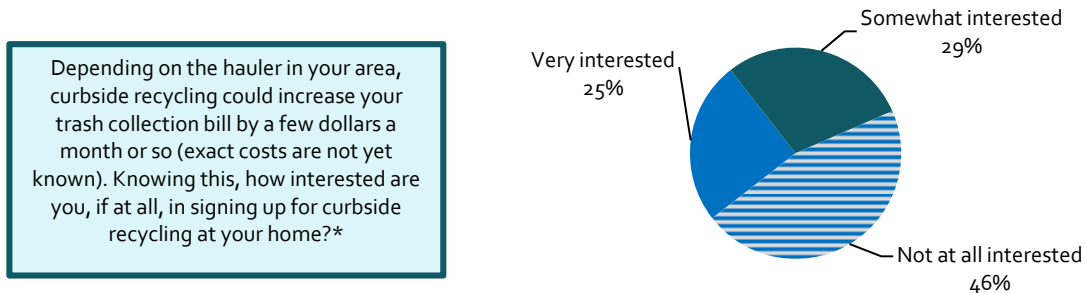


Figure 46: Interest in Curbside Recycling Options from Home



*Asked only of those who said they do not currently have curbside recycling at home.

Figure 48: Interest in Curbside Recycling Options from Home if Trash Collection Bill Increases



*Asked only of those who said they do not currently have curbside recycling at home.

Summary of Westminster's Strategic Plan Goals

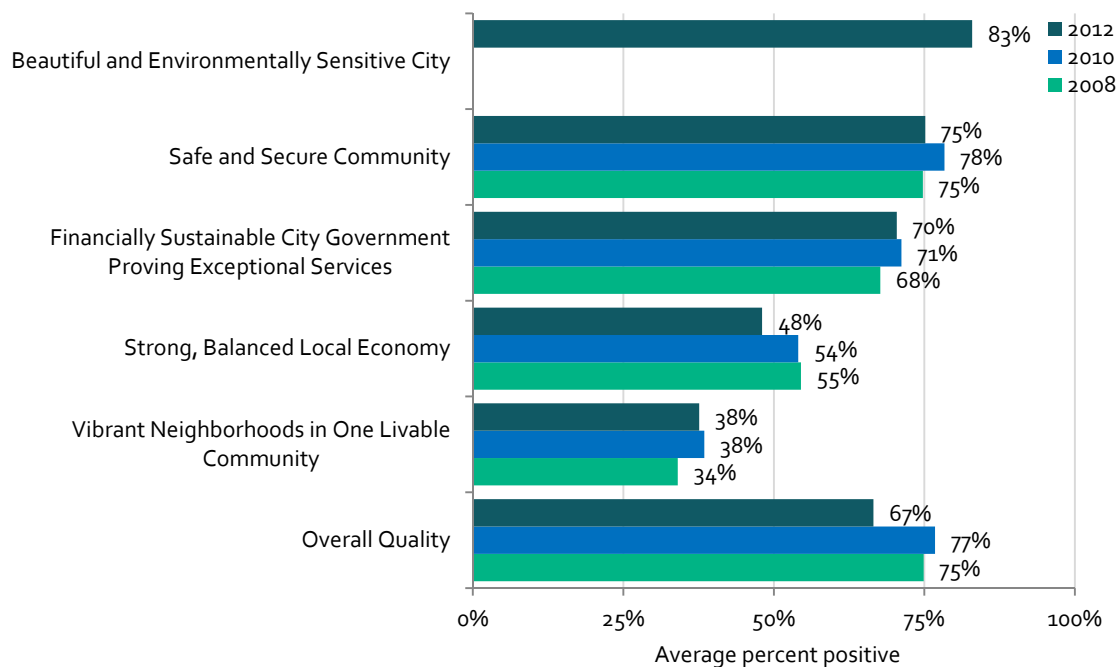
To provide a broader picture of how the survey results tie into the City Council's Strategic Plan Goals, summary scores were calculated for each of the Strategic Goals (i.e., Vibrant Neighborhoods in One Livable Community; Strong, Balanced Local Economy; Financially Sustainable City Government Providing Exceptional Services; Safe and Secure Community; and Beautiful and Environmentally Sensitive City) along with an additional summary score representing the Overall Quality of the community.

These summary scores represent the average proportion of respondents providing positive ratings for the survey questions linked to these goals (see *Appendix H: Strategic Plan Goals Summary Scores* for more information on the calculation and composition of these Summary Scores). For example, the Safe and Secure Community index was comprised of respondents' feelings of safety from violent crimes, property crimes and fires. The percent of respondents rating each of these three items as "very" or "somewhat" safe was averaged together to arrive at the summary score for Safe and Secure Community.

Overall, Westminster is doing very well at meeting the goals of creating a Beautiful and Environmentally Sensitive City, providing a Safe and Secure Community and being a Financially Sustainable City Government Providing Exceptional Services. The goals that may need additional attention are creating Strong, Balanced Local Economy and Vibrant Neighborhoods in One Livable Community.

Westminster's performance in most areas has been stable since 2008, although performance in Strong, Balanced Local Economy and Overall Quality declined in 2012 compared to 2010. Because of the changes in question wording to the items included in Beautiful and Environmentally Sensitive City, index scores were not calculated for 2008 and 2010.

Figure 49: Summary Scores for the City's Strategic Plan Goals



Appendix A: Survey Respondent Demographics

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

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

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

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

Respondent 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
Detached single family home	63%	59%	58%	55%	62%	60%	60%	61%	61%	62%
Condominium or townhouse	17%	17%	17%	17%	19%	19%	19%	18%	18%	17%
Apartment	19%	24%	25%	25%	18%	20%	22%	21%	20%	21%
Mobile home	2%	0%	0%	2%	1%	1%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Respondent Tenure										
Do you rent or own your residence?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012
Rent	32%	35%	35%	35%	29%	30%	30%	28%	30%	35%
Own	68%	65%	65%	65%	71%	70%	70%	72%	70%	65%
Total	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	
1	22%	25%	19%	22%	26%	25%	23%	22%	
2	35%	40%	37%	38%	38%	41%	35%	40%	
3	18%	16%	17%	17%	14%	16%	19%	18%	
4	16%	13%	17%	14%	15%	12%	16%	11%	
5	6%	5%	6%	7%	5%	4%	3%	5%	
6 or more	2%	2%	4%	3%	2%	1%	3%	3%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	

Household Members Under 18										
How many of these household members are 17 years or younger?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012
0	100%	100%	59%	67%	61%	63%	64%	69%	67%	70%
1	0%	0%	17%	17%	16%	15%	15%	17%	15%	13%
2	0%	0%	17%	13%	16%	14%	16%	10%	13%	11%
3	0%	0%	5%	3%	5%	6%	3%	4%	4%	3%
4 or more	0%	0%	1%	1%	2%	2%	2%	1%	2%	3%
Total	100%	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	
Less than \$15,000	7%	7%	6%	5%	5%	3%	6%	4%	
\$15,000 to \$24,999	9%	9%	7%	8%	6%	8%	7%	5%	
\$25,000 to \$34,999	13%	12%	10%	11%	11%	10%	10%	10%	
\$35,000 to \$49,999	17%	19%	15%	18%	15%	15%	13%	13%	
\$50,000 to \$74,999	27%	26%	27%	23%	26%	22%	22%	17%	
\$75,000 to \$99,999	16%	14%	18%	18%	16%	16%	15%	16%	
\$100,000 to \$124,999	6%	6%	9%	8%	11%	10%	11%	11%	
\$125,000 to \$149,999	5%	6%	8%	9%	9%	7%	6%	5%	
\$150,000 to \$174,999	0%	0%	0%	0%	0%	2%	4%	3%	
\$175,000 to \$199,999	0%	0%	0%	0%	0%	2%	2%	1%	
\$200,000 or more	0%	0%	0%	0%	0%	4%	4%	3%	
I prefer not to answer	0%	0%	0%	0%	0%	0%	0%	11%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	

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

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

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

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

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

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

School District of Residence										
School district in which the respondent lived.	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012
Jefferson County	43%	39%	39%	38%	40%	34%	38%	43%	38%	39%
Adams 12	19%	26%	25%	25%	24%	36%	35%	30%	35%	29%
Adams 50	37%	35%	36%	37%	37%	30%	27%	27%	28%	31%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Fire Service Area of Residence	
Fire service area in which the respondent lived.	2012
Fire service area 1	18%
Fire service area 2	17%
Fire service area 3	17%
Fire service area 4	23%
Fire service area 5	12%
Fire service area 6	12%
Total	100%

Appendix B: Complete Set of Survey Responses

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%	55%	8%	0%	0%	100%
The overall quality of your neighborhood	25%	53%	16%	5%	1%	100%
Westminster as a place to raise children	29%	55%	13%	4%	0%	100%
Westminster as a place to retire	22%	41%	31%	5%	1%	100%
Westminster as a place to work	16%	43%	33%	5%	2%	100%
Job opportunities in Westminster	7%	23%	43%	20%	8%	100%
The overall quality of life in Westminster	24%	64%	11%	1%	0%	100%

Question 2	
During the past 12 months, the overall quality of my neighborhood:	Percent of respondents
Improved a lot	2%
Improved slightly	18%
Stayed the same	59%
Declined slightly	17%
Declined a lot	5%
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
Environmentally sensitive	24%	64%	10%	2%	100%
Financially sound	20%	65%	14%	2%	100%
Beautiful parks/open spaces	56%	39%	4%	1%	100%
Innovative and progressive	19%	60%	20%	1%	100%
Vibrant neighborhoods	15%	59%	24%	3%	100%
Safe and secure	24%	58%	16%	2%	100%
Business-friendly environment	18%	64%	15%	3%	100%

Question 4	
How would you rate the physical attractiveness of Westminster as a whole?	Percent of respondents
Very good	22%
Good	60%
Neither good nor bad	14%
Bad	4%
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)	36%	45%	13%	5%	1%	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	17%	44%	19%	17%	3%	100%
Fires	43%	41%	13%	3%	0%	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	18%	44%	20%	12%	5%	100%
Street repair	10%	43%	26%	16%	5%	100%
Street cleaning	12%	45%	34%	7%	2%	100%
Sewer services	19%	51%	25%	3%	2%	100%
Recycling drop off centers at City facilities	18%	36%	30%	13%	3%	100%
Police traffic enforcement	19%	47%	26%	5%	3%	100%
Police protection	23%	49%	22%	4%	2%	100%
Fire protection	32%	53%	14%	0%	0%	100%
Emergency medical/ambulance service	34%	46%	18%	1%	0%	100%
Land use, planning and zoning	14%	43%	33%	7%	4%	100%
City Code enforcement	13%	34%	40%	8%	5%	100%
Animal management	14%	41%	33%	8%	3%	100%
Economic development	11%	41%	37%	9%	1%	100%
Parks maintenance	27%	57%	12%	3%	1%	100%
Libraries	31%	51%	15%	2%	1%	100%
Drinking water quality	38%	44%	13%	4%	1%	100%
Recreation programs	32%	50%	17%	1%	0%	100%
Recreation facilities	37%	47%	15%	1%	1%	100%
Trails	33%	50%	13%	3%	0%	100%
Appearance of parks and recreation facilities	34%	53%	11%	2%	0%	100%
Preservation of natural areas (open space, greenbelts)	31%	52%	14%	3%	1%	100%
Municipal Court	16%	41%	36%	6%	2%	100%
Building permits/inspections	13%	38%	40%	7%	1%	100%
Utility billing/meter reading	16%	43%	36%	4%	1%	100%
Emergency preparedness	13%	44%	37%	4%	2%	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	Total
Snow removal	39%	48%	12%	1%	100%
Street repair	32%	52%	16%	0%	100%
Street cleaning	11%	30%	53%	6%	100%
Sewer services	46%	41%	13%	0%	100%
Recycling drop off centers at City facilities	18%	37%	41%	4%	100%
Police traffic enforcement	30%	43%	23%	4%	100%
Police protection	65%	30%	5%	1%	100%
Fire protection	66%	29%	5%	0%	100%
Emergency medical/ambulance service	65%	30%	6%	0%	100%
Land use, planning and zoning	18%	48%	33%	1%	100%
City Code enforcement	14%	46%	38%	2%	100%
Animal management	12%	40%	44%	4%	100%
Economic development	30%	51%	18%	0%	100%
Parks maintenance	20%	52%	28%	1%	100%
Libraries	25%	46%	27%	2%	100%
Drinking water quality	64%	30%	6%	0%	100%
Recreation programs	15%	47%	35%	3%	100%
Recreation facilities	16%	51%	30%	3%	100%
Trails	18%	47%	31%	5%	100%
Appearance of parks and recreation facilities	16%	53%	30%	2%	100%
Preservation of natural areas (open space, greenbelts)	31%	46%	20%	3%	100%
Municipal Court	23%	45%	29%	3%	100%
Building permits/inspections	14%	46%	35%	5%	100%
Utility billing/meter reading	16%	42%	39%	2%	100%
Emergency preparedness	49%	37%	13%	1%	100%

Question 7	
Overall, how would you rate the quality of the services provided by the City of Westminster?	Percent of respondents
Very good	21%
Good	62%
Neither good nor bad	15%
Bad	1%
Very bad	1%
Total	100%

Question 8						
In general, how well do you think each of the following operates?	Very well	Well	Neither well nor poorly	Poorly	Very poorly	Total
The Federal Government	3%	20%	26%	29%	22%	100%
The State Government	5%	35%	35%	20%	5%	100%
The County Government	4%	37%	41%	12%	5%	100%
The City of Westminster	12%	53%	28%	6%	2%	100%

Question 9	
Overall, would you say the City is headed in the right direction or the wrong direction?	Percent of respondents
Right direction	89%
Wrong direction	11%
Total	100%

Question 10						
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
I receive good value for the City of Westminster taxes I pay	17%	49%	22%	8%	4%	100%
The Westminster government welcomes citizen involvement	22%	41%	28%	5%	4%	100%
City Council cares what people like me think	15%	37%	31%	11%	7%	100%

Question 11	
Have you had contact with a Westminster city employee within the last 12 months?	Percent of respondents
Yes	38%
No	62%
Total	100%

Question 12						
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	40%	45%	10%	4%	1%	100%
Responsiveness	43%	37%	12%	5%	3%	100%
Courtesy	51%	33%	10%	2%	5%	100%
Overall impression	45%	33%	14%	3%	5%	100%

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

Question 13					
To what degree, if at all, are the following problems in Westminster?	Not a problem	Minor problem	Moderate problem	Major problem	Total
Crime	13%	44%	38%	6%	100%
Vandalism	13%	40%	36%	11%	100%
Graffiti	16%	37%	32%	15%	100%
Drugs	18%	32%	35%	15%	100%
Too much growth	42%	34%	18%	6%	100%
Lack of growth	51%	24%	19%	6%	100%
Run down buildings	26%	42%	22%	10%	100%
Taxes	31%	31%	26%	12%	100%
Availability of convenient shopping	66%	17%	11%	5%	100%
Juvenile problems	20%	41%	28%	11%	100%
Availability of affordable housing	40%	27%	22%	11%	100%
Availability of parks	78%	15%	5%	2%	100%
Traffic safety on neighborhood streets	48%	31%	15%	5%	100%
Traffic safety on major streets	40%	36%	18%	7%	100%
Maintenance and condition of homes	27%	43%	24%	7%	100%
Condition of properties (weeds, trash, junk vehicles)	23%	41%	25%	11%	100%

Question 14	
In general, how well informed do you feel about the City of Westminster?	Percent of respondents
Very well	6%
Well	34%
Neither well nor poorly	42%
Poorly	14%
Very poorly	3%
Total	100%

Question 15		
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)	14%	27%
City's website (www.cityofwestminster.us)	19%	28%
Other online news sources	6%	14%
Social media (Facebook, Twitter, etc.)	2%	4%
Westminster Window	8%	14%
Westsider	7%	11%
City Edition (print newsletter)	9%	19%
Weekly Edition (e-newsletter)	2%	4%
Your Hub	3%	8%
Television News	19%	34%
Cable TV Channel 8	2%	7%
Word of mouth	9%	

Question 16						
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	72%	15%	3%	5%	5%	100%
Social networking site (i.e., MySpace, Facebook, Twitter, YouTube, Linked In, Google Buzz)	34%	13%	8%	14%	32%	100%

Question 17	
Have you used the City's Web site in the last 12 months?	Percent of respondents
Yes	51%
No	49%
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	26%	58%	12%	3%	0%	100%
Appearance	26%	55%	17%	2%	0%	100%
Online services offered	23%	52%	19%	5%	0%	100%
Ease of navigation	22%	49%	20%	8%	1%	100%
Search function	16%	46%	27%	9%	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%	39%	5%	100%
Quality/variety of neighborhoods	66%	30%	4%	100%
Convenience of shopping in the City	51%	43%	6%	100%
Convenience of employment	38%	37%	26%	100%
Access to transit	38%	39%	23%	100%
Open space/trails	49%	41%	10%	100%
Recreation centers	41%	46%	13%	100%
Recreation programs/sports	34%	46%	20%	100%
Parks/playgrounds	48%	44%	8%	100%
Libraries	39%	47%	14%	100%
Sense of safety in the City	79%	18%	2%	100%
Services provided by the City	54%	41%	5%	100%

Question 20	
Do you currently have curbside recycling service at home?	Percent of respondents
Yes	40%
No	60%
Total	100%

Question 21	
How interested are you, if at all, in being able to recycle at home via curbside collection?*	Percent of respondents
Very interested	37%
Somewhat interested	37%
Not at all interested	26%
Total	100%

*Asked only of those who said they do not currently have curbside recycling at home.

Question 22	
Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?*	Percent of respondents
Very interested	25%
Somewhat interested	29%
Not at all interested	46%
Total	100%

*Asked only of those who said they do not currently have curbside recycling at home.

Question 23					
To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Chickens	18%	21%	19%	41%	100%
Honey bees	24%	24%	17%	35%	100%

Question 24	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included commuter rail service from Denver to Longmont, including Westminster, Louisville, Boulder, etc. To what extent do you support or oppose commuter rail in the Northwest Corridor?	Percent of respondents
Strongly support	62%
Somewhat support	27%
Somewhat oppose	5%
Strongly oppose	6%
Total	100%

Question 25	
If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)	Average dollar amount allocated
Police	\$24
Parks/recreation facilities/open space	\$17
Fire/ambulance	\$22
Roads/bridges	\$21
Water/sewer	\$16
Total	\$100

Question D1	
About how long have you lived in Westminster?	Percent of respondents
0-4 years	33%
5-9 years	19%
10-14 years	13%
15-19 years	10%
20 or more years	25%
Total	100%

Question D2	
What is your home zip code?	Percent of respondents
80003	3%
80005	2%
80020	8%
80021	26%
80023	1%
80030	13%
80031	32%
80234	16%
80260	0%
Total	100%

Question D3	
What city do you work in or nearest to?	Percent of respondents
Arvada	5%
Aurora	3%
Blackhawk	0%
Boulder	9%
Brighton	1%
Broomfield	8%
Centennial	1%
Commerce City	2%
Denver	16%
Englewood	1%
Glendale	0%
Golden	2%
Greenwood Village	1%
Lafayette	1%
Lakewood	3%
Littleton	0%
Longmont	2%
Louisville	2%
Northglenn	0%
Superior	0%
Thornton	2%
Westminster	15%
Wheat Ridge	2%
All over Metro area	3%
Other	2%
I work from home	3%
I do not work (student, homemaker, retired, etc.)	17%
Total	100%

Question D4	
Please check the appropriate box indicating the type of housing unit in which you live.	Percent of respondents
Detached single family home	62%
Condominium or townhouse	17%
Apartment	21%
Mobile home	0%
Total	100%

Question D5	
Do you rent or own your residence?	Percent of respondents
Rent	35%
Own	65%
Total	100%

Question D6	
How many people (including yourself) live in your household?	Percent of respondents
1	22%
2	40%
3	18%
4	11%
5	5%
6	3%
7	0%
8	0%
Total	100%

Question D7	
How many of these household members are 17 years or younger?	Percent of respondents
1	43%
2	38%
3	11%
4	7%
5	1%
6	0%
Total	100%

Question D8	
About how much was your household's total income before taxes in 2011? Be sure to include income from all sources.	Percent of respondents
Less than \$15,000	4%
\$15,000 to \$24,999	5%
\$25,000 to \$34,999	10%
\$35,000 to \$49,999	13%
\$50,000 to \$74,999	17%
\$75,000 to \$99,999	16%
\$100,000 to \$124,999	11%
\$125,000 to \$149,999	5%
\$150,000 to \$174,999	3%
\$175,000 to \$199,999	1%
\$200,000 or more	3%
I prefer not to answer	11%
Total	100%

Question D9	
How much education have you completed?	Percent of respondents
0-11 years	3%
High school graduate	14%
Some college, no degree	24%
Associate degree	8%
Bachelors degree	31%
Graduate or professional degree	20%
Total	100%

Question D10		
What is your race?*	Number	Percent*
White/European American/Caucasian	703	83%
Black or African American	18	2%
Asian or Pacific Islander	63	7%
American Indian, Eskimo, or Aleut	7	1%
Other	76	9%
Total	867	103%

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

Question D11	
Are you Hispanic/Spanish/Latino?	Percent of respondents
Yes	14%
No	86%
Total	100%

Question D12	
Which category contains your age?	Percent of respondents
18-24	4%
25-34	29%
35-44	16%
45-54	22%
55-64	13%
65-74	9%
75-84	5%
85+	2%
Total	100%

Question D13	
What is your gender?	Percent of respondents
Female	51%
Male	49%
Total	100%

School District of Respondent	
School district in which the respondent lived.	Percent of respondents
Jefferson County	39%
Adams 12	29%
Adams 50	31%
Total	100%

Fire Service Area of Respondent	
Fire service area in which the respondent lived.	Percent of respondents
Fire service area 1	18%
Fire service area 2	17%
Fire service area 3	17%
Fire service area 4	23%
Fire service area 5	12%
Fire service area 6	12%
Total	100%

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 of respondents and the 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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Westminster as a place to live	320	37%	479	55%	66	8%	4	0%	0	0%	0	0%	868	100%
The overall quality of your neighborhood	215	25%	458	53%	140	16%	40	5%	5	1%	4	0%	862	100%
Westminster as a place to raise children	200	24%	385	45%	88	10%	25	3%	2	0%	150	18%	850	100%
Westminster as a place to retire	147	17%	272	32%	206	24%	33	4%	4	0%	195	23%	857	100%
Westminster as a place to work	96	11%	259	31%	196	23%	32	4%	14	2%	248	29%	845	100%
Job opportunities in Westminster	32	4%	114	13%	210	25%	97	12%	37	4%	355	42%	845	100%
The overall quality of life in Westminster	203	24%	546	64%	95	11%	10	1%	1	0%	3	0%	858	100%

Question 2		
During the past 12 months, the overall quality of my neighborhood:	Number	Percent
Improved a lot	18	2%
Improved slightly	148	17%
Stayed the same	489	57%
Declined slightly	140	16%
Declined a lot	38	4%
Don't know	32	4%
Total	865	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Environmentally sensitive	206	24%	544	64%	88	10%	13	2%	850	100%
Financially sound	166	20%	543	65%	115	14%	17	2%	841	100%
Beautiful parks/open spaces	484	56%	336	39%	34	4%	9	1%	863	100%
Innovative and progressive	156	19%	502	60%	168	20%	12	1%	838	100%
Vibrant neighborhoods	123	15%	497	59%	204	24%	22	3%	846	100%
Safe and secure	202	24%	500	58%	137	16%	20	2%	859	100%
Business-friendly environment	151	18%	544	64%	127	15%	24	3%	846	100%

Question 4		
How would you rate the physical attractiveness of Westminster as a whole?	Number	Percent
Very good	190	22%
Good	522	60%
Neither good nor bad	121	14%
Bad	33	4%
Very bad	0	0%
Don't know	3	0%
Total	869	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Violent crimes (e.g., rape, robbery, assault)	310	36%	389	45%	114	13%	47	5%	9	1%	868	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	144	17%	387	44%	167	19%	148	17%	25	3%	871	100%
Fires	373	43%	358	41%	113	13%	23	3%	0	0%	867	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		
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Snow removal	156	18%	375	43%	173	20%	105	12%	38	4%	19	2%	867	100%	
Street repair	84	10%	366	43%	220	26%	132	15%	44	5%	12	1%	857	100%	
Street cleaning	98	11%	370	43%	281	33%	60	7%	15	2%	31	4%	855	100%	
Sewer services	137	16%	368	43%	179	21%	20	2%	11	1%	136	16%	851	100%	
Recycling drop off centers at City facilities	109	13%	221	26%	184	21%	79	9%	18	2%	249	29%	860	100%	
Police traffic enforcement	153	18%	388	45%	216	25%	40	5%	22	3%	41	5%	859	100%	
Police protection	186	22%	398	46%	179	21%	31	4%	19	2%	53	6%	865	100%	
Fire protection	251	29%	407	47%	110	13%	3	0%	2	0%	92	11%	864	100%	
Emergency medical/ambulance service	216	25%	296	34%	116	13%	7	1%	3	0%	231	27%	868	100%	
Land use, planning and zoning	97	11%	296	34%	225	26%	45	5%	24	3%	174	20%	861	100%	
City Code enforcement	82	10%	216	25%	249	29%	49	6%	31	4%	228	27%	856	100%	
Animal management	101	12%	290	34%	232	27%	54	6%	23	3%	159	18%	859	100%	
Economic development	74	9%	280	33%	252	30%	63	7%	10	1%	166	20%	846	100%	
Parks maintenance	223	26%	482	56%	104	12%	22	3%	7	1%	25	3%	863	100%	
Libraries	231	27%	377	44%	110	13%	14	2%	5	1%	125	14%	861	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Drinking water quality	321	37%	371	43%	111	13%	36	4%	12	1%	13	1%	865	100%
Recreation programs	238	28%	372	43%	126	15%	10	1%	4	0%	106	12%	856	100%
Recreation facilities	287	34%	373	44%	115	13%	6	1%	4	0%	71	8%	856	100%
Trails	258	30%	390	46%	102	12%	26	3%	1	0%	80	9%	856	100%
Appearance of parks and recreation facilities	293	34%	452	52%	91	10%	16	2%	1	0%	13	2%	866	100%
Preservation of natural areas (open space, greenbelts)	253	29%	429	50%	111	13%	21	2%	5	1%	44	5%	864	100%
Municipal Court	74	9%	191	22%	170	20%	27	3%	8	1%	385	45%	856	100%
Building permits/inspections	61	7%	179	21%	186	22%	33	4%	7	1%	388	45%	855	100%
Utility billing/meter reading	106	12%	291	34%	248	29%	28	3%	7	1%	177	21%	859	100%
Emergency preparedness	64	7%	212	25%	178	21%	21	2%	9	1%	376	44%	860	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			
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Snow removal	259	38%	321	47%	83	12%	8	1%	6	1%	678	100%		
Street repair	211	31%	345	51%	109	16%	0	0%	5	1%	670	100%		
Street cleaning	72	11%	201	30%	353	52%	40	6%	7	1%	673	100%		
Sewer services	283	43%	255	39%	78	12%	1	0%	45	7%	662	100%		
Recycling drop off centers at City facilities	112	17%	225	34%	247	37%	25	4%	62	9%	671	100%		
Police traffic enforcement	199	30%	281	42%	151	23%	30	4%	10	1%	671	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Police protection	422	63%	197	29%	31	5%	4	1%	15	2%	669	100%
Fire protection	428	64%	192	29%	29	4%	2	0%	20	3%	671	100%
Emergency medical/ambulance service	414	61%	191	28%	35	5%	0	0%	35	5%	675	100%
Land use, planning and zoning	109	16%	294	44%	203	30%	6	1%	57	9%	668	100%
City Code enforcement	83	13%	267	41%	223	34%	10	2%	75	11%	659	100%
Animal management	74	11%	249	38%	272	41%	25	4%	44	7%	664	100%
Economic development	183	27%	315	47%	112	17%	3	0%	54	8%	667	100%
Parks maintenance	131	20%	340	51%	182	27%	4	1%	12	2%	669	100%
Libraries	163	24%	296	44%	175	26%	12	2%	20	3%	666	100%
Drinking water quality	420	63%	197	30%	38	6%	0	0%	9	1%	665	100%
Recreation programs	96	14%	299	45%	223	33%	21	3%	27	4%	665	100%
Recreation facilities	102	15%	326	49%	194	29%	20	3%	26	4%	667	100%
Trails	114	17%	296	44%	195	29%	29	4%	34	5%	669	100%
Appearance of parks and recreation facilities	105	16%	345	51%	195	29%	10	1%	15	2%	670	100%
Preservation of natural areas (open space, greenbelts)	203	30%	301	45%	134	20%	17	3%	17	3%	671	100%
Municipal Court	124	19%	243	37%	156	24%	16	2%	118	18%	656	100%
Building permits/inspections	77	12%	243	37%	188	28%	26	4%	129	19%	662	100%
Utility billing/meter reading	97	14%	248	37%	234	35%	15	2%	76	11%	670	100%
Emergency preparedness	290	43%	218	33%	74	11%	5	1%	81	12%	669	100%

Question 7		
Overall, how would you rate the quality of the services provided by the City of Westminster?	Number	Percent
Very good	177	20%
Good	532	61%
Neither good nor bad	125	14%
Bad	9	1%
Very bad	9	1%
Don't know	15	2%
Total	867	100%

Question 8														
In general, how well do you think each of the following operates?	Very well		Well		Neither well nor poorly		Poorly		Very poorly		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
The Federal Government	28	3%	162	19%	211	24%	237	27%	181	21%	49	6%	867	100%
The State Government	39	5%	281	32%	288	33%	166	19%	39	4%	54	6%	867	100%
The County Government	33	4%	279	32%	307	36%	92	11%	38	4%	115	13%	864	100%
The City of Westminster	92	11%	411	47%	220	25%	43	5%	15	2%	85	10%	866	100%

Question 9		
Overall, would you say the City is headed in the right direction or the wrong direction?	Number	Percent
Right direction	529	61%
Wrong direction	64	7%
Don't know	274	32%
Total	868	100%

Question 10														
Please rate the following statements by circling the number that most clearly represents your opinion:	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
I receive good value for the City of Westminster taxes I pay	137	16%	389	45%	173	20%	60	7%	28	3%	71	8%	859	100%
The Westminster government welcomes citizen involvement	145	17%	263	31%	181	21%	32	4%	25	3%	209	24%	854	100%
City Council cares what people like me think	90	11%	225	26%	189	22%	69	8%	43	5%	239	28%	855	100%

Question 11		
Have you had contact with a Westminster city employee within the last 12 months?	Number	Percent
Yes	330	38%
No	531	62%
Total	862	100%

Question 12														
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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Knowledge	129	39%	146	44%	33	10%	12	4%	4	1%	5	1%	329	100%
Responsiveness	140	43%	122	37%	41	12%	17	5%	10	3%	0	0%	329	100%
Courtesy	164	50%	106	32%	32	10%	7	2%	15	5%	5	1%	329	100%
Overall impression	147	45%	110	33%	45	14%	9	3%	17	5%	0	0%	329	100%

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

Question 13												
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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Crime	93	11%	324	39%	284	34%	42	5%	97	12%	840	100%
Vandalism	93	11%	292	35%	268	32%	82	10%	105	12%	840	100%
Graffiti	122	14%	286	34%	246	29%	113	13%	75	9%	842	100%
Drugs	108	13%	190	23%	208	25%	92	11%	241	29%	840	100%
Too much growth	297	35%	242	29%	125	15%	45	5%	129	15%	838	100%
Lack of growth	338	41%	162	20%	128	15%	39	5%	163	20%	830	100%
Run down buildings	198	24%	313	37%	166	20%	75	9%	85	10%	837	100%
Taxes	225	27%	225	27%	189	23%	88	10%	112	13%	839	100%
Availability of convenient shopping	547	65%	143	17%	94	11%	43	5%	17	2%	844	100%
Juvenile problems	121	14%	253	30%	175	21%	64	8%	227	27%	840	100%
Availability of affordable housing	257	31%	175	21%	139	17%	71	8%	197	24%	839	100%
Availability of parks	635	75%	127	15%	42	5%	15	2%	27	3%	846	100%
Traffic safety on neighborhood streets	388	46%	251	30%	120	14%	44	5%	39	5%	841	100%
Traffic safety on major streets	322	38%	289	34%	141	17%	54	6%	35	4%	841	100%
Maintenance and condition of homes	212	25%	339	40%	189	22%	57	7%	45	5%	842	100%
Condition of properties (weeds, trash, junk vehicles)	192	23%	337	40%	203	24%	87	10%	30	4%	849	100%

Question 14		
In general, how well informed do you feel about the City of Westminster?	Number	Percent
Very well	49	6%
Well	287	34%
Neither well nor poorly	355	41%
Poorly	119	14%
Very poorly	28	3%
Don't know	19	2%
Total	856	100%

Question 15				
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
<i>Denver Post</i> (print version)	117	14%	220	27%
City's website (www.cityofwestminster.us)	155	19%	233	28%
Other online news sources	48	6%	114	14%
Social media (Facebook, Twitter, etc.)	15	2%	35	4%
<i>Westminster Window</i>	69	8%	115	14%
<i>Westsider</i>	55	7%	94	11%
<i>City Edition</i> (print newsletter)	75	9%	156	19%
<i>Weekly Edition</i> (e-newsletter)	20	2%	33	4%
Your Hub	24	3%	65	8%
Television News	156	19%	277	34%
Cable TV Channel 8	16	2%	57	7%
Word of mouth	76	9%	192	23%

Question 16												
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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Blog sites	562	72%	115	15%	22	3%	42	5%	36	5%	777	100%
Social networking site (i.e., MySpace, Facebook, Twitter, YouTube, Linked In, Google Buzz)	285	34%	108	13%	67	8%	114	14%	265	32%	839	100%

Question 17		
Have you used the City's Web site in the last 12 months?	Number	Percent
Yes	439	51%
No	428	49%
Total	867	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Current information	111	25%	247	57%	52	12%	15	3%	0	0%	12	3%	436	100%
Appearance	113	26%	236	54%	73	17%	10	2%	1	0%	2	0%	436	100%
Online services offered	98	22%	217	50%	80	18%	21	5%	1	0%	18	4%	435	100%
Ease of navigation	94	21%	213	49%	86	20%	36	8%	6	1%	4	1%	438	100%
Search function	61	14%	178	41%	105	24%	33	8%	8	2%	51	12%	436	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	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Physical appearance of development in the City	471	56%	331	39%	46	5%	848	100%
Quality/variety of neighborhoods	560	66%	259	30%	32	4%	851	100%
Convenience of shopping in the City	432	51%	362	43%	55	6%	849	100%
Convenience of employment	314	38%	309	37%	215	26%	838	100%
Access to transit	320	38%	328	39%	199	23%	846	100%
Open space/trails	416	49%	348	41%	84	10%	847	100%
Recreation centers	351	41%	391	46%	111	13%	852	100%
Recreation programs/sports	284	34%	394	46%	169	20%	847	100%
Parks/playgrounds	406	48%	370	44%	70	8%	847	100%
Libraries	331	39%	398	47%	117	14%	846	100%
Sense of safety in the City	675	79%	155	18%	20	2%	850	100%
Services provided by the City	458	54%	345	41%	46	5%	849	100%

Question 20		
Do you currently have curbside recycling service at home?	Number	Percent
Yes	349	40%
No	520	60%
Total	869	100%

Question 21		
How interested are you, if at all, in being able to recycle at home via curbside collection?*	Number	Percent
Very interested	172	34%
Somewhat interested	169	34%
Not at all interested	117	23%
Don't know	42	8%
Total	500	100%

*Asked only of those who said they do not currently have curbside recycling at home.

Question 22		
Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?*	Number	Percent
Very interested	110	22%
Somewhat interested	130	26%
Not at all interested	207	41%
Don't know	61	12%
Total	507	100%

*Asked only of those who said they do not currently have curbside recycling at home.

Question 23												
To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Chickens	143	17%	169	20%	155	18%	327	38%	63	7%	857	100%
Honey bees	187	22%	188	22%	137	16%	277	32%	70	8%	858	100%

Question 24		
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included commuter rail service from Denver to Longmont, including Westminster, Louisville, Boulder, etc. To what extent do you support or oppose commuter rail in the Northwest Corridor?	Number	Percent
Strongly support	531	62%
Somewhat support	232	27%
Somewhat oppose	46	5%
Strongly oppose	51	6%
Total	860	100%

Question 25		
If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)	Number	Average dollar amount allocated
Police	834	\$24
Parks/recreation facilities/open space	834	\$17
Fire/ambulance	834	\$22
Roads/bridges	834	\$21
Water/sewer	834	\$16
Total	834	\$100

Question D1		
About how long have you lived in Westminster?	Number	Percent
0-4 years	283	33%
5-9 years	165	19%
10-14 years	115	13%
15-19 years	83	10%
20 or more years	216	25%
Total	862	100%

Question D2		
What is your home zip code?	Number	Percent
80003	26	3%
80005	18	2%
80020	66	8%
80021	227	26%
80023	6	1%
80030	112	13%
80031	277	32%
80234	137	16%
80260	0	0%
Total	868	100%

Question D3		
What city do you work in or nearest to?	Number	Percent
Arvada	47	5%
Aurora	27	3%
Blackhawk	1	0%
Boulder	76	9%
Brighton	5	1%
Broomfield	67	8%
Centennial	5	1%
Commerce City	17	2%
Denver	134	16%
Englewood	6	1%
Glendale	2	0%
Golden	21	2%
Greenwood Village	7	1%
Lafayette	6	1%
Lakewood	27	3%
Littleton	3	0%
Longmont	14	2%
Louisville	18	2%
Northglenn	4	0%
Superior	2	0%
Thornton	21	2%
Westminster	126	15%
Wheat Ridge	14	2%
All over Metro area	24	3%
Other	15	2%
I work from home	26	3%
I do not work (student, homemaker, retired, etc.)	148	17%
Total	862	100%

Question D4		
Please check the appropriate box indicating the type of housing unit in which you live.	Number	Percent
Detached single family home	537	62%
Condominium or townhouse	145	17%
Apartment	179	21%
Mobile home	1	0%
Total	862	100%

Question D5		
Do you rent or own your residence?	Number	Percent
Rent	300	35%
Own	566	65%
Total	866	100%

Question D6		
How many people (including yourself) live in your household?	Number	Percent
1	192	22%
2	342	40%
3	157	18%
4	92	11%
5	46	5%
6	22	3%
7	3	0%
8	1	0%
Total	856	100%

Question D7		
How many of these household members are 17 years or younger?	Number	Percent
1	110	43%
2	98	38%
3	28	11%
4	19	7%
5	2	1%
6	1	0%
Total	258	100%

Question D8		
About how much was your household's total income before taxes in 2011? Be sure to include income from all sources.	Number	Percent
Less than \$15,000	36	4%
\$15,000 to \$24,999	46	5%
\$25,000 to \$34,999	83	10%
\$35,000 to \$49,999	107	13%
\$50,000 to \$74,999	143	17%
\$75,000 to \$99,999	132	16%
\$100,000 to \$124,999	95	11%
\$125,000 to \$149,999	42	5%
\$150,000 to \$174,999	29	3%
\$175,000 to \$199,999	10	1%
\$200,000 or more	28	3%
I prefer not to answer	98	11%
Total	849	100%

Question D9		
How much education have you completed?	Number	Percent
0-11 years	26	3%
High school graduate	119	14%
Some college, no degree	205	24%
Associate degree	65	8%
Bachelors degree	268	31%
Graduate or professional degree	174	20%
Total	857	100%

Question D10		
What is your race?*	Number	Percent*
White/European American/Caucasian	703	83%
Black or African American	18	2%
Asian or Pacific Islander	63	7%
American Indian, Eskimo, or Aleut	7	1%
Other	76	9%
Total	867	103%

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

Question D11		
Are you Hispanic/Spanish/Latino?	Number	Percent
Yes	119	14%
No	717	86%
Total	836	100%

Question D12		
Which category contains your age?	Number	Percent
18-24	32	4%
25-34	249	29%
35-44	135	16%
45-54	193	22%
55-64	111	13%
65-74	76	9%
75-84	45	5%
85+	17	2%
Total	857	100%

Question D13		
What is your gender?	Number	Percent
Female	433	51%
Male	410	49%
Total	843	100%

School District of Respondent		
School district in which the respondent lived.	Number	Percent
Jefferson County	344	39%
Adams 12	257	29%
Adams 50	273	31%
Total	874	100%

Fire Service Area of Respondent		
Fire service area in which the respondent lived.	Number	Percent
Fire service area 1	161	18%
Fire service area 2	153	17%
Fire service area 3	151	17%
Fire service area 4	203	23%
Fire service area 5	103	12%
Fire service area 6	103	12%
Total	874	100%

Appendix C: Select Survey Responses Compared by Area of Residence

The following appendix compares the key survey responses by area of residence (school district and fire service area). 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 ($p \leq .05$) between at least two of the subgroups.

Aspects of Quality of Life Compared by School District and Fire Service Area											
Please rate each of the following aspects of quality of life in Westminster.	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Westminster as a place to live	93%	96%	87%	92%	84%	92%	96%	95%	90%	95%	92%
The overall quality of your neighborhood	79%	94%	62%	79%	55%	72%	90%	90%	73%	89%	79%
Westminster as a place to raise children	88%	93%	70%	84%	69%	76%	89%	91%	88%	92%	84%
Westminster as a place to retire	67%	62%	61%	63%	61%	63%	66%	62%	75%	57%	63%
Westminster as a place to work	59%	62%	59%	59%	54%	62%	55%	61%	63%	62%	59%
Job opportunities in Westminster	25%	33%	32%	30%	34%	25%	27%	29%	25%	39%	30%
The overall quality of life in Westminster	89%	93%	80%	88%	76%	86%	91%	90%	92%	92%	88%

Percent "very good" or "good"

Change in Neighborhood Quality Over Past 12 Months Compared by School District and Fire Service Area											
During the past 12 months, the overall quality of my neighborhood:	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Improved	16%	25%	21%	20%	20%	23%	18%	20%	15%	23%	20%
Stayed the same	67%	56%	51%	59%	52%	49%	65%	64%	70%	54%	59%
Declined	18%	18%	29%	21%	29%	28%	17%	16%	15%	22%	21%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Image of the City Compared by School District and Fire Service Area											
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Environmentally sensitive	88%	92%	85%	88%	82%	88%	90%	93%	85%	90%	88%
Financially sound	82%	88%	85%	84%	83%	87%	79%	92%	76%	83%	84%
Beautiful parks/open spaces	97%	96%	92%	95%	94%	92%	97%	98%	98%	91%	95%
Innovative and progressive	80%	81%	75%	79%	74%	78%	76%	80%	88%	76%	79%
Vibrant neighborhoods	76%	79%	64%	73%	65%	65%	83%	78%	72%	77%	73%
Safe and secure	85%	83%	76%	82%	69%	82%	90%	86%	80%	81%	82%
Business-friendly environment	79%	85%	83%	82%	83%	84%	79%	82%	84%	82%	82%

Percent "strongly" or "somewhat" agree

Physical Attractiveness of City Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
How would you rate the physical attractiveness of Westminster as a whole?	82%	86%	78%	82%	77%	80%	85%	84%	79%	89%	82%

Percent "very good" or "good"

Safety Ratings Compared by School District and Fire Service Area											
Please rate how safe or unsafe you feel from the following:	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Violent crimes (e.g., rape, robbery, assault)	81%	87%	74%	81%	70%	79%	82%	86%	82%	85%	81%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	66%	67%	49%	61%	46%	57%	68%	64%	68%	66%	61%
Fires	83%	88%	83%	84%	77%	90%	81%	86%	86%	87%	84%

Percent "very" or "somewhat" safe

Quality of City Services Compared by School District and Fire Service Area											
For each of the following services provided by the City of Westminster, please rate the quality of the service.	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Snow removal	62%	64%	63%	63%	63%	67%	67%	57%	57%	66%	63%
Street repair	50%	57%	53%	53%	51%	52%	50%	55%	55%	56%	53%
Street cleaning	56%	53%	61%	57%	57%	59%	54%	56%	64%	52%	57%
Sewer services	70%	76%	66%	71%	67%	67%	72%	69%	79%	75%	71%
Recycling drop off centers at City facilities	53%	47%	61%	54%	65%	53%	51%	47%	69%	40%	54%
Police traffic enforcement	70%	64%	63%	66%	65%	59%	72%	68%	70%	62%	66%
Police protection	75%	69%	71%	72%	69%	74%	75%	69%	77%	69%	72%
Fire protection	84%	86%	86%	85%	87%	87%	87%	84%	82%	84%	85%
Emergency medical/ambulance service	81%	74%	84%	80%	87%	84%	85%	73%	80%	72%	80%
Land use, planning and zoning	53%	62%	57%	57%	52%	62%	62%	57%	47%	60%	57%
City Code enforcement	48%	48%	46%	48%	42%	49%	42%	53%	53%	45%	48%
Animal management	53%	58%	57%	56%	62%	47%	56%	63%	49%	54%	56%
Economic development	45%	61%	52%	52%	53%	53%	50%	54%	43%	59%	52%
Parks maintenance	83%	84%	85%	84%	79%	89%	84%	86%	79%	84%	84%
Libraries	80%	83%	86%	83%	88%	83%	78%	88%	78%	73%	83%
Drinking water quality	83%	82%	78%	81%	83%	75%	79%	85%	86%	79%	81%
Recreation programs	81%	83%	80%	81%	79%	80%	84%	85%	81%	76%	81%
Recreation facilities	86%	80%	85%	84%	84%	85%	90%	84%	85%	73%	84%
Trails	85%	88%	77%	83%	76%	78%	86%	89%	88%	83%	83%
Appearance of parks and recreation facilities	86%	90%	87%	87%	84%	88%	88%	89%	86%	90%	87%
Preservation of natural areas (open space, greenbelts)	84%	85%	80%	83%	79%	81%	86%	82%	91%	82%	83%
Municipal Court	50%	55%	64%	56%	69%	58%	56%	48%	52%	53%	56%
Building permits/inspections	47%	53%	55%	51%	59%	49%	48%	54%	47%	48%	51%
Utility billing/meter reading	57%	57%	61%	58%	65%	57%	54%	60%	52%	59%	58%
Emergency preparedness	53%	57%	63%	57%	69%	61%	45%	59%	58%	47%	57%

Percent "very good" or "good"

Overall Quality of City Services Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Overall, how would you rate the quality of the services provided by the City of Westminster?	83%	85%	81%	83%	76%	86%	84%	88%	83%	80%	83%

Percent "very good" or "good"

Government Operations Compared by School District and Fire Service Area											
In general, how well do you think each of the following operates?	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
The Federal Government	19%	21%	30%	23%	34%	23%	21%	23%	14%	20%	23%
The State Government	35%	43%	42%	39%	40%	41%	44%	42%	24%	38%	39%
The County Government	38%	44%	44%	42%	47%	41%	41%	40%	37%	44%	42%
The City of Westminster	60%	72%	64%	64%	64%	66%	61%	69%	57%	68%	64%

Percent "very well" or "well"

Overall Direction of City Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Overall, would you say the City is headed in the right direction or the wrong direction?	89%	92%	86%	89%	82%	90%	91%	92%	88%	93%	89%

Percent "right direction"

Public Trust Ratings Compared by School District and Fire Service Area											
Please rate the following statements by circling the number that most clearly represents your opinion:	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
I receive good value for the City of Westminster taxes I pay	65%	73%	63%	67%	57%	68%	66%	71%	74%	66%	67%
The Westminster government welcomes citizen involvement	63%	61%	66%	63%	68%	62%	60%	66%	59%	60%	63%
City Council cares what people like me think	54%	49%	50%	51%	54%	41%	63%	55%	44%	43%	51%

Percent "strongly" or "somewhat" agree

Impression of City Employees Compared by School District and Fire Service Area											
What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Knowledge	83%	88%	84%	85%	82%	88%	96%	81%	80%	88%	85%
Responsiveness	79%	80%	79%	80%	76%	83%	88%	76%	82%	77%	80%
Courtesy	83%	88%	80%	83%	80%	82%	95%	81%	82%	84%	83%
Overall impression	79%	81%	75%	78%	70%	80%	90%	76%	79%	81%	78%

Percent "strongly" or "somewhat" agree

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 and Fire Service Area											
To what degree, if at all, are the following problems in Westminster:	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Crime	38%	41%	53%	44%	59%	52%	35%	39%	40%	33%	44%
Vandalism	42%	41%	60%	48%	70%	53%	35%	44%	43%	33%	48%
Graffiti	39%	41%	62%	47%	70%	51%	33%	42%	37%	40%	47%
Drugs	44%	47%	60%	50%	71%	53%	38%	36%	53%	50%	50%
Too much growth	21%	22%	30%	24%	33%	31%	21%	22%	15%	18%	24%
Lack of growth	30%	20%	23%	25%	24%	25%	35%	23%	24%	21%	25%
Run down buildings	26%	30%	42%	32%	44%	39%	26%	26%	27%	30%	32%
Taxes	34%	36%	45%	38%	46%	42%	31%	37%	35%	36%	38%
Availability of convenient shopping	15%	12%	23%	17%	25%	18%	16%	14%	13%	9%	17%
Juvenile problems	36%	30%	50%	39%	57%	46%	26%	35%	36%	30%	39%
Availability of affordable housing	31%	28%	39%	33%	47%	28%	28%	28%	30%	32%	33%
Availability of parks	4%	3%	14%	7%	13%	12%	4%	2%	6%	5%	7%
Traffic safety on neighborhood streets	18%	20%	24%	20%	31%	18%	17%	22%	9%	21%	20%
Traffic safety on major streets	22%	22%	30%	24%	32%	25%	27%	22%	13%	22%	24%
Maintenance and condition of homes	27%	25%	42%	31%	40%	44%	27%	23%	29%	20%	31%
Condition of properties (weeds, trash, junk vehicles)	33%	29%	44%	35%	45%	43%	31%	30%	37%	26%	35%

Percent "major" or "moderate" problem

Level of Being Informed about the City Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
In general, how well informed do you feel about the City of Westminster?	38%	38%	44%	40%	42%	44%	39%	45%	35%	28%	40%

Percent "very well" or "well"

Ratings of City's Website Compared by School District and Fire Service Area											
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.	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Current information	79%	88%	88%	84%	90%	85%	74%	85%	82%	93%	84%
Appearance	80%	83%	78%	81%	90%	73%	81%	75%	83%	89%	81%
Online services offered	78%	75%	72%	75%	77%	70%	70%	78%	81%	74%	75%
Ease of navigation	73%	67%	73%	71%	79%	67%	68%	71%	74%	64%	71%
Search function	63%	60%	64%	62%	74%	55%	66%	64%	58%	54%	62%

Percent "very good" or "good"

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 and Fire Service Area											
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.	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Physical appearance of development in the City	55%	57%	55%	56%	49%	60%	55%	59%	55%	54%	56%
Quality/variety of neighborhoods	66%	68%	63%	66%	58%	71%	63%	69%	74%	59%	66%
Convenience of shopping in the City	52%	52%	49%	51%	43%	55%	51%	52%	54%	51%	51%
Convenience of employment	38%	36%	39%	38%	33%	41%	41%	32%	38%	45%	38%
Access to transit	39%	31%	42%	38%	41%	36%	47%	35%	31%	35%	38%
Open space/trails	51%	52%	44%	49%	40%	49%	50%	58%	48%	45%	49%
Recreation centers	36%	45%	44%	41%	40%	46%	36%	49%	30%	39%	41%
Recreation programs/sports	32%	33%	36%	34%	30%	36%	30%	40%	31%	29%	34%
Parks/playgrounds	48%	48%	48%	48%	48%	48%	48%	53%	42%	44%	48%
Libraries	36%	36%	46%	39%	53%	41%	39%	39%	27%	28%	39%
Sense of safety in the City	78%	79%	81%	79%	80%	83%	75%	79%	84%	77%	79%
Services provided by the City	52%	49%	61%	54%	57%	64%	51%	56%	44%	45%	54%

Percent "highly important"

Had Curbside Recycling at Home Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Do you currently have curbside recycling service at home?	39%	57%	25%	40%	13%	42%	37%	62%	38%	45%	40%

Percent "yes"

Interest in Curbside Recycling at Home Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
How interested are you, if at all, in being able to recycle at home via curbside collection?	72%	86%	70%	74%	71%	70%	63%	77%	88%	88%	74%
Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?	48%	68%	52%	54%	55%	48%	46%	57%	50%	71%	54%

Percent "very" or "somewhat" interested
 Asked only of those who said they do not have curbside recycling at home.

Support for Chickens and Honey Bees in Neighborhoods Compared by School District and Fire Service Area											
To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Chickens	45%	33%	38%	39%	40%	33%	49%	44%	34%	29%	39%
Honey bees	49%	41%	51%	47%	54%	44%	48%	46%	48%	43%	47%

Percent "strongly" or "somewhat" support

Support for Commuter Rail in Northwest Corridor Compared by School District and Fire Service Area											
	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included commuter rail service from Denver to Longmont, including Westminster, Louisville, Boulder, etc. To what extent do you support or oppose commuter rail in the Northwest Corridor?	89%	88%	88%	89%	88%	86%	90%	92%	86%	87%	89%

Percent "strongly" or "somewhat" support

Average Dollar Allocation to City Services Compared by School District and Fire Service Area											
If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)	School district				Fire service area						
	Jefferson County	Adams 12	Adams 50	City as a Whole	Fire service area 1	Fire service area 2	Fire service area 3	Fire service area 4	Fire service area 5	Fire service area 6	City as a Whole
Police	\$23	\$24	\$24	\$24	\$24	\$25	\$24	\$24	\$23	\$22	\$24
Parks/recreation facilities/open space	\$17	\$18	\$16	\$17	\$15	\$17	\$18	\$17	\$17	\$19	\$17
Fire/ambulance	\$21	\$22	\$22	\$22	\$23	\$22	\$22	\$21	\$22	\$21	\$22
Roads/bridges	\$22	\$20	\$21	\$21	\$21	\$21	\$20	\$22	\$21	\$22	\$21
Water/sewer	\$16	\$17	\$16	\$16	\$17	\$15	\$17	\$16	\$17	\$17	\$16

Average dollar allocation

Appendix D: Select Survey Responses Compared by Respondent Demographic Characteristics

Survey responses to selected survey questions have been compared by respondent demographics. Responses that are significantly different ($p < .05$) are marked with gray shading. 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 ($p \leq .05$) 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.	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Westminster as a place to live	92%	92%	93%	92%	89%	93%	96%	93%	90%	93%	93%	98%	91%	92%	94%	89%	92%
The overall quality of your neighborhood	76%	79%	82%	79%	61%	77%	89%	79%	80%	83%	69%	87%	75%	78%	79%	77%	78%
Westminster as a place to raise children	83%	84%	84%	84%	74%	85%	90%	85%	84%	81%	84%	94%	80%	83%	85%	79%	83%
Westminster as a place to retire	58%	55%	77%	63%	62%	65%	62%	64%	60%	73%	58%	61%	63%	63%	65%	58%	63%
Westminster as a place to work	63%	54%	64%	60%	60%	56%	63%	59%	61%	62%	57%	61%	58%	60%	57%	63%	59%
Job opportunities in Westminster	31%	28%	33%	30%	36%	27%	37%	31%	37%	24%	31%	29%	25%	30%	28%	32%	29%
The overall quality of life in Westminster	88%	86%	89%	88%	84%	87%	93%	88%	89%	88%	82%	94%	86%	87%	88%	86%	87%

Percent "very good" or "good"

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		
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Improved	21%	19%	20%	20%	27%	19%	21%	20%	26%	20%	16%	19%	16%	20%	20%	20%	20%
Stayed the same	61%	59%	57%	59%	44%	60%	62%	59%	61%	60%	62%	58%	55%	59%	58%	60%	59%
Declined	18%	22%	23%	21%	29%	21%	17%	20%	14%	20%	22%	23%	30%	21%	22%	20%	21%
Total	100%	100%	100%	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?	Age group				Household income				Length of residency						Housing unit type		
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Environmentally sensitive	83%	88%	95%	88%	78%	89%	92%	89%	83%	93%	93%	97%	84%	88%	90%	84%	88%
Financially sound	77%	85%	92%	84%	79%	83%	90%	85%	81%	80%	81%	96%	87%	84%	84%	84%	84%
Beautiful parks/open spaces	93%	96%	97%	95%	91%	95%	99%	96%	92%	97%	95%	99%	96%	95%	95%	95%	95%
Innovative and progressive	68%	80%	90%	79%	81%	78%	82%	79%	74%	73%	83%	84%	84%	78%	78%	79%	78%
Vibrant neighborhoods	66%	72%	85%	73%	76%	76%	71%	75%	72%	73%	78%	76%	72%	73%	72%	75%	73%
Safe and secure	79%	81%	87%	82%	76%	81%	85%	82%	80%	84%	85%	81%	82%	82%	82%	80%	82%
Business-friendly environment	79%	80%	90%	82%	87%	82%	79%	82%	87%	79%	77%	77%	82%	82%	79%	87%	82%

Percent "strongly" or "somewhat" agree

Physical Attractiveness of City Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 Years	5-9 Years	10-14 Years	15-19 Years	20 or more years	Overall	Detached	Attached	Overall
How would you rate the physical attractiveness of Westminster as a whole?	81%	80%	87%	83%	84%	82%	83%	83%	81%	88%	70%	92%	83%	82%	83%	81%	82%

Percent "very good" or "good"

Safety Ratings Compared by Respondent Demographics																	
Please rate how safe or unsafe you feel from the following:	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 Years	5-9 Years	10-14 Years	15-19 Years	20 or more years	Overall	Detached	Attached	Overall
Violent crimes (e.g., rape, robbery, assault)	80%	80%	84%	81%	64%	82%	86%	81%	79%	86%	74%	83%	80%	80%	82%	78%	80%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	51%	62%	72%	61%	53%	59%	66%	60%	60%	60%	56%	65%	64%	61%	63%	58%	61%
Fires	81%	83%	89%	84%	76%	85%	87%	85%	79%	83%	89%	84%	89%	84%	86%	81%	84%

Percent "very" or "somewhat" safe

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.	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Snow removal	59%	62%	68%	63%	65%	65%	62%	64%	63%	66%	63%	62%	61%	63%	59%	69%	63%
Street repair	51%	52%	58%	53%	59%	54%	52%	54%	53%	53%	57%	50%	52%	53%	51%	57%	53%
Street cleaning	53%	56%	62%	57%	60%	57%	56%	57%	57%	58%	59%	52%	57%	57%	54%	61%	57%
Sewer services	71%	69%	72%	70%	71%	69%	74%	71%	69%	73%	70%	66%	73%	71%	72%	68%	71%
Recycling drop off centers at City facilities	57%	48%	58%	54%	63%	52%	53%	54%	56%	52%	53%	41%	59%	54%	52%	56%	54%
Police traffic enforcement	66%	64%	71%	67%	70%	64%	68%	66%	68%	66%	64%	64%	66%	66%	66%	65%	66%
Police protection	68%	72%	78%	72%	69%	70%	74%	71%	74%	66%	73%	71%	74%	72%	72%	71%	72%
Fire protection	83%	84%	88%	85%	88%	84%	85%	85%	84%	87%	85%	80%	87%	85%	84%	87%	85%
Emergency medical/ambulance service	77%	76%	88%	80%	91%	79%	77%	80%	78%	81%	78%	78%	84%	80%	78%	84%	80%
Land use, planning and zoning	58%	56%	59%	58%	65%	55%	69%	60%	66%	46%	50%	67%	55%	57%	57%	57%	57%
City Code enforcement	55%	43%	48%	48%	47%	48%	49%	48%	55%	45%	44%	51%	42%	47%	44%	55%	47%
Animal management	61%	53%	57%	56%	56%	54%	63%	57%	60%	58%	54%	52%	52%	56%	55%	58%	56%
Economic development	53%	47%	60%	53%	51%	52%	57%	53%	57%	48%	50%	44%	54%	52%	51%	54%	52%
Parks maintenance	89%	79%	86%	84%	82%	84%	89%	85%	86%	89%	79%	79%	82%	84%	83%	85%	84%
Libraries	79%	81%	88%	83%	87%	82%	83%	83%	77%	83%	88%	85%	83%	82%	82%	83%	82%
Drinking water quality	76%	82%	87%	81%	73%	81%	86%	81%	74%	85%	77%	83%	89%	81%	85%	75%	81%
Recreation programs	80%	80%	84%	81%	76%	81%	84%	81%	81%	78%	84%	82%	83%	81%	83%	77%	81%
Recreation facilities	81%	84%	87%	84%	81%	85%	86%	85%	81%	86%	86%	78%	88%	84%	86%	80%	84%
Trails	83%	83%	84%	83%	83%	83%	86%	84%	82%	84%	85%	85%	83%	83%	85%	80%	83%
Appearance of parks and recreation facilities	90%	84%	91%	88%	87%	86%	91%	87%	90%	89%	81%	85%	88%	87%	88%	86%	87%
Preservation of natural areas (open space, greenbelts)	83%	85%	82%	83%	83%	81%	89%	84%	82%	89%	82%	86%	80%	83%	84%	81%	83%
Municipal Court	56%	54%	60%	56%	65%	56%	54%	57%	58%	48%	62%	50%	59%	56%	51%	67%	56%
Building permits/inspections	55%	51%	50%	52%	62%	51%	49%	52%	65%	37%	51%	47%	50%	52%	47%	63%	51%
Utility billing/meter reading	55%	58%	63%	58%	56%	59%	56%	58%	61%	46%	61%	61%	62%	58%	58%	58%	58%
Emergency preparedness	56%	53%	64%	57%	58%	55%	58%	56%	62%	50%	60%	48%	58%	57%	54%	61%	57%

Percent "very good" or "good"

Overall Quality of City Services Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Overall, how would you rate the quality of the services provided by the City of Westminster?	80%	83%	87%	83%	77%	84%	88%	84%	81%	80%	82%	93%	84%	83%	84%	82%	83%

Percent "very good" or "good"

Government Operations Compared by Respondent Demographics																	
In general, how well do you think each of the following operates?	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
The Federal Government	23%	21%	26%	23%	40%	24%	19%	24%	28%	21%	25%	20%	18%	23%	19%	31%	23%
The State Government	42%	36%	40%	39%	53%	38%	39%	40%	46%	34%	38%	45%	33%	39%	34%	48%	39%
The County Government	48%	38%	40%	42%	54%	40%	42%	42%	52%	41%	33%	42%	33%	42%	37%	50%	41%
The City of Westminster	59%	64%	73%	65%	68%	63%	71%	66%	71%	55%	54%	75%	65%	64%	62%	68%	64%

Percent "very well" or "well"

Overall Direction of City Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Overall, would you say the City is headed in the right direction or the wrong direction?	88%	86%	95%	89%	93%	88%	93%	90%	89%	90%	85%	96%	88%	89%	88%	91%	89%

Percent "right direction"

Public Trust Ratings Compared by Respondent Demographics																	
Please rate the following statements by circling the number that most clearly represents your opinion:	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
I receive good value for the City of Westminster taxes I pay	65%	65%	71%	67%	47%	69%	75%	68%	63%	66%	72%	77%	66%	67%	68%	64%	67%
The Westminster government welcomes citizen involvement	63%	58%	70%	63%	63%	63%	63%	63%	57%	65%	63%	59%	70%	63%	64%	61%	63%
City Council cares what people like me think	50%	48%	57%	51%	58%	52%	50%	52%	50%	56%	55%	50%	50%	51%	51%	52%	51%

Percent "strongly" or "somewhat" agree

Impression of City Employees Compared by Respondent Demographics																	
What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Knowledge	94%	81%	82%	85%	85%	84%	87%	85%	86%	84%	79%	94%	85%	85%	85%	84%	85%
Responsiveness	81%	78%	82%	80%	89%	75%	87%	80%	77%	84%	75%	93%	78%	80%	79%	81%	79%
Courtesy	81%	82%	88%	83%	81%	81%	87%	83%	76%	89%	83%	97%	82%	83%	84%	81%	83%
Overall impression	79%	78%	79%	78%	88%	73%	86%	79%	76%	79%	73%	91%	78%	78%	78%	79%	78%

Percent "very good" or "good"

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:	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Crime	41%	41%	50%	43%	45%	44%	38%	43%	39%	39%	49%	43%	50%	43%	45%	42%	44%
Vandalism	45%	46%	53%	48%	52%	49%	37%	46%	41%	45%	48%	50%	56%	47%	48%	47%	48%
Graffiti	44%	44%	54%	46%	57%	46%	40%	45%	39%	45%	40%	54%	58%	47%	48%	44%	47%
Drugs	42%	49%	63%	50%	64%	48%	48%	50%	46%	39%	50%	46%	63%	50%	51%	49%	50%
Too much growth	17%	23%	34%	24%	33%	21%	22%	23%	22%	16%	30%	22%	30%	24%	24%	24%	24%
Lack of growth	23%	27%	26%	25%	31%	22%	26%	24%	19%	27%	27%	36%	26%	25%	28%	20%	25%
Run down buildings	28%	33%	37%	32%	33%	32%	30%	32%	25%	28%	46%	34%	36%	32%	34%	29%	32%
Taxes	36%	35%	44%	38%	44%	37%	30%	36%	34%	30%	28%	42%	52%	38%	38%	38%	38%
Availability of convenient shopping	9%	17%	24%	16%	23%	15%	15%	16%	8%	12%	30%	25%	20%	16%	19%	13%	17%
Juvenile problems	35%	37%	46%	38%	44%	37%	38%	38%	32%	43%	41%	45%	43%	39%	39%	39%	39%
Availability of affordable housing	25%	33%	42%	33%	56%	35%	17%	32%	28%	30%	36%	30%	41%	33%	27%	42%	33%
Availability of parks	6%	6%	10%	7%	16%	7%	5%	7%	6%	5%	9%	12%	5%	7%	6%	8%	7%
Traffic safety on neighborhood streets	21%	18%	22%	20%	25%	20%	14%	19%	15%	26%	19%	25%	21%	20%	21%	19%	20%
Traffic safety on major streets	23%	22%	27%	24%	34%	23%	18%	23%	21%	29%	22%	21%	27%	24%	23%	26%	24%
Maintenance and condition of homes	27%	33%	33%	31%	38%	29%	29%	30%	21%	32%	40%	31%	37%	31%	34%	25%	31%
Condition of properties (weeds, trash, junk vehicles)	32%	37%	37%	35%	38%	34%	34%	35%	23%	34%	42%	37%	48%	35%	40%	28%	35%

Percent "major" or "moderate" problem

Level of Being Informed about the City Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
In general, how well informed do you feel about the City of Westminster?	28%	46%	47%	40%	38%	39%	49%	42%	28%	38%	44%	48%	53%	40%	44%	34%	40%

Percent "very well" or "well"

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. Circle the number that best represents your opinion.	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Current information	83%	87%	82%	85%	82%	81%	89%	84%	94%	74%	87%	86%	78%	84%	84%	85%	84%
Appearance	79%	81%	87%	81%	84%	81%	81%	81%	81%	75%	76%	87%	86%	81%	81%	79%	81%
Online services offered	78%	74%	76%	76%	52%	79%	74%	76%	80%	73%	67%	83%	73%	76%	77%	71%	75%
Ease of navigation	72%	70%	72%	71%	42%	72%	72%	71%	65%	70%	72%	81%	75%	71%	75%	58%	71%
Search function	61%	63%	65%	62%	46%	64%	63%	63%	61%	62%	57%	73%	62%	62%	63%	59%	62%

Percent "very good" or "good"

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.	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Physical appearance of development in the City	56%	56%	55%	56%	54%	53%	65%	56%	60%	55%	56%	58%	49%	56%	55%	56%	56%
Quality/variety of neighborhoods	73%	64%	60%	66%	71%	62%	72%	66%	70%	63%	69%	75%	57%	66%	67%	64%	66%
Convenience of shopping in the City	46%	55%	52%	51%	55%	51%	54%	52%	56%	48%	53%	47%	45%	51%	48%	54%	51%
Convenience of employment	41%	42%	27%	38%	53%	36%	39%	39%	43%	31%	34%	49%	31%	37%	33%	46%	38%
Access to transit	41%	37%	35%	38%	52%	39%	34%	39%	43%	40%	33%	32%	34%	38%	33%	46%	38%
Open space/trails	56%	49%	40%	49%	28%	50%	58%	50%	56%	56%	46%	46%	37%	49%	51%	46%	49%
Recreation centers	38%	42%	44%	41%	33%	41%	48%	42%	44%	39%	38%	42%	39%	41%	44%	35%	41%
Recreation programs/sports	33%	36%	31%	34%	30%	34%	35%	34%	39%	28%	32%	34%	30%	33%	35%	31%	34%
Parks/playgrounds	52%	49%	42%	48%	45%	48%	52%	49%	57%	47%	40%	57%	38%	48%	52%	41%	48%
Libraries	36%	37%	45%	39%	47%	40%	36%	40%	41%	38%	39%	37%	37%	39%	40%	38%	39%
Sense of safety in the City	81%	81%	74%	79%	81%	76%	83%	78%	83%	77%	72%	80%	81%	79%	81%	77%	79%
Services provided by the City	52%	52%	58%	54%	67%	51%	52%	53%	54%	47%	46%	58%	60%	54%	55%	52%	54%

Percent "highly important"

Had Curbside Recycling at Home Compared by Respondent Demographics																	
Do you currently have curbside recycling service at home?	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Do you currently have curbside recycling service at home?	35%	42%	44%	40%	17%	32%	62%	38%	30%	47%	55%	57%	34%	40%	48%	26%	40%

Percent "yes"

Interest in Curbside Recycling at Home Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
How interested are you, if at all, in being able to recycle at home via curbside collection?	82%	76%	63%	75%	68%	76%	79%	75%	84%	73%	70%	76%	64%	74%	75%	73%	74%
Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?	65%	54%	40%	54%	57%	57%	56%	56%	69%	53%	54%	41%	35%	53%	48%	61%	54%

Percent "very" or "somewhat" interested
 Asked only of those who said they do not have curbside recycling at home.

Support for Chickens and Honey Bees in Neighborhoods Compared by Respondent Demographics																	
To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Chickens	53%	39%	25%	40%	47%	42%	38%	41%	48%	45%	36%	25%	31%	39%	40%	40%	40%
Honey bees	49%	53%	39%	48%	50%	50%	46%	49%	51%	51%	43%	40%	46%	48%	46%	50%	48%

Percent "strongly" or "somewhat" support

Support for Commuter Rail in Northwest Corridor Compared by Respondent Demographics																	
	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included commuter rail service from Denver to Longmont, including Westminster, Louisville, Boulder, etc. To what extent do you support or oppose commuter rail in the Northwest Corridor?	93%	89%	83%	89%	89%	88%	91%	89%	92%	90%	85%	89%	86%	89%	87%	92%	89%

Percent "strongly" or "somewhat" support

Average Dollar Allocation to City Services Compared by Respondent Demographics																	
If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)	Age group				Household income				Length of residency					Housing unit type			
	18-34	35-54	55+	Overall	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	Overall	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Overall	Detached	Attached	Overall
Police	\$22	\$23	\$27	\$24	\$28	\$23	\$23	\$24	\$23	\$24	\$23	\$23	\$25	\$24	\$24	\$23	\$24
Parks/recreation facilities/open space	\$19	\$17	\$14	\$17	\$12	\$18	\$18	\$17	\$19	\$17	\$17	\$20	\$14	\$17	\$17	\$17	\$17
Fire/ambulance	\$20	\$21	\$24	\$22	\$25	\$22	\$21	\$22	\$21	\$22	\$23	\$20	\$23	\$22	\$21	\$23	\$22
Roads/bridges	\$21	\$22	\$20	\$21	\$20	\$20	\$22	\$21	\$21	\$22	\$22	\$20	\$21	\$21	\$22	\$21	\$21
Water/sewer	\$17	\$17	\$15	\$16	\$15	\$17	\$15	\$16	\$17	\$16	\$16	\$16	\$17	\$16	\$17	\$16	\$16

Average dollar allocation

Appendix E: 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.	School district			
	Jefferson County	Adams 12	Adams 50	City as a Whole
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%

Percent "very good" or "good"

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.	School district			
	Jefferson County	Adams 12	Adams 50	City as a Whole
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%

Percent "very good" or "good"

City Government Operation Compared by School District Compared by Year				
In general, how well do you think the Westminster City Government operates?	School district			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2012	60%	72%	64%	64%
2010	79%	76%	71%	76%
2008	78%	79%	66%	75%
2006	72%	70%	60%	68%
2004	79%	82%	80%	80%
2002	73%	75%	72%	73%
2000	76%	74%	75%	75%
1998	78%	75%	68%	74%
1996	72%	70%	66%	69%
1992	76%	77%	73%	75%

Percent "very well" or "well"

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?	School district			
	Jefferson County	Adams 12	Adams 50	City as a Whole
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%

Percent "very good" or "good"

Appendix F: 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 2012 Westminster Citizen Survey is the eleventh iteration of the survey since it was first administered by National Research Center, Inc. (NRC) in 1992. To preserve trends over time, the 2010 survey served as the foundation for the 2012 citizen survey instrument. Questions that asked about topics found to be less salient in 2012 were eliminated and a list of topics for new questions was generated. New questions were created, 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 sample of households.

A larger list than needed was sampled 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 sample.

A stratified, systematic sampling method was used with the remaining addresses to create a mailing list of 3,000 Westminster households, with 1,000 surveys being sent to each of the three school districts (Jefferson County, Adams 12 and Adams 50). Additionally, the fire service area for each selected household was identified and tracked to allow for deeper understanding of the survey results by geographic area. 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 (i.e., 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 48 respondents opted to complete the survey via the Web.

The mailings were sent in April of 2012 and completed surveys were collected over the following six 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 2,871 households receiving a survey, 874 completed the survey, providing an overall response rate of 30%. Response rates for each geographic subarea are provided in the following figure.

Westminster Response Rates 2012				
Geographic area	Number of surveys mailed	Number of returned surveys	Number of completed surveys	Response rate
Jefferson County	1,000	36	304	32%
Adams 12	1,000	43	291	30%
Adams 50	1,000	50	279	29%
Fire service area 1	660	31	163	26%
Fire service area 2	560	26	176	33%
Fire service area 3	484	23	144	31%
Fire service area 4	574	23	203	37%
Fire service area 5	305	12	86	29%
Fire service area 6	417	14	102	25%
City overall	3,000	129	874	30%

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 estimates are given for subgroups, they are less precise. For each subgroup from the survey, the margin of error rises to as much as plus or minus 11% for a sample size of 86 to plus or minus 5% for 457 completed surveys.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, 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 2005-2009 American Community Survey (ACS) estimates for adults in the city. Sample results were weighted using the population norms to reflect the appropriate percent of those residents 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 and race. 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

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

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure 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 jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

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

2012 Westminster Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	35%	29%	35%
Own home	65%	71%	65%
Detached unit ²	63%	53%	62%
Attached unit ²	37%	47%	38%
Race and Ethnicity			
White	84%	87%	81%
Not White	16%	13%	19%
Hispanic	18%	10%	14%
Not Hispanic	82%	90%	86%
White alone, not Hispanic	74%	82%	74%
Hispanic and/or other race	26%	18%	26%
Sex and Age			
18-34 years of age	34%	17%	33%
35-54 years of age	39%	33%	38%
55+ years of age	27%	50%	29%
Female	51%	58%	51%
Male	49%	42%	49%
Females 18-34	17%	11%	17%
Females 35-54	20%	19%	19%
Females 55+	15%	28%	15%
Males 18-34	17%	6%	17%
Males 35-54	19%	14%	19%
Males 55+	12%	22%	13%
School District³			
Jefferson County	39%	35%	39%
Adams 12	31%	33%	29%
Adams 50	30%	32%	31%

¹ Source: 2010 Census

² ACS 2005-2009

³ City of Westminster, Utility Billing data, March 2012

Analyzing the Data

The electronic dataset was analyzed by NRC staff using the 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 B: Complete Set of Survey Responses*.

Also included are results by school district, fire service area and respondent characteristics (*Appendix C: Select Survey Responses Compared by Area of Residence* and *Appendix D: Select Survey Responses Compared by Respondent Demographic 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 G: List of Jurisdictions in the Benchmark Comparisons

When possible, comparisons of results were made to other jurisdictions in NRC's benchmark database both nationally and in the Front Range. The jurisdictions included in these comparisons are listed in the following tables along with the 2010 Census population.

National Comparison Jurisdictions

Abilene, KS.....	6,844	Branson, MO	10,520
Airway Heights, WA	6,114	Brea, CA	39,282
Albany, GA	77,434	Brevard County, FL.....	543,376
Albany, OR.....	50,158	Brisbane, CA.....	4,282
Albemarle County, VA	98,970	Broken Arrow, OK	98,850
Albert Lea, MN	18,016	Brookline, NH.....	4,991
Alpharetta, GA	57,551	Brownsburg, IN	21,285
Ames, IA.....	58,965	Bryan, TX	76,201
Andover, MA	8,762	Burlingame, CA	28,806
Ankeny, IA.....	45,582	Burlington, MA.....	24,498
Ann Arbor, MI.....	113,934	Cabarrus County, NC	178,011
Annapolis, MD.....	38,394	Calgary, Canada	878,866
Apple Valley, CA.....	69,135	Cambridge, MA	105,162
Arapahoe County, CO.....	572,003	Cape Coral, FL	154,305
Archuleta County, CO.....	12,084	Cape Girardeau, MO	37,941
Arkansas City, KS	12,415	Carson City, NV	55,274
Arlington County, VA.....	207,627	Cartersville, GA	19,731
Arvada, CO	106,433	Carver County, MN	91,042
Asheville, NC	83,393	Cary, NC.....	135,234
Ashland, OR	20,078	Casa Grande, AZ.....	48,571
Ashland, VA.....	7,225	Casper, WY.....	55,316
Aspen, CO	6,658	Castle Pines, CO	3,614
Auburn, AL.....	53,380	Cedar Falls, IA.....	39,260
Auburn, WA.....	70,180	Cedar Rapids, IA	126,326
Aurora, CO	325,078	Centennial, CO	100,377
Austin, TX.....	790,390	Centralia, IL	13,032
Baltimore County, MD.....	805,029	Chambersburg, PA	20,268
Baltimore, MD.....	620,961	Chandler, AZ	236,123
Barnstable, MA.....	45,193	Chanhassen, MN	22,952
Batavia, IL	26,045	Charlotte County, FL	159,978
Battle Creek, MI.....	52,347	Charlotte, NC	734,424
Bedford, MA.....	12,595	Chesapeake, VA	222,209
Bellevue, WA.....	122,363	Chesterfield County, VA	316,236
Beltrami County, MN.....	44,442	Cheyenne, WY.....	59,466
Benbrook, TX	21,234	Clark County, WA	425,363
Bend, OR.....	76,639	Clay County, MO	221,939
Benicia, CA.....	26,997	Clayton, MO	15,939
Bettendorf, IA	33,217	Clear Creek County, CO	9,088
Billings, MT	104,170	Clearwater, FL.....	107,685
Bloomington, IL.....	76,610	Clive, IA.....	15,447
Blue Ash, OH	12,114	Cococino County, AZ.....	134,421
Blue Springs, MO.....	52,575	Colleyville, TX.....	22,807
Boise, ID.....	205,671	Collier County, FL.....	321,520
Botetourt County, VA.....	33,148	Collinsville, IL	25,579
Boulder County, CO.....	294,567	Colorado Springs, CO	416,427
Boulder, CO.....	97,385	Columbus, WI.....	4,991
Bowling Green, KY	58,067	Commerce City, CO.....	45,913
Bozeman, MT	37,280	Concord, CA	122,067

Concord, MA	17,668	Flower Mound, TX	64,669
Conyers, GA	15,195	Flushing, MI.....	8,389
Cookeville, TN	30,435	Forest Grove, OR	21,083
Cooper City, FL.....	28,547	Fort Collins, CO	143,986
Coronado, CA.....	18,912	Fort Worth, TX	741,206
Corpus Christi, TX.....	305,215	Fredericksburg, VA.....	24,286
Corvallis, OR.....	54,462	Freeport, IL	25,638
Coventry, CT	2,990	Fridley, MN.....	27,208
Craig, CO.....	9,464	Fruita, CO	12,646
Cranberry Township, PA.....	23,625	Gainesville, FL	124,354
Crested Butte, CO	1,487	Gaithersburg, MD.....	59,933
Crystal Lake, IL.....	40,743	Galt, CA.....	23,647
Cumberland County, PA	235,406	Garden City, KS	26,658
Cupertino, CA.....	58,302	Gardner, KS.....	19,123
Dakota County, MN	398,552	Geneva, NY	13,261
Dallas, TX	1,197,816	Georgetown, CO	1,034
Dania Beach, FL.....	20,061	Georgetown, TX	47,400
Davidson, NC	10,944	Gig Harbor, WA	7,126
Davis, CA.....	65,622	Gilbert, AZ.....	208,453
Daytona Beach, FL	61,005	Gillette, WY.....	29,087
De Pere, WI	23,800	Gladstone, MI.....	4,973
Decatur, GA.....	19,335	Goodyear, AZ	65,275
DeKalb, IL.....	43,862	Grand County, CO	14,843
Delaware, OH.....	34,753	Grand Island, NE.....	48,520
Delray Beach, FL	60,522	Greeley, CO.....	92,889
Denton, TX.....	113,383	Green Valley, AZ	21,391
Denver, CO.....	600,158	Greer, SC.....	25,515
Des Moines, IA.....	203,433	Guelph, Ontario, Canada	114,943
Destin, FL.....	12,305	Gulf Shores, AL	9,741
Dewey-Humboldt, AZ	3,894	Gunnison County, CO	15,324
Dorchester County, MD.....	32,618	Hamilton, OH	62,477
Dover, DE.....	36,047	Hampton, VA	137,436
Dover, NH	29,987	Hanover County, VA	99,863
Dublin, CA	46,036	Harrisonville, MO.....	10,019
Dublin, OH	41,751	Hartford, CT	124,775
Duluth, MN.....	86,265	Henderson, NV.....	257,729
Duncanville, TX	38,524	Hermiston, OR	16,745
East Providence, RI.....	47,037	Herndon, VA.....	23,292
Eau Claire, WI	65,883	High Point, NC.....	104,371
Edmond, OK.....	81,405	Highland Park, IL	29,763
Edmonton, Canada.....	666,104	Highlands Ranch, CO.....	96,713
El Cerrito, CA.....	23,549	Hillsborough County, FL.....	1,229,226
El Paso, TX	649,121	Hillsborough, NC	6,087
Elk Grove, CA	153,015	Honolulu, HI	953,207
Ellisville, MO.....	9,133	Hoquiam, WA.....	8,726
Elmhurst, IL.....	44,121	Houston, TX	2,099,451
Englewood, CO	30,255	Howell, MI.....	9,489
Escambia County, FL.....	297,619	Hudson, CO.....	2,356
Escanaba, MI	12,616	Hudson, OH.....	22,262
Estes Park, CO.....	5,858	Hurst, TX.....	37,337
Evanston, IL	74,486	Hutchinson, MN	14,178
Fairway, KS	3,882	Hutto, TX	14,698
Farmington Hills, MI	79,740	Indian Trail, NC.....	33,518
Farmington, NM.....	45,877	Indianola, IA	14,782
Fayetteville, AR.....	73,580	Jackson County, MI.....	160,248
Federal Way, WA.....	89,306	Jackson County, OR.....	203,206
Fishers, IN	76,794	James City County, VA	67,009
Flagstaff, AZ.....	65,870	Jefferson City, MO.....	43,079
Florence, AZ.....	17,054	Jefferson County, CO.....	534,543

Jerome, ID.....	10,890	Mission Viejo, CA.....	93,305
Johnson County, KS.....	544,179	Mission, KS.....	9,323
Jupiter, FL.....	55,156	Missoula, MT.....	66,788
Kalamazoo, MI.....	74,262	Montgomery County, MD.....	971,777
Keizer, OR.....	36,478	Montgomery County, VA.....	94,392
Kettering, OH.....	56,163	Montpelier, VT.....	7,855
Kirkland, WA.....	48,787	Montrose, CO.....	19,132
Kutztown Borough, PA.....	5,012	Moorestville, NC.....	32,711
La Plata, MD.....	8,753	Morristown, TN.....	29,137
La Porte, TX.....	33,800	Moscow, ID.....	23,800
La Vista, NE.....	15,758	Mountlake Terrace, WA.....	19,909
Laguna Beach, CA.....	22,723	Munster, IN.....	23,603
Lakewood, CO.....	142,980	Muscatine, IA.....	22,886
Lane County, OR.....	351,715	Naperville, IL.....	141,853
Larimer County, CO.....	299,630	Nashville, TN.....	601,222
Lawrence, KS.....	87,643	Needham, MA.....	28,886
League City, TX.....	83,560	New Orleans, LA.....	343,829
Lebanon, NH.....	13,151	New York City, NY.....	8,175,133
Lee County, FL.....	618,754	Newport Beach, CA.....	85,186
Lee's Summit, MO.....	91,364	Newport News, VA.....	180,719
Lexington, VA.....	7,042	Noblesville, IN.....	51,969
Lincolnwood, IL.....	12,590	Normal, IL.....	52,497
Little Rock, AR.....	193,524	Norman, OK.....	110,925
Livermore, CA.....	80,968	North Las Vegas, NV.....	216,961
Lodi, CA.....	62,134	North Palm Beach, FL.....	12,015
Lone Tree, CO.....	10,218	Northglenn, CO.....	35,789
Long Beach, CA.....	462,257	Novi, MI.....	55,224
Longmont, CO.....	86,270	O'Fallon, IL.....	28,281
Los Alamos County, NM.....	17,950	Oak Park, IL.....	51,878
Louisville, CO.....	18,376	Oakland Park, FL.....	41,363
Lower Providence Township, PA.....	22,390	Oakland Township, MI.....	13,071
Lyme, NH.....	1,679	Oakville, Canada.....	144,738
Lynchburg, VA.....	75,568	Ocala, FL.....	56,315
Lynnwood, WA.....	35,836	Ocean City, MD.....	7,102
Lyons, IL.....	10,729	Ogdensburg, NY.....	11,128
Madison, WI.....	233,209	Oklahoma City, OK.....	579,999
Maple Grove, MN.....	61,567	Olathe, KS.....	125,872
Maple Valley, WA.....	22,684	Olmsted County, MN.....	144,248
Marana, AZ.....	34,961	Orange Village, OH.....	3,323
Maricopa County, AZ.....	3,817,117	Orland Park, IL.....	56,767
Marion, IA.....	33,309	Oshkosh, WI.....	66,083
Maryland Heights, MO.....	27,472	Oviedo, FL.....	33,342
Mayer, MN.....	1,749	Palatine, IL.....	68,557
McAllen, TX.....	129,877	Palm Bay, FL.....	103,190
McDonough, GA.....	22,084	Palm Beach County, FL.....	1,320,134
McKinney, TX.....	131,117	Palm Coast, FL.....	75,180
McMinnville, OR.....	32,187	Palm Springs, CA.....	44,552
Mecklenburg County, NC.....	919,628	Palo Alto, CA.....	64,403
Medford, OR.....	74,907	Panama City, FL.....	36,484
Menlo Park, CA.....	32,026	Papillion, NE.....	18,894
Meridian Charter Township, MI.....	38,987	Park City, UT.....	7,558
Meridian, ID.....	75,092	Park Ridge, IL.....	37,480
Merrill, WI.....	9,661	Parker, CO.....	45,297
Mesa County, CO.....	146,723	Pasco County, FL.....	464,697
Mesa, AZ.....	439,041	Pasco, WA.....	59,781
Miami Beach, FL.....	87,779	Peachtree City, GA.....	34,364
Midland, MI.....	41,863	Peoria County, IL.....	186,494
Milton, GA.....	32,661	Peoria, AZ.....	154,065
Minneapolis, MN.....	382,578	Peters Township, PA.....	17,556

Petoskey, MI	5,670	Seaside, CA	33,025
Phoenix, AZ.....	1,445,632	SeaTac, WA.....	26,909
Pinal County, AZ.....	375,770	Sedona, AZ	10,031
Pinellas County, FL.....	916,542	Sherman, IL.....	4,148
Piqua, OH.....	20,522	Shorewood, IL.....	15,615
Plano, TX.....	259,841	Shorewood, MN	7,307
Platte City, MO.....	4,691	Shrewsbury, MA	31,640
Pocatello, ID.....	54,255	Sioux Falls, SD.....	153,888
Port Huron, MI.....	30,184	Skokie, IL	64,784
Port Orange, FL.....	56,048	Smyrna, GA.....	51,271
Port St. Lucie, FL	164,603	Snellville, GA	18,242
Portland, OR	583,776	Snoqualmie, WA.....	10,670
Post Falls, ID.....	27,574	South Haven, MI.....	4,403
Prescott Valley, AZ.....	38,822	South Lake Tahoe, CA	21,403
Provo, UT	112,488	South Portland, ME	25,002
Pueblo, CO	106,595	Southlake, TX.....	26,575
Purcellville, VA	7,727	Sparks, NV	90,264
Queen Creek, AZ.....	26,361	Spokane Valley, WA	89,755
Radford, VA.....	16,408	Spotsylvania County, VA	122,397
Rapid City, SD	67,956	Springboro, OH	17,409
Raymore, MO.....	19,206	Springfield, OR.....	59,403
Redmond, WA.....	54,144	Springville, UT.....	29,466
Rehoboth Beach, DE	1,327	St. Cloud, FL.....	35,183
Reno, NV.....	225,221	St. Louis County, MN.....	200,226
Renton, WA.....	90,927	State College, PA	42,034
Richmond Heights, MO	8,603	Stillwater, OK.....	45,688
Richmond, CA	103,701	Stockton, CA	291,707
Rio Rancho, NM.....	87,521	Sugar Grove, IL.....	8,997
Riverdale, UT.....	8,426	Summit, NJ	21,457
Riverside, IL.....	8,875	Sunnyvale, CA	140,081
Riverside, MO.....	2,937	Surprise, AZ	117,517
Roanoke, VA	97,032	Suwanee, GA.....	15,355
Rochester, MI	12,711	Tacoma, WA.....	198,397
Rock Hill, SC.....	66,154	Takoma Park, MD.....	16,715
Rockville, MD	61,209	Temecula, CA.....	100,097
Roeland Park, KS.....	6,731	Tempe, AZ	161,719
Rolla, MO	19,559	Temple, TX.....	66,102
Roswell, GA.....	88,346	Thornton, CO	118,772
Round Rock, TX.....	99,887	Thousand Oaks, CA	126,683
Rowlett, TX	56,199	Thunder Bay, Canada	109,016
Saco, ME.....	18,482	Titusville, FL.....	43,761
Salida, CO	5,236	Tomball, TX.....	10,753
Salt Lake City, UT.....	186,440	Tualatin, OR.....	26,054
San Diego, CA	1,307,402	Tulsa, OK.....	391,906
San Francisco, CA.....	805,235	Tuskegee, AL	9,865
San Jose, CA.....	945,942	Twin Falls, ID	44,125
San Juan County, NM	130,044	Upper Arlington, OH.....	33,771
San Luis Obispo County, CA	269,637	Upper Merion Township, PA.....	28,863
San Marcos, TX.....	44,894	Urbandale, IA	39,463
San Rafael, CA.....	57,713	Valdez, AK.....	3,976
Sandy Springs, GA.....	93,853	Vancouver, WA.....	161,791
Sandy, UT	87,461	Vestavia Hills, AL	34,033
Sanford, FL.....	53,570	Victoria, Canada	78,057
Santa Monica, CA.....	89,736	Virginia Beach, VA.....	437,994
Sarasota, FL	51,917	Visalia, CA	124,442
Savannah, GA.....	136,286	Wahpeton, ND	7,766
Scarborough, ME.....	4,403	Wake Forest, NC.....	30,117
Scott County, MN.....	129,928	Walnut Creek, CA	64,173
Scottsdale, AZ.....	217,385	Washington City, UT	18,761

Washington County, MN	238,136	Wilmington, NC.....	106,476
Washoe County, NV	421,407	Wilsonville, OR	19,509
Watauga, TX	23,497	Wind Point, WI	1,723
Wentzville, MO.....	29,070	Windsor, CO	18,644
West Des Moines, IA.....	56,609	Windsor, CT.....	28,237
West Richland, WA.....	11,811	Winnipeg, Canada	619,544
Westlake, TX	992	Winston-Salem, NC	229,617
Westminster, CO	106,114	Winter Garden, FL	34,568
Wheat Ridge, CO.....	30,166	Woodbury, MN.....	61,961
White House, TN	10,255	Woodland, WA	5,509
Whitehorse, Canada	19,058	Yellowknife, Canada.....	16,541
Whitewater Township, MI.....	198	York County, VA.....	65,464
Wichita, KS.....	382,368	Yuma County, AZ	195,751
Williamsburg, VA.....	14,068	Yuma, AZ	93,064
Wilmington, IL.....	5,724		

Front Range Comparison Jurisdictions

Arapahoe County, CO.....	572,003
Arvada, CO.....	106,433
Aspen, CO	6,658
Aurora, CO	325,078
Boulder County, CO.....	294,567
Boulder, CO.....	97,385
Castle Pines, CO	3,614
Centennial, CO	100,377
Colorado Springs, CO	416,427
Denver, CO.....	600,158
Englewood, CO	30,255
Estes Park, CO.....	5,858
Fort Collins, CO	143,986
Greeley, CO.....	92,889
Highlands Ranch, CO.....	96,713
Jefferson County, CO.....	534,543
Lakewood, CO.....	142,980
Larimer County, CO.....	299,630
Lone Tree, CO	10,218
Longmont, CO.....	86,270
Louisville, CO	18,376
Northglenn, CO	35,789
Parker, CO.....	45,297
Thornton, CO	118,772
Westminster, CO	106,114
Wheat Ridge, CO.....	30,166
Windsor, CO.....	18,644

Appendix H: Strategic Plan Goals Summary Scores

The Strategic Goals Summary Scores presented in the body of the report represent the average percent positive of the questions included in the index. For example, the Safe and Secure Community index was comprised of respondents' feelings of safety from violent crimes, property crimes and fires. The percent of respondents rating each of these three items as very or somewhat safe would be averaged together to arrive at the summary score for Safe and Secure Community. The following table shows the individual questions comprising each summary score; the number of individual questions comprising a summary score varied from as few as two questions to more than 30 questions.

Strategic Goal and Question	Percent Positive
Overall Quality	
Westminster as a place to live	Very good or good
Westminster as a place to raise children	Very good or good
Westminster as a place to retire	Very good or good
The overall quality of life in Westminster	Very good or good
Overall, how would you rate the quality of the services provided by the City of Westminster?	Very good or good
The Federal Government	Very good or good
The State Government	Very good or good
The County Government	Very good or good
The City of Westminster	Very good or good
Overall, would you say the City is headed in the right direction or the wrong direction?	Right direction
I receive good value for the City of Westminster taxes I pay	Strongly or somewhat agree
The Westminster government welcomes citizen involvement	Strongly or somewhat agree
City Council cares what people like me think	Strongly or somewhat agree
City employee knowledge	Very good or good
City employee responsiveness	Very good or good
City employee courtesy	Very good or good
City employee overall impression	Very good or good
Strong, Balanced Local Economy	
Westminster as a place to work	Very good or good
Job opportunities in Westminster	Very good or good
Beautiful and Environmentally Sensitive City	
Environmentally sensitive	Strongly or somewhat agree
Financially sound	Strongly or somewhat agree
Beautiful parks/open spaces	Strongly or somewhat agree
Innovative and progressive	Strongly or somewhat agree
Vibrant neighborhoods	Strongly or somewhat agree
Safe and secure	Strongly or somewhat agree
Business-friendly environment	Strongly or somewhat agree
How would you rate the physical attractiveness of Westminster as a whole?	Very good or good
Financially Sustainable City Government Providing Exceptional Services	
Snow removal	Very good or good
Street repair	Very good or good

Strategic Goal and Question	Percent Positive
Street cleaning	Very good or good
Sewer services	Very good or good
Recycling drop off centers at City facilities	Very good or good
Police traffic enforcement	Very good or good
Police protection	Very good or good
Fire protection	Very good or good
Emergency medical/ambulance service	Very good or good
Land use, planning and zoning	Very good or good
City Code enforcement	Very good or good
Animal management	Very good or good
Economic development	Very good or good
Parks maintenance	Very good or good
Libraries	Very good or good
Drinking water quality	Very good or good
Recreation programs	Very good or good
Recreation facilities	Very good or good
Trails	Very good or good
Appearance of parks and recreation facilities	Very good or good
Preservation of natural areas (open space, greenbelts)	Very good or good
Municipal Court	Very good or good
Building permits/inspections	Very good or good
Utility billing/meter reading	Very good or good
Emergency preparedness	Very good or good
In general, how well informed do you feel about the City of Westminster?	Very well or well
Web site: current information	Very good or good
Web site: appearance	Very good or good
Web site: online services offered	Very good or good
Web site: ease of navigation	Very good or good
Web site: search function	Very good or good
Vibrant Neighborhoods in One Livable Community	
The overall quality of your neighborhood	Very good or good
Crime	Not a problem
Vandalism	Not a problem
Graffiti	Not a problem
Drugs	Not a problem
Too much growth	Not a problem
Lack of growth	Not a problem
Run down buildings	Not a problem
Taxes	Not a problem
Availability of convenient shopping	Not a problem
Juvenile problems	Not a problem
Availability of affordable housing	Not a problem
Availability of parks	Not a problem
Traffic safety on neighborhood streets	Not a problem

Strategic Goal and Question	Percent Positive
Traffic safety on major streets	Not a problem
Maintenance and condition of homes	Not a problem
Condition of properties (weeds, trash, junk vehicles)	Not a problem
Safe and Secure Community	
Violent crimes (e.g., rape, robbery, assault)	Very or somewhat safe
Property crimes (e.g., burglary, theft, vandalism, auto theft)	Very or somewhat safe
Fires	Very or somewhat safe

Appendix I: Survey Instrument

The survey instrument appears on the following pages.

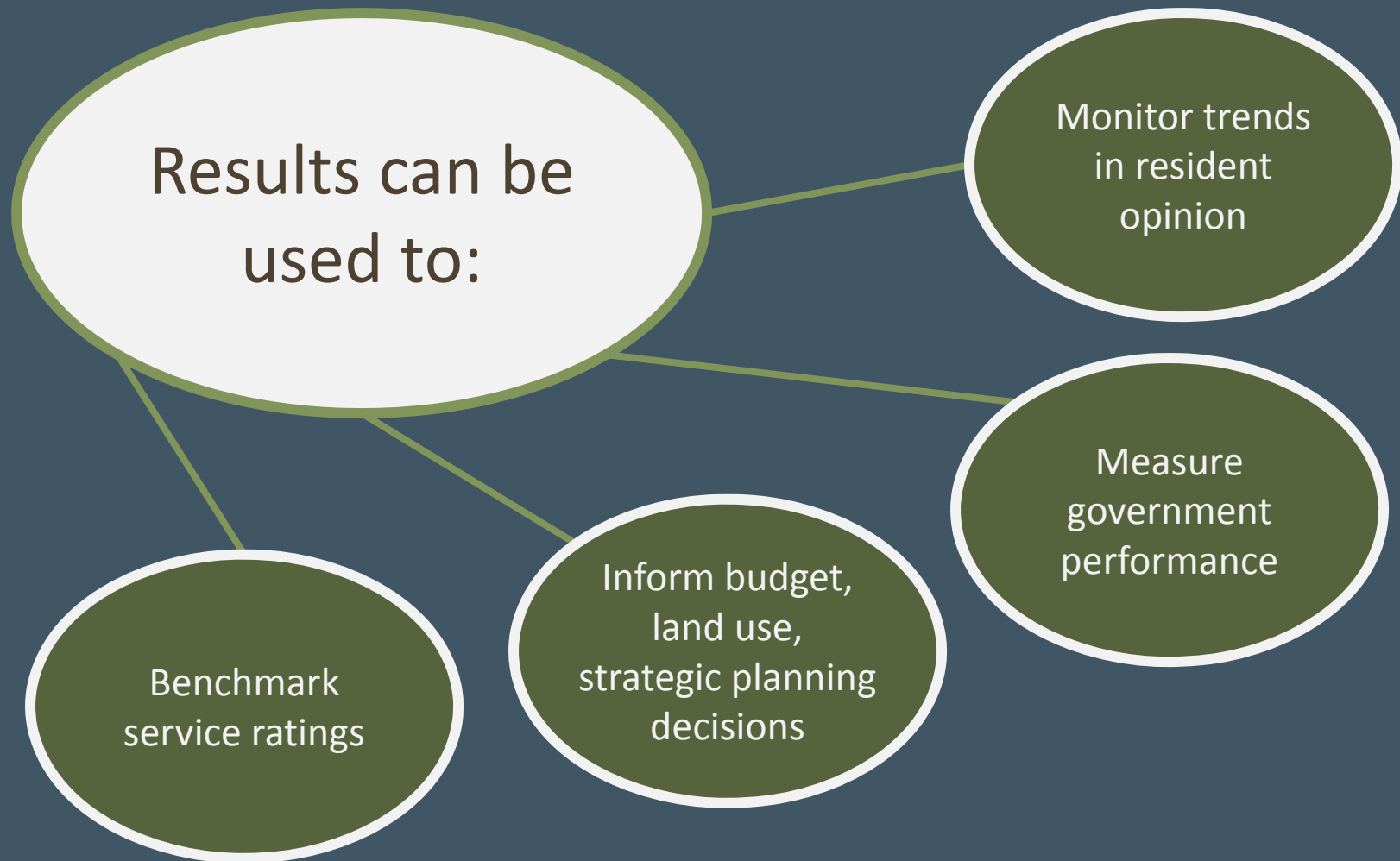
WESTMINSTER, CO 2012 CITIZEN SURVEY

Prepared by:



July 16, 2012

Using Survey Results



Survey Methods and Results

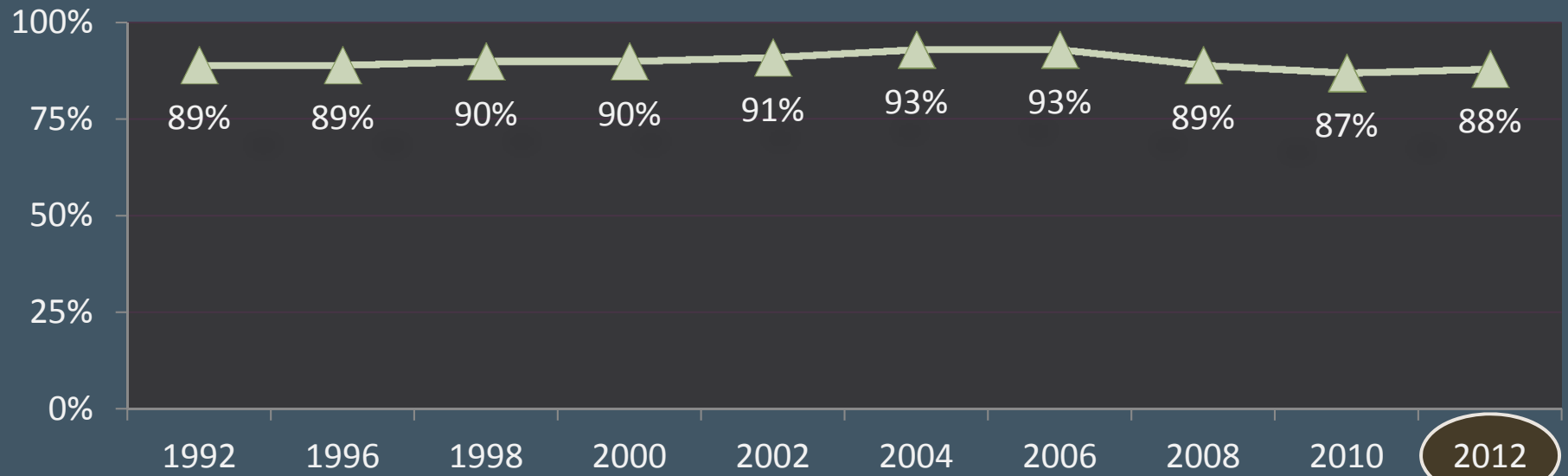
- 11th iteration of the survey
- Mailed to 3,000 households
- 874 completed surveys; response rate of 30%
- Results were weighted by gender, age, tenure
- Margin of error is +/- 3 percentage points for the entire sample (874 completes)
- Comparisons by demographic and geographic subgroups
- Comparisons to previous survey results and to national and Front Range benchmark comparisons, when available



Quality of Community and Government

Overall Quality of Life

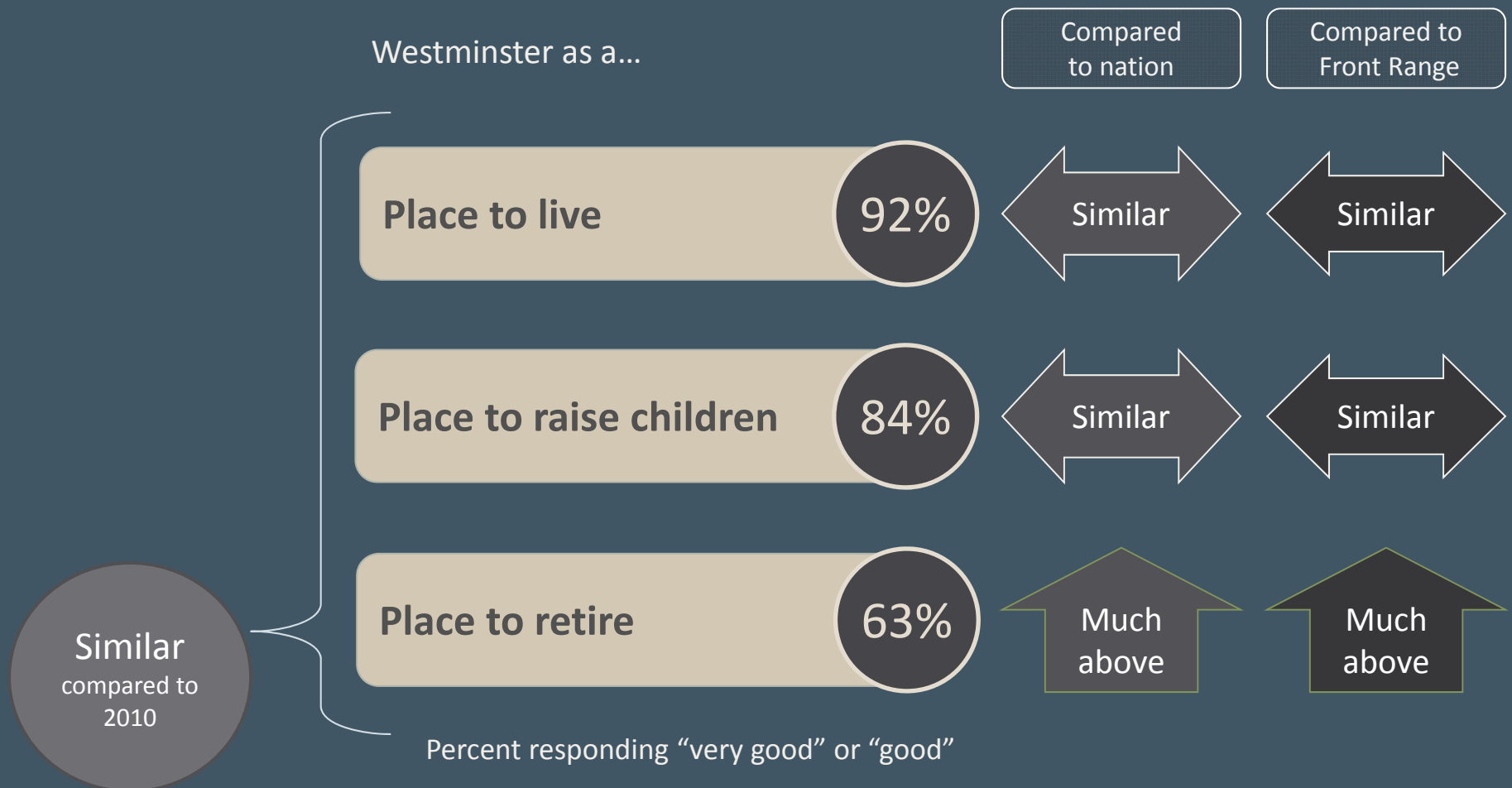
Overall Quality of Life Compared by Year



Percent "very good" or "good"

Similar to the national
and Front Range
benchmarks

Aspects of Quality of Life



Overall Quality of City Services

83%

respondents rated the quality of City services as “very good” or “good”

Compared to nation

Compared to Front Range

Much above

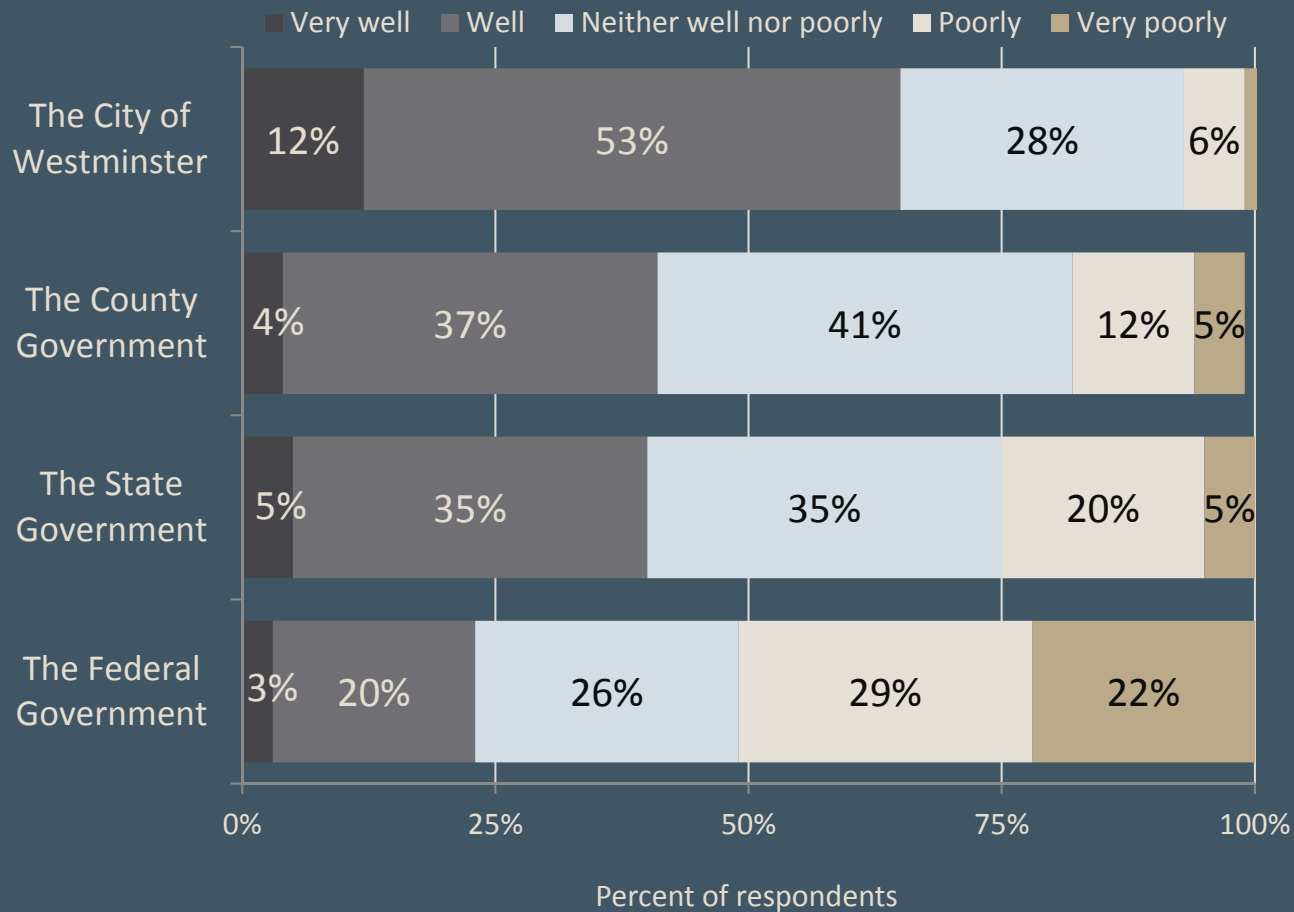
Above

Similar compared to 2010



Operation of Government

In general, how well do you think each of the following operates?



Compared to nation

Compared to Front Range

Much above

NA

Similar

Similar

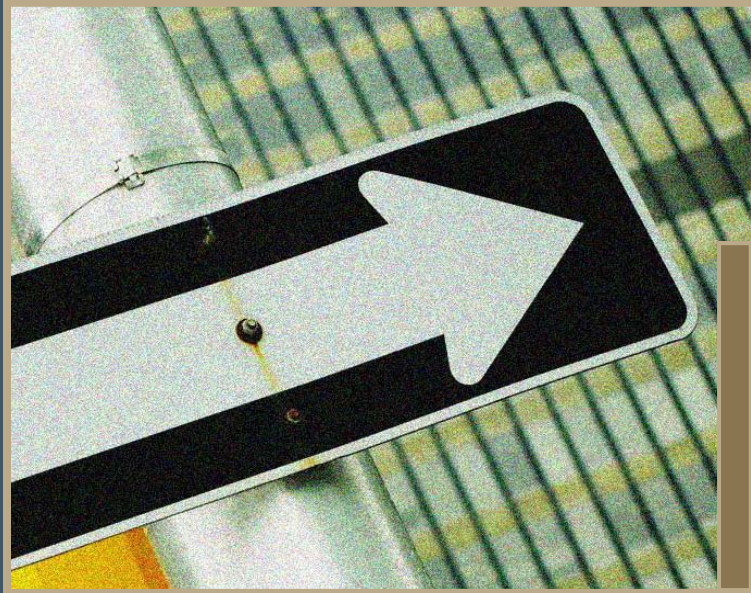
Above

Similar

Much below

Much below

City Government Direction

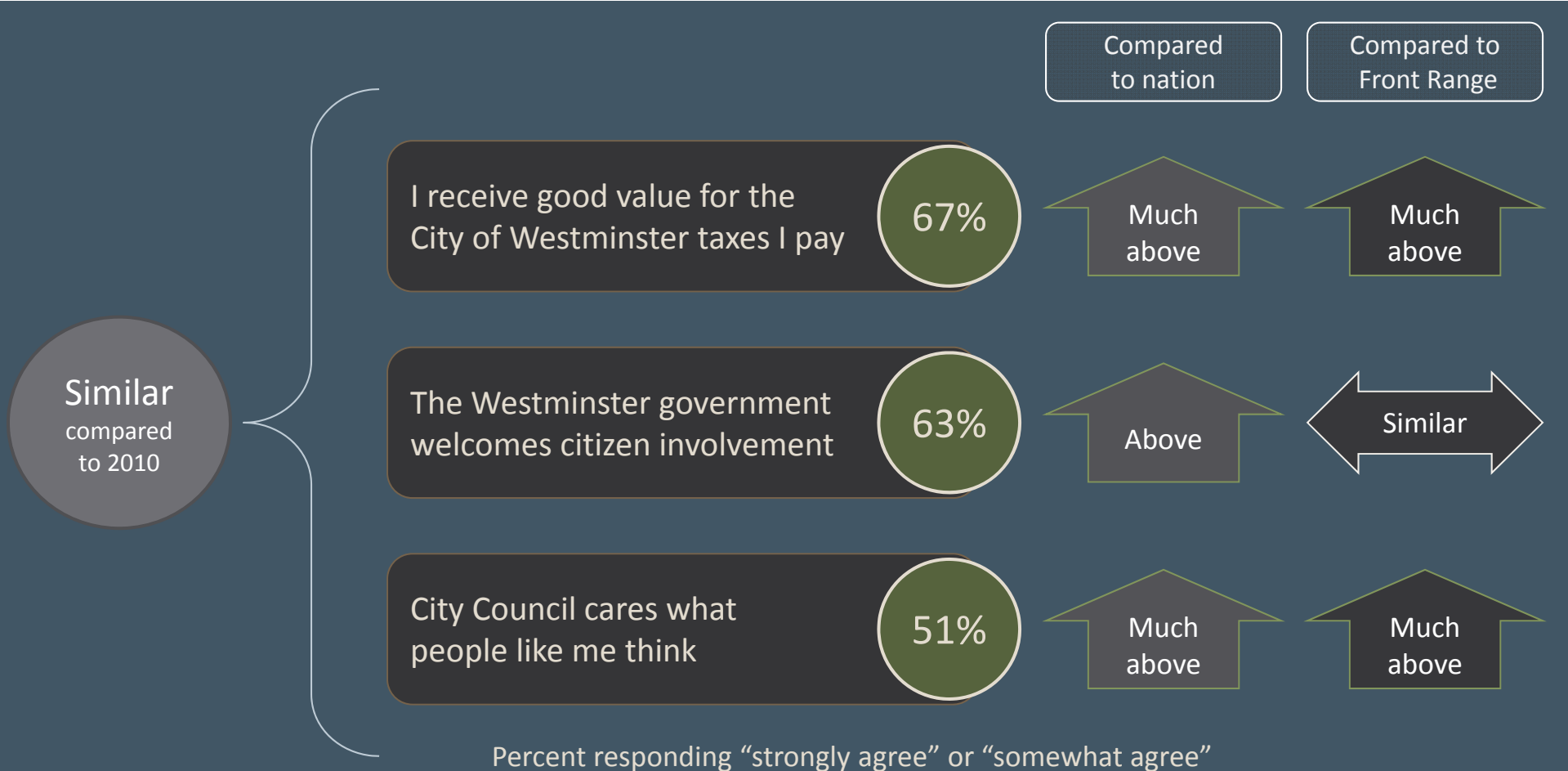


89%

thought the City was
headed in the
“right” direction

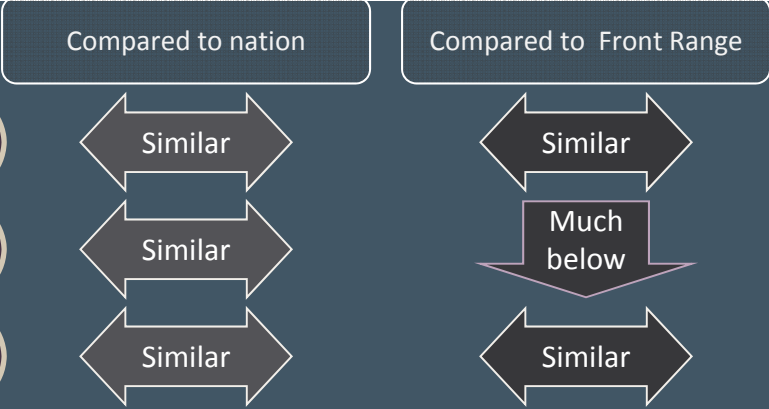
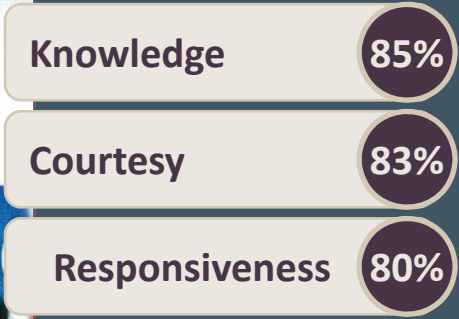
Similar
compared to
2010

Public Trust



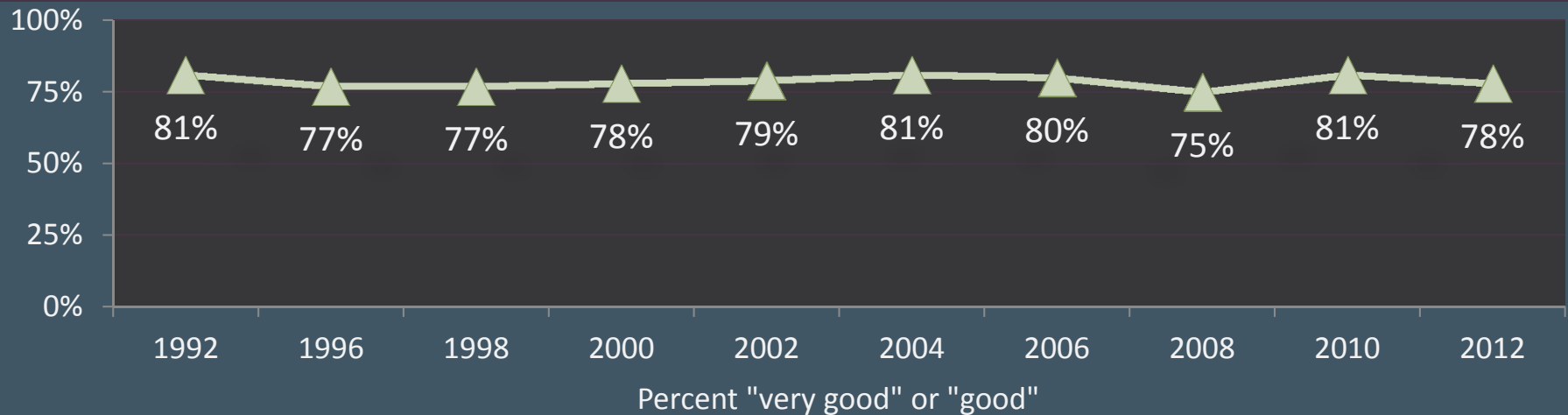
City Employees

Similar compared to 2010



Percent responding "very good" or "good"

What was your impression of the Westminster city employee in your most recent contact? (Overall impression)*



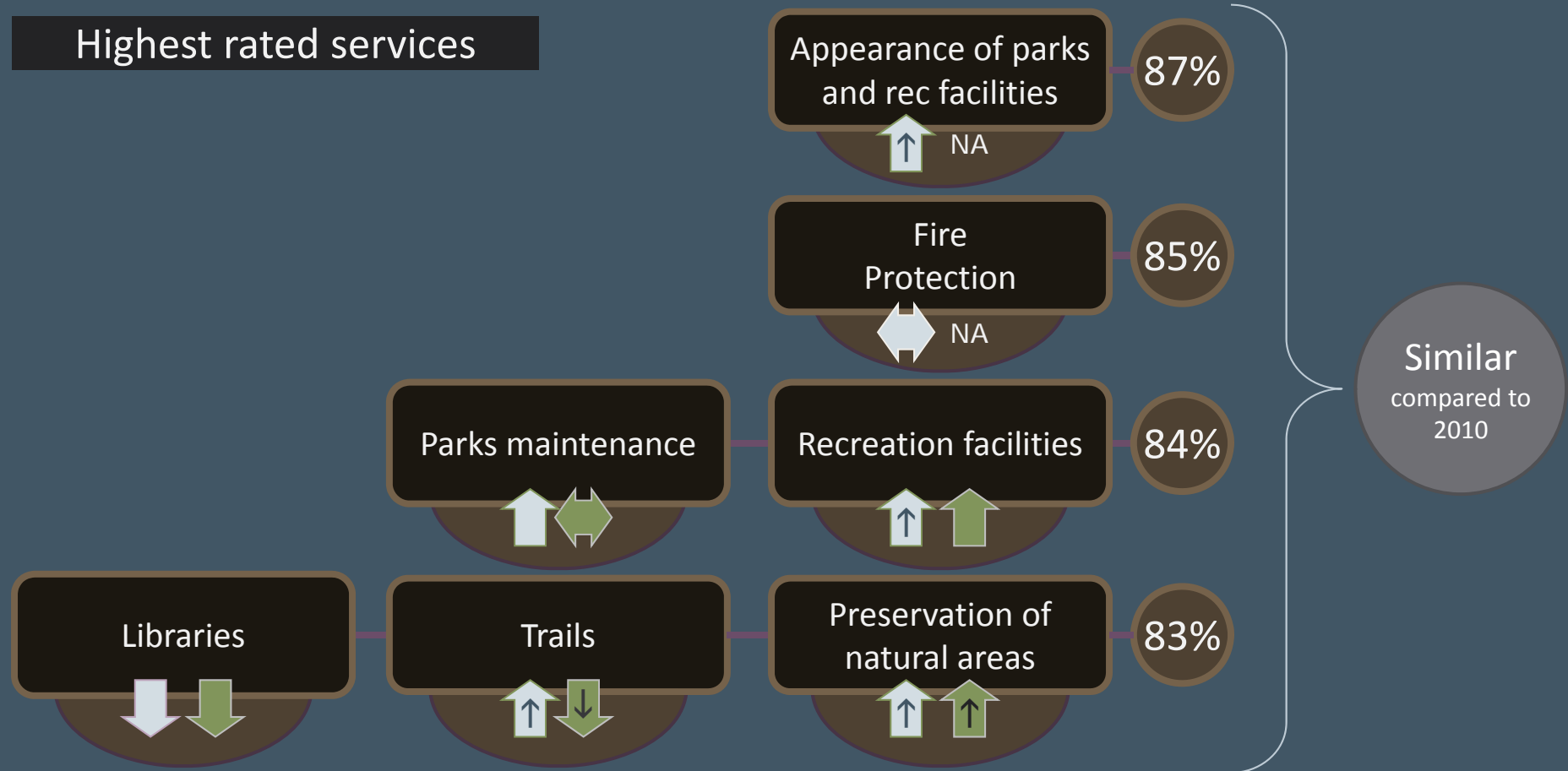
*Asked only of the 38% of respondents who had had contact with a City employee in the last 12 months.



Financially Sustainable City Government
Providing Exceptional Services

Quality of City Services

Highest rated services

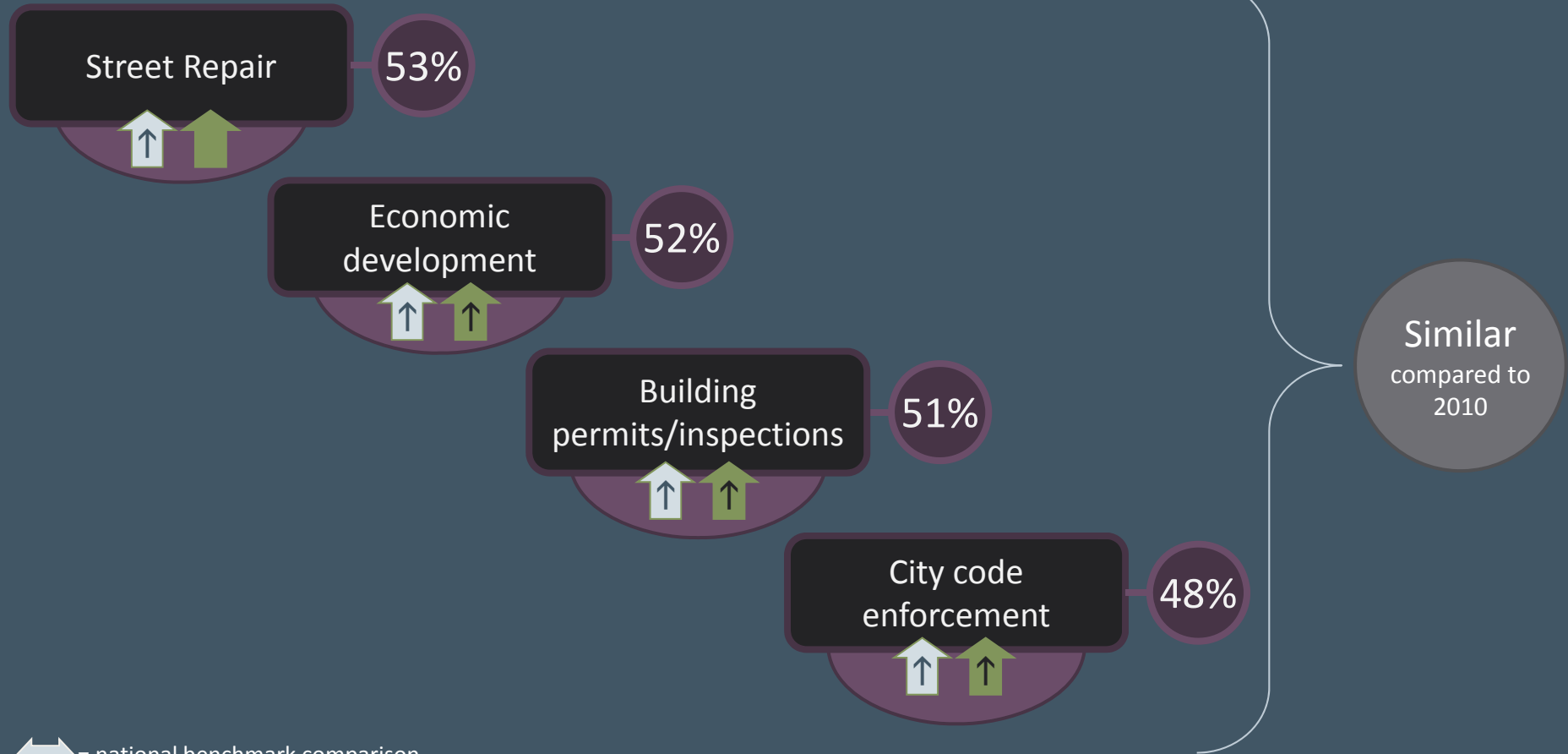


↔ = national benchmark comparison
 ↔ = Front Range benchmark comparison
 ↑↓ = Much above or below benchmark

Percent responding "very good" or "good"

Quality of City Services

Lowest rated services



↔ = national benchmark comparison
↔ = Front Range benchmark comparison
↑↓ = Much above or below benchmark

Percent responding "very good" or "good"

Importance of City Services

Services rated as most important:

Police protection	95%
-------------------	-----

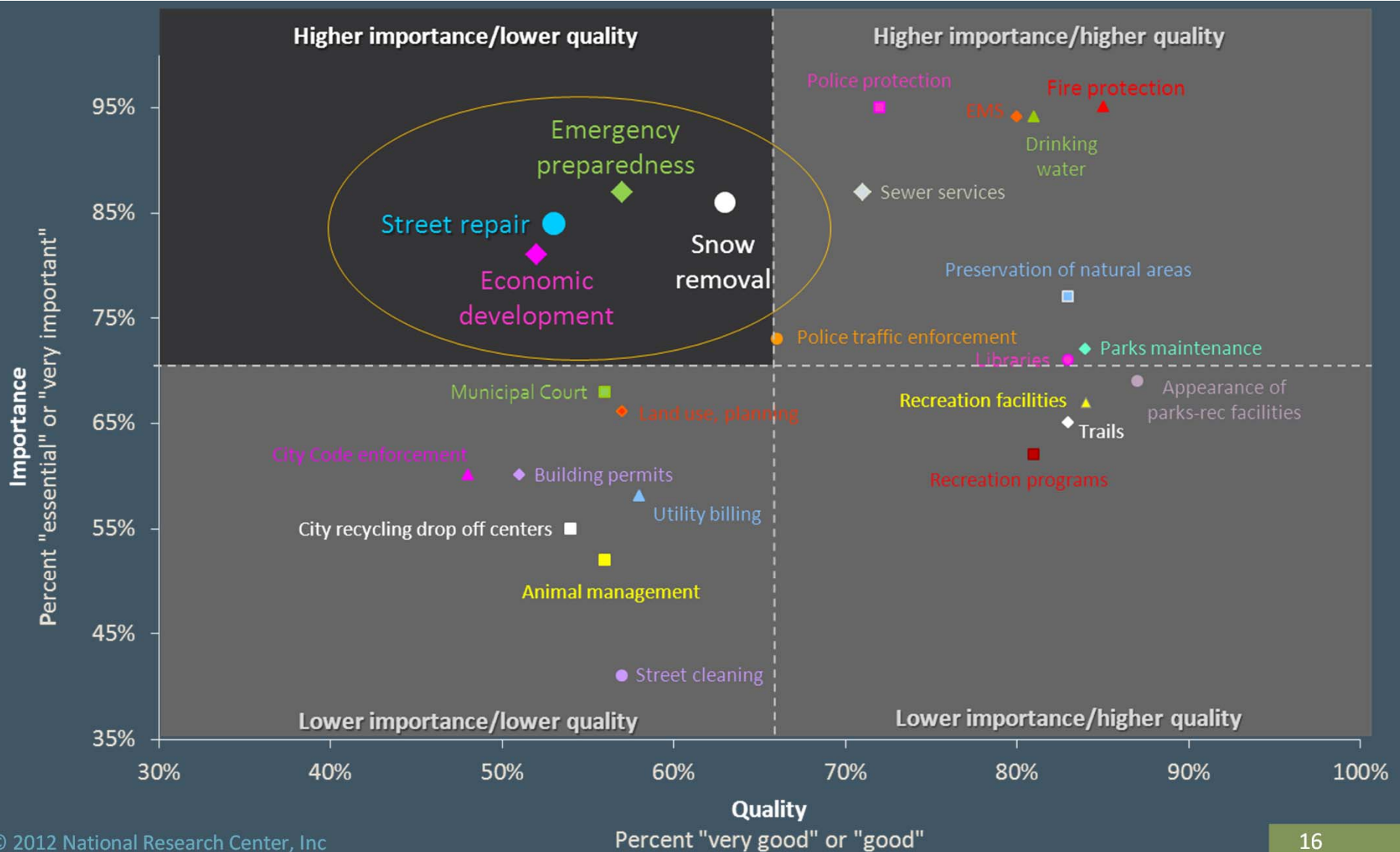
Fire protection	95%
-----------------	-----

Emergency medical/ambulance service	94%
-------------------------------------	-----

Drinking water quality	94%
------------------------	-----

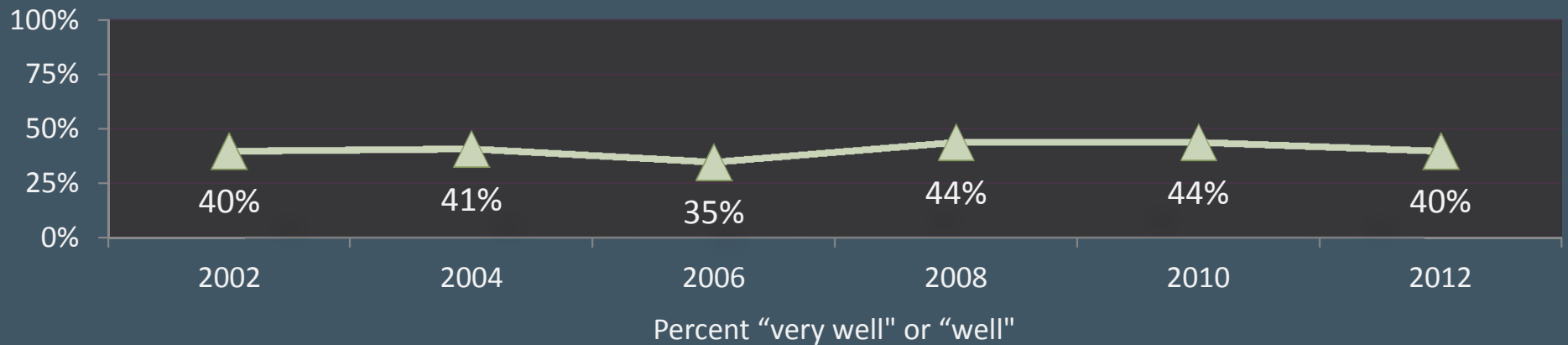
Percent responding “essential” or “very important”

Comparison of Quality and Importance Ratings



Informed About the City

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



Most used information sources:

Percent rating #1
or #2 source

Television News

34%

City's website (www.cityofwestminster.us)

28%

Denver Post (print version)

27%

Word of mouth

23%

City Edition (print newsletter)

19%

Important Attributes for Living in Westminster

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.

Sense of safety in the City 79%

Quality/variety of neighborhoods 66%

Physical appearance of the City 56%

Services provided by the City 54%

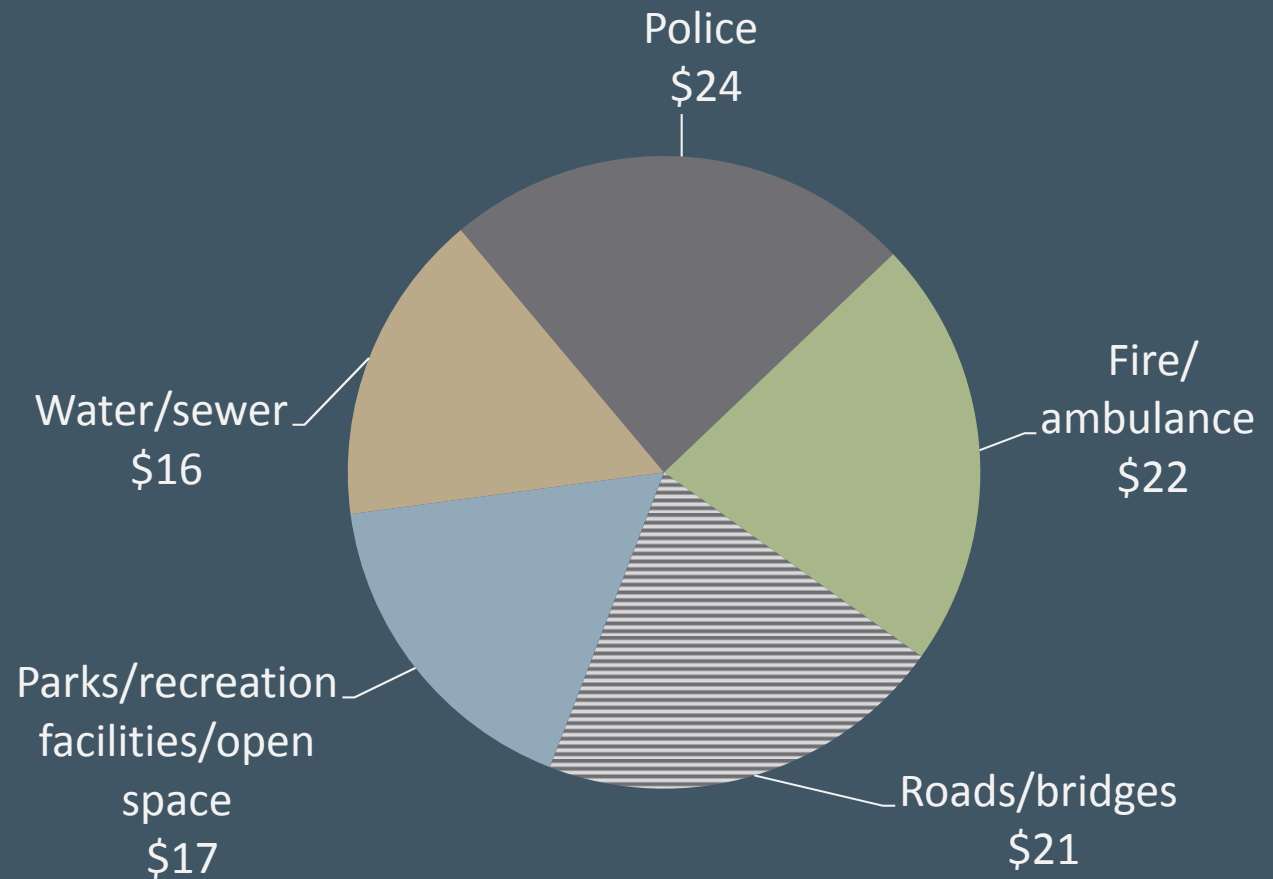
Convenience of shopping in the City 51%

Percent “highly” important

Similar
compared to
2010

Allocation of Funding for City Services

If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)





Strong, Balanced Local Economy

Working in Westminster

59%






rated **Westminster** as a place to **work** "very good" or "good"

Similar
compared to
2010



30%

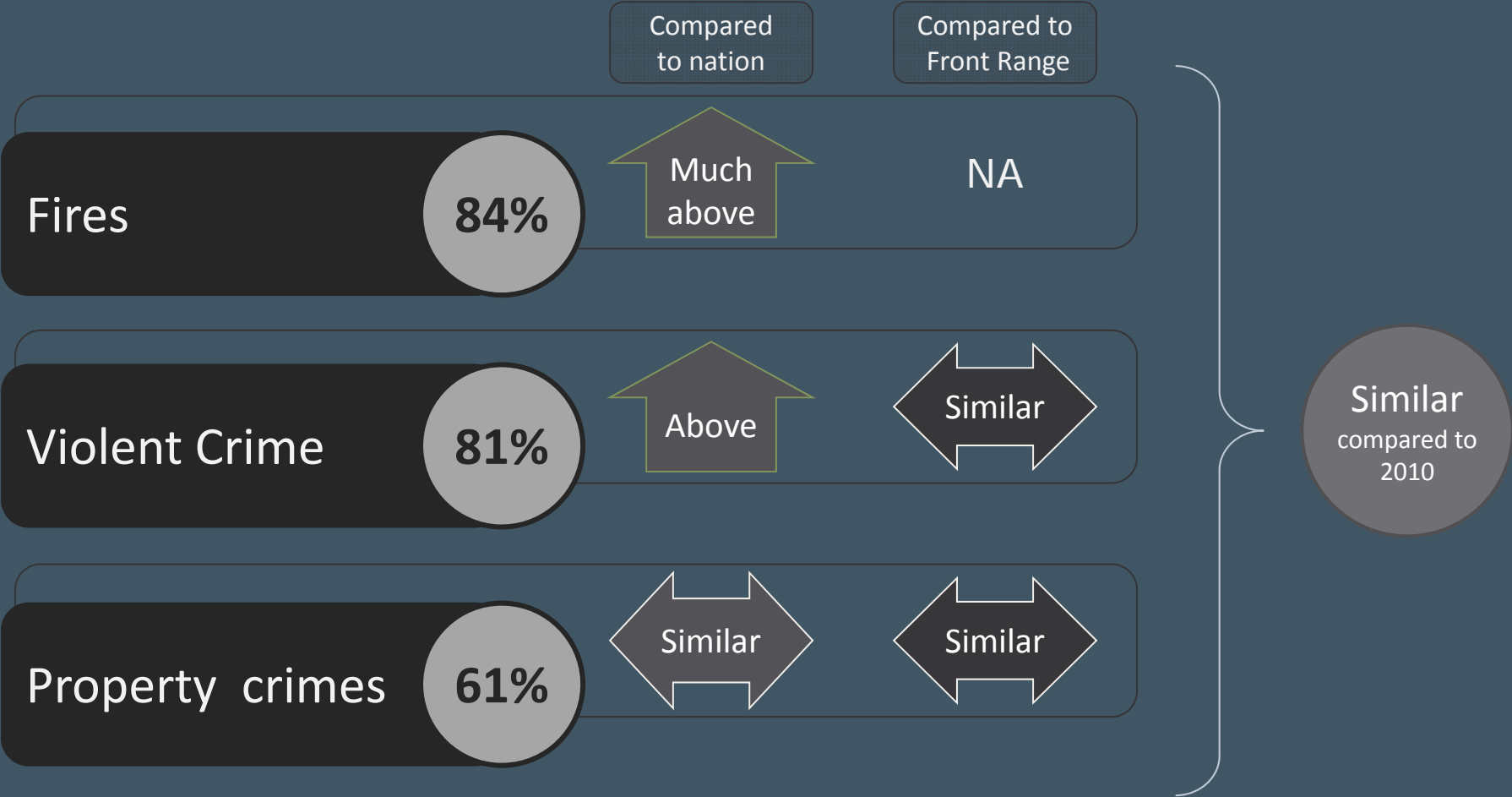
rated **job opportunities** in Westminster "very good" or "good"

-  = national benchmark comparison
-  = Front Range benchmark comparison
-  = Much above or below benchmark



Safe and Secure Community

Safety in Westminster



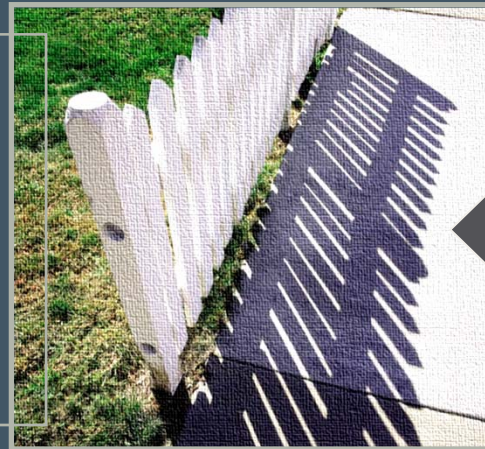
Percent responding "very" or "somewhat" safe



Vibrant Neighborhoods in One Livable Community

Quality of Neighborhoods

79%
felt the **quality of their
neighborhood** was
"good" or better



Similar to the
national
benchmark*

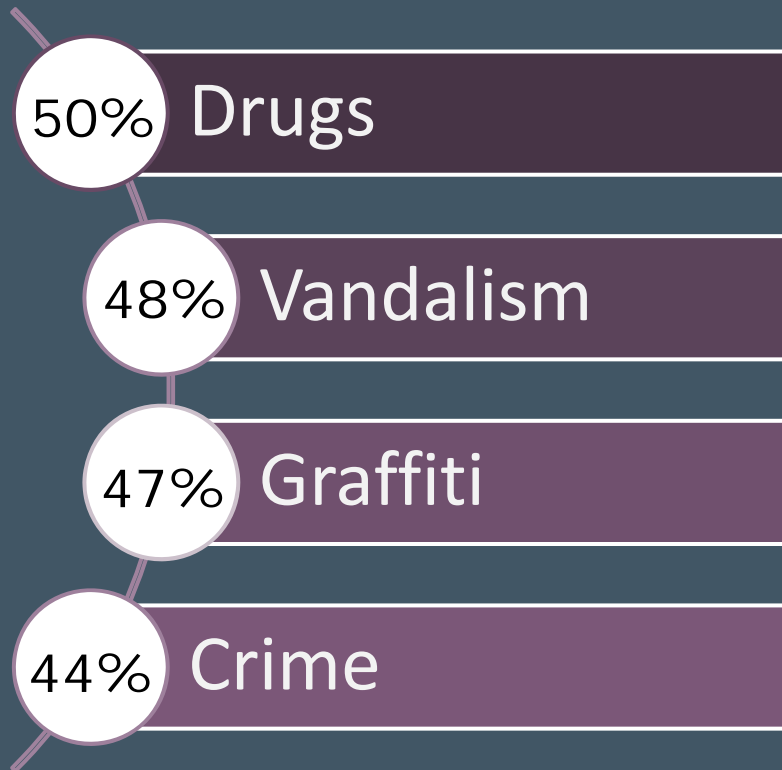
**Front Range benchmark not available*

Overall Quality of Neighborhood by Year

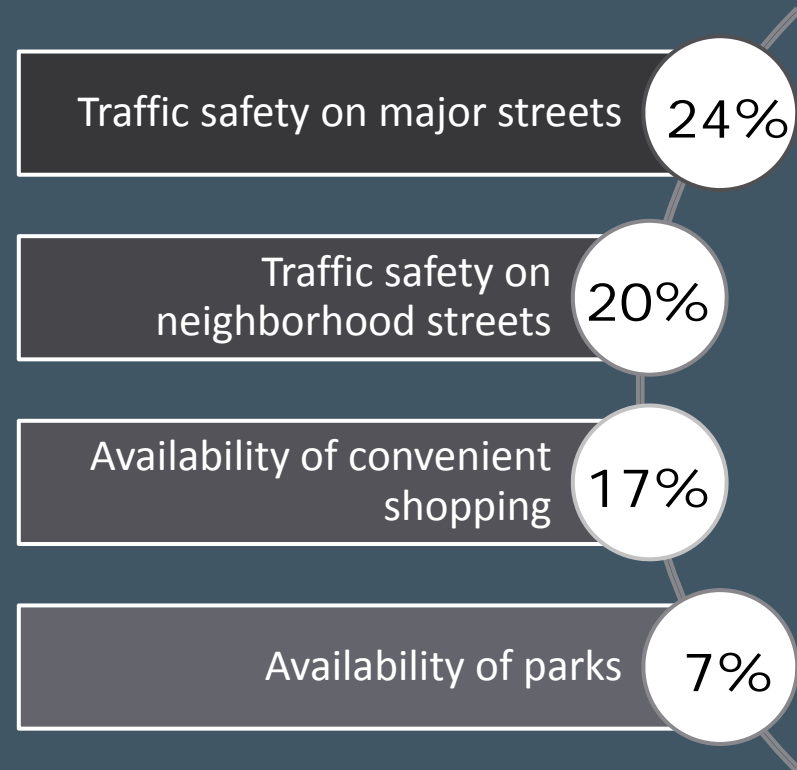


Potential Problems for Westminster

Higher rated problems



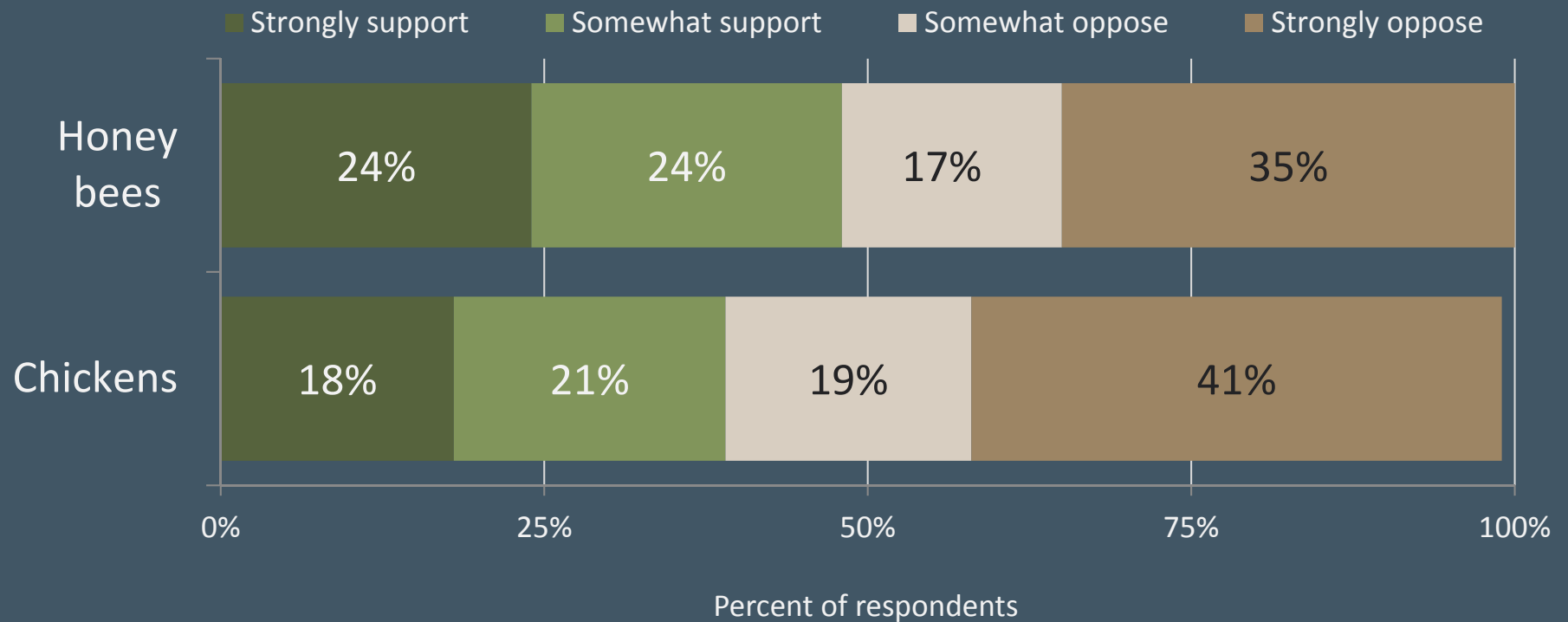
Lower rated problems



Percent responding "major" or "moderate" problem

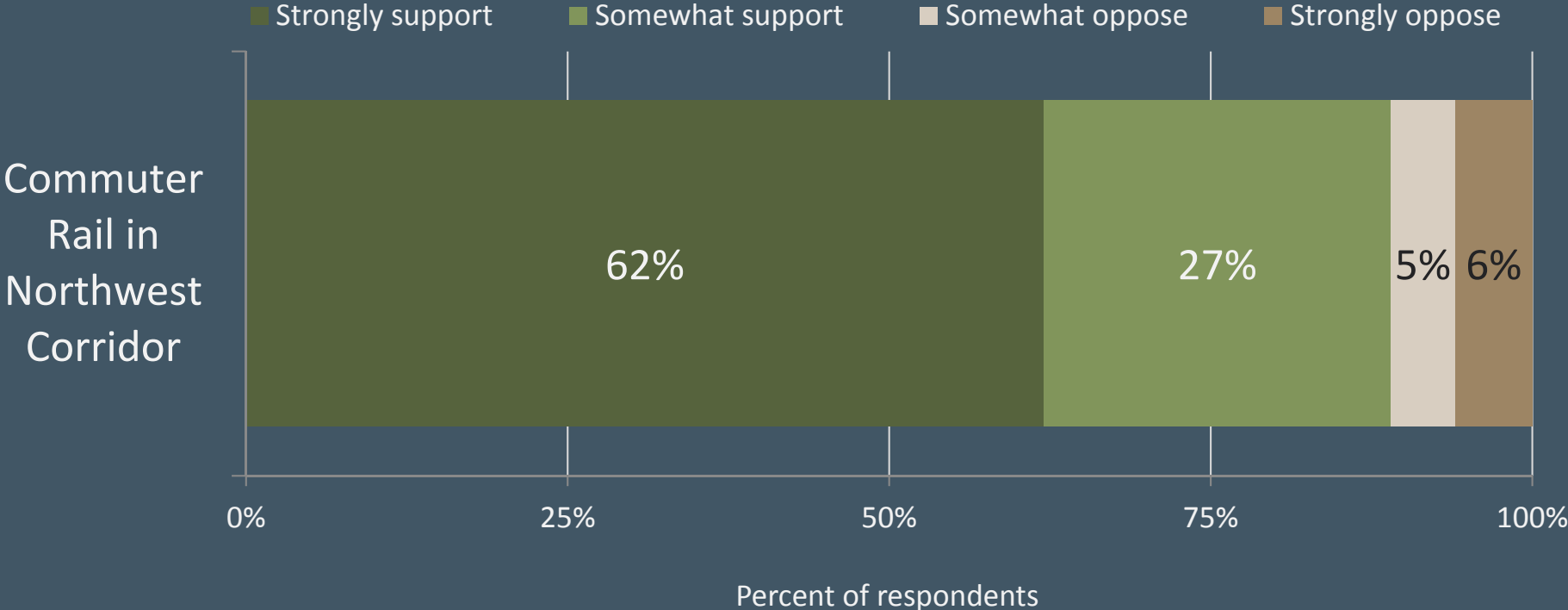
Support for Urban Agriculture

Support for or Opposition to Chickens and Honey Bees in Neighborhoods



Support for Commuter Rail

Support for or Opposition to Commuter Rail in Northwest Corridor





Beautiful and Environmentally Sensitive City

Image of Westminster

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?

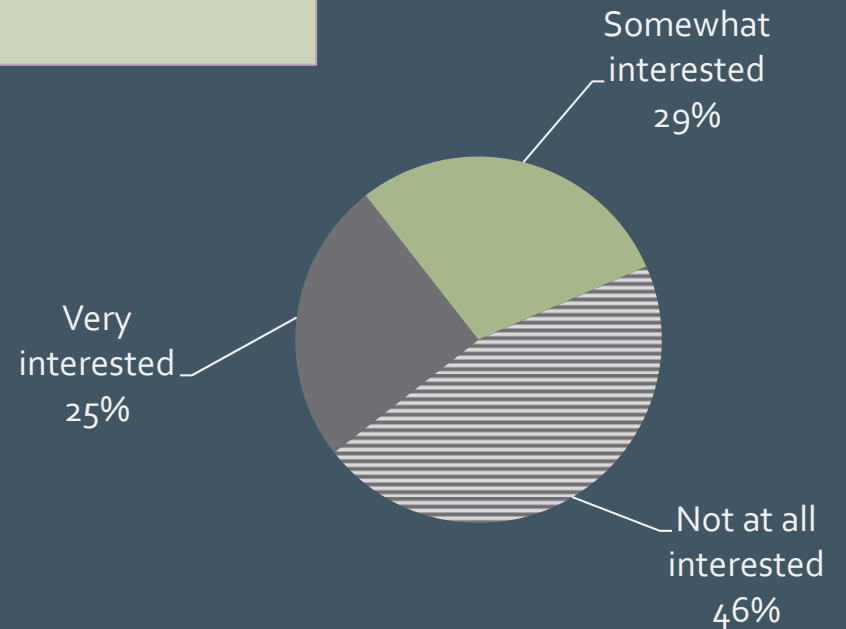
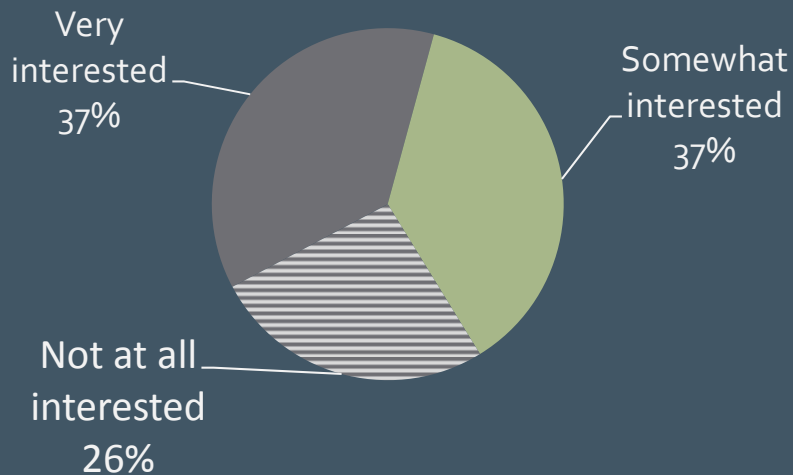


Percent responding "strongly" or "somewhat" agree

Curbside Recycling

60% of respondents reported they did not have curbside recycling service at home

How interested are you, if at all, in being able to recycle at home via curbside collection?*



Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a few dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?*

*Asked only of those who said they do not currently have curbside recycling at home

Conclusions for the 2012 Survey

Highlights

Quality of
Life

Public Trust in
Government

City
Services

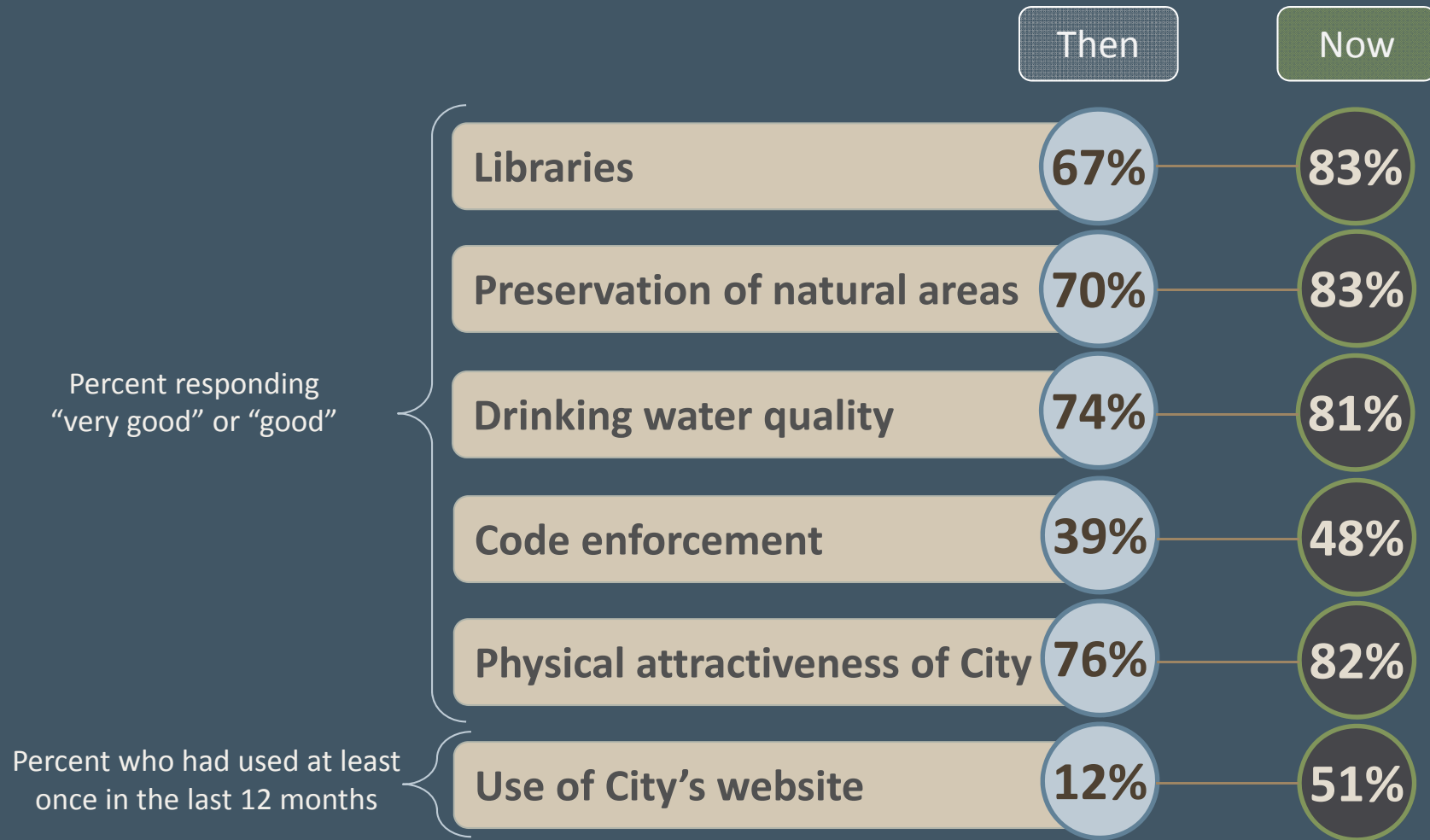
Opportunities

Economic
Development

Safety

Snow
Removal

Westminster Improvements Over Time



THANK YOU!



Laurie Urban, Research Associate
Laurie@n-r-c.com
303-226-6990



WESTMINSTER

Staff Report

City Council Study Session Meeting
February 3, 2014



SUBJECT: Proposed 2015/2016 Budget Development and Services Analysis Process

PREPARED BY: Barbara Opie, Assistant City Manager

Recommended City Council Action

Review the proposed process and schedule for the services analysis and 2015/2016 Budget development and review. Provide Staff with direction on any modifications to the process and/or schedule as desired by City Council.

Summary Statement

As part of the two-year budget development process, Staff will begin development of the Proposed 2015/2016 Budget over the next several months. Commencing in 2010, City Council and Staff utilized a core services process to inventory and prioritize the programs and services provided to Westminster residents and businesses. This inventory continues to be a valuable tool in managing the City's limited resources. For 2015/2016, Staff is proposing a level of service analysis utilizing the City services inventory to facilitate budget development and planning of programs and services.

Staff will utilize the City services inventory, level of service analysis, City Council's Strategic Plan goals and objectives, and citizen requests/feedback throughout the course of developing the Proposed 2015/2016 Budget. As in past years, Staff proposes to update City Council throughout the summer to provide Council and public input at earlier opportunities in the development of the proposed budget.

Staff requests feedback from City Council on the proposed review process and schedule for the level of service analysis and the proposed 2015/2016 Budget outlined in this Staff Report.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

- Does City Council concur with Staff's recommended review process and schedule outlined within this Staff Report as it relates to the level of service analysis and the proposed 2015/2016 Budget development?

Alternatives

- City Council could provide a different time line for the review process. Staff recommends concluding the review and returning for formal action in October, pursuant to the timeline provided in the City Charter for budget adoption. The proposed budget must be presented to City Council by September 15, presented for formal adoption by the second Monday in October, and must be adopted by the fourth Monday in October per the City Charter. The timeline proposed within this Staff Report is intended to provide City Council time to review and contemplate any recommended changes, gather citizen and business community feedback, while meeting this October deadline.
- City Council could provide a different process for the level of service analysis and/or 2015/2016 Budget development. In the schedule proposed, the City Council reviews of the proposed level of service analysis, Human Services Board recommended funding, Proposed 2015 Operating Priorities, City Council's proposed 2015/2016 Budget, and other elements of the budget, may be moved forward or back by one or two weeks without significant ramifications if other dates work better for City Council. The schedule has the level of service analysis returning with the proposed updates early in the summer, allowing Council time to review and contemplate the changes prior to final decisions needed associated with any budget adjustments in July and August. This schedule also allows time for Staff to conduct further research on items should Council desire additional information.

Background Information

City Services Inventory

In November 2009, the City commenced a "core service" inventory and discussion. Staff prepared an inventory of City-provided services and programs for City Council's review, which was then prioritized with City Council during 2010. This prioritized inventory assisted City Council in adopting a balanced 2011 and 2012 budget, positioning the City in a sustainable financial position for the future. The goal of this work was to more clearly identify what services are essential to the community and what services can no longer be afforded with the current limited resources. This process was made more difficult with the organization already being lean as a result of ongoing reductions throughout the past decade. The initial core services process included a comprehensive inventory of services and programs provided by the City of Westminster as well as identification of criteria to utilize in prioritizing the core services inventory (now called the City services inventory). The core services assessment was completed in concert with the strategic planning process, allowing City Council and Staff to ensure services were appropriately aligned with the Strategic Plan. Based on direction received from City Council during the 2010 summer, Staff provided options for City Council's consideration in balancing the 2011/2012 Budget.

In order to balance the 2011 budget, the City had to reduce staffing by 72.833 FTE (or 7.4%) and made a number of service adjustments. The budget decisions and adjustments made in 2010 for the 2011 budget and beyond were designed to put the City into a sustainable budgetary position. That is

exactly what has happened. The revenue outlook for 2014 looks positive and is projected to cover operating and capital costs.

While adjustments to staffing levels and services were difficult, one thing for the City remains – the emphasis on the City’s mission to deliver exceptional value and quality of life. This remains constant for the organization. While there were very difficult decisions to make, the core services prioritization process assisted City Council and Staff in being strategic with the City’s limited resources.

Per City Council’s objective “Focus on core city services and service levels as a mature city with adequate resources” under the Financially Sustainable City Government Providing Exceptional Services goal, Staff updated the City services inventory during 2013 as part of the mid-year budget review for the Adopted 2014 Budget. The update to the City services inventory ensured that it remains accurate in reflecting services and programs provided by the City; that document was distributed to City Council in November 2013 with the department overview presentations.

The City services inventory and level of service work has been integrated into the organization as funding and resource allocation decisions are made now and into the future. The City needs to remain nimble in addressing changing community needs, federal or state mandates, and limited financial and staff resources. The City services inventory and level of service process is not a one-time project.

Staff is commencing a level of service analysis in preparation for the 2015/2016 Budget. The following components will be included within this analysis:

- Staff will review the current City services inventory to ensure it still accurately reflects City services and programs. The City services inventory will be updated accordingly for use during the budget development process.
- Staff will identify programs/services to conduct level of service analyses. These analyses are intended to look forward to 2015/2016 service demands, evaluate current funding levels and determine if modifications might be needed given the City’s limited resources (both financial and staffing). A summary of these analyses will be shared with City Council per the proposed schedule outlined within this Staff Report. Any proposed changes to levels of service will be presented to City Council for consideration. This will provide City Council an opportunity earlier in the budget development process to consider any proposed programmatic level of service changes (if any) and/or proposed reallocation of resources (if any) and provide Staff with feedback and/or request additional research.

Proposed Level of Service & Proposed 2015/2016 Budget Review

As development of the 2015/2016 Budget commences, Staff is working to ensure timely and adequate opportunities for City Council and the public to provide input. The public will continue to have several opportunities to provide input throughout the development process. In addition to the formal budget development process and associated public meetings/hearings, citizens will also have the opportunity for input throughout the year including the following:

- Conversations with the Mayor and City Council at Mayor and Council outreach events (such as We’re All Ears, Mayor/Council desserts and/or breakfasts, etc.);
- Telephone calls with the Mayor, City Council or the City Manager’s Office;
- Traditional mail communications (c/o City Manager’s Office, 4800 W. 92nd Avenue, Westminster, CO 80031);
- E-mail communications with the Mayor, City Council or the City Manager’s Office (c/o westycmo@cityofwestminster.us); and/or

- Electronically through WestyConnect, Access Westminster, City Web page, and Facebook communications.

For the level of service analysis and 2015/2016 Budget development, Staff recommends the process and schedule outlined below. All of the dates below are on regularly scheduled Monday night City Council Meetings or Study Sessions, with the exception of the proposed budget retreat dates. Staff is seeking City Council's input on this proposed timeline and review process.

- April 21 – Study Session: Recap of Strategic Plan Achievements and Identification of Short-Term Challenges – Traditionally at the Strategic Plan Retreat, City Council and Department Heads revisit progress made on the Strategic Plan goals and objectives as well as discuss potential issues in the short and long term that might impact achieving City Council's vision for the City. Staff would like to utilize time at this Study Session to review progress made on City Council's Strategic Plan and discuss short-term (3-5 years) challenges confronting the City. The Strategic Plan provides important guidance to Staff in preparing their work plans for the coming years and associated budgets, ensuring that we are working in concert to accomplish City Council's vision for the City. This Study Session will help ensure Staff understands City Council's short term concerns and vice versa.
- May 5 – Study Session: Level of Service Review – The level of service review is intended to provide City Council an overview of program/service analyses conducted and review any recommended changes in services, if any. Staff would like to review recommended updates and service delivery changes (if applicable) with City Council at this May 5th Study Session and receive guidance from City Council on proposed changes. At this meeting, Staff will highlight any proposed significant program/service delivery changes that might be appropriate to highlight at the first public meeting on the proposed budget on June 9 to obtain community feedback. Staff will seek City Council's feedback on items to highlight at that June 9 public meeting (if applicable).
- June 9 – City Council Meeting: First Public Meeting on the Proposed 2015/2016 Budget – This is the first opportunity for residents and businesses to provide formal input on and/or make requests for the Proposed 2015/2016 Budget at a City Council meeting. Traditionally, no formal presentations have been made by Staff at this meeting. However, in light of the level of service analysis process, Staff recommends a brief presentation to include the following: brief financial update, overview of the City services inventory process and how Level of Service analyses complements it, and then highlight a few proposed program/service delivery changes (if applicable) to obtain community feedback. In addition, any items identified for further review will be posted as a discussion topic on WestyConnect until the final public hearing on September 8 to gather community feedback. Should no program/service delivery changes be identified at the May 5 Study Session, then no formal presentation is proposed for the June 9 public meeting.
- July 21 – Study Session: Review Proposed 2015 Operating Priorities, Human Services Board (HSB) Funding Recommendations for 2015, and City Council's Proposed 2015 Budget – During the traditional two-year budget development process, Staff brings to City Council in July the proposed operating priorities identified for the first year of the proposed two-year budget. This allows City Council an opportunity early in the budget development process to provide feedback to Staff on the proposed operating budget. Additionally, the HSB will complete their review of funding requests and have recommendations for City Council's consideration for the 2015

funding cycle by this date. Staff also proposes to bring the City Council's Proposed 2015 Budget for consideration and feedback.

- July 28 – City Council Meeting: Second Public Meeting on the Proposed 2015/2016 Budget – This is the second opportunity for residents and businesses to provide input on and/or make requests for the Proposed 2015/2016 Budget at a City Council meeting. No formal presentations are proposed for this meeting. Staff will simply gather community feedback and research accordingly.
- August 18 – Study Session: Review Proposed 2016 Operating Priorities, Proposed 2015/2016 Capital Improvement Program (CIP) Priorities and City Council's Proposed 2016 Budget – Staff recommends bringing to City Council in August the proposed operating priorities identified for the second year of the proposed two-year budget. This allows City Council to take into consideration proposals associated with the second year of the budget based on knowledge of the first year's proposed budget and provide feedback to Staff. Staff also plans to bring to City Council the proposed CIP identifying capital projects for 2015/2016 and obtain feedback. Finally, Staff proposes to bring the City Council's Proposed 2016 Budget for consideration and feedback at this Study Session.
- August 28 – Delivery of the Proposed 2015/2016 Budget Document – The proposed budget document will be made available to City Council and the public. Staff will provide City Council a printed copy or provide the document electronically.
- September 8 – City Council Meeting: Public Hearing on the Proposed 2015/2016 Budget at the City Council Meeting – This is the final formal opportunity for residents and businesses to provide input and/or requests on the Proposed 2015/2016 Budget. As noted previously in this Staff Report, while this provides the final formal hearing for input, public input is welcomed throughout the year as it relates to the upcoming budget/fiscal year. At this meeting, Staff will provide a brief power point presentation on the Proposed 2015/2016 Budget and share with City Council and the public any relevant updates on the City's current financial status.
- City Council Review of the Proposed 2015/2016 Budget – Based on the budget review process utilized over the summer months, Staff recommends concluding the budget development process with a budget retreat. Pursuant to items traditionally covered at the budget retreat, Staff recommends reviewing the following:
 - Financial update on the City's revenue projections for year-end 2014 and projections for 2015/2016;
 - Human resources materials on the proposed 2015/2016 Pay Plan, proposed reorganizations, position reclassifications and benefits, as applicable;
 - Proposed operating priorities for 2015 and 2016, particularly highlighting any changes pursuant to Council feedback during the summer (if any);
 - Proposed Capital Improvement Program priorities for 2015 and 2016, particularly highlighting any changes pursuant to City Council feedback from August (if any);
 - Any citizen requests received throughout the year by City Council and Staff, including those made at the September 8 public hearing on the Proposed 2015/2016 Budget, comments made on WestyConnect, Facebook, etc.
 - Staff requests that City Council identify a date that will work best for this budget retreat. Staff anticipates needing a full day or two evenings to conduct the budget retreat. Staff recommends selecting a date in September as proposed in order to allow time for Staff to

prepare required documents for official budget adoption in October. Per the City Charter, the proposed budget must be introduced by the second Monday in October and adopted by the fourth Monday in October. As such, retreat date options include the following:

- 1) Thursday, Sept 18 from 6-9:30 PM and Friday, Sept 19 from 6-9:30 PM
- 2) Saturday, Sept 20 from 8 AM-4 PM
- 3) Tuesday, Sept 23 from 6-9:30 PM and Wednesday, Sept 24 from 6-9:30 PM
- 4) Saturday, Sept 27 from 8 AM-4 PM
- 5) Monday, Sept 29 (5th Monday) from 6 PM-9:30 PM and Tuesday, Sept 30 from 6 PM-9:30 PM

- October 13 – City Council Meeting: Resolution and First Reading of the Budget Ordinance Adopting the 2015/2016 Budget – Based on the direction Staff receives from City Council at the Proposed 2015/2016 Budget Retreat in September, Staff will prepare a resolution and ordinance to adopt the 2015 and 2016 Budgets. First reading is proposed for this first meeting in October.
- October 27 – City Council Meeting: Second Reading of the Budget Ordinance Adopting the 2015/2016 Budget – Assuming City Council approves on first reading the ordinance adopting the 2015 and 2016 Budgets, the second reading is proposed for the second meeting in October.

Concurrent with the general budget development process, the Human Resources Division in the General Services Department undertakes a comprehensive review and analysis of the City's Employee Total Compensation Package. This includes significant survey and market review of the City's benchmark positions plus a comprehensive benefits survey. Staff's review of the benchmark positions provides a labor market assessment for all 'regular' positions in the organization because all of the non-surveyed job classifications are internally aligned to specific benchmark classifications. The results of the benchmark review are utilized to ensure the City remains competitive within the job market for local government positions. Staff utilizes both Colorado Municipal League and Mountain States Employers Council survey information to verify and supplement the compensation review of positions. The Cities of Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton, along with related special districts that offer comparable services to citizens in those communities, make up Westminster's survey group. The benefit package is also surveyed to ensure medical, dental, pension, Medicare, life, long term disability (LTD), and survivor income benefits (SIB) remain competitive. This survey also includes an analysis of leave benefits, as well as any additional supplemental benefits such as tuition reimbursement, etc. A thorough review of the benefit packages offered by the City's market competitors will be conducted this spring. A summary of the salary and benefits survey information will be provided to City Council with the proposed budget document in August. In addition, Human Resources will return to Council early this spring with an overview of the City's Total Compensation philosophy and practice.

Staff will be in attendance at Monday's Study Session to receive feedback from City Council on the proposed review process for the level of service analysis and the proposed timeline and process for the Proposed 2015/2016 Budget development as outlined. If City Council wants to make significant changes to this process as outlined, Staff requests direction at this time as the budget development is very involved and Staff would need sufficient time to plan for substantial changes to the development process.

In addition, City Council is requested to bring their personal calendars to Monday's Study Session to identify a date for the budget retreat.

Action on the budget meets all five of the City's Strategic Plan goals: Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall
City Manager



Staff Report

City Council Study Session Meeting
February 3, 2014



SUBJECT: Westminster Station Transit Oriented Development Area Overview and Update

Prepared By: Sarah Nurmela, Senior Urban Designer
Steve Baumann, Assistant City Engineer
John Burke, Senior Engineer

Recommended City Council Action

Staff will provide an overview of the Westminster Station Transit Oriented Development (TOD) Area planning process, deliverables associated with the Westminster Station Intergovernmental Agreement (IGA) with the Regional Transportation District (RTD), and capital improvement projects in process for this area. Confirm whether Council approves of the planning process and vision for the TOD Area since the final phase of plan development is ready to commence.

Summary Statement

- In 2009, RTD announced that the Eagle P3 Project would include a spur line, bringing commuter rail to South Westminster (roughly 71st Avenue and Irving Street). The spur was labeled the Northwest Electrified Segment (NWES). Staff worked with RTD to promote the implementation of the City's future land planning goals for the area. One critical component of this effort is the implementation of a land plan and road network conducive to transit oriented development patterns and land uses (rather than large areas of surface parking). The Westminster Station is identified as a Focus Area in the recently adopted Comprehensive Land Use Plan (November 11, 2013). Planning for the focus area is underway and included an initial concept approved by City Council in 2011, public outreach in 2012 and a cohesive station area plan that is anticipated to be complete in 2014.
- Staff negotiated with RTD for over 2½ years to develop the Northwest Rail Electrified Segment Westminster Station Intergovernmental Agreement, which was entered into June 26, 2012 (see Attachment B). The IGA calls for the parking facility, access roads, bus loading and unloading facilities and the north plaza to be removed from RTD's agreement with their concessionaire, Denver Transit Partners (DTP), and allows for the City's construction of these elements of the project. The IGA also describes payments of approximately \$10 million by RTD to the City to reflect RTD's estimated cost for station and parking lot land purchases and DTP's reduced scope of work. The IGA also includes provisions related to the on-going responsibilities for operations and maintenance of the infrastructure, a portion of which will be the City's responsibility.

- In addition, the City entered into an IGA with RTD for the City’s Local Agency Contribution (LAC) for the FasTracks Northwest Rail Electrified Segment (NWES) on June 26, 2012. The RTD FasTracks financial plan approved in 2004 requires a LAC of 2.5% of the cost of the NWES in the form of cash, permit fee waivers, right-of-way dedication and/or other in-kind contributions. This amount is being split between Westminster and unincorporated Adams County. The payments must be completed on or before the date of revenue service commencement for NWES. At this point, only one segment of the Northwest Rail Corridor is funded to the level where it will be completed within the original FasTracks construction schedule.
- This Staff Report and presentation is intended to provide City Council background on this project area, what commitments have been made to RTD through IGAs, identify some key policy and financial determinations that will be brought before City Council this year, and receive direction from City Council on the proposed planning process and vision for the TOD Area since the final phase of plan development is ready to commence.

Expenditure Required: The total improvements are estimated to cost approximately \$45 million.

Source of Funds: RTD payments per the IGA, General Capital Improvement Fund, Stormwater Fund, Urban Drainage and Flood Control District Funds, Adams County Open Space Funds, DRCOG Transportation Improvement Program (TIP) Funds, and Adams County General Funds

Policy Issues

Does City Council concur with the vision established thus far for the TOD Area? Should the City continue planning efforts to guide the vision and development of transit-supportive uses around the proposed Westminster Station?

Alternatives

- The City could choose to not continue to develop a cohesive plan with a policy framework and development regulations for the TOD Area. Planning and construction of the station facilities and Little Dry Creek Park would continue. The Comprehensive Plan and Municipal Code would continue to provide the regulatory direction for the TOD Area, which includes a land use designation for Mixed Use Center. The Mixed Use Center designation allows a wide range of transit-supportive and mixed-use development including residential, office and retail as well as requires a higher intensity of development. Zoning in the area includes R-1, R-4, C-1, B-1 and M-1, much of which would require rezoning to PUD in order to redevelop a property. Staff does not recommend this route for two key reasons: (1) a more specific plan that provides a greater variability and a more context-sensitive approach to land use designations in the TOD Area could result in the potential loss of the area's character, ability to retain or attract unique businesses, particularly as the area transitions and evolves over the next 20 to 30 years; and (2) the plan regulatory structure will set in place both land use and zoning for properties within the TOD Area. This will allow expedited development review and incentivize redevelopment in the area. Without this, a more cumbersome development process that could entail Comprehensive Plan and/or zoning amendments could act as a disincentive to new development.
- The City could choose to change direction or reevaluate the vision for development around the Westminster Station and within the TOD Area. This could include altering the planning area boundaries or establishing a different vision or direction for all or some of the planning area. If this alternative were to be pursued, one result could entail existing property and business owners being removed or added to the planning area. Based on the input received thus far from outreach with stakeholders and community members, this will include property and business owners who are interested and excited for property values to rise and opportunity for sale and/or redevelopment of their property. This will also include other property or business owners that may be satisfied with not being within the planning area in order to ensure they are not impacted by new development or regulation. Another result of this alternative could entail creating a modified vision for all or some of the TOD Area. If modification of the planning area were to be pursued, Staff would advise that creating a significant critical mass of transit-supportive development around a station area is essential in achieving a vibrant district. Mixed-use, higher intensity development fosters pedestrian activity, particularly when coupled with active ground floor uses like shops, dining and services. As a result, reducing the area encompassed by the plan is not recommended. Altering the vision for all or a portion of the area should be pursued with caution, particularly for land area within a five-minute walk or quarter mile of the station. The current vision for the TOD Area embraces the area's character as a working district while also inviting opportunity for intensification and community building in and around the station.

Background Information

The Westminster Station Transit Oriented Development Area (TOD Area) is located in south Westminster around the FasTracks commuter rail station planned for approximately 71st Avenue and Irving Street. The TOD Area encompasses approximately 135 acres to the north and south of the planned

FasTracks station and rail corridor. The northern portion of the TOD Area includes land bounded by Lowell and Federal boulevards to the west and east, 72nd Avenue to the north and the BNSF rail corridor to the south. The southern portion of the TOD Area is a planned 33.3-acre regional park (Little Dry Creek Park and Open Space). Land use planning for the northern portion of the TOD Area began in 2007 with an initial concept plan for transit-oriented mixed-use development around the station. Planning for the area continued to evolve over the next four years, which resulted in a Draft Illustrative Concept Plan for the TOD Area in late 2011 (**Attachment A**). With City Council approval of the land use direction and vision for the TOD Area, Staff initiated the preparation of a cohesive Station Area Plan to guide land use, urban design, circulation, and plan implementation.

The following background provides an overview and status update of the City's efforts to plan, finance and construct the FasTracks Westminster Station and surrounding infrastructure and transit-oriented development.

FasTracks Northwest Rail Corridor Funding

Westminster Station is located along the RTD FasTracks Northwest Rail Corridor that is ultimately planned to extend from Denver Union Station to Longmont, passing through North Denver, unincorporated Adams County, Westminster, Broomfield, Louisville, unincorporated Boulder County and Boulder. Provision of commuter rail service along the FasTracks Northwest Rail Corridor was enabled by the November 2004 passage of a 0.4% sales tax measure by voters within the RTD service area. The Northwest Rail Corridor was one of five new railways included in the FasTracks program that was designed to provide radial service between downtown Denver and strategic points around the periphery of the Denver Metro Area. Two stations were approved by RTD for Westminster: 70th/Lowell and Church Ranch. Over the next five years, RTD and affected Northwest Corridor jurisdictions prepared an Environmental Evaluation to resolve a variety of issues such as the rail technology to be utilized and the final locations of train stations. In Westminster, those stations included the Westminster Station at approximately 71st Avenue and Irving Street, 88th Avenue and Harlan Street, and Church Ranch just north of the Shops at Walnut Creek. The 88th Avenue and Harlan Street Station would need to be built with non-RTD funds.

By 2010, due to sales tax revenues not meeting projections and escalating costs for construction materials, among other issues, it was determined that the funding mechanisms for full implementation of the Northwest Rail Corridor would not support the project completion. Alternative avenues for funding various portions of the FasTracks system were pursued, which included the public-private partnership known as the Eagle P3 Project. The Eagle P3 Project included design, construction, financing, operation and maintenance of RTD's East Rail Line to Denver International Airport, the Gold Line to Arvada, a Northwest Rail segment to Westminster Station (NWES), and a Commuter Rail Maintenance Facility in Denver. Just under half of the Eagle P3 Project was funded by a Federal Transit Authority New Starts Grant, although no federal funds were appropriated to the NWES segment.

Inter-Governmental Agreements between City and RTD

The City initiated negotiations with RTD to develop agreements necessary for work on the NWES segment in Westminster. Three inter-governmental agreements (IGAs) were made including a Utility Relocation IGA (approved by City Council in July 2011); a Local Agency Contribution (LAC) IGA approved in June 2012, which requires a 2.5 percent match from local government for transit improvements; and a Station IGA, also approved in June 2012.

The Station IGA requires the City to build a parking structure, access roads, bus loading and unloading facility, and the transit plaza on the north side of the rail corridor. RTD will provide the City nearly \$10 million to help pay for these improvements. The Station IGA also delineates responsibility for ongoing operations and maintenance of station infrastructure (see **Attachment B** for the Station IGA). As part of the Station IGA, the City is obligated to deliver all station support infrastructure described in the agreement, including 350 parking spaces by early 2016, when the station is expected to initiate operation. The City is also obligated to provide land in which to construct 575 additional parking spaces by the time at which utilization of RTD parking meets or exceeds 85 percent consistently for a six month period, at which time the parties shall meet to determine a plan to expand the parking facility to increase the RTD parking to not less than 925 spaces. The IGA states the parties shall jointly determine whether expansion shall be in the form of additional structured parking or additional surface parking and that parties shall use best efforts to implement structured parking. RTD shall provide funding for capital expenditures associated with the additional RTD spaces and a pro rata share of funding for common elements in a parking facility expansion. Any land necessary to expand the parking facility to include the additional 575 spaces shall be acquired by the City since RTD has provided all of the land acquisition funding originally within their project scope to accommodate 925 spaces to the City as part of the Station IGA. Funding for the additional land and construction of 575 spaces is not included with the current budget identified for this project; Staff is working to incorporate space within the City's current property for the parking garage for future expansion.

In addition, the FasTracks financial plan assumes and requires a 2.5% local agency contribution (LAC) from local jurisdictions in the district in consideration for the construction of transit improvements that will benefit them and their citizens. The City will receive credit for expenses associated with acquisition of platform parcels, project permit and design review fees, sales and use tax rebates associated with RTD contractors for NWES work, utility tap fees (capped at \$120,000), any utility relocations the City performs for RTD, temporary construction easements, other funds from outside sources, and Little Dry Creek Storm Water Drainage project improvements capped at \$2.0 million.

The City entered a LAC IGA with RTD in June 2012. The total LAC required for the NWES is \$3,422,500, which is to be shared equally between the City and Adams County; the City's LAC is \$1,711,250.

Adams County assisted the City in acquiring the Barnum Publishing property located within the Little Dry Creek drainage improvement project. The Barnum property's western segment partially overlaps with the station platform and was a critical acquisition in moving the NWES forward. As part of the financial assistance provided by Adams County for the Barnum property, the City agreed to utilize any LAC overmatch towards Adams County's share of the LAC. Per the LAC IGA with RTD, any overmatch by the City will be credited towards Adams County's LAC for the NWES in an amount not to exceed \$1.5 million. As such, if Adams County's portion of the LAC is applied to the City, Westminster will be responsible potentially for \$3,211,250 of the total LAC associated with the NWES. No funds have been budgeted for the City's LAC; Staff is diligently tracking and documenting costs associated with the project to be applied to the LAC.

The City is responsible to fulfill its entire LAC to RTD on or before the later of March 31, 2016 or the date of revenue service commencement for NWES. The City may fulfill the LAC by making a lump sum or annual cash payments or by accepting credit against the LAC in lieu of payment from RTD for items outlined.

Station Design

The Westminster Station platform is located midway between the Irving and Hooker Street alignments along the Burlington Northern Sante Fe (BNSF) rail corridor. Station components include the rail platform, located to the south of the BNSF tracks, and a bus facility, vehicle drop-off and a parking structure located to the north of the rail corridor. A pedestrian tunnel will provide access from the north to the southern boarding platform.

Initial RTD Station Design

RTD's initial plan for the station (**Attachment C**) included a 15.5-acre surface parking field east of the station and abutting Federal Boulevard, a bus facility and vehicle drop-off directly north of the platform area, and a utilitarian pedestrian tunnel under the tracks that terminated at a 15-foot vertical retaining wall. Access to the pedestrian tunnel from the commuter rail platform was via 355-foot-long, enclosed ramps or stairs. No direct access to the station was provided to/from the 33.3-acre Little Dry Creek Park or the unincorporated Adams County Goat Hill neighborhood to the south.

City of Westminster Station Design

As shown in the initial RTD plan, parking and station operations dominated the immediate station area, providing little opportunity for connectivity and interaction with transit-supportive development, existing communities and future amenities. City staff focused on improving these connections and fostering future transit-oriented development with a revised station design. The station and the surrounding area are envisioned as a key amenity and neighborhood asset within the south Westminster and immediate station areas. Station design was focused on creating an amenity and setting for future development, a safe and attractive transit environment for patrons, and key connections to new development, transit and open space. The revised station plan is illustrated in **Attachment D**. As shown in the illustrations, the north transit plaza acts as the central organizing element of the station. The plaza is designed to provide a visually dramatic descent to a spacious 26-foot wide pedestrian tunnel connecting transit patrons to the south-boarding station platform. The plaza's amphitheater form provides a venue for both formal and informal public events and gathering. High quality design and attention to enhanced landscaping, public art and pedestrian and bicycle amenities further underline the plaza as a park space and amenity for the immediate TOD Area.

Other key improvements beyond the initial RTD plan include the parking structure and bus facility, organized along Westminster Station Drive. This new street will act as a major gateway into the TOD Area from a new traffic signal at Federal Boulevard. Additional street connections to the station will ultimately include extensions of Irving Street, Hooker Street and Grove Street from 71st Avenue south to Westminster Station Drive. These streets will serve as the backbone for new transit-oriented development, an enhanced public realm, and vehicle and bus access to the station. Staff is currently in the process of negotiating with property owners to acquire land necessary to complete the rail station supporting improvements.

Station Platform and South Plaza

As mentioned previously, access to the commuter rail line is via a platform located on the south side of the BNSF tracks. Improved design of the station platform, staging area/southern plaza and access to the Little Dry Creek Park and neighborhoods to the south has been developed as part of the City's station planning process. The design of these facilities provides enhanced visibility of the Station and greater connectivity and access to the station. An elevator to access the station platform was also added as part of these planned improvements. As shown in **Attachment E**, the platform and south station design includes a dramatic canopy structure that adds height, visibility and weather protection to the station platform.

Smaller platform canopies mimic the design of the larger structure. South of the station, a pedestrian bridge connects over Little Dry Creek to a small parking area and the neighborhoods to the south. This portion of the station and Little Dry Creek Park facility will be completed in 2016, and as funding allows.

Little Dry Creek Park and Open Space

Planning for the Little Dry Creek Park and Open Space was initiated in 2007. The approximately 33.3-acre park and open space incorporates improvements to the Little Dry Creek drainage basin between Lowell and Federal Boulevard. These various parcels were acquired by the City and Adams County over a several year period at a cost of \$5,440,385. The new and improved drainage and water quality facilities within the park will serve new development in the TOD Area. Little Dry Creek will be reconstructed and realigned through the area. The park will also serve as a community resource and amenity, with regional ties as well. The Little Dry Creek Trail connects southeast to the Clear Creek and South Platte trails into Denver and northwest to the Rocky Flats Wildlife Refuge. This portion of the Little Dry Creek trail will be a part of the federal Refuge to Refuge Trail connecting the Rocky Mountain Arsenal Wildlife Refuge, Two Ponds Wildlife Refuge and Rocky Flats Wildlife Refuge. Included in the Master Park Plan are three major components: (1) a recreation area with playground, xeriscape garden and amphitheater on the western edge nearest Lowell Boulevard; (2) the transit area with direct access to the commuter rail station in the center area of the site; and (3) an environmental area that will include a fishing lake, open space, wetland plantings and educational pavilions on the eastern edge nearest Federal Boulevard. In addition, future plans call for the installation of a new road along the southern edge of the park and open space (tentatively called Creekside Drive) that will provide additional access to the park and open space as well as access to the Westminster Station from a parking lot and bridge. The current budget for this project is confined to the drainage improvements and not for the final recreation area along the western edge. The drainage improvements project includes installation of native grasses throughout the site and some landscaping associated with the environmental area with a lake along the eastern edge. The future recreation area, xeriscape garden and amphitheater will be proposed for future budget years.

It should be noted that the original plan for the Westminster Station did not involve the level of stormwater drainage improvements that are ultimately being constructed. The original plan left the BNSF railroad tracks within the 100-year floodplain, leaving the potential for the tracks to be under up to four feet of water in a 100-year flood situation. RTD and DTP's original plan contemplated that the area would become flooded and trains inoperable whereby a bus bridge (where train riders would exit the train and board buses) would be utilized. This was unacceptable to the City and the Urban Drainage and Flood Control District as well. While RTD does not have funding available to assist the City with addressing the additional costs associated with removing the tracks from the 100-year floodplain, the City will receive up to \$2.0 million credit towards the 2.5% LAC for mitigating this hazard along with constructing other floodplain improvements in the area.

Vision for Transit-Oriented Development

Existing Context

The TOD Area is situated at the southeastern end of the City, just north of unincorporated Adams County. Existing development in the area occupies land north of the rail corridor (with the Little Dry Creek drainage basin to the south). Development is comprised primarily of single-story commercial and industrial uses, with smaller-scale development located along the periphery and larger-scale uses closer to the rail corridor. Uses in the TOD Area are mostly non-residential and include retail, general and professional office and commercial uses, auto/service and industrial uses. Together, these uses comprise just under half the developable land area (exclusive of rights-of-way) in the TOD Area, with another 15 percent occupied by residential and the remainder vacant. Major property owners in the TOD Area

include the City of Westminster, JDRE Holdings (Nolan RV), Adams County Housing Authority and KEW Realty Corporation—most of these larger, more significant land holdings are located along the rail corridor adjacent to the station.

Vision

As described in the Comprehensive Plan, the Westminster Station Area is envisioned as a significant development and community building opportunity within the City. As described in the Comprehensive Plan Focus Area description for the TOD Area (**Attachment F**), the area will act as a node of energy and activity around the station. Development will include a mix of higher intensity retail, office and residential uses with an emphasis on active ground floor uses along key connections to the station. A walkable, pedestrian-oriented public realm and appropriately-sized street grid are envisioned to complement and accommodate this higher intensity of development. Connections to surrounding streets and neighborhoods, access and circulation by multiple modes, and an attractive, engaging public realm are all emphasized.

Planning Process

In order to achieve the vision that City Council, the community and City staff have developed for the Westminster Station TOD Area, a complete planning document that provides the overall vision, land use and urban design guidance, circulation and transit connectivity, and a clear path to implementation is essential. The plan will include a complete policy framework for land use, circulation, parking, green space and urban design; development standards and design guidelines; and a plan for implementation.

Public Outreach and Key Issues

The Planning Division initiated work on the Westminster Station TOD Area Plan in early 2012. The first phase of the planning and refinement of the TOD Area vision included a substantial public outreach effort. The outreach featured two stakeholder meetings (with business and property owners, residents, development industry representatives, and agencies active in the area), a neighborhood open house (attended by over 150 people) and a neighborhood meeting with the Progressive Home Owners Association (HOA). Each meeting provided an introduction to the TOD Area vision along with a conceptual urban design plan (Attachment A), potential land uses, circulation and station design, and parks and open space plans.

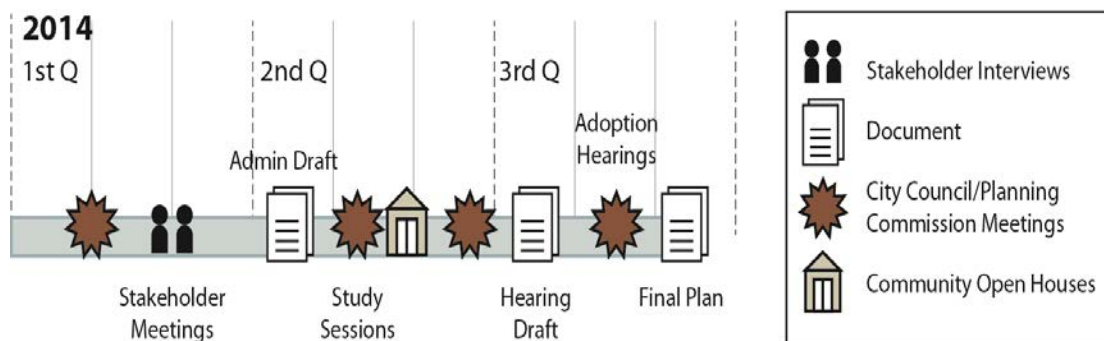
In general, all participants in the process were excited to see planning for the area commence and were hoping to see the TOD Area emerge as a community destination within south Westminster. Community members supported the proposed intensity of development and mix of uses adjacent to the station; providing open spaces and a focal community gathering space within this framework was important for many. Key concerns expressed were primarily over the likelihood of development within the current economic climate and how the project would be phased over time. Stakeholder participants expressed specific concern over implementation of the plan and how businesses and property owners would be affected—in particular, if they would be able to continue their operations once a plan was adopted and whether they would be impacted by construction in the area. A summary of this round of outreach is attached as **Attachment G**.

Additional input gathered since this first round of outreach has included property owners inquiring about the likelihood of eminent domain and takings of their property; loss of value due to designation or even illustrative concepts showing parks and right-of-way over their property; and the impact of potentially becoming a nonconforming land use or structure upon plan implementation. While some of these concerns are indicative of the need for additional communication about how the City intends to encourage

transit-supportive development in the area (not utilizing eminent domain or forcing sale of properties), there are key issues to address in the approach to plan implementation.

Next Steps

The next step in the planning process is focused on a second round of public outreach to solicit feedback focused on the land use and implementation elements of the plan. Meeting with stakeholders (property and business owners in particular) is a key focus of this outreach effort. Neighborhood meetings are also planned in order to capture a wider audience and perspective from the surrounding community. City staff will return to City Council in a future study session to summarize the input received in this second round and discuss key policy direction and plan implementation. It is anticipated that a Draft Westminster Station TOD Area Plan will be completed by late summer of this year (2014), as reflected in the timeline below:



Other Key Decision Points Pending between City and RTD

As noted, the City’s vision for this area is substantially different from the original station design approved by RTD. The Station IGA between the City and RTD allows the City to implement an alternative approach to RTD’s base plan for commuter and bus access, parking, and pedestrian areas that will support the proposed Westminster Station commuter rail station. Through their contract with DTP, RTD has retained the responsibility for certain elements of the station plan including the track work, the station platform and the pedestrian tunnel that serves it. The IGA also has procedures through which the City can request upgrades (betterments) of the RTD elements of the station at a negotiated cost with DTP.

City Council approved on December 10, 2012, the first “betterment” for the design and construction of the City designed pedestrian tunnel that will serve the Westminster Station commuter rail platform. The cost to the City for this betterment was \$453,375. This betterment substitutes a precast concrete arch structure for the cast-in-place concrete box culvert that was in the RTD base plan. The original RTD box culvert, in combination with enclosed stairs and ramps at the southern end, would have provided a completely unappealing, subterranean path from the north side of the tracks to the south side and the station platform with very limited visibility to the tunnel. That culvert would have been a 20-foot-wide by 12-foot-high rectangular shape that is commonly used for drainage crossings. While it is completely serviceable, it is the utilitarian choice for this application and made sense for the RTD plan for stations that look and operate the same throughout their system.

The City’s design for the tunnel features a curved 12 foot tall ceiling and will be 26 feet wide. Staff has submitted plans to RTD, DTP and BNSF for approval of the north plaza retaining wall that is connected

with this betterment of the pedestrian tunnel. BNSF informed Staff that the retaining wall needs to be reinforced to withstand a potential third rail should one ever be installed on this line, and BNSF review of this design change is causing delays and is likely to increase the cost associated with this component of the project. Most significantly, Staff is concerned that these additional negotiations may cause further delays that may negatively impact DTP, which could potentially fall back to the City. The IGA has serious penalties associated (liquidated damages for each and every day of delays impacting revenue service equal to \$8,965 per day) and Staff is diligently working with RTD, DTP and BNSF to ensure any potential delays are avoided.

In addition, the City has submitted a second betterment proposal with RTD and DTP for the station platform that includes a modification to the southern end of the pedestrian tunnel, opening it to the Little Dry Creek drainage way and future park. The City's design includes an attractive platform overlooking the park with a "signature" arched shade structure. Initial cost estimates from DTP for this betterment have been substantially higher than both RTD and City Staff estimated. The City hired an independent cost estimator who has extensive experience working with RTD on light rail projects to assist with the City's cost estimates. Staff continues to work with RTD in hopes of closing the significant divide between DTP's estimates but anticipates that an important decision point will be before City Council within the next few months for consideration of this second betterment proposal. Staff will return to City Council once construction details and pricing is completed by RTD and DTP.

Budget Overview

The total budget for all of the improvements proposed with the north and south station project is estimated at \$44.7 million. The City has been successful in partnering with RTD, Adams County (transportation and open space), Urban Drainage Flood Control District, and DRCOG. Together, it is estimated that these groups will contribute approximately \$16.7 million, or approximately 37% of the total cost. Staff is optimistic that several of these partners will come to the table for additional financial support and continues to pursue these avenues. To date, a total of \$36.9 million has been identified and/or allocated by the City and its partners. The project is almost evenly divided in costs; the north side of BNSF tracks is estimated to cost \$22.2 million and the south side is estimated to cost \$22.5 million. Staff is working diligently to reduce costs, refining cost estimates and seeking additional funding opportunities to address the remaining \$7.8 million shortfall that remains in fully funding this project. Staff will return with ideas for funding the remaining later this summer. For example, the City is working with a nearby homebuilder who wants the over 300,000 cubic yards of fill that must be removed from the site. Providing a nearby location to haul the fill could save the City \$1 million.

Solicitation for Parking Garage Contractor and Land Developer

In order to meet the contractual time commitment to deliver the required parking spaces to RTD by the third quarter of 2015, Staff proceed to issue a Request for Proposals (RFP) in mid-August, 2013. The RFP sought proposals from either a general contractor or team comprised of a contractor and land developer to design and construct a parking garage through a design/build process. The RFP was sent directly to over 80 architectural, construction, and development companies as well as being posted through the City's standard bid solicitation process. A total of five submittals were received, two of which proposed to construct multi-story mixed use buildings on the City owned property, concurrent with construction of the parking garage.

Staff chose to interview four of the prospects. Three of the interviews have been completed with the remaining one to occur February 3, 2014. Upon completion of the interviews, Staff expects to select a preferred candidate and proceed with negotiations on a contract to be presented to City Council for consideration by the end of March or April. Subject to City Council approval, the design of the structure

could begin in April/May that would lead to completion of the parking garage by the third quarter of 2015, meeting RTD's deadline per the Station IGA.

Staff will be in attendance at Monday's Study Session to provide an overview of the Westminster Station TOD and receive direction on whether City Council concurs with Staff's proposed planning process and vision for the TOD Area and whether the final phase of plan development should commence.

The Westminster Station TOD supports all five of the City Council's Strategic Plan goals of Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall

City Manager

Attachments

Attachment A: 2011 Illustrative Concept Plan for the TOD Area

Attachment B: Westminster Station IGA with RTD

Attachment C: RTD's Base Westminster Station Plan

Attachment D: Revised Westminster Station Plan by the City of Westminster

Attachment E: South Platform/Plaza Station Design by the City of Westminster

Attachment F: Comprehensive Plan Focus Area description for the TOD Area

Attachment G: Westminster Station TOD Area Plan 2012 Outreach Summary



Draft concept plan for future Little Dry Creek Park and Drainage Project.

Westminster Station Transit Oriented Development Project

DRAFT Illustrative Development Concept

August 2011

**CITY OF WESTMINSTER
NORTHWEST RAIL ELECTRIFIED SEGMENT
WESTMINSTER STATION
INTERGOVERNMENTAL AGREEMENT**

THIS NORTHWEST RAIL ELECTRIFIED SEGMENT WESTMINSTER STATION INTERGOVERNMENTAL AGREEMENT (this **IGA**) is made and entered into this 26th day of June, 2012 (the **Effective Date**) by and between the **CITY OF WESTMINSTER** (the **City**), a home-rule municipal corporation of the State of Colorado organized pursuant to Article XX of the Colorado Constitution, and the **REGIONAL TRANSPORTATION DISTRICT (RTD)**, a political subdivision of the State of Colorado organized pursuant to the Regional Transportation District Act, C.R.S. 32-9-101, *et seq.* The City and RTD may hereinafter be referred to individually as a **Party** and collectively as **Parties**.

RECITALS

A. RTD is statutorily authorized to develop, maintain, and operate a mass transportation system for the benefit of the inhabitants of the district.

B. The City is authorized by its Charter and RTD is authorized by its enabling statute to enter into this IGA.

C. Pursuant to the Colorado Constitution, Article XIV, Section 18(2)(a), and C.R.S. § 29-1-201, *et seq.* the Parties may cooperate or contract with each other to provide any function, service or facility lawfully authorized to each, and any such contract may provide for sharing of costs.

D. RTD is authorized to implement the multimodal public transportation expansion plan that was adopted by RTD's Board of Directors (the **Board**), approved by voters on November 2, 2004, and approved by the Denver Regional Council of Governments as per the requirements of C.R.S. § 32-9-107.7 (**FasTracks Plan**).

E. RTD proposes to construct the Northwest Rail Electrified Segment (**NWES**), which consists of commuter rail transit connecting Denver Union Station in Denver with a station located near W. 70th Avenue & Irving Street in the City of Westminster that is the subject of this IGA (the **Station**), as the initial phase to the Northwest Rail Corridor identified in the FasTracks Plan and more fully described in the Final Environmental Evaluation dated May 18, 2010 (the **EE**) and the RTD FasTracks Northwest Rail (NWR) Project, Phase 1 Nationwide Permit No. 14, Department of the Army (DA) Permit # NWO-2005-80771-DEN (the **404 Permit**).

F. RTD and Denver Transit Partners, LLC (**DTP** or the **Concessionaire**) entered into a Concession and Lease Agreement on July 9, 2010 (as amended, the **Concession Agreement**), pursuant to which the Concessionaire is to design, construct, operate and maintain, among other elements of the FasTracks Plan, the Station and to construct the relocation of the City's utilities affected by implementation of the NWES.

G. The Concession Agreement requires that the Station be implemented on real property to be acquired by RTD for that purpose and requires that the Station include, at a minimum, the Permanent Bus Facilities (defined below); surface parking containing approximately 350 parking spaces implemented so as not to preclude the ability to expand to 925 spaces by the year 2030; a pedestrian underpass (the **Pedestrian Underpass**) linking the transit plaza to the commuter rail passenger side platform (the **Platform**); a transition plaza to facilitate movement of transit patrons from the Pedestrian Underpass to surface parking, the Permanent Bus Facilities and adjacent streets; and all associated access and circulation infrastructure, all in compliance with the Concession Agreement and generally as depicted in the NWES Station Plans (defined below) (the **Base Plan**).

H. In order to foster transit-oriented development in the area, the City desires to modify the Base Plan and implement the Westminster Station Project, generally as depicted on Exhibit B, and the City has agreed to design and construct in connection therewith a parking facility comprising structured and/or surface parking areas (the **Parking Facility**); the Permanent Bus Facilities; a transition plaza, including the Retaining Wall (defined below), connecting the Parking Facility and Permanent Bus Facilities to the Pedestrian Underpass (the **North Plaza**); and all necessary associated access and circulation infrastructure, including roadways, and other necessary infrastructure associated with each of them (the **Associated Infrastructure**), all in accordance with this IGA, (collectively, the **City Project**).

I. RTD requires certain property interests in property owned or to be acquired by the City in order to implement the NWES, as further described in Section 2 of this IGA, and the City has agreed to convey such property interests to RTD in accordance with the terms of this IGA.

J. RTD has agreed to pay to the City the RTD Funding (defined below) and the RTD O&M Costs (defined below), the aggregate of which represents the capital construction, real property, and operation and maintenance costs that RTD will not incur as a result of the City implementing the City Project.

K. The City supports RTD's efforts to design and construct the NWES and RTD supports the City's efforts to design and construct the City Project and each have agreed to coordinate and cooperate to ensure the timely completion of the City Project through the terms of this IGA.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing premises and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. GENERAL.

1.1 **Recitals.** The recitals set forth above are incorporated herein by this reference.

1.2 Definitions. Capitalized terms shall have the meanings prescribed to them in this IGA. In addition, the following capitalized terms shall have the meanings set out below.

a. *Betterment* means any element of the NWES Drainage or Pedestrian Underpass Interface that is (i) requested by the City (whether on its behalf or on behalf of a third party) and that is (ii) not included in the Base Plan, as more specifically defined in the NWES Station Plans, and (iii) is not otherwise required by Law or by the RTD Design Requirements or City Design Requirements.

b. *Bus Facilities Transit Amenities* means five passenger shelters and benches necessary for the Permanent Bus Facilities design to comply with the RTD Bus Transit Facilities Guidelines and Criteria to be installed in the immediate vicinity of the bus bays.

c. *CDOT* means the Colorado Department of Transportation.

d. *City Design Requirements* means the City of Westminster Storm Drainage Design And Technical Criteria, the Westminster Municipal Code, and the 2009 International Building Code and the Standards and Specifications for the Design and Construction of Public Improvements, in each case as adopted by the City, and any variances thereto granted by the City.

e. *City Drainage* means the storm water, water quality collection and conveyance piping infrastructure associated with drainage for the Parking Facility, Permanent Bus Facilities, North Plaza, the Federal Boulevard grade-separated crossing, and the Drainage Project.

f. *Communications Manhole* means an underground vault to be installed in the North Plaza in which power and communication cables from the Platform are collected and disbursed in conduit to RTD Safety and Security Equipment and Fare Collection Equipment.

g. *Fare Collection Equipment* means two ticket validators, two ticket vending machines, two smartcard readers and two shelters.

h. *Force Majeure* means fire; explosion; action of the elements; strike; interruption of transportation; rationing; shortage of labor, equipment or materials; court action; illegality; unusually severe weather; act of God; act of war; terrorism; or any other cause that is beyond the control of the City (including the failure of RTD or the Concessionaire to perform any task that is prerequisite to the City performing under this IGA) so long as that cause could not have been prevented by the City while exercising reasonable diligence.

i. *Interim Bus Facilities* means four bus bays, one Type I driver relief station (as that term is defined in the RTD Design Criteria), and four pedestrian shelters, including the Bus Facilities Transit Amenities.

j. **Law** means laws, regulations, orders, codes, directives, permits, approvals, decisions, decrees, ordinances or by-laws having the force of law and any common or civil law, including any amendment, extension or re-enactment of any of the same, and all other instruments, orders and regulations made pursuant to statute.

k. **NWES Drainage** means the storm water, water quality collection and conveyance piping infrastructure, including any necessary protective encasements, associated with drainage for the NWES and the City Project, including the BNSF Drainage (defined below), all in compliance with and in accordance with the NWES Station Plans.

l. **NWES Station Plans** means those portions of the Advanced Basic Engineering Track, Drainage, Station and Civil Design Plans (Rev. March 31, 2010) for NWES included in Book 2, Volume 3, Appendix 3-A of Attachment 19 (*Concessionaire's Proposal*) to the Concession Agreement that address the Station, attached hereto as Exhibit A.

m. **Pedestrian Underpass Interface** means that portion of the Pedestrian Underpass implemented on the Plaza Property (defined below), including the interface between the north end of the Pedestrian Underpass and the Retaining Wall and North Plaza, as more particularly identified in Exhibit B-2.

n. **Permanent Bus Facilities** means a bus transfer facility containing six bus bays, one Type III driver relief station (as that term is defined in the RTD Design Criteria), and associated infrastructure, including the Bus Facilities Transit Amenities.

o. **Plaza Transit Amenities** means seven benches; five trash receptacles; the Fare Collection Equipment; ten bicycle racks; and twenty bike storage lockers to be installed in the North Plaza.

p. **Retaining Wall** means a retaining wall necessary to allow for the grade difference between the Burlington Northern Santa Fe (**BNSF**) right-of-way and the North Plaza, including the headwall above the Pedestrian Underpass Interface, to be built by the City within the approximate limits shown on Exhibit B-2.

q. **RTD Design Requirements** means the NWES Station Plans, the EE, the 404 Permit, the RTD Bus Transit Facility Guidelines and Criteria (Rev. Feb. 2006), the RTD Transit Access Guidelines (Rev. Jan. 2009), the RTD Parking Management Program (Rev. 2008), and applicable provisions of Attachment 7 (*Design, Construction and Rolling Stock Requirements*), Attachment 19 (*Concessionaire's Proposal*) to the Concession Agreement and, with respect to the Retaining Wall, any applicable design and construction requirements of BNSF.

r. **RTD Funding** means the aggregate of (i) \$6,940,000 plus (ii) the capital credit amount of \$3,000,000 identified in the executed Change Order plus (iii) the amount of RTD's contribution to the acquisition of the Plaza Property as determined in accordance

with Section 2.2.b(i) plus (iv) \$120,000 for tap fees that would have been required for the Base Plan.

s. RTD O&M Costs means the aggregate of (i) \$960,646, the amount identified in the executed Change Order that represents the base annual operations and maintenance costs associated with the Base Plan, expressed in 2010 dollars, that would have been incurred by RTD to operate and maintain the Base Plan over the term of the operating period of the Concession Agreement, net of deductions by RTD for resultant increases in operations and maintenance costs resulting from the implementation of the City Project and (ii) indexation of the base annual costs in accordance with Section 8.3 (*Payment of RTD O&M Costs*).

t. RTD Parking means not less than 350 segregated and contiguous parking spaces reserved for transit use to be constructed in the Parking Facility, as may be expanded in accordance with Section 3.1.d, and, if applicable any temporary parking provided by the City in accordance with 3.1.c.

u. RTD Transit Elements means, collectively, the Permanent Bus Facilities (or Interim Bus Facilities, as applicable); the Communications Manhole; the Fare Collection Equipment; the Plaza Transit Amenities; the RTD Parking; the RTD Safety & Security Equipment; the Pedestrian Underpass Interface; and any other transit equipment or amenities owned or controlled by RTD and installed on the Station Property.

v. RTD Safety & Security Equipment means RTD emergency telephones and security cameras installed in the Parking Facility, Permanent Bus Facilities and/or the North Plaza in order for RTD to monitor its facilities.

w. Traffic Improvements means all traffic improvements associated with the City Project, including Traffic Mitigations, pedestrian access, vehicular traffic signalization and controls and associated vehicular access and circulation infrastructure and signage.

x. Traffic Mitigations means those traffic improvements required by CDOT and the EE to mitigate traffic impacts attributed by the Base Plan, as described below:

i. Construction of a new signalized intersection at Federal Boulevard and the Station access (south of 70th Avenue) to serve the Station;

ii. Prohibiting the left turn from eastbound 71st Avenue to northbound Federal Boulevard; and

iii. Re-striping the existing southbound right turn lane at W. 70th Avenue and Federal Boulevard to a shared through/right turn lane to provide additional southbound through capacity and become a right turn lane at the entrance to the Station and Parking Facility.

y. **URA** means the RTD Eagle Project Utility Relocation Agreement executed by the Parties dated June 2, 2011.

1.3 Scope of the IGA. This IGA governs RTD's and the City's respective rights and obligations as each pertains to the implementation of the City Project and the exchange of property necessary to implement the NWES. RTD's and the City's rights and obligations with respect to the implementation of the NWES in Westminster City limits shall be governed by the Northwest Rail Electrified Segment – City of Westminster Local Agency Contribution IGA (the **Local Agency Contribution IGA**), which shall be executed by the Parties as soon as is reasonably possible following the Effective Date. Relocation of City-owned utilities, including the Sanitary Sewer relocation, shall be governed by the URA.

1.4 Order of Precedence.

a. In the event of any conflict between the terms or provisions of applicable Law, the IGA, the City Design Requirements and the RTD Design Requirements, the order of precedence (in order from highest to lowest, where the terms or provisions of a higher precedence document shall govern in the event of a conflict with a lower precedence document) shall be as follows:

- i. applicable federal and state Law;
- ii. this IGA;
- iii. applicable local and municipal Law;
- iv. the exhibits to this IGA; and
- v. the City Design Requirements and RTD Design Requirements.

b. In the event of any conflict, ambiguity or inconsistency between or among any of the terms or provisions within this IGA, or between two or more documents having the same precedence under Section 1.4a, the most stringent requirement shall take precedence.

1.5 Exhibits. The exhibits to this IGA are an integral part hereof. The provisions of this IGA shall prevail over the provisions of the exhibits to the extent of any inconsistency. The following exhibits are attached hereto and incorporated herein by this reference:

Exhibit A – Base Plan

Exhibit B – Westminster Station – Overall 50% Construction Plans, City of Westminster (Rev. 06-20-11)

Exhibit B-1 – Interim Bus Facilities Site

Exhibit B-2 – North Plaza Retaining Wall Site Plan

Exhibit C – Base Plan Right of Way Plans

Exhibit C-1 – Legal Description for NW-10

Exhibit D – Form of Special Warranty Deed

Exhibit E – Form of Temporary Construction Easement

Exhibit F – RTD Staging Area

Exhibit G – Station Design and Construction Responsibilities Matrix

Exhibit H – Westminster Station Schedule

Exhibit I – Westminster Station Operations and Maintenance Responsibilities Matrix

Exhibit IA – Snow Removal Lines of Demarcation

2. REAL PROPERTY

2.1 Platform and Parking Facility. The City owns (i) property upon which the Platform Parcels (defined below) are anticipated to be situated and (ii) the property on which the City intends to construct the Parking Facility, and if necessary, the Interim Bus Facilities (defined below) (the ***Parking Facility Property***).

2.2 Real Property Transactions. The Parties shall acquire land, permanent easements, and access rights that are required to implement the NWES and the City Project as follows:

a. Platform and Pedestrian Underpass. The City shall convey to RTD those portions of the properties identified as NW-11 and NW-12 on Exhibit C that are necessary for RTD to implement the Platform and southwestern portion of the Pedestrian Underpass (the ***Platform Parcels***). RTD shall, at its sole cost, provide legal descriptions for the Platform Parcels not later than 30 days from the Effective Date. The City shall convey the Platform Parcels to RTD via special warranty deed(s), substantially in the form attached hereto as Exhibit D, not later than 60 days from the Effective Date; provided, if the City is unable to complete conveyance of a fee interest in the Platform Parcels to RTD by such date, the City shall convey a permanent and exclusive easement to RTD to be effective not later than 60 days from the Effective Date. Upon conveyance of fee interest in the Platform Parcels, RTD shall count the value of the Platform Parcels as a credit against the City's local agency contribution to the NWES, in accordance with the Local Match IGA.

b. Pedestrian Underpass Interface and North Plaza.

i. Plaza Property. The City, including by and through the Westminster Economic Development Authority (***WEDA***), shall acquire, in accordance with applicable laws, property sufficient for RTD to implement the Pedestrian Underpass Interface and for the City to implement the North Plaza (the ***Plaza Property***). The City shall

acquire the Plaza Property by April 15, 2013. The City shall convey to RTD, at no cost to RTD, not less than an easement for the Pedestrian Underpass Interface in accordance with Section 2.2g.

- ii. **RTD Funding for the Plaza Property.** The City shall obtain an appraisal for the Plaza Property. RTD shall have the right to review the NW-10 appraisal report and request modifications if the appraisal fails to represent the RTD acquisition of NW-10, as defined in Exhibit C-1, for the Base Plan. After appraisal reports for the Plaza Property have been received by the City, the Parties shall meet to determine (A) a formula to be applied to the final acquisition costs for the Plaza Property for purposes of determining RTD's funding contribution to the Plaza Property and (B) a maximum settlement offer amount for the Plaza Property that the City shall not exceed without RTD's prior written approval. In determining the RTD funding formula, the Parties shall negotiate with the intent that RTD would reimburse the City for the market value of NW-10, damages, documented appraisal costs (incurred by the City and the property owner) for NW-10, and reasonable attorneys' fees, relocation expenses and other costs, in each case only to the extent RTD would have incurred such expenses if RTD were to acquire NW-10. Once the RTD funding formula and maximum settlement offer have been determined, the Parties shall coordinate and cooperate with one another in the exchange of information necessary to accomplish the City's acquisition of the Plaza Property in an open and transparent manner. The City shall share with RTD correspondence, including owner appraisals for NW-10, between the City and the property owner (in each case to the fullest extent permitted by law). If the City and the property owner fail to reach agreement on the fair market value of the Plaza Property, the Parties shall meet to agree to the extent and substance of the petition in condemnation and the City, including by and through WEDA, shall file the agreed petition requesting, as a minimum, that the City obtain a judgment condemning the Plaza Property in fee simple and that the court issue an order of immediate possession of the Plaza Property, as that term is used in the Colorado eminent domain statutes and case law, in all cases in accordance with applicable law. The City shall promptly inform RTD of developments in the case and provide copies of pleadings, orders or other documents filed with the court. Following receipt of a rule and order from the court or stipulated settlement, the City shall apply the RTD funding formula to the total acquisition costs eligible for RTD reimbursement, and the City shall provide written notice to RTD of RTD's funding responsibility, providing with such notice a copy of the award or stipulated settlement, the City's calculations showing the

RTD funding responsibility claimed in the notice, and documentation supporting the costs claimed.

- iii. **BNSF Permissions.** The City shall be responsible to obtain from BNSF, at its sole cost and risk, any right-of-way access permits or other real property permissions, whether temporary or permanent, that BNSF may require if any portion of the North Plaza encroaches into BNSF right-of-way.

c. **Bus Facilities Property.** The City shall, acquire (i) all or part of the property identified as NW-7, and NW-9 on Exhibit C that is necessary for implementation of the Permanent Bus Facilities or (ii) sufficient alternative real property sufficient to implement the Permanent Bus Facilities (in either case, the **Bus Facilities Property**).

d. **Development Agreement.** In lieu of acquiring the Bus Facilities Property, the City shall be entitled to enter into a development agreement with a third party for development of the Bus Facilities Property, provided, however that the City shall provide RTD the opportunity to review and approve any terms of such development agreement that impact the Permanent Bus Facilities or other improvements necessary for RTD transit purposes, including design plans and specifications developed in association therewith. The development agreement shall not relieve the City of its obligations under this IGA nor be inconsistent with or cause the City to be in breach of the terms of this IGA.

e. **Sanitary Sewer and BNSF Drainage.**

i. **Sanitary Sewer.** The City shall acquire property rights, including a temporary construction easement, within the properties identified as NW-7, NW-9 and NW-13 on Exhibit C, in each case as may be necessary for DTP's relocation of the City's sanitary sewer on those parcels (the **Sanitary Sewer**). The City shall acquire the Sanitary Sewer parcels not later than 9 months following the later of: execution by the City of the Design of Relocation Acceptance Letter, as that term is used in the URA, for the Sanitary Sewer relocation west of Federal Blvd and receipt by the City of legal descriptions for the Sanitary Sewer parcels based upon the Relocation Plans, as that term is defined in the URA, that were approved in connection with the above-referenced DRAL. Release of the City's existing Sanitary Sewer easement will be handled in accordance with the URA unless the Parties agree otherwise.

ii. **BNSF Drainage.** The City shall acquire an easement for drainage, grading and drainage facilities for the benefit of BNSF that includes access for construction, inspection, maintenance and reconstruction of drainage facilities within the properties identified as NW-7 and NW-9 in Exhibit C as may be necessary for implementation of drainage from the BNSF rights of way (the **BNSF Drainage**). RTD and the City shall coordinate the design of the BNSF drainage to minimize the size of the required BNSF Drainage easement. RTD shall provide legal descriptions for the BNSF Drainage easement not later than July 15, 2012. The City shall acquire such property

rights not later than 12 months following receipt of legal descriptions from RTD. The City shall coordinate the form and substance of the BNSF Drainage easement with BNSF.

f. **Station Property.** The Parking Facility Property, the Bus Facilities Property, the Plaza Property and any other property that the City acquires in order to fulfill its obligations under this IGA may collectively be referred to herein as the **Station Property**.

g. **RTD Transit Elements Easement.** The City shall enter into an easement agreement (the **RTD Easement**) with RTD to govern the RTD Transit Elements installed on the Station Property and that shall include, to the extent necessary, the right of vehicular (including RTD buses and maintenance vehicles) and pedestrian ingress and egress thereto. The RTD Easement shall not be inconsistent with the terms of this IGA and shall, among other things, address the division of RTD's and the City's rights and responsibilities with respect to ongoing maintenance and capital repair costs of the RTD Transit Elements. The Parties shall use best efforts to negotiate and agree the RTD Easement within one year of the Effective Date and the RTD Easement shall be executed by the Parties no later than the January 1, 2014 or the date upon which the first RTD Transit Element is inspected and accepted by RTD, whichever is earlier. Legal descriptions for the RTD Easement shall be prepared by RTD and be based upon an RTD survey of completed construction of each of the RTD Transit Elements and an accessible pedestrian walkway between the Pedestrian Underpass Interface and the Parking Facility to be built by the City. The Parties agree legal descriptions may be appended to the RTD Easement by addendum, as and when necessary. The RTD Easement shall not be recorded until all necessary legal descriptions have been appended to the RTD Easement.

h. **Temporary Construction Easements.**

i. **Staging Area.** The City shall provide to the Concessionaire (or its subcontractor), at no cost to the Concessionaire, a temporary construction easement, the form of which is attached hereto as Exhibit E, on the Parking Facility Property in the location shown on Exhibit F (the **Staging Area**). The construction easement shall be executed and effective not later than 30 days after the Effective Date. To the extent that the City and RTD agree to additional staging areas on City property, RTD shall credit the value of such additional staging area temporary construction easements, as agreed between the City and RTD, toward the City's local agency contribution in accordance with the Local Agency Contribution IGA.

ii. **Pedestrian Underpass TCE.** The City shall provide to the Concessionaire (or its subcontractor), at no cost to the Concessionaire, a temporary construction easement, the form of which is attached hereto as Exhibit E, on the North Plaza Property within the limits of property described on Exhibit C-1 (the **Pedestrian Underpass TCE**). The Pedestrian Underpass TCE shall be executed and effective no later than April 15, 2013.

iii. **BNSF Drainage TCE.** The City shall, to the extent it is not included in the BNSF Drainage easement, acquire a temporary construction easement for initial construction for the benefit of the Concessionaire within the properties identified as NW-7 and NW-9 in Exhibit C as may be necessary for implementation of the BNSF Drainage. The BNSF Drainage temporary construction easement shall be effective not later than the effective date of the BNSF Drainage easement.

i. **City Parking License.** RTD and the City shall enter into a revocable license (the **Parking License**) governing the City's use of not more than 250 spaces of the RTD Parking for parking by the general public between the hours of 6:00 p.m. and 6:00 a.m., seven days per week and at other times as the Parties may agree in the Parking License, and, if applicable, the City's use of the full amount of the RTD Parking from the date that the Parking Facility is accepted by RTD and the City until the date that NWES revenue service to the Station commences.

3. THE CITY PROJECT. The City Project shall be implemented in accordance with, and RTD, the City and the Concessionaire shall perform each of the duties assigned to them on, Exhibit G. In addition, the City Project and the Park Project, as that term is defined below, shall be implemented in accordance with the following:

3.1 The Parking Facility.

a. **Location.** The Parking Facility shall be designed and constructed in the approximate location depicted on Exhibit B.

b. **Temporary Parking.** The City shall ensure that the Parking Structure is operational and open to the public by the date established in the Station Schedule or the City shall provide, at the City's cost, temporary parking and all necessary and associated access and circulation infrastructure until the Parking Structure is operational and open to the public. Any temporary parking shall provide not less than 350 spaces for the exclusive use of RTD and its patrons, subject to Section 2.2.i of this IGA. If temporary parking is required to be implemented, each of the Parties rights and obligations with respect to the Parking Facility shall apply with full force and effect to the temporary parking.

c. **Parking Facility Expansion.** Commencing with commuter rail revenue service to the Station, RTD shall conduct monthly park-n-Ride utilization surveys for the RTD Parking and, at such time as the RTD Parking meets or exceeds 85% utilization consistently for a six month period, the Parties shall meet to determine a plan to expand the Parking Facility to increase the RTD Parking to not less than 925 transit spaces. The Parties shall jointly determine whether the Parking Facility expansion shall be in the form of additional structured parking or additional surface parking; provided, the Parties shall use best efforts to implement as structured parking substantially all of the additional RTD Parking. RTD shall provide funding for capital expenditures associated with the addition of any RTD Parking spaces and a pro rata share of funding for any common elements in connection with the Parking Facility expansion but any expansion of the Parking Facility by

the City or a third party for uses not required by RTD, and attendant increases in maintenance costs, if any, shall be at the sole cost of the City or a third party. Any land necessary to expand the Parking Facility to include an additional 575 spaces, whether by the addition of structured or surface parking, shall be acquired by the City at the City's sole cost. The Parties contemplate entering into an agreement governing the design and construction of the Parking Facility expansion, and address a division between the Parties of increased maintenance responsibilities and costs resulting from the Parking Facility expansion.

3.2 The Bus Facilities.

a. Location. The City shall design and construct the Permanent Bus Facilities in the approximate location depicted on Exhibit B.

b. Interim Bus Facilities. The City shall have the option of implementing the Interim Bus Facilities in the approximate location shown on Exhibit B-1 in lieu of the Permanent Bus Facilities, **provided** (i) the Permanent Bus Facilities shall be fully constructed and operational in the location shown on Exhibit B by the date on which commuter rail revenue service for the Northwest Rail Corridor commences; (ii) costs associated with subsequently implementing the Permanent Bus Facilities and removing the Interim Bus Facilities shall be borne by the City and (iii) the City shall reimburse RTD for any increase in costs incurred in operating and maintaining the Permanent Bus Facilities in lieu of the Interim Bus Facilities. The City shall notify RTD in writing of its decision to implement either the Permanent Bus Facilities or the Interim Bus Facilities by July 1, 2013. If the City elects to implement the Interim Bus Facilities, each reference in this IGA to the Permanent Bus Facilities shall be deemed to refer to the Interim Bus Facilities, unless the context clearly requires otherwise.

3.3 The North Plaza.

The City shall design and construct the North Plaza in the approximate location depicted on Exhibit B.

3.4 Associated Infrastructure.

a. NWES Drainage. RTD shall implement NWES Drainage to interface with the City Drainage at the northerly BNSF right of way line and the southerly BNSF right of way line. Any change from the NWES Station Plans to the NWES Drainage that is requested by the City and that is not required by federal, state or local Law shall be considered a Betterment and handled in accordance with Section 5.4 (*Betterments*).

b. Little Dry Creek Storm Water Drainage Project. The City is responsible for the costs associated with the Drainage Project (as that term is defined in the Local Agency Contribution IGA); **provided**, the City shall be entitled to a credit against its local agency contribution in accordance with the Local Agency Contribution IGA. The City shall

interface the City Drainage with the NWES Drainage at the southerly BNSF right of way line.

4. COORDINATION.

4.1 Schedule.

a. The City Project shall be implemented in accordance with, and the Parties agree to use best efforts to adhere to all dates and durations identified in Exhibit H.

b. Following conveyance of the Pedestrian Underpass TCE, RTD shall relocate the Sanitary Sewer, demolish the building installed upon the Plaza Property, relocate utilities in the Plaza Property that are in conflict with the Pedestrian Underpass Interface and otherwise perform work necessary for RTD and the City to construct the Pedestrian Underpass and Retaining Wall. Subject to the terms of applicable utility agreements, the City agrees to issue relocation notices to affected utility owners requesting utility relocation or removals resulting from the City Project. RTD shall provide the City 30 days' advance written notice of the date that the Plaza Property will be made available to the City for purposes of constructing the Retaining Wall and the City shall complete the Retaining Wall by the date, or within the duration, shown on Exhibit H (the **Retaining Wall Completion Date**). The Parties shall use all reasonable efforts to coordinate construction schedules so as to perform work concurrently on the Plaza Property with the intent of maintaining the final completion date for the structural elements of the Retaining Wall. If, despite the reasonable efforts of all Parties and diligent prosecution of the Work by the City in compliance with this IGA, the City fails to complete and obtain acceptance by DTP and BNSF (as applicable) of the structural elements of the Retaining Wall by the Retaining Wall Completion Date and such failure is a result of RTD's failure to provide access to the Plaza Property by the date, or within the duration, shown on Exhibit H, the City shall be relieved of its obligation to pay liquidated damages under Section 9.3(a)(i) for each day beyond the Retaining Wall Completion Date that the City requires to complete the structural elements of the Retaining Wall, but in no case shall the City be entitled to relief from the payment of liquidated damages for any number of days in excess of the number of days by which RTD delayed in providing access to the Plaza Property.

4.2 Coordination among the Parties and with Contractors. The City agrees to coordinate and cooperate with, and to contractually require the City's consultants, contractors and subcontractors and each of their respective consultants, contractors and subcontractors that are engaged in the City Project work (collectively, **City Contractors**) to coordinate and cooperate with, RTD and the Concessionaire and any other RTD consultants, contractors and subcontractors and each of their respective consultants, contractors and subcontractors engaged in the NWES work (collectively, **RTD Contractors**) concerning the performance of RTD's obligations hereunder. RTD agrees to coordinate and cooperate with, and to contractually require the RTD Contractors to coordinate and cooperate with the City and the City Contractors concerning the performance of the City's obligations.

4.3 Coordination Meetings. The Parties, and, as appropriate, the City Contractors and RTD Contractors, shall have design coordination meetings not less than once every two weeks (or at such intervals as the Parties may deem appropriate) until completion of design of the Parking Facility, the Permanent Bus Facilities, the North Plaza, the City Drainage, the NWES Drainage, the Pedestrian Underpass Interface, the Retaining Wall and the Traffic Improvements. The Parties, and, as appropriate, the City Contractors and RTD Contractors, shall have construction meetings not less than once per week or as needed. Authorized representatives of the Parties shall be present at coordination meetings. The City shall provide minutes for coordination meetings within five calendar days of the meeting.

4.4 Design and Construction Interface. The City shall coordinate with RTD and the Concessionaire to integrate the City Project and Drainage Project throughout design and construction of NWES as described in Exhibit G. The Parties shall exchange schedule progress updates on a monthly basis in a Primavera P6 (.xer file) format. RTD and the City shall closely coordinate design of the City Drainage and the NWES Drainage in an effort to ensure that neither Party's designs will, if implemented, preclude the implementation of the other Party's designs. In accordance with Section 5.2, the Parties shall closely coordinate design of the Pedestrian Underpass Interface with the Retaining Wall and North Plaza and the City Drainage with the NWES Drainage and the BNSF Drainage.

4.5 Concessionaire Duties. The City acknowledges that the Concessionaire will be contractually obligated to perform each of RTD's obligations under this IGA, except for the following: to acquire any real property or provide legal descriptions under Section 2 (*Real Property*); to perform monthly park-n-Ride utilization surveys or participate in the Parking Facility expansion under Section 3 (*The City Project*); to perform any duties specifically assigned to RTD in Exhibit G; to review and approve City Project designs except as specifically assigned in Exhibit G; to perform any duties specifically assigned to RTD in Exhibit I; to credit Local Match or make payments to the City under Section 8 (*Local Agency Contribution and RTD Contribution to the City Project*); to procure and maintain insurance under Section 16 (*Insurance*); to participate in the resolution of disputes between RTD and the City, provided that the Concessionaire shall assist and cooperate with RTD in the resolution of any such dispute in accordance with the Concession Agreement. RTD shall not be relieved of its obligations or responsibilities under this IGA by reason of its obligations being carried out by the Concessionaire nor will the City be in any way liable to the Concessionaire or be in any way bound by the terms of the Concession Agreement.

4.6 Concession Agreement Change Order. RTD and the Concessionaire will execute a change order to the Concession Agreement (the **Change Order**), incorporated herein by this reference, removing from and/or modifying the Concessionaire's scope of work responsibility for design, construction, operation and maintenance (each, as applicable) of those elements of the Base Plan that the City by this IGA has elected to undertake and, if applicable, adding to the Concessionaire's scope of work any Betterments, in each case, as more specifically defined in the Change Order. RTD shall provide the City with a copy of

the executed Change Order within 30 days of execution. The City specifically acknowledges and agrees that if the City undertakes changes to Exhibit B that result in increased costs to the Concessionaire such change will be treated as a Betterment and the RTD Funding and/or the RTD O&M Costs shall be adjusted accordingly.

4.7 Project Liaisons. The project liaisons for the City and RTD, respectively, are identified in Section 10 (*Notices*). The City's project liaison shall coordinate the exchange of documentation, plan review and approval, construction inspection and any other similar activities with the City required under this IGA. RTD's project liaison may coordinate the exchange of documentation, plan review and approval, construction inspection and any other similar activities with RTD required under this IGA although the Concessionaire and the City may directly coordinate such activities, provided that RTD's project liaison is copied on all correspondence between the City and the Concessionaire.

5. DESIGN REQUIREMENTS.

5.1 Design Criteria. The City shall ensure that the Parking Facility, Permanent Bus Facilities, North Plaza, Retaining Wall and Associated Infrastructure to be implemented by the City and identified in Exhibit G are designed in accordance with (i) applicable federal, state and local Laws, (ii) the City Design Requirements, (iii) the RTD Design Requirements, and (iv) the terms of this IGA. RTD shall ensure that the NWES Drainage and the Pedestrian Underpass Interface are designed in accordance with (i) applicable federal, state and local Laws, (ii) the NWES Station Plans, (iii) the City Design Requirements, including variances granted therefor, and (iv) the terms of this IGA.

5.2 Design Plan Review and Approval. The Parties shall review and approve design plans as follows:

a. City Design Plans. The City shall, to the extent it has not already done so, provide RTD with City Project design plans (in AutoCAD or Microstation) and specifications (in .pdf format) at the 30%, 50% and 100% design level. The City shall ensure that any design criteria necessary for RTD to implement the RTD Parking Management Program and the Bus Transit Facilities Guidelines are incorporated into the Parking Facility design by no later than the time that 50% design therefor is completed. RTD shall have the right to review and approve the City Project design plans and specifications for compliance with the RTD Design Requirements and the terms of this IGA. The Concessionaire shall have the right to comment on design plans and specifications for any elements of the City Project that the Concessionaire is responsible to maintain under Exhibit I and I-A; **provided**, the City shall have no obligation to incorporate Concessionaire comments that are unrelated to the Concessionaire's operation and maintenance responsibilities.

b. RTD Design Plans. RTD shall, to the extent it has not already done so, provide the City with design plans (in AutoCAD or Microstation) and specifications (in pdf format) at the 60% and 100% design level for the NWES Drainage, the Communications

Manhole, the Pedestrian Underpass Interface and other plans and specifications that may be necessary for the City to carry out its obligations under this IGA. The City shall have the right to review and approve the NWES Drainage plans for compliance with the NWES Station Plans and Laws. The City shall have the right to review and approve the design plans and specifications for the Pedestrian Underpass Interface for compliance with (i) the requirement that the alignment of the Pedestrian Underpass match the center line of the Hooker Street extension identified on Exhibit B and (ii) with City Design Requirements.

c. Review Time. Each Party shall have twenty calendar days to submit comments or approvals, if applicable, to design plans and specifications provided by the other Party.

d. Plan Approvals. Design plan approvals shall not be unreasonably withheld, conditioned or delayed by either Party.

e. Other NWES Plans. City review and approval of other NWES project design plans and specifications shall be governed under the Local Agency Contribution IGA.

f. Utility Relocations. The City's review of design plans for utility relocations, including the Sanitary Sewer relocation, shall be governed by the URA.

g. Design Review Disputes. If either Party alleges that a design submittal does not comply with the requirements of this IGA or alleges that the other Party (including its Contractors) is unreasonably withholding design approval despite compliance with the requirements of this IGA, the alleging Party shall dispute such allegation, and such dispute shall be resolved, in accordance with Section 11 (*Disputes*) of this IGA. RTD shall require the Concessionaire to assist and cooperate with RTD and the City in the resolution of any such dispute.

5.3 Design Changes. Any material change to RTD-approved City Project design plans and specifications shall be submitted to RTD, clearly indicating the nature of and reason for the change, for RTD's review and approval. RTD shall have ten calendar days to submit approval or rejection of any such post-approval design changes.

5.4 Betterments.

a. Evaluation. Before agreeing to construct a Betterment, RTD will evaluate the Betterment to determine whether its implementation is technically feasible and has no adverse impact to the Project with respect to schedule, budget and safety and security. If RTD determines that there is such an adverse impact, RTD may, in its sole discretion, deny the City's request for the Betterment. Upon the City's request, RTD shall require the Concessionaire to provide a cost estimate for any Betterment requested by the City; provided that if the City determines not to proceed with such Betterment, the City shall pay to RTD an amount equal to the costs incurred by the Concessionaire in preparing the cost estimate.

b. Payment. The City (or any third party that has agreed with the City in advance to be responsible for payment) shall pay all expenses incurred, including without limitation, incremental design, sales or use taxes associated with the construction of the Betterment, delay and/or maintenance costs to RTD of the Betterment. If RTD agrees to implement a Betterment, RTD shall, at the City's direction, either deduct the estimated capital cost of the Betterment from the RTD Funding or the City shall deposit the total capital cost of the Betterment work with RTD prior to commencement of work. If the negotiated price is on an actual cost basis, RTD shall notify the City whenever the capital cost of such Betterment work reaches 80% of the estimated cost specified for the Betterment. If the actual costs exceed the estimated cost, RTD will not proceed unless the increase in cost is agreed by the City and paid by the City to RTD prior to progressing with the work.

6. CONSTRUCTION REQUIREMENTS.

6.1 Compliance. The City Project, the NWES Drainage and the Pedestrian Underpass Interface shall be constructed in accordance with the 100% approved design plans and specifications and with the EE, the 404 and applicable federal, state and local Laws. The Parties shall not commence construction on any element identified in Exhibit G until plans therefor have been reviewed and approved (as applicable) by the other Party.

6.2 City Project Construction Contracts. The City's contract(s) for the construction of the City Project shall include indemnification as required by Section 15 (*Indemnification*), insurance coverage as required by Section 16 (*Insurance*), and payment and performance bonds equal to not less than the greater of 100% of the value of the City's construction contracts for the City Project or such value as is required to comply with C.R.S. § 38-26-101, et seq. RTD shall be named an obligee on each payment and performance bond procured in favor of the City for the City Project.

6.3 Permitting. The City shall apply and pay for applicable permits necessary for construction, operation and maintenance (as applicable) of the City Project. Permits to be acquired by the Concessionaire to implement the NWES shall be acquired in accordance with the Local Agency Contribution IGA. Utility relocation permits shall be obtained in accordance with the URA.

6.4 Sales and Use Taxes. The RTD Contractors shall not be exempt from the requirement to pay applicable City sales and use taxes as may be required by Section 4-2-2 of the Westminster Municipal Code; **however**, in accordance with the Local Agency Contribution IGA, the City shall rebate to RTD the City's 3% general sales and use taxes required to be paid by RTD Contractors under Section 4-2-2 of the Westminster Municipal Code.

6.5 Start Work. Each Party shall notify the other Party in writing of the date for the start of work for any portion of its part of the NWES or City Project, as applicable. Each Party shall invite the other Party to pre-construction conferences.

6.6 Final Inspection and Acceptance.

a. RTD shall inform the City when each of the NWES Drainage, the Pedestrian Underpass Interface and any Betterments have been completed and are ready for final inspection. Final inspections shall be attended by RTD, the City, and the Concessionaire. The City shall be responsible for directing DTP to perform corrective work relating to deficiencies, provided the City shall give such direction in writing and shall provide a copy to RTD. Once corrective work is complete, RTD shall notify the City and the City shall have fourteen calendar days to give written notice of acceptance or rejection of the applicable work. If the City does not accept or reject the corrective work within such fourteen day period, such work shall be deemed accepted by the City.

b. Construction and final inspection of the NWES will be governed by the Local Agency Contribution IGA.

c. Utility relocations shall be constructed, inspected and warranted in accordance with the URA.

d. The City shall notify RTD when all or a portion of the RTD Transit Elements to be implemented by the City are complete and ready for inspection. Final inspection of these RTD Transit Elements shall be attended by RTD, the City, and the Concessionaire, as appropriate. The City shall be responsible for directing any corrective work relating to deficiencies with respect to these RTD Transit Elements. Once corrective work is complete, the City shall notify RTD and RTD shall have fourteen calendar days to give written notice of acceptance or rejection of the applicable work. If RTD does not accept or reject the corrective work within such fourteen day period, such work shall be deemed accepted by RTD.

6.7 As-Built Drawings. The City shall provide RTD as-built drawings for the Parking Facility, the Permanent Bus Facilities, the North Plaza and Associated Infrastructure built by the City. RTD shall provide the City as-built drawings for the NWES Drainage, the Pedestrian Underpass Interface and any Betterments. RTD shall provide as-built drawings for the utility relocations in accordance with the URA.

6.8 Warranty. The City shall warranty those RTD Transit Elements identified as being constructed by the City on Exhibit G for a period of not less than one year from date of acceptance by RTD. RTD shall warranty the NWES Drainage and any Betterments for a period of not less than one year from date of acceptance by the City.

6.9 Construction Acceptance Disputes. If either Party alleges that a completed construction does not comply with the requirements of this IGA or alleges that the other Party (including its Contractors) is unreasonably withholding construction approval despite compliance with the requirements of this IGA, the alleging Party shall dispute such allegation, and such dispute shall be resolved, in accordance with Section 11 (*Disputes*) of

this IGA. RTD shall require the Concessionaire to assist and cooperate with RTD and the City in the resolution of any such dispute.

7. OWNERSHIP, OPERATIONS AND MAINTENANCE.

7.1 Responsibilities. Except as otherwise provided in this IGA, the City Project shall be operated and maintained in accordance with, and RTD and the City shall perform each of the duties assigned to each of them on, Exhibit I and Exhibit I-A. RTD shall ensure that the Concessionaire performs each of the duties assigned to it on Exhibit I and Exhibit I-A.

7.2 Third Party Agreements. Nothing herein shall preclude the City from entering into a development agreement with a third party that provides for such third party to own and maintain the Parking Facility and/or the property upon which the Permanent Bus Facilities are installed, in each case subject to RTD's prior approval of the development agreement.

7.3 Operations and Maintenance following the Concession Agreement Expiration or Termination.

a. Not later than January 31, 2044, RTD and the City shall meet to negotiate an IGA to govern the Parties' rights and obligations with respect to the performance of, and/or payment for, the operation, maintenance and capital repair of the Parking Facility, Permanent Bus Facilities, North Plaza and Pedestrian Underpass Interface following the expiration of the Concession Agreement (the **O&M IGA**). The Parties currently anticipate that the performance of operation and maintenance responsibilities shall remain substantially unchanged, but that reimbursement between the Parties for costs incurred in performing such activities shall be renegotiated to more accurately reflect costs anticipated to be incurred in 2045 and subsequent years. The Parties shall exchange then-current documentation, including maintenance plans and actual costs incurred therefor, necessary to establish each Party's costs eligible for reimbursement from the other Party. The Parties shall make best efforts to execute the O&M IGA, which shall be effective as of January 1, 2045, prior to completion of the budget authorization process of each of the Parties.

b. In the event of early termination of the Concession Agreement, RTD and the City shall amend this IGA either to identify a substitute Concessionaire or to remove the Concessionaire and require RTD to assume all delegated Concessionaire duties identified in Section 4.5 (*Concessionaire Duties*); **provided** all other rights and obligations of the Parties, including obligations to make payment to the other Party, shall remain unchanged unless mutually agreed by the Parties. For the avoidance of doubt, the amount of RTD Funding and RTD O&M Costs required to be paid by RTD to the City under this IGA in the event of an early termination of the Concession Agreement shall remain unchanged.

8. LOCAL AGENCY CONTRIBUTION AND RTD CONTRIBUTION TO THE CITY PROJECT.

8.1 Local Agency Contribution. As consideration for the conveyance of the Platform Parcels to RTD, RTD shall, in accordance with the provisions of the Local Agency

Contribution IGA, credit toward the City's NWES local agency contribution \$4.50 per each square foot conveyed to RTD, which amount represents the agreed fair market value of the Platform Parcels.

8.2 Right of Way and Capital Expenditures.

a. RTD Funding Payment. Subject to Section 4.6 (*Concessionaire Change Order*) and as consideration for the City's performance of certain of RTD's obligations to implement the Station and to provide property for the Project under the Concession Agreement and to provide to RTD property interests as described herein, RTD agrees to pay to the City the RTD Funding in accordance with Section 8.2.d.

b. Capital Improvement Program Account. The City shall create a separate account (the *Capital Improvement Program Account*) and shall deposit funds appropriated by the City for the purposes of this IGA and shall track all City expenditures and RTD Funding payments associated with the City Project.

c. Invoicing. No more than monthly, the City shall submit to RTD an invoice evidencing the City's costs incurred since the previous invoice period for design and construction costs associated with implementation of the RTD Transit Elements to be built by the City, the Retaining Wall and the North Plaza. The invoice shall include a monthly progress report indicating the percentage of work completed on each element of the City Project, a Capital Improvement Program Account report evidencing deposits and expenditures since the previous report, supporting documentation and a certified statement from the City's prime construction contractor that its subcontractors have been paid for all time and materials invoiced to the City for the City Project.

d. Payment. Within 30 days of receipt of the City's invoice, RTD shall pay undisputed amounts claimed in the City's invoice until such time as RTD has paid the RTD Funding; **provided**, (i) that portion of the RTD Funding that is attributable to tap fees shall be credited against the City's Local Agency Contribution in accordance with the Local Agency Contribution IGA and (ii) RTD shall retain 5% of the RTD Funding until such time as the RTD Transit Elements to be built by the City, the Retaining Wall and the North Plaza are inspected and accepted by RTD. Within 30 days of final inspection and acceptance by RTD of the RTD Transit Elements to be built by the City, the Retaining Wall and the North Plaza, RTD shall pay to the City the remainder of the RTD Funding.

8.3 Payment of RTD O&M Costs.

a. RTD O&M Costs. As compensation to the City for costs incurred in maintaining, and performing capital maintenance of, the RTD Parking, the Permanent Bus Facilities, the Retaining Wall and the North Plaza, RTD shall make monthly payments to the City, the aggregate of which shall equal the RTD O&M Costs.

b. **Indexation.** Each calendar year, commencing on January 1, 2017, RTD shall index the base annual RTD O&M Costs of \$34,309 in accordance with Section 1 of Part G of Attachment 11 (*Service Payments*) to the Concession Agreement, where:

- i. $BASP_n$ equals the aggregate RTD O&M Costs (including indexation) in calendar year n ;
- ii. $BAISP_{NWESbase}$ equals \$34,309; and
- iii. each of $BAISP_{ECbase}$, $BAISP_{GLbase}$, and $ABANISP_n$ equal \$0.

c. **Invoicing and Payment.** RTD shall notify the City of the aggregate RTD O&M Costs to be paid to the City in that calendar year. In each calendar year from January 31, 2017 until January 1, 2045, the City shall become entitled to payment of the RTD O&M Costs calculated in accordance with this Section 8.3 (*Payment of RTD O&M Costs*) for that calendar year. Within 30 days following the last date of each calendar month, the City shall submit to RTD an invoice for the RTD O&M Costs, and, within 30 days of receipt of the City's invoice, RTD shall pay undisputed amounts claimed until such time as RTD has paid the RTD O&M Costs due in that calendar year.

8.4 Condition Precedent to Payment of RTD Funding and RTD O&M Costs. The effectiveness of this Section 8 (*Local Agency Contribution and RTD Funding Contribution to the City Project*) shall be subject to the fulfillment of the following conditions: (i) the Board shall have approved and appropriated funds for the NWES; (ii) RTD and the City shall have duly authorized and executed the Local Agency Contribution IGA; and (iii) the Concessionaire shall have obtained a conditional letter of map revision from the Federal Emergency Management Agency and a flood plain development permit from Adams County and/or the City (as applicable) for the NWES. Until such time as each of these conditions has been fulfilled, costs that a Party incurs with respect to this IGA are at that Party's sole risk and expense.

9. DELAYS; LIQUIDATED DAMAGES.

9.1 City Delays. The City shall notify RTD of any potential failure to reach the milestone dates or durations identified in Exhibit H and the City shall specify the circumstances resulting in such a delay in performance and whether the delay is caused by Force Majeure. The City shall work to mitigate any potential delays or claims as a result of any such potential or actual failure to reach said milestones. If a City delay that would otherwise trigger RTD's step-in rights under Section 9.2 or require the payment by the City of liquidated damages under Section 9.3 is caused by Force Majeure, RTD shall provide a day-for-day extension of agreed milestone dates or durations, provided that the City (a) makes best efforts to mitigate such Force Majeure and (b) continues to diligently perform its obligations under this IGA in an attempt to meet each milestone date required by Exhibit H.

9.2 RTD Step-In Rights. Subject to Section 9.1, if the City fails to meet any of the milestone dates or durations identified in Exhibit H and RTD determines that the City will thereafter be unable to complete the Parking Facility, the Interim Bus Facilities and/or Permanent Bus Facilities (excluding the Bus Facilities Transit Amenities), the North Plaza and/or the Associated Infrastructure for which the City is responsible by the later of the applicable completion date identified in Exhibit H or March 31, 2016, RTD will be entitled to carry out, or arrange to have carried out, the work necessary either to implement the Base Plan or to complete the City Project (in RTD's sole discretion), including acceleration and delay costs (each as applicable), at the cost and expense of the City. In such event, RTD shall notify the City that it intends to exercise its right under this Section 9.2 and shall provide the City with 60 days to cure or provide a plan to cure the breach or breaches identified in the RTD step-in notice. If after the 60-day cure period has elapsed, the City shall have failed to cure or provide a plan that, in RTD's sole discretion, is adequate to cure, RTD shall exercise its step-in rights and shall thereafter have no obligation to make payments toward the RTD Funding for work performed after the date of the final step-in notice. The City shall, to the extent it has not already done so, immediately grant to RTD the RTD Easement and any other temporary construction easements necessary for RTD to complete the Base Plan or the City Project on the Station Property. RTD shall be entitled to draw and retain the full amount of the City's payment and performance bond as full or partial payment therefor. The right of RTD to retain the unpaid balance of the RTD Funding and draw upon the payment and performance bond is not intended to constitute a penalty, but is intended to be, and shall constitute, liquidated damages to compensate RTD for the cost of procuring and paying for the work and for other costs incurred by RTD in reliance upon the City's agreement to enter into the transactions contemplated hereby. The Parties acknowledge that it is difficult to ascertain the amount of actual damages that would be incurred by RTD in such circumstances, and that such liquidated damages are a reasonable estimate of the presumed actual damages that would be incurred by RTD. RTD agrees that if it exercises its step-in rights under this Section 9.2, that the City shall have no obligation to pay liquidated damages under Section 9.3.

9.3 Liquidated Damages.

a. Recognizing that time is of the essence in completing the City Project, that completion of certain elements of the City Project are necessary for commencement of revenue service of the NWES, and that in the event of failure to complete those elements of the City Project it would be difficult to determine the exact amount of the loss suffered by RTD due to the City's failure to complete such work, if:

- i. the City shall fail to obtain final inspection and acceptance by RTD, the Concessionaire and BNSF, as applicable, of the Retaining Wall by the Retaining Wall Completion Date and such failure, despite the exercise of best efforts on the part of the Concessionaire to minimize and mitigate the effects of such failure in accordance with the Concession Agreement, prevents the Concessionaire from commencing revenue

service to the Station on March 31, 2016, subject to Section 4.1b of this IGA; or

- ii. the City shall fail to acquire the North Plaza Property and provide access thereto to the Concessionaire by April 15, 2013 and such failure, despite the exercise of best efforts on the part of the Concessionaire to minimize and mitigate the effects of such failure in accordance with the Concession Agreement, prevents the Concessionaire from commencing revenue service to the Station on March 31, 2016; or
- iii. the City shall fail to obtain final inspection and acceptance by RTD of all pedestrian connections between the Pedestrian Underpass and adjacent public rights of way that are necessary for RTD patrons to reach the Pedestrian Underpass on or before the later of March 31, 2016 and the date that the Concessionaire is certified and ready to commence revenue service to the Station and RTD, as a result of the City's failure, directs DTP to postpone commencement of revenue service to the Station,

the City shall pay to RTD as liquidated damages and not as penalty an amount for each and every day of delay calculated by reference to the amount of revenue service payments due and payable to the Concessionaire for delivery of such service, to wit, an amount equal to \$ 8,965.00 per day; provided further that, other than as provided for in this IGA, any failure to perform will not be considered excusable.

b. The obligations of the City under this Section 9.3 are not intended to constitute a penalty, but are intended to be, and shall constitute, liquidated damages to compensate RTD for the cost of delay in completion of the City Project incurred by RTD in reliance upon the City's agreement to perform such work in accordance with the terms herein.

9.4 The City shall assign to RTD liquidated damages that the City contractually requires the City Contractors to pay to the City on terms and conditions similar to the liquidated damage obligations to which the City is obligated under this Section 9 (*Delays; Liquidated Damages*).

9.5 RTD reserves the right to deduct liquidated damages from amounts due the City under this IGA or, at RTD's option, to collect liquidated damages directly from the City.

9.6 Nothing in this Section 9 (*Delays; Liquidated Damages*) shall be interpreted as limiting, in any way, RTD's right to proceed against the City for actual losses incurred by RTD due to the City's failure to perform any obligations identified in this IGA that are not governed by Section 9.3.

10. NOTICES. The Parties shall, whenever feasible, utilize Aconex for correspondence and exchange of documentation related to this IGA. Communications required by this IGA

shall also be effective if made in writing, via U.S. First Class Post, e-mail or facsimile, to the following individuals (or their delegates), who shall be the project liaisons for their respective organizations:

To the City: City of Westminster
 City Engineer
 4800 West 92nd Avenue
 Westminster, CO 80031

Copies to: City of Westminster
 Deputy City Manager
 4800 West 92nd Avenue
 Westminster, CO 80031

 City of Westminster
 Director of Community Development
 4800 West 92nd Avenue
 Westminster, CO 80031

To RTD: Greg Straight
 Eagle Project Design/Build Manager
 1670 Broadway, Suite 2700
 Denver, Colorado 80202
 Phone: 303-299-6906
 Fax: 303-831-9249
 e-mail: Greg.Straight@rtd-fastracks.com

Project liaisons may be changed or additions made at the discretion of each Party by written notice to the other Party.

11. DISPUTES. Disputes shall be initially resolved between the project liaisons. If the project liaisons are unable to resolve the dispute, they shall document the basis for the dispute, either independently or collectively, and forward such information to their senior management in accordance with the following escalation priorities: (i) Eagle Project Director and the City's Director of Community Development, (ii) RTD's Assistant General Manager for Capital Programs and the City's Deputy City Manager, and (iii) RTD's General Manager and Westminster's City Manager. Prior to the filing of any legal action in Adams County District Court, the Parties shall attempt to resolve the dispute through non-binding mediation before an objective third party to be selected by mutual agreement of the Parties.

12. APPROVAL BY CITY COUNCIL. This IGA is expressly subject to, and shall not be or become effective or binding on the City or RTD until approved by the Westminster City Council (*City Council*).

13. APPROPRIATION BY CITY COUNCIL AND THE BOARD. This IGA does not commit any present funding by the City for the City Project or by RTD for operations and maintenance costs. Implementation of this IGA implies future financial commitments by both Parties subject to approval by the Board and the City Council and subject to each entity's legally required budgeting, authorization, and appropriation process. Any and all obligations of the City and RTD under and pursuant to this IGA which require funding are subject to prior annual appropriations of funds expressly made by the City Council and the Board, respectively, for the purposes of this IGA. Nothing herein shall be construed by either Party as a multiple fiscal year obligation as described by Article X, Section 20 of the Colorado Constitution.

14. LIABILITY. As between the Parties, and without either the City or RTD waiving any of the rights and protections provided under the Colorado Governmental Immunity Act, sections 24-10-101 to 120, C.R.S., each Party hereto shall be responsible for its own negligence and that of its agents and employees in the performance of this IGA. If either Party is given notice of claim or suit against or involving the other arising from the implementation of this IGA or the design or construction of the NWES, it agrees to give the other Party prompt written notice of such claim or suit. Nothing in this IGA shall be deemed or construed as a waiver by either Party of its rights and protections under the Colorado Governmental Immunity Act, as amended.

15. INDEMNIFICATION.

15.1 Indemnification by the City Contractors.

a. To the fullest extent permitted by law, the City shall contractually require the City's construction contractor(s) to indemnify, defend and hold the City, including its agents and employees, RTD, including its directors, employees, the RTD Contractors and each of their agents and employees, (collectively, the *Indemnitees*) harmless from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from the performance of the work described in this IGA, provided that any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom, but only to the extent caused by the negligent act or omission of, or breach of contract by, the indemnifying City contractor, any of its subcontractors or sub-subcontractors, suppliers of equipment or materials, anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this Section 15.1a.

b. In any and all claims against the Indemnitees, the indemnification obligation under Section 15.1a shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the indemnifying City contractor or

its subcontractors, sub-subcontractors, or suppliers of equipment or materials under the workers' compensation act, disability benefit acts or other employee benefit acts.

15.2 The Contractor's indemnification hereunder shall apply without regard to whether acts or omissions of one or more of the Indemnified Parties hereunder would otherwise have made them jointly or derivatively negligent or liable for such damage or injury, excepting only that the indemnifying City contractor shall not be obligated to so protect, defend, indemnify, and save harmless if such damage or injury is due to the sole negligence of one or more of the Indemnitees.

15.3 By RTD's Contractors.

a. With respect to Concessionaire activities undertaken in connection with City utility relocations, the City shall be indemnified in accordance with Article 22 (*Indemnification*) of the URA.

b. With respect to Concessionaire activities undertaken in connection with the implementation of the NWES within City limits, RTD shall require the Concessionaire to indemnify, save, and hold harmless the City, its directors, employees, the City Contractors, and agents against any and all claims, damages, liability and court awards including costs, expenses, and attorney fees incurred as a result of any act or omission by the Concessionaire, or its employees, agents, subcontractors, or assignees, and arising out of the terms of this IGA to the same extent and limits to which the Concessionaire indemnifies RTD; **provided**, the Concessionaire's indemnification obligations shall not extend to damage to City property in connection with the Concessionaire's snow removal activities where such damage can be attributed to normal wear-and-tear or is caused in whole or in part by the acts or omissions of the City or its contractors in installing, maintaining, and/or replacing the City property.

c. RTD shall require any other RTD Contractors that perform NWES construction within City limits to indemnify, save, and hold harmless the City, its directors, employees, the City Contractors, and agents against any and all claims, damages, liability and court awards including costs, expenses, and attorney fees incurred as a result of any act or omission by the Concessionaire, or its employees, agents, subcontractors, or assignees, and arising out of the terms of this IGA to the same extent and limits to which the relevant RTD Contractor indemnifies RTD.

16. INSURANCE.

16.1 RTD shall obtain and maintain an Owner Controlled Insurance Program (OCIP) (where RTD is **Owner**) for the construction phase of the NWES. The OCIP provides coverage for RTD, the Concessionaire and certain of its subcontractors for: General Liability with limits of liability of no less than \$2,000,000 per occurrence and aggregate; Workers Compensation as required by statute; Employers Liability; and an excess or Umbrella policy. RTD shall also procure coverage for Builder's Risk, Pollution Liability and, if necessary, Railroad Protective Liability, each with limits of liability not less than

\$1,000,000 per occurrence and aggregate. The City, its officers and employees shall be named an additional insured on the OCIP General Liability policy to cover the RTD Contractors whenever present upon property owned or controlled by the City. OCIP insurance coverage shall satisfy any insurances required under the Sanitary Sewer or Staging Areas temporary construction easements. RTD shall provide certificates of insurance to the City prior to commencement of construction on NWES within City limits.

16.2 City Insurance.

a. The City shall maintain (and/or require any City Contractors performing construction activities hereunder to maintain): (a) Commercial General Liability (Bodily Injury and Property Damage) insurance with limits of liability of not less than \$1,000,000 per occurrence and aggregate, including Product and Completed Operations Liability Insurance (or the equivalent, if in a policy form reasonably acceptable to RTD); (b) automobile liability insurance covering owned, non-owned and hired automobiles in an amount not less than \$1,000,000; and (c) Workers' Compensation insurance as required by Law. The City shall cause RTD, its governing body, and its respective officers, employees and authorized agents to be named as additional insured on the general liability insurance.

b. The City shall also maintain (and/or cause any City Contractors performing design activities to maintain) professional liability coverage for design professionals in a form reasonably acceptable to RTD and with limits of liability not less than \$1,000,000 per occurrence and aggregate.

c. Where the City or the City Contractors are required to obtain insurance under (a) and (b) of Section 16.2 of this IGA, Owner shall cause a certificate (or certificates) evidencing the insurance required to be delivered to RTD as a condition precedent to commencement of work on the City Project by the City and by every party required to provide such insurance, and shall cause such insurance to be maintained in full force and effect until the City Project is completed. Each certificate shall be endorsed to provide RTD with 60 days' prior written notice of cancellation of the insurance coverage relating thereto. If requested by RTD from time to time, the City shall provide RTD with verification by a properly qualified representative of the insurer that the City's and/or the City's Contractors' insurance complies with this paragraph and shall cause all other parties required to provide insurance pursuant to this paragraph to do the same. All City Contractors shall be required to have commercial insurance from a provider with a Best's A- rating.

d. Without in any way limiting any applicable indemnification under Article 16, the City shall have the right to comply with and satisfy any or all of its insurance obligations under this IGA in lieu of obtaining the applicable insurance policy(ies) by notifying RTD of the City's election to be self-insured as to the applicable insurance coverage. The same coverages and limitations prescribed by Section 16.2 shall apply. If

requested by RTD at any time, the City shall provide RTD with a letter of such self-insurance in a form reasonably acceptable to RTD.

17. MISCELLANEOUS.

17.1 Merger. This IGA represents the entire agreement between the Parties with respect to the subject matter hereof and all prior agreements, understandings or negotiations with respect to the subject matter of this IGA shall be deemed merged herein. No representations, warranties, promises or agreements, express or implied, shall exist between the Parties, except as stated herein.

17.2 Amendment. No amendment to this IGA shall be made or deemed to have been made unless in writing duly executed and delivered by the Party to be bound thereby.

17.3 Governing Law. This IGA shall be interpreted and enforced according to the Laws of the State of Colorado, the ordinances of the City, the applicable provisions of federal Law, and the applicable rules and regulations promulgated under any of them. Venue for any action hereunder shall be in Adams County District Court, Brighton, Colorado.

17.4 Term and Termination. This IGA shall commence on the Effective Date and shall remain in effect until terminated (a) in writing by the Parties, (b) by court order, or (c) automatically on December 31, 2044. All provisions of this IGA that provide rights or create responsibilities for the Parties after termination shall survive termination of this IGA.

17.5 Authority. The Parties represent that each has taken all actions that are necessary or that are required by its procedures, bylaws, or applicable Law to legally authorize the undersigned signatories to execute this IGA on behalf of the Parties.

17.6 Severability. To the extent that this IGA may be executed and performance of the obligations of the Parties may be accomplished within the intent of the IGA, the terms of the IGA are severable, and should any term or provision hereof be declared invalid or become inoperative for any reason, such invalidity or failure shall not affect the validity of any other terms or provision hereof.

17.7 Waiver. The waiver of any breach of a term hereof shall not be construed as a waiver of any other term, or the same term upon a subsequent breach.

17.8 No Third Party Beneficiaries. It is expressly understood and agreed that enforcement of the terms and conditions of this IGA, and all rights of action relating to such enforcement, shall be strictly reserved to the Parties hereto, and nothing contained in this IGA shall give or allow any such claim or right of action by any other or third person under this IGA. It is the express intention of the Parties to this IGA that any person or entity other than the Parties receiving services or benefits under this IGA be deemed an incidental beneficiary only.

17.9 Changes in Law. This IGA is subject to such modifications as may be required by changes in city, state or federal Law, or their implementing regulations. Any such required modification shall automatically be incorporated into and be part of this IGA on the effective date of such change as if fully set forth herein.

17.10 Independent Contractors. The Parties hereto are independent contractors and not partners or joint venturers of one another.

17.11 Charges and Penalties. The City shall not pay or be liable for any claimed interest, late charges, fees, or penalties of any nature, except as required by this IGA.

17.12 Paragraph Headings. The captions and headings set forth in this IGA are for convenience of reference only and shall not be construed so as to define or limit its terms and provisions.

17.13 Counterparts. This IGA may be executed in counterparts. Signatures on separate originals shall constitute and be of the same effect as signatures on the same original. Electronic and faxed signatures shall constitute original signatures.

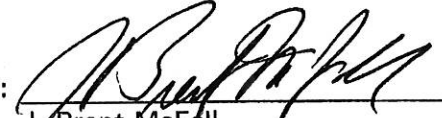
(signature page to follow)

IN WITNESS WHEREOF, the City and RTD have executed, through their respective lawfully empowered representatives, this IGA as of the day and year above written.

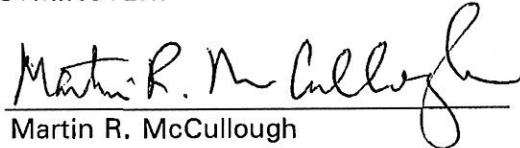
ATTEST:

CITY OF WESTMINSTER

By: 
City Clerk - DEPUTY

By: 
J. Brent McFall
City Manager, City of Westminster

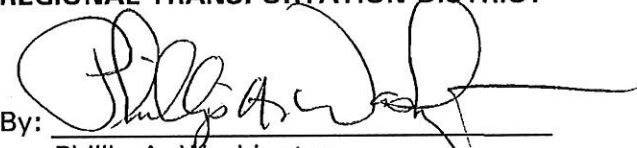
APPROVED AS TO LEGAL FORM FOR
WESTMINSTER:

By: 
Martin R. McCullough
City Attorney

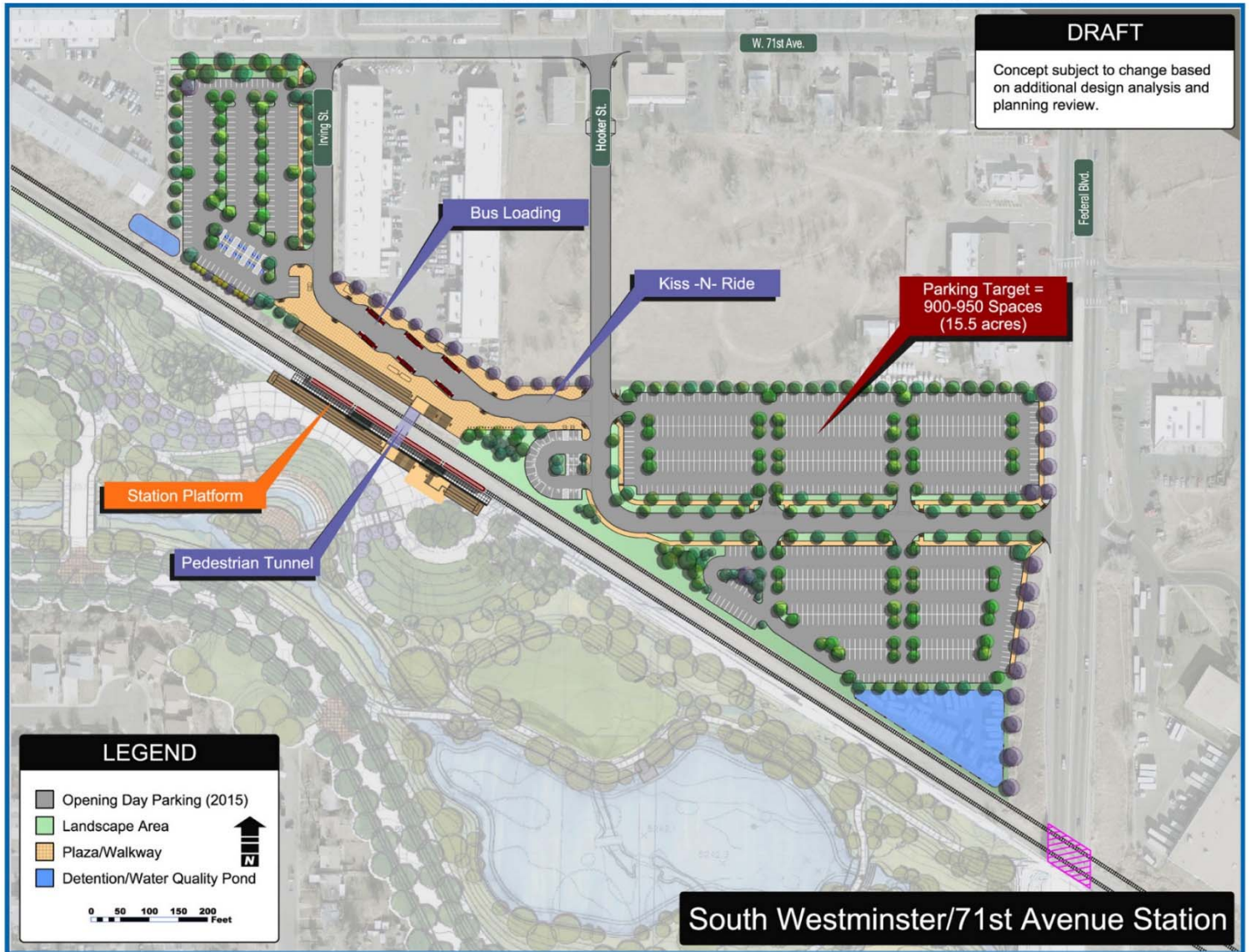
APPROVED AS TO LEGAL FORM FOR RTD:

REGIONAL TRANSPORTATION DISTRICT

By: 
Jenny C. Barket
Associate General Counsel

By: 
Phillip A. Washington
General Manager

Exhibits to Attachment B are available upon request.



Source: NWR Corridor Project Team, 2009.

ATTACHMENT D



ATTACHMENT E





3.2 WESTMINSTER STATION FOCUS AREA

The Westminster Station Focus Area is strategically located in the northwest portion of the greater Denver metro area, just a half-mile south of the US 36 and Federal Boulevard interchange. The 135-acre focus area is anchored by the future RTD FasTracks commuter rail station (Westminster Station), which will provide impetus for transit-supportive mixed-use development within the focus area when it opens in 2016. The 37.5-acre Little Dry Creek Park and Open Space is planned for the southern portion of the focus area, providing a key amenity for the surrounding South Westminster community. The park will also provide connectivity to the regional trail network via Little Dry Creek Trail, which is part of the planned Refuge to Refuge Trail connecting the Rocky Mountain Arsenal and Rocky Flats National Wildlife refuges.



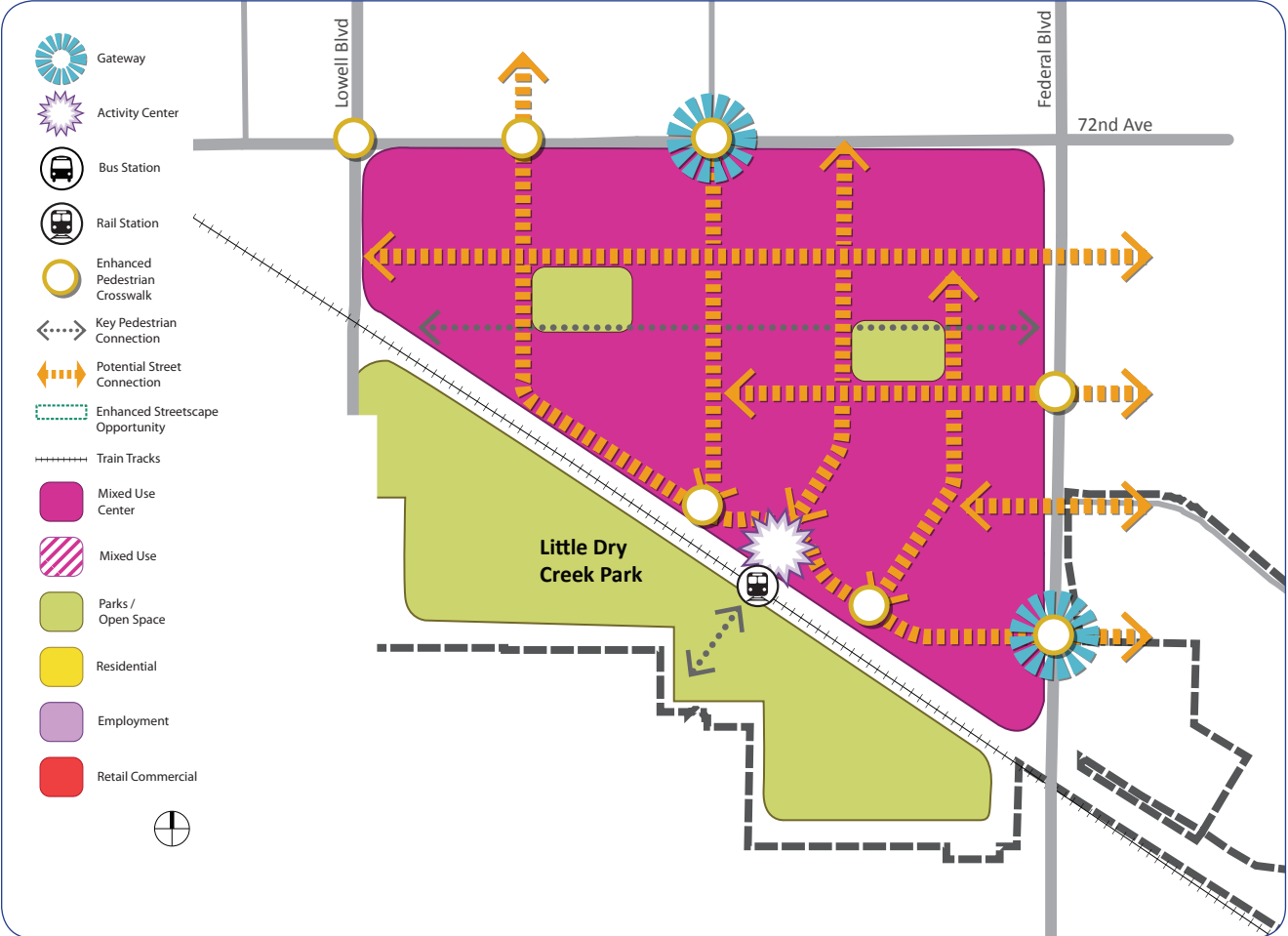
Westminster Station is envisioned as a vibrant district that will act as a node of energy and activity around the station (Figure 3-3). The focus area will comprise a mix of higher intensity retail, office and residential development with an emphasis on active ground floor uses along key connections to the station. A walkable, pedestrian-oriented public realm and appropriately-sized street grid is envisioned to complement this higher intensity of development. Connections to surrounding streets and development, access and circulation by multiple modes, and an attractive, varied public realm are all emphasized. Planning for the focus area is underway, and has included an initial concept approved by City Council in 2011, public outreach in 2012 and a cohesive station area plan that is anticipated to be complete in 2014.

Above, existing views within the site, including, from the top, the view looking south down Hooker Street, development along 72nd Avenue, and industrial and commercial developments in the district. To the right, the view from above shows the extensive open space area that will be located just south of the district.



Little Dry Creek Park and Open Space Master Plan

Figure 3-3: Westminster Station Focus Area Illustrative Concept





Above, an illustrative view of the station looking south into the planned Little Dry Creek Park and Open Space. Transit riders will need to cross south through the tunnel in order to access the train ticketing and platform. Below, an illustrative view of the north transit plaza that will become a community gathering and event space.



Above, an illustrative view looking east of the north transit plaza and development along Westminster Station Drive, showing the scale and orientation of potential new development. Below, an illustrative view showing conceptual development facing onto the north plaza and along Westminster Station Drive and Hooker Street.



Access to both rail and bus transit will be an important component of the Station Area's success.

GOALS

- F-G-3** Establish a vibrant, mixed-use district that acts as a neighborhood and community destination.
- F-G-4** Provide a multimodal circulation network that prioritizes access to transit and connectivity throughout the focus area.
- F-G-5** Create a well-defined, engaging public realm.

POLICIES

- F-P-10** Foster a mix of retail, office and residential uses within the station area, with the highest intensity of use located adjacent to the station.
- F-P-11** Ensure development is designed to foster an active ground floor pedestrian environment, particularly along key connections to the station.
- F-P-12** Provide a range of public spaces, parks and plazas to serve the district and foster community gathering and events.
- F-P-13** Integrate the station into the design and function of the public realm with a station plaza and event space.
- F-P-14** Design the station and platform elements to create a distinctive landmark within the Little Dry Creek Park and Westminster Station Area.
- F-P-15** Provide safe and comfortable connections to the station and to the Little Dry Creek Park.
- F-P-16** Improve internal circulation with a connected street grid. Emphasize connectivity to surrounding streets where possible.
- F-P-17** Emphasize access to the transit station for all modes of travel. Provide adequate parking facilities for vehicles and bicyclists and ensure pedestrian crossings are safe and well-defined.
- F-P-18** Establish clear gateways into the site off of Federal Boulevard and 72nd Avenue designed to attract users to the site and create a unique identity.
- F-P-19** Use streetscape design, public art and wayfinding elements to create a distinct identity for the area.



Westminster Station Transit Oriented Development Area

Community Outreach Summary

April 26, 2012



WESTMINSTER

Public outreach for the Westminster Station Transit Oriented Development (TOD) Area Specific Plan is comprised of four components: stakeholder meetings with business owners, property owners and developers; neighborhood-wide open houses; focused neighborhood and organization briefings; and a project website, www.westminsterTOD.com. Outreach for the plan began in March 2012 with two stakeholder meetings, a community open house, neighborhood organization briefing and an updated project website. This summary provides an overview of comments and concerns raised at each meeting and event.

Stakeholder Meetings

Two stakeholder meetings were held on March 13, 2012. The meetings included over 25 stakeholders, divided into two groups: business and property owners and development and construction industry representatives.

Business and Property Owners

A meeting with 17 business and property owners in and directly adjacent to the TOD Planning Area was held on March 13, 2012. The meeting provided a forum for participants to comment on any opportunities or challenges they observed regarding information presented for the TOD Area plan. City staff presented the key plan concepts for the TOD Area, including the concept plan, land uses and station and park design. Overall, participants concurred that investment in the area is needed and that the train station and resulting development would enhance their property values. Key challenges that were expressed during the meeting included overall development potential in the TOD Area, impacts to existing businesses and properties with implementation of the plan, and station-related impacts. In some cases, specific questions were asked of staff regarding plan implementation and impacts, to which staff will follow up in response.

Concerns for development potential and success were focused on the overall health of the real estate market and how initial development, particularly retail, would fare during the first few years. Several people encouraged the City to provide development incentives and felt that the drainage master plan was a good start.

Issues regarding implementation of the plan were focused on impacts to property values, taxation, and ability to refinance. Several property owners were concerned that implementation of the TOD Plan zoning could raise property

assessment value and consequently, property taxes. Others felt that having the plan show a park or street across their property would be detrimental to property values and the potential for resale or refinancing. Questions regarding implementation also included whether businesses would be able to make improvements and whether property owners would need to comply with new guidelines and standards.

Finally, a few concerns were expressed regarding Station operation and infrastructure. Several stakeholders voiced concern regarding the phasing and impacts of infrastructure improvements in the area. As these improvements would be implemented, there could be significant impact to physical and perceived access to existing uses. Property owners wanted to be well-informed and advised of these types of improvements. An additional issue regarding station operation was that of parking—the Goat Hill residential neighborhood directly to the south of the Little Dry Creek Park and Westminster Station could be significantly impacted by commuters parking within the neighborhood in order to avoid potential parking fees and traffic associated with the City’s planned parking structure.

While many concerns were brought up during the meeting, most stakeholders felt that the potential gain from the planning and new development in the TOD Area would be of benefit to them. Several stakeholders requested “how-to” information regarding sale, redevelopment and improvements of their properties. City staff agreed that this would be a helpful tool to add into the project website.

Developer and Construction Industry Representatives

A meeting with 10 development and construction industry representatives was held on March 13, 2012. Similar to the first stakeholder meeting, City staff presented the key plan concepts for the TOD Area, including the concept plan, land uses and station and park design. Stakeholders expressed interest in the development potential within the Station Area, but also posed several challenges. Stakeholders felt that key opportunities presented in the plan include the area’s urban renewal designation, shared use of the parking structure and the impetus gained by new redevelopment of existing older affordable housing proposed by the Adams County Housing Authority.

One of the primary challenges in the area would be that of land assembly, as many parcels in the TOD Area are smaller. Stakeholders felt that the City needs to be proactive in assembling property and making initial infrastructure improvements to incentivize development. Stakeholders also expressed the need to “clean up” the image of the area along Federal Boulevard in order to attract new development interest. Additional community incentives would include a central community space and nearby recreation and gym space.

Open House

An open house for the Westminster Station TOD Area Specific Plan was held on the evening of March 14, 2012. Approximately 150 people attended the event. Open house stations included Project Objectives, Land Use, Urban Design, Station & Circulation and Parks & Open Space. (Materials from each station are included in the appendix of this document.) City staff members were present at each station to walk community members through the materials and to answer questions about the project and concepts presented.



Overall, community members were very optimistic and expressed support for a mixed-use transit-oriented district surrounding the future Westminster Station. Many felt that improvement to the area and creation of a new mixed-use community would be a great benefit for the South Westminster area. New parks and community gathering spaces, public events and cultural facilities were desired by many. Opportunities for improved shopping in the area were also cited as highly desirable for current residents in the area.

Specific questions and concerns expressed by community members included the phasing and implementation of the plan, as well as station logistics and accessibility. Many community members wanted to understand how the area would transition over time—what would the area look like in five, ten or fifteen years? Many wanted to know if there would be an impact to existing residences and businesses as new development occurred—both during and after construction. Station and roadway construction was also a key concern for many with respect to access to residences and businesses. General concern was also expressed regarding increased traffic resulting from the higher densities planned for the area and the destination nature of the proposed station.

Specific issues regarding the station were focused on logistics and pedestrian accessibility. Some felt that the garage was too far from the station platform, particularly for the elderly. Others voiced concern for lighting and safety for accessing and using the station during evening hours. Additional questions from community members included whether there would be permanent trail access from the Federal Boulevard bridge to the Little Dry Creek trail and station, and whether the planned parking garage would charge a fee for parking.

Neighborhood Briefing

On March 24, 2012, City staff presented plan concepts to the Progressive HOA of South Westminster. Over 30 people were in attendance including State Representative Cheryl Peniston and Westminster City Councilmember Mark Kaiser. Overall, association members were in support of the concepts proposed by the city, including the mix of land uses, urban design and station and park designs. Questions and concerns raised by the group were primarily focused on successful implementation of the plan. Members wanted to see an attractive, high quality destination with viable, active development around the station. Key questions that were raised included whether existing businesses and residences would be subject to eminent domain and how the City would ensure that new uses would be viable in the first phases of development. Additional issues brought up included whether new residential development would impact existing schools and whether the project would have a community gathering space for events.

Appendix

Open House Materials

Project Objectives

Opening Day Success

Westminster Station will be easy to access both visually and physically by foot, bus, car, or bicycle on opening day in 2016.

Improved Circulation and Access

The street network throughout the Station Area will build upon the existing street grid to provide new connections and improved access for cars, pedestrians, and bicyclists.

Effective and Efficient Storm Water Management

A cohesive storm water management framework will be established for the entire Station Area, allowing greater flexibility for development on individual sites.

Dense, Walkable Environment

Higher density uses, buildings that edge the street with active uses, and enhanced street and landscape design will foster pedestrian activity and shape a vibrant public realm.

Connected Network of Open Spaces

A range of open space opportunities will be provided to enhance livability in the Station Area, all of which will connect to both regional and local open space trails and pedestrian connections.

Vibrant Mix of Uses

Future land uses will accommodate a broad mix of uses that will invigorate the Station Area; these will include retail, office, and residential uses as well as opportunities for small businesses and creative industries.

Project Objectives

Sustainable Built Environment

Sustainable land use, urban design, and infrastructure will provide a framework for new development. Land uses will maximize access to transit and increase ridership with higher densities and adjacencies of uses. Urban and landscape design will foster walkability, increase livability, and ensure development is sensitive to the environmental context of the Station Area. Finally, improved infrastructure will increase efficiency in water flow and management throughout the site.

Growth and Enhancement of Opportunities

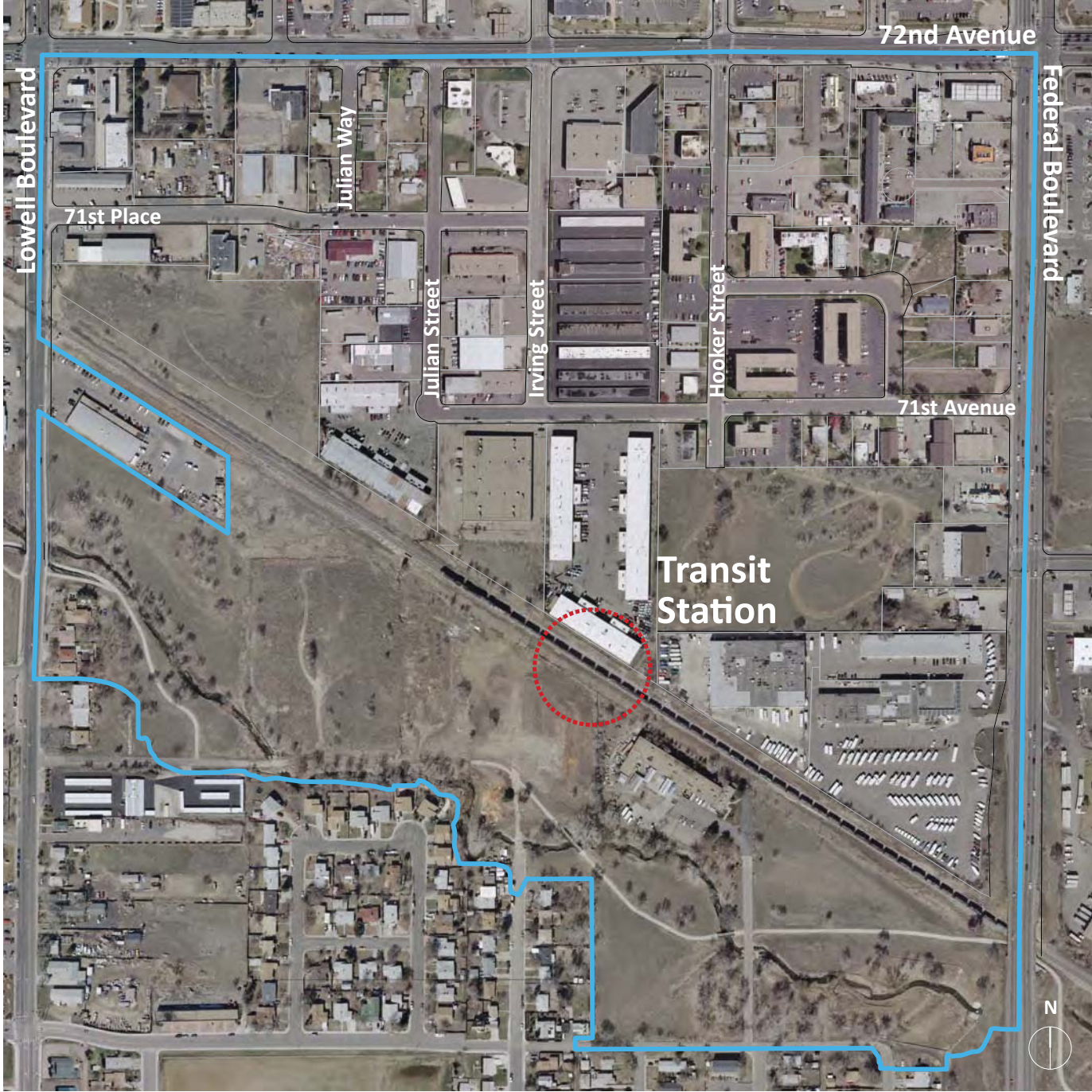
The City of Westminster will work with existing property owners and businesses to achieve a phased approach to redevelopment and to keep and grow businesses with a desire to be a part of the transit-oriented vision of the Station Area.

Successful Implementation

Current planning, infrastructure investments, and the opening of the station will create the first impetus for change. Residents, business owners, and visitors will create demand for new uses and will fuel new development.

Land Use

Existing Planning Context



Land Use

High Density Residential

Intended for a mix of housing types, ranging from as low as 16 dwelling units per dwelling acre for townhomes to as much as 65 dwelling units per acre for multi-family condominium development. Higher densities will be located closer to the station to maximize ridership and activity in pedestrian-oriented areas.



Mixed Use Center

Encourages a vertical mix of residential, retail, office, and hotel uses. Retail stores, restaurants, and other active uses are located at the ground floor, with residential, office, and/or hotel uses located above. Higher intensities will be located closer to the station to maximize transit ridership.



Retail/Commercial Mixed Use

Encourages a synergistic mix of office, retail, and other commercial uses. The use mix may be vertical or horizontal. Residential uses are permitted when a minimum amount of commercial development is provided.



Land Use

Creative/Flex Industry

Uses that encourage a wide variety of creative, small business enterprises, including live/work units with personal services, artist studios, and consulting space, as well as flexible storefronts for a range of soft industrial uses.



Pedestrian-Oriented Ground Floor Retail

Active uses at the ground floor that may include retail stores, restaurants, personal services like spas and salons, galleries, and entertainment--all of which engage the pedestrian through engaging storefront displays and/or occupation of the public realm (sidewalk).



Public/Institutional

Uses that serve a public purpose: including the transit station and plaza, bus depot, and adjacent storm water detention area.

Parks and Open Space

Park land within the Station Area: open spaces are intended for neighborhood parks and recreational facilities that serve the outdoor recreational needs of the community.

Urban Design

Draft Illustrated Development Concept

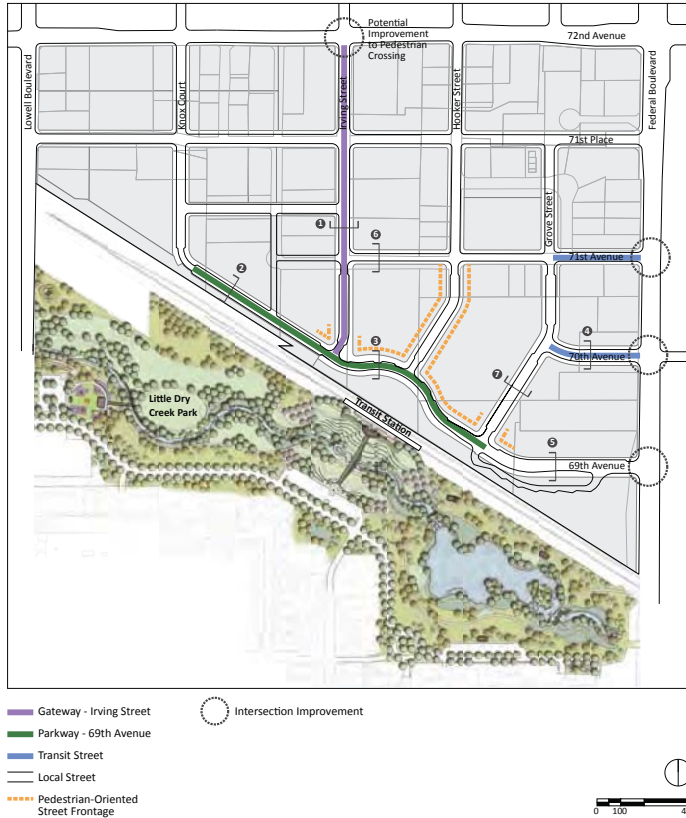


Draft concept plan for future Little Dry Creek Park and Drainage Project.

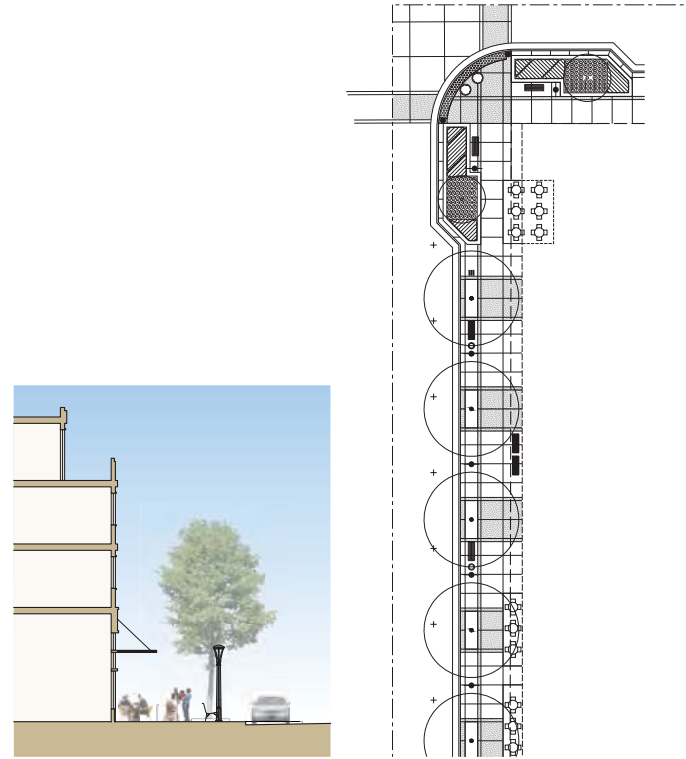
Urban Design

Draft Streetscape Concepts

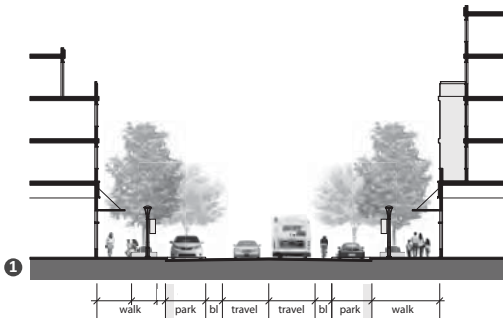
Streetscape Framework



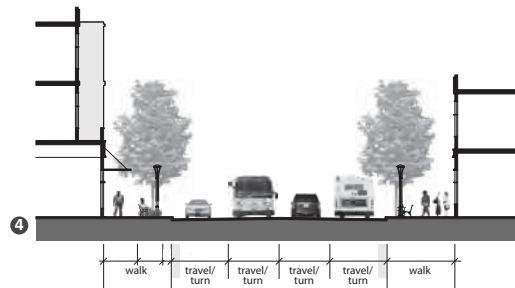
Pedestrian-Oriented Street Frontage



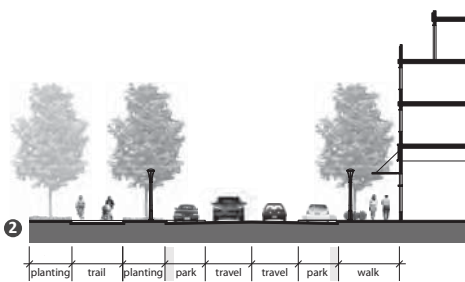
Gateway - Irving Street



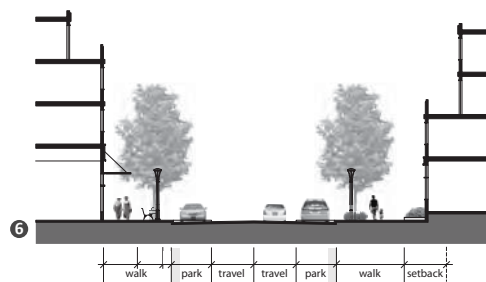
Transit Street



Parkway - 69th Avenue



Local Street



Parks & Open Space

Open Space in and around the TOD Station Area

- Open spaces within the Station Area will provide a variety of passive and active recreation opportunities, from small pocket parks and playgrounds to large community-wide open spaces.
- Approximately 5 acres of park, plaza, and open space with trails is planned for the Station Area north of the rail corridor. These parks will offer:
 - gathering spaces
 - seating and eating areas
 - playgrounds
 - shaded and protected areas for passive use
 - lawns and trails for active use
- Little Dry Creek Park will occupy approximately 40 acres to the south of the rail corridor.
- 14.7 acres of park space is located within a ten-minute walk of the Station Area.

Park Character Images



The 6-acre Irving Street Park and Library facility is just a five-minute walk from the Station Area.

Parks & Open Space

Little Dry Creek Park and Drainage Improvements



Fact Sheet:

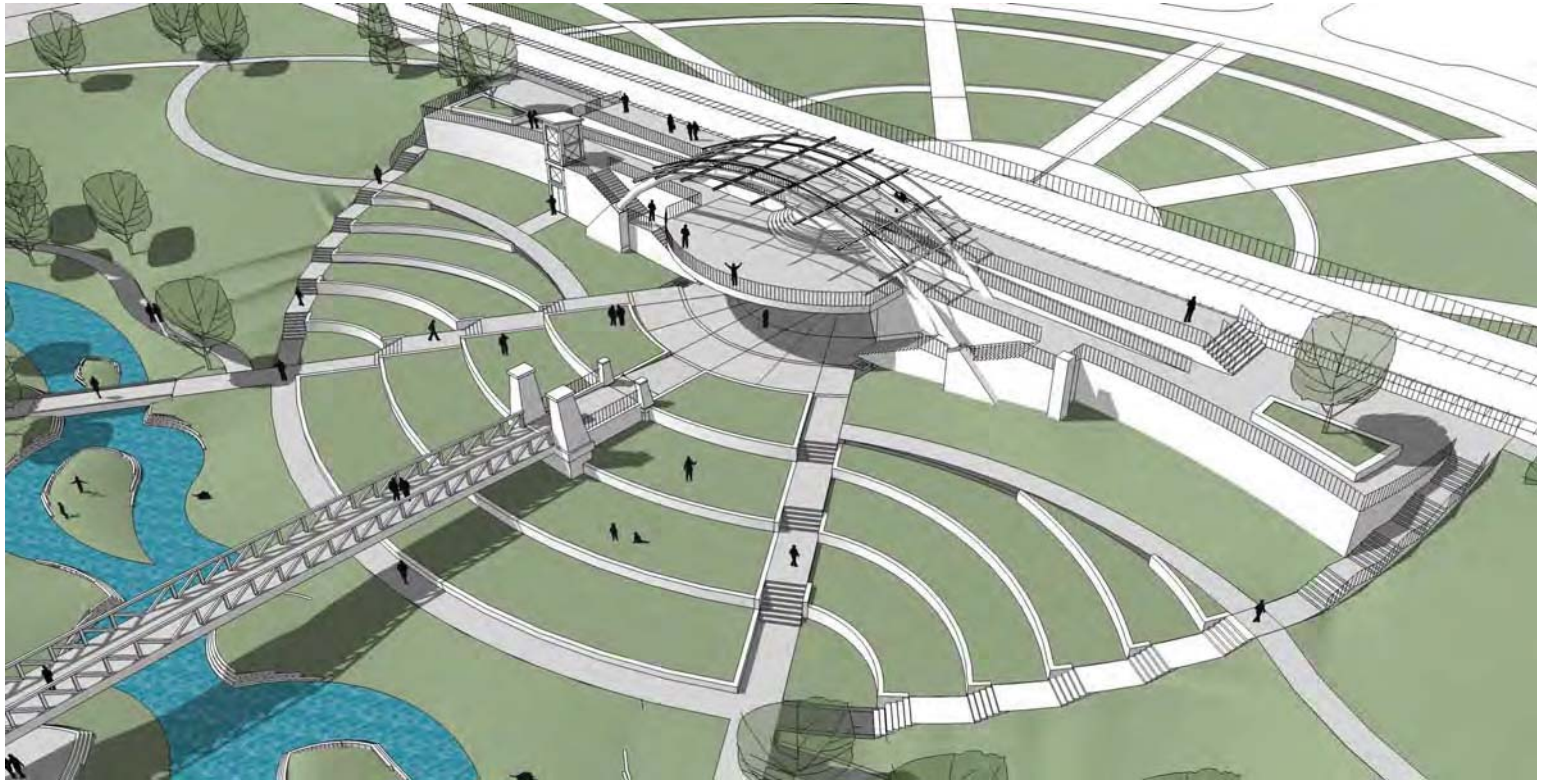
Description 40-acre creekfront park and drainage improvement project

Amenities Fishing pond, amphitheater, regional trail, playground, xeric demonstration garden environmental education and park pavilions

Funding Agencies Urban Drainage and Flood Control District
City of Westminster
Adams County

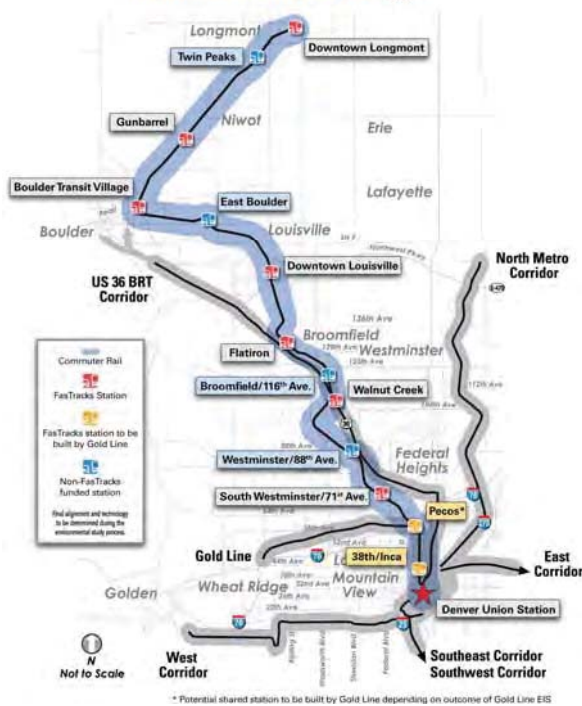


Westminster Station



Station & Circulation

FasTracks Northwest Rail Corridor & Westminster Station



- Westminster Station will be operational in 2016
- An interim station plaza and facility will be completed by opening day
- Station components include:
 - Commuter rail platform;
 - Transit Plaza;
 - 1,050-car parking garage;
 - RTD bus drop-off area; and
 - Kiss-and-ride parking spaces
- Completion of the station and access roads will be in concert with new development

Westminster Station Interim Concept



Phase One T.O.D. Illustrative
Westminster Station
 October, 2011

Note: Graphic is for Illustrative Purpose Only.



Station & Circulation

Proposed Circulation Network



- Existing Parcel Line and Street ROW
- Proposed Street Network*
- Primary Pedestrian Connections
- Primary Bicycle Route
- Planning Boundary

*Proposed Street Network is subject to change.





WESTMINSTER

Staff Report

Information Only Staff Report
February 3, 2014



SUBJECT: Energy Performance Contract Phase III Preliminary TEA Conclusions

PREPARED BY: Thomas Ochtera, Energy and Facilities Project Coordinator

Summary Statement

This report is for City Council information only and requires no action by City Council.

On January 2, 2013, City Staff released a Request for Proposal (RFP) to select a vendor for a Phase III Technical Energy Audit (TEA) and possible Energy Performance Contract (EPC). The TEA included three sections: General Fund, Utility Fund, and Solar Power Purchase Agreement. This information only staff report summarizes the conclusions from that study.

Background Information

In 2007 and again in 2009, City Council authorized Energy Performance Contracts (EPCs) with Siemens Industries, Inc. These EPCs resulted in significant energy and maintenance cost savings in facilities and parks across the City. The two previous phases of performance contracting were successfully completed in 2007 and 2011 respectively. At this time, Phase I is continuing to generate energy savings calculated to be approximately \$120,000 per year. Phase II is in the Measurement and Verification process that follows the completion of the work to insure that the energy savings guarantee is being met. This will continue for one more year. The Phase II contract is estimated to be saving \$292,127 per year. Actual cost savings may vary year to year based on weather, changes in use, and rate schedules.

In January 2013, City staff released an RFP to select a new Energy Services Company (ESCO) to provide the city with a Phase III Energy Performance Contract. The first portion of the EPC process is to conduct a Technical Energy Audit on facilities to determine what energy conservation measures may result in energy and maintenance cost savings if implemented in an Energy Performance Contract.

The Technical Energy Audit (TEA) itself is split into two phases: Preliminary TEA and Final TEA. This was done to allow the greatest number of measures to be reviewed for their feasibility, and then refined down to complete the audit only on the projects that are expected to pay for themselves through savings before the end of the useful life of the equipment being replaced. It is important to note that costs for the TEA, including engineering and design, are folded into the financing for those projects if a Performance Contract is implemented. The expectation was that these projects would result in energy and maintenance cost savings that exceeds annual debt service to finance the implemented projects.

General Fund

The General Fund preliminary TEA concluded that there were energy savings opportunities in the General Fund facilities. There were many Energy Conservation Measures identified in several buildings, but in many cases, the equipment or facility were not suitable for implementation based on the age of the equipment, cost, or other factors. At the end of the preliminary phase of the audit, thirty-four projects in fourteen buildings were identified, but these projects were determined to be expensive to implement and yielded relatively little savings. For those facilities, the aggregate savings was estimated to be \$82,430 per year, with an implementation cost of \$1,916,644. A significant portion of the implementation cost includes fees and mark-ups on the base construction cost from the Performance Contractor. These fees and mark ups were diligently negotiated, but in the end, staff was not able to reach agreement that would yield a payback period within the expected life of the equipment. The results of the audit, including costs and savings estimates, are beneficial to the City. They will be used to inform the planning and Capital Improvement Project planning process in the years to come.

Utility Fund

The Utility Fund preliminary TEA investigated energy savings opportunities at the four water and wastewater treatment plants as well as the Wandering View Pump Station. The investigation looked for energy savings opportunities in conjunction with operational challenges and regulatory changes that may need to be addressed. Again, several projects were identified, with various options within each of these projects. Several of these were already in the conceptual planning phase with in-house Utility Fund personnel and contracted engineers. At the end of the preliminary phase of the audit, nine potential projects were identified in two facilities, but these projects were also determined to be expensive to implement and yielded relatively little savings. For these facilities, the aggregate savings was estimated to be \$58,000 per year, with an implementation cost of \$4,464,000. A significant portion of the implementation costs related to the fees and mark ups associated with this type of performance contract. In the end, staff has opted to self-implement several projects through the CIP planning process over the next several years.

Solar Photovoltaic Opportunities TEA (Solar PV)

In general, because of the consistency and intensity of sunlight in Colorado, solar photovoltaic arrays make sense; but they don't make sense in every situation. There are physical constraints (site orientation, space availability, nearby energy consumption, shading, infrastructure, etc.) and financial constraints (cost of energy, cost of PV panels, utility incentives, tax incentives, financing, etc.). Determining whether or not Solar PV makes sense for the city at a particular location takes a good deal of site selection, engineering, cost estimating, and calculations of energy production. In order to determine where Solar PV makes the most sense for the city, a preliminary investigation was conducted. All potential city-owned sites across the city were investigated to determine which locations fit within the physical and financial constraints, and financing options were developed for the city to review and potentially implement.

Early in the investigation of potential sites, it became clear that there were three significant constraints in the development: available, unused land near a city-owned energy consuming facility; upfront costs; and the shrinking Xcel Solar Rewards program diminishing incentives. Some of these constraints could be overcome through a Power Purchase Agreement. A Power Purchase Agreement is a financing method whereby a solar developer leases property from an owner for a solar photovoltaic array, and the owner purchases electricity from the solar array. This greatly reduces the initial costs and allows the use of the federal Investment Tax Credit through privately held ownership, which further reduces the

costs. A Power Purchase Agreement, as with all the financing methods, relies heavily on the Xcel Energy incentives to make them financially feasible. During the course of this investigation, all Xcel incentives were reserved and the incentive program closed. Without this incentive program the cost to install solar arrays is prohibitive, with significantly higher costs than purchasing traditional grid-tied electricity. There is currently no plan for Xcel Energy to revitalize the program. Staff does not recommend pursuing solar arrays utilizing this financing method.

Conclusion

The Preliminary TEA and Phase III Energy Performance Contracting has been determined to not be in the best interest of the City. However, the preliminary TEA yielded several significant ideas for ways in which the City's General Fund and Utility Funded facilities may save energy. These projects will continue to be pursued through self-implementation and through the course of typical CIP planning. Similarly, using a traditional Power Purchase Agreement to finance the installation and operation of a photovoltaic array directly does not make financial sense without the Xcel Energy incentives. However, there are other methods of financing, and other incentive programs that may make solar power a reasonable and practical alternative to the current fossil fuel-based electricity we currently buy off the grid.

Staff will continue to investigate these opportunities and will recommend proceeding with contracts when the financial gaps can be reduced. This furthers City Council's strategic goals to have Financially Sustainable City Government Providing Exceptional Services, Vibrant Neighborhoods in One Livable Community and a Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall
City Manager