



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: July 11, 2012

SUBJECT: Study Session Agenda for July 16, 2012

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:

*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. 2012 Citizen Survey Results
2. 2013 Human Service Board Funding Recommendations
3. Proposed 2013 Operating Priorities
4. Proposed 2013 City Council Budget

6:30 P.M.

### INFORMATION ONLY ITEMS

None at this time.

### EXECUTIVE SESSION

1. Obtain Direction from City Council re proposed Economic Development Incentive Agreement with H-Mart food market pursuant to WMC 1-11-3(C)(4), WMC 1-11-3 (C)(7) and CRS 24-6-402(4)(e).

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,

Stephen P. Smithers  
Acting City Manager



# WESTMINSTER

## Staff Report

City Council Study Session  
July 16, 2012



SUBJECT: 2012 Westminster Citizen Survey Results

PREPARED BY: Ben Goldstein, Management Analyst

### Recommended City Council Action

This item is for information only, no Council action is required. National Research Center President Tom Miller and Research Associate Laurie Urban of the National Research Center will be in attendance Monday, July 16, to provide further analysis and discuss the results of the survey and respond to City Council's questions.

### Summary Statement

The results from the recently completed 2012 Westminster Citizen Survey, conducted by the National Research Center, are attached for City Council's review. Overall, the results of the Citizen Survey continue to be very positive. In 2012, ratings were similar or above ratings given in 2010. When compared to ratings given by residents in other jurisdictions across the country, Westminster's ratings were generally higher. Comparisons to other Front Range communities were mostly above or similar to the benchmark. The quality of life in Westminster and the city as a place to live received favorable ratings from 9 in 10 respondents. When looking at respondents assessment of the overall quality of life in Westminster was above or much above the national and Front Range average.

Ninety-two percent of residents rated Westminster as a "good" or "very good" place to live. Additionally, seventy-nine percent of residents responded that the overall quality of their neighborhood stayed the same or improved during the past twelve months.

As a result of interest expressed by City Council questions were added regarding residents opinions about allowing chickens or bees within neighborhoods in the City of Westminster. 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%). Nearly ninety percent of respondents also somewhat or strongly support rail along the Northwest corridor.

Residents were given the opportunity to rank twelve different aspects that contribute to Westminster as a great place to live. This is the second time the question was asked in an effort to identify what factors make Westminster stand out from other cities. Resident ranked a "Sense of safety in the City" as the highest factor. The second and third factors were "Quality/variety of neighborhoods" and "Physical appearance of developments in the City." Residents rated "Convenience of employment" and "Recreation programs/sports" as the lowest factors in their choice to live in Westminster.

**Expenditure Required:** \$0

**Source of Funds:** NA

## **Policy Issues**

None identified.

## **Alternatives**

None identified.

## **Background Information**

Every two years, the City conducts a citizen survey to measure residents' satisfaction levels with City services and gather opinions on specific policy questions. The 2012 Citizen Survey also allowed the City to collect information that can be used in the City's performance measurement program. This year's survey was the eleventh biennial survey the City has conducted with the National Research Center, Inc. (NRC).

In April, 3,000 Westminster households were selected at random to participate in the survey using a stratified, systematic sampling method. One thousand households in each of the City's three school districts received surveys. Of the 2,871 eligible households (four percent of mailings were undeliverable), 874 completed the survey, providing a response rate of 30%. This response rate was lower than that of 2010 which saw a 36% response rate but is the same as the 2008 rate of 30%, and is still a strong response rate for a mailed survey. The survey sample was statistically weighted to reflect Westminster's 2010 Census estimates.

In 2012, the City of Westminster continued to rank above the national average in quality of service and quality of community. The following is a summary of some of the survey report's key findings broken down into the five Strategic Plan Goal areas.

### **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. Staff believes that the restructuring of the question to include other levels of government had an impact on how citizens rated City government operations. 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.
- Forty percent 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 the national and front range 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 want 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 survey respondents 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.

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. The City 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.

Staff has also noted a few areas where responses indicate opportunities for improvement or further evaluation. Creating job opportunities in the city could improve residents’ perceptions of the city as a place to work, although this may be a reflection on the state of the larger economy. 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 District 1 tended to give lower ratings, overall, than those living in the other areas of the city.

Staff also saw a significant decrease in resident’s perception of how well they think the City is operating. The twelve percent drop may be as a result of changes in the format of the question, as residents were asked for the first time to rate the City along with other levels of government. Additional analysis is being conducted to determine if the City’s rating may have been impacted by general dissatisfaction with government, particularly at the federal level.

The survey results and analysis will be discussed at the July 16 Post City Council Meeting. National Research Center President Tom Miller and Research Associate Laurie Urban of the National Research Center will attend Monday night, to provide further analysis, discuss the results of the survey, and respond to City Council’s questions.

The 2012 Citizen Survey Report relates to all five of City Council’s Strategic Plan Goals, as the survey provides valuable data for all departments and operations within the City. Examples of ties to these Strategic Plan Goals are listed above: Financially Sustainable Government Providing

Information Only – 2012 Westminster Citizen Survey Results

July 16, 2012

Page 5

Exceptional Services, Strong, Balanced Local Economy, Safe and Secure Community, Vibrant Neighborhoods in One Livable Community, and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager

Attachment



WESTMINSTER

4800 WEST 92<sup>ND</sup> AVENUE  
WESTMINSTER, CO 80031

# City of Westminster 2012 Citizen Survey

---

Report of Results  
July 2012



NATIONAL  
RESEARCH  
CENTER INC

# Table of Contents

---

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>SURVEY BACKGROUND AND METHODS.....</b>	<b>4</b>
<b>SURVEY RESULTS .....</b>	<b>8</b>
<i>Overall Quality of Community and Government .....</i>	<i>8</i>
QUALITY OF LIFE .....	8
OVERALL QUALITY OF CITY SERVICES .....	10
OPERATIONS OF AND TRUST IN GOVERNMENT .....	11
CITY EMPLOYEES .....	14
<i>City Goal: Financially Sustainable Government Providing Exceptional Services .....</i>	<i>16</i>
CITY SERVICES .....	16
INFORMATION ABOUT THE CITY .....	22
IMPORTANT ATTRIBUTES FOR LIVING IN WESTMINSTER .....	26
CITY SERVICES FUNDING ALLOCATION.....	28
<i>City Goal: Strong, Balanced Local Economy .....</i>	<i>29</i>
WORKING IN WESTMINSTER.....	29
<i>City Goal: Safe and Secure Community .....</i>	<i>31</i>
SAFETY IN WESTMINSTER .....	31
<i>City Goal: Vibrant Neighborhoods in One Livable Community .....</i>	<i>32</i>
QUALITY OF NEIGHBORHOODS .....	32
POTENTIAL PROBLEMS IN WESTMINSTER .....	35
SUPPORT FOR URBAN AGRICULTURE .....	36
SUPPORT FOR COMMUTER RAIL.....	36
<i>City Goal: Beautiful and Environmentally Sensitive City .....</i>	<i>37</i>
IMAGE AND PHYSICAL ATTRACTIVENESS OF WESTMINSTER .....	37
CURBSIDE RECYCLING .....	39
<i>Summary of Westminster's Strategic Plan Goals .....</i>	<i>39</i>
<b>APPENDIX A: SURVEY RESPONDENT DEMOGRAPHICS .....</b>	<b>41</b>
<b>APPENDIX B: COMPLETE SET OF SURVEY RESPONSES.....</b>	<b>46</b>
<b>APPENDIX C: SELECT SURVEY RESPONSES COMPARED BY AREA OF RESIDENCE .....</b>	<b>78</b>
<b>APPENDIX D: SELECT SURVEY RESPONSES COMPARED BY RESPONDENT DEMOGRAPHIC CHARACTERISTICS. 89</b>	<b>89</b>
<b>APPENDIX E: SELECT SURVEY RESPONSES COMPARED BY SCHOOL DISTRICT OVER TIME .....</b>	<b>100</b>
<b>APPENDIX F: SURVEY METHODOLOGY .....</b>	<b>102</b>
<b>APPENDIX G: LIST OF JURISDICTIONS IN THE BENCHMARK COMPARISONS .....</b>	<b>106</b>
<b>APPENDIX H: STRATEGIC PLAN GOALS SUMMARY SCORES .....</b>	<b>111</b>
<b>APPENDIX I: SURVEY INSTRUMENT .....</b>	<b>114</b>



# List of Figures

---

Figure 1: Overall Quality of Life in Westminster .....	8
Figure 2: Overall Quality of Life Compared by Year .....	9
Figure 3: Aspects of Quality of Life Compared by Year .....	9
Figure 4: Aspects of Quality of Life Benchmarks .....	10
Figure 5: Overall Quality of City Services.....	10
Figure 6: Overall Quality of City Services Compared .....	10
Figure 7: Operation of Government at All Levels .....	11
Figure 8: Operation of City Government Compared by Year.....	12
Figure 9: Government Operations Benchmarks.....	12
Figure 10: Overall Direction the City is Heading Compared by Year.....	12
Figure 11: Ratings of Public Trust Compared by Year.....	13
Figure 12: Public Trust Benchmarks .....	13
Figure 13: Contact with City Employee Compared by Year .....	14
Figure 14: Overall Impression of City Employee(s) Compared by Year .....	14
Figure 15: Ratings of Employee Characteristics Compared by Year .....	15
Figure 16: Employee Characteristics Benchmarks .....	15
Figure 17: Quality of City Services Compared by Year .....	17
Figure 18: City Services Benchmarks .....	18
Figure 19: Importance of City Services Compared by Year.....	19
Figure 20: Balancing Quality and Importance.....	21
Figure 21: Level of Being Informed about the City .....	22
Figure 22: Level of Being Informed about the City Compared by Year .....	22
Figure 23: Sources Most Often Relied on for Information about the City of Westminster .....	23
Figure 24: Sources Most Often Relied on for Information about the City of Westminster Compared by Year .....	23
Figure 25: Use of Blogs and Social Networking Sites Compared by Year .....	24
Figure 26: Use of City Website Compared by Year.....	24
Figure 27: Ratings of Aspects of City's Website Compared by Year.....	25
Figure 28: Ratings of Importance of Attributes for City as a Place to Live .....	26
Figure 29: Ratings of Importance of Attributes for City as a Place to Live Compared by Year .....	27
Figure 30: Average Dollar Allocation to City Services .....	28
Figure 31: Westminster as a Place to Work .....	29
Figure 32: Westminster as a Place to Work Compared by Year .....	29
Figure 33: Job Opportunities in Westminster .....	30
Figure 34: Safety Ratings Compared by Year.....	31
Figure 35: Safety from Crimes and Fires Benchmarks .....	31
Figure 36: Overall Quality of Neighborhood .....	32
Figure 37: Overall Quality of Neighborhood Compared by Year.....	32

Figure 38: Change in Neighborhood Quality in Last 12 Months .....	33
Figure 39: Change in Neighborhood Compared by Area of Residence Compared by Year .....	34
Figure 40: Potential Problems Compared by Year .....	35
Figure 41: Support for or Opposition to Chickens and Honey Bees in Neighborhoods .....	36
Figure 42: Support for or Opposition to Commuter Rail in Northwest Corridor.....	36
Figure 43: Image of the City Compared by Year.....	37
Figure 44: Physical Attractiveness of Westminster as a Whole .....	38
Figure 45: Physical Attractiveness of Westminster as a Whole Compared by Year.....	38
Figure 46: Interest in Curbside Recycling Options from Home.....	39
Figure 47: Has Curbside Recycling at Home.....	39
Figure 48: Interest in Curbside Recycling Options from Home if Trash Collection Bill Increases .....	39
Figure 49: Summary Scores for the City's Strategic Plan Goals.....	40

# 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.

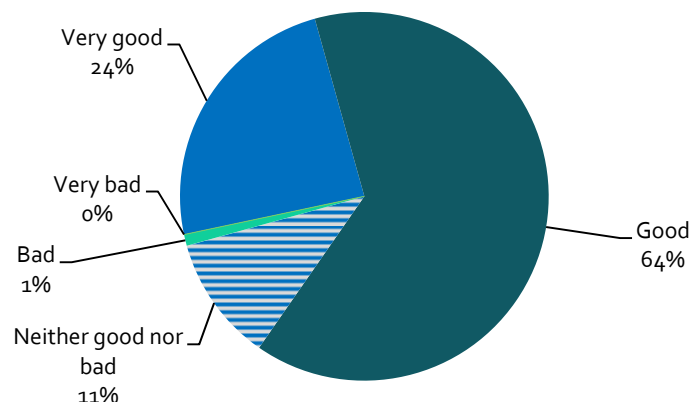
#### Quality of Life

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).

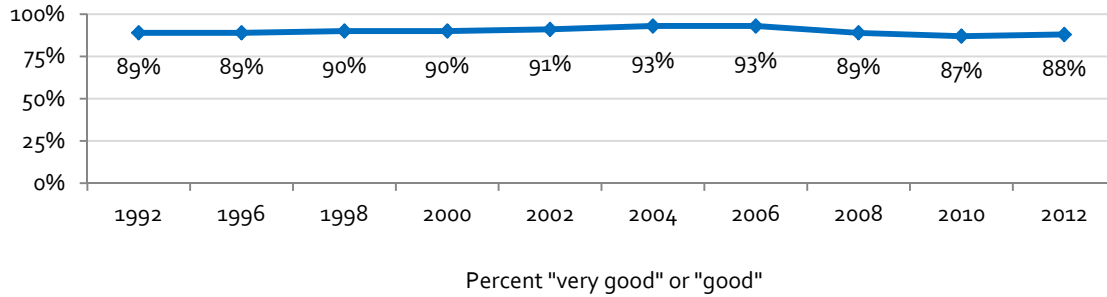
Westminster's rating for overall quality of life was similar to benchmark ratings given by residents in communities across the nation and residents in the Front Range of Colorado.

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**



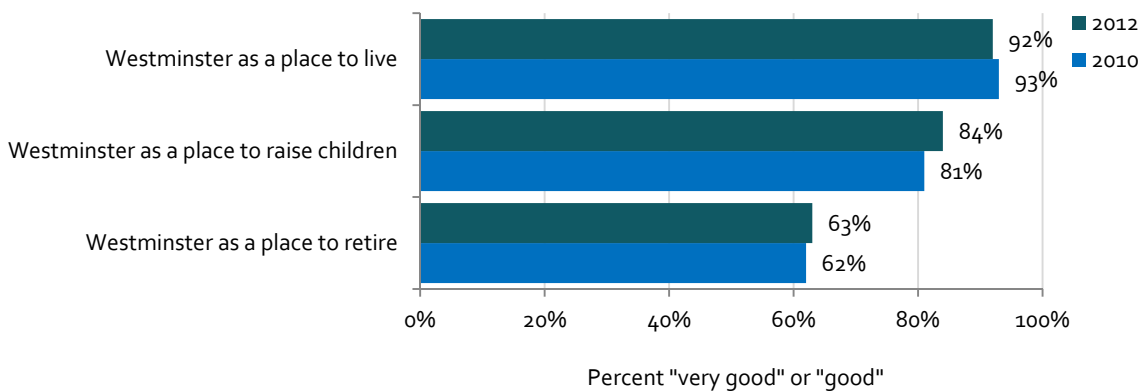
In addition to the overall quality of life in the city, survey respondents were asked to evaluate the city as a place to live, raise children and retire. Most residents (92%) said that Westminster as a place to live was "very good" or "good" and 84% said that the city was a "very good" or "good" place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

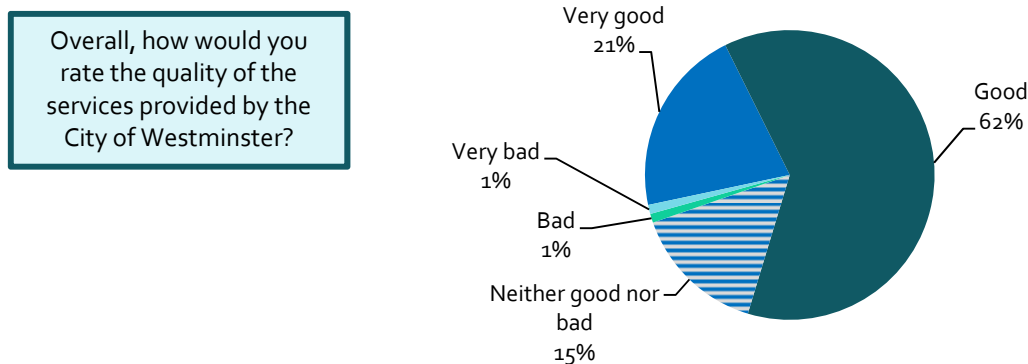
## Overall Quality of City Services

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.

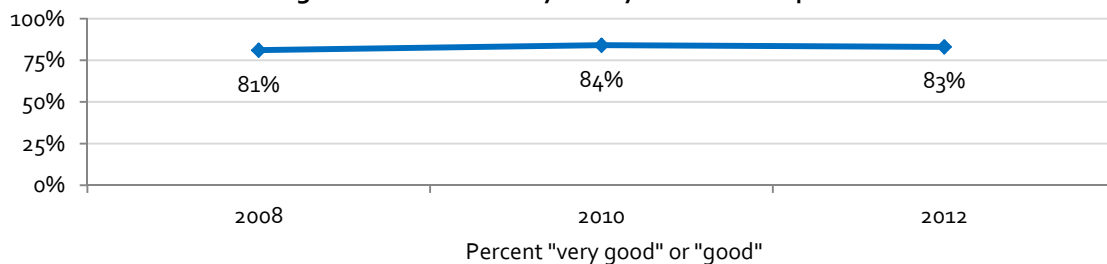
Westminster’s ratings for the overall quality of services were much above the benchmarks for the nation and above the benchmarks for the Front Range.

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.”

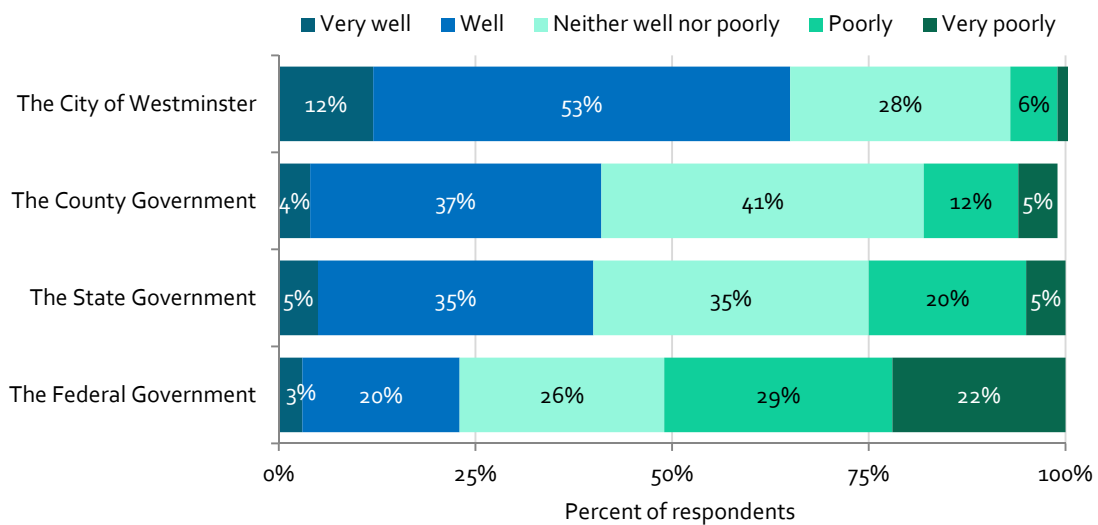
The operation of the City Government has been evaluated since 1992 (see Figure 8 on the following page). When compared to 2010, respondents to the 2012 survey gave lower ratings to the operation of the City Government (76% “very well” or “well” in 2010 versus 64% in 2012). Differences in ratings could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

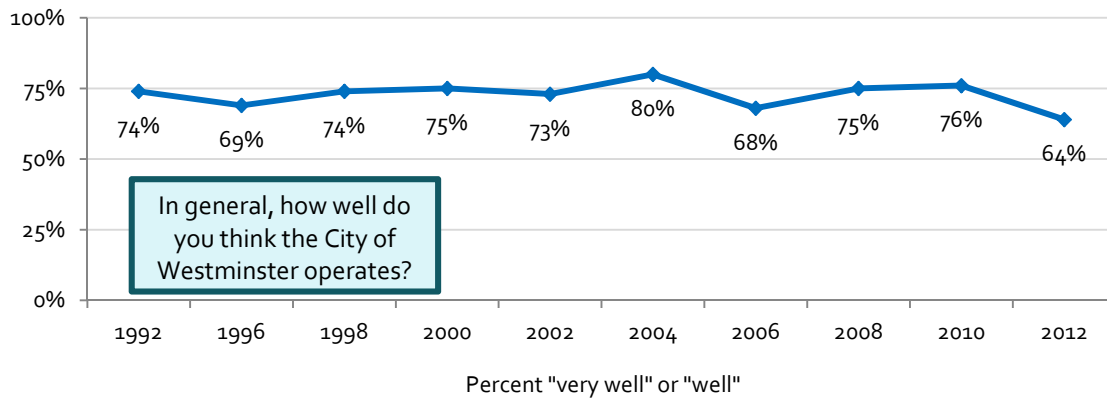
For the Front Range, a benchmark comparison was not available for the operation of the City Government. The operations of the County and State Governments were given ratings similar to the Front Range benchmark and Federal Government operations received ratings much lower than the Front Range benchmark.

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**

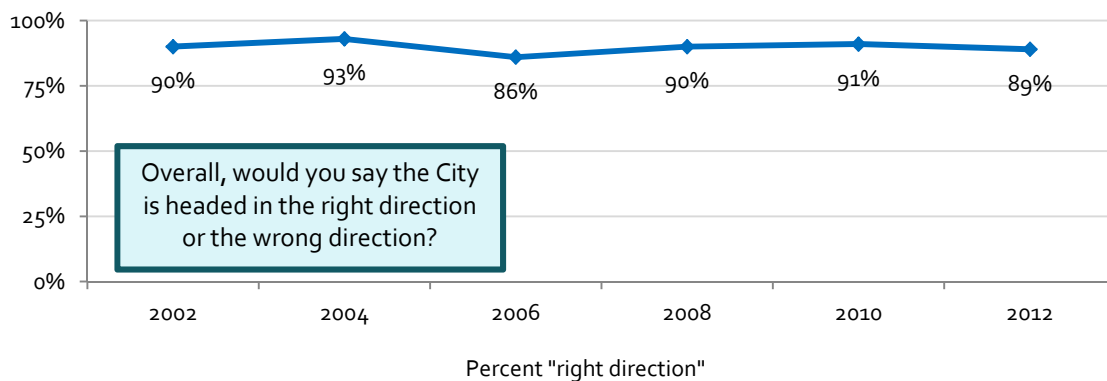
In general, how well do you think each of the following operates?	National comparison	Front Range comparison
The City of Westminster	Much above	Not available
The County Government	Similar	Similar
The State Government	Above	Similar
The Federal Government	Much below	Much below

### 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**



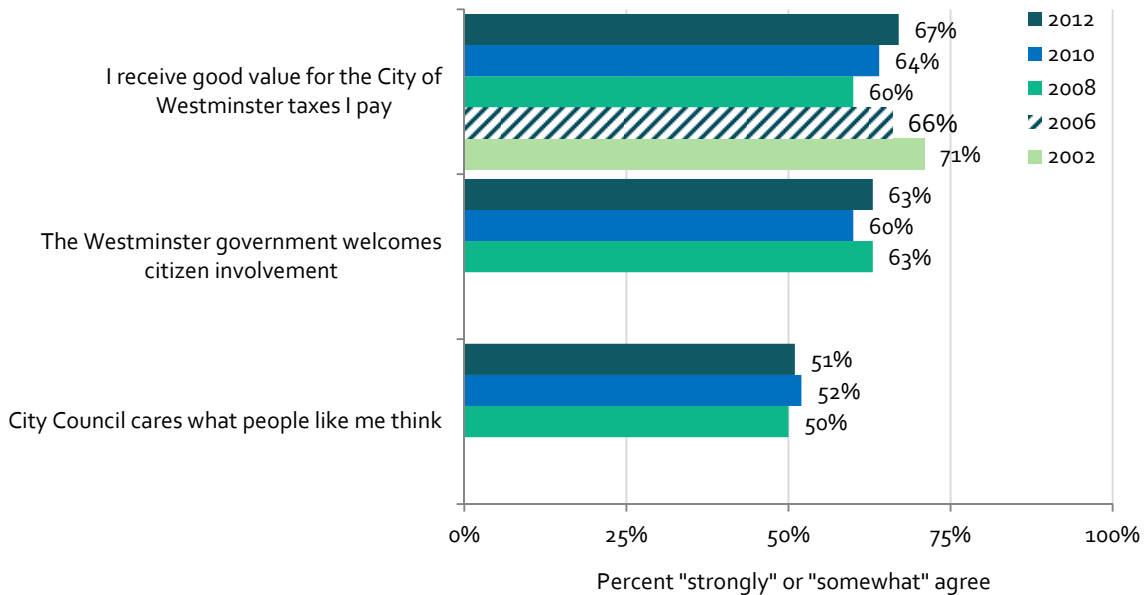
As in past years, respondents rated their trust in the local government. In 2012, two-thirds felt that that received good value for the City taxes they paid (67% “strongly” or “somewhat” agreed) and that the City government welcomed citizen involvement (63%). Half believed that the City Council cared 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**



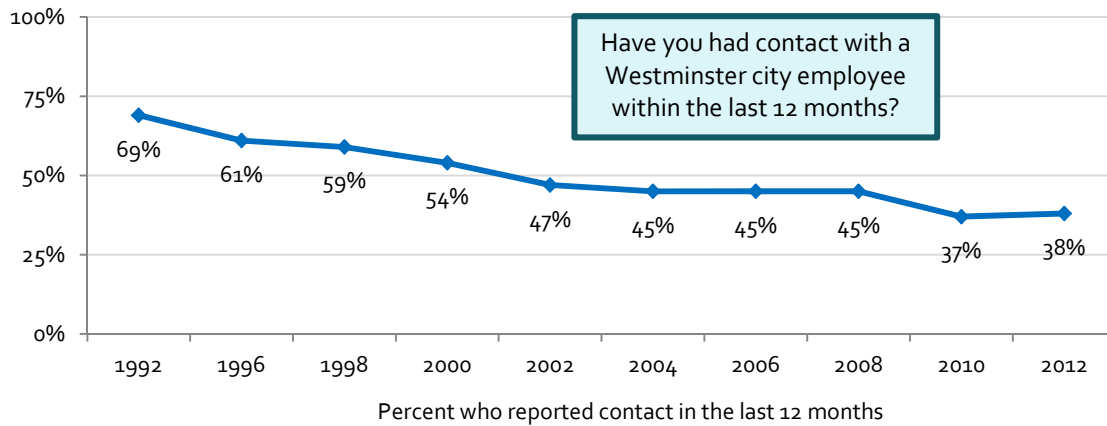
**Figure 12: Public Trust Benchmarks**

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

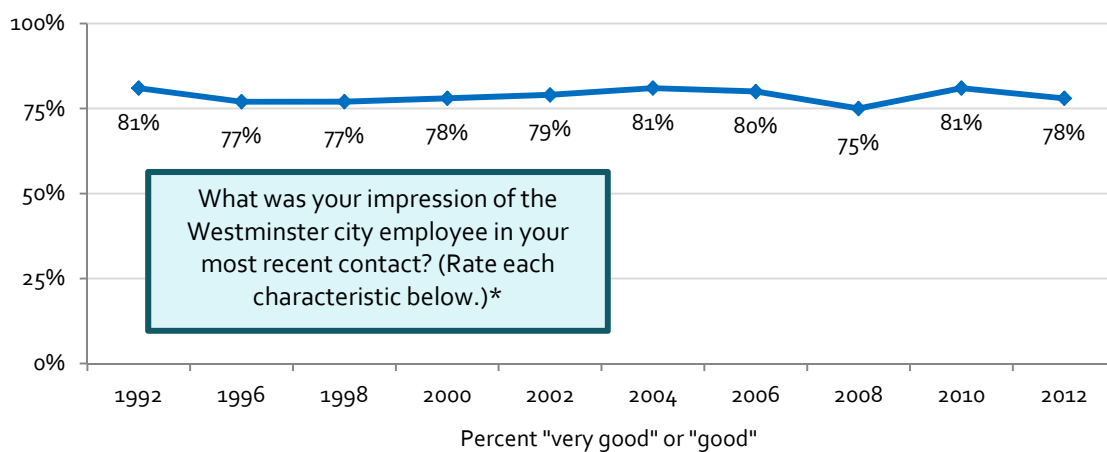
Respondents were asked if they had contact with a City employee in the 12 months prior to the survey. Thirty-eight percent reported having had contact, which was similar to what was reported in 2010. Overall, contact with city employees has been trending down since this question was first asked in 1992. 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**



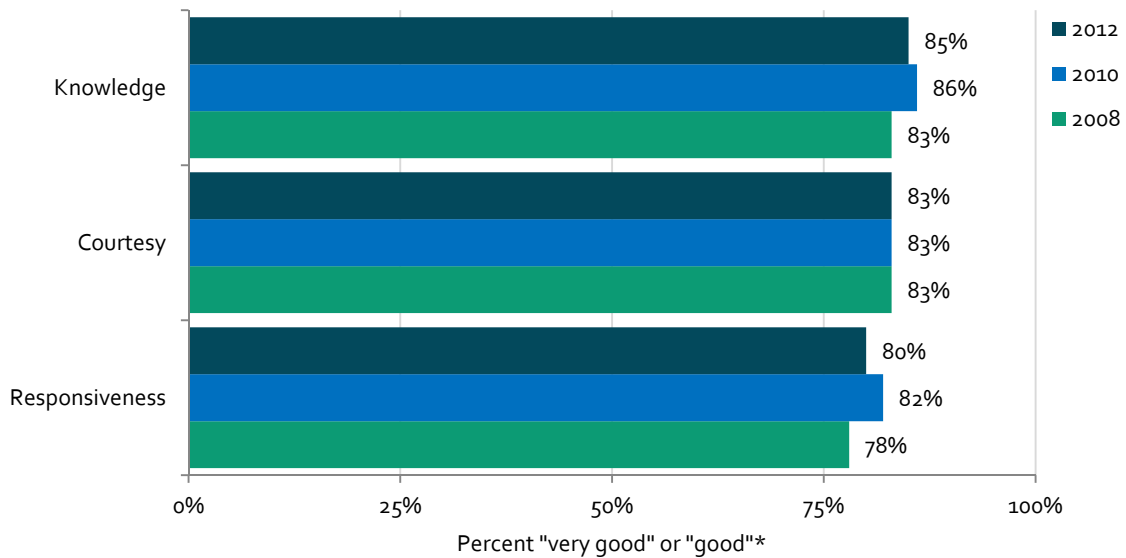
\*Asked only of those who had had contact with a City employee in the last 12 months.



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.

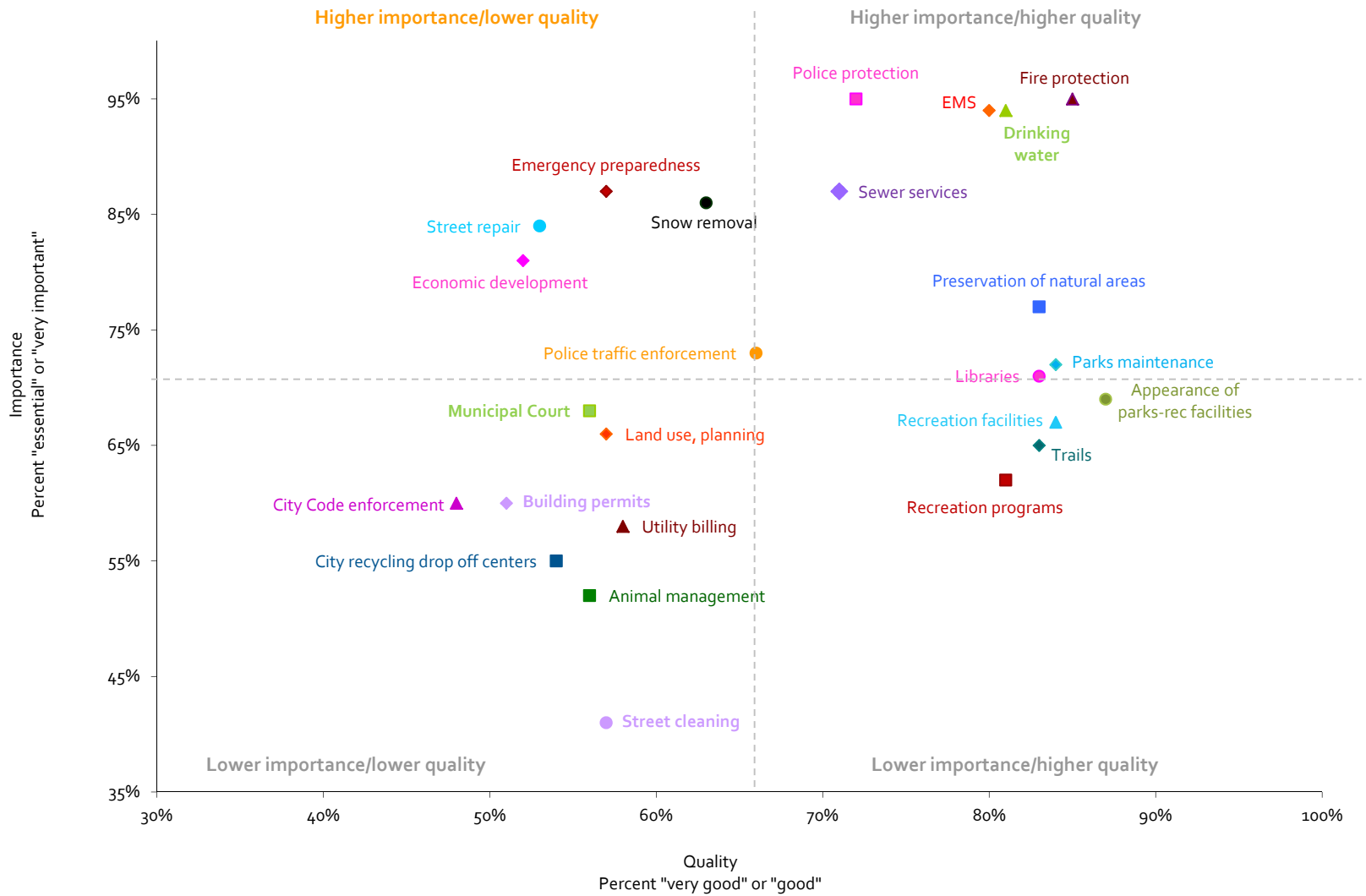
Higher in importance and higher in quality were: drinking water quality; EMS/ambulance; fire protection; sewer services; police protection; preservation of natural areas; libraries; police traffic enforcement; and parks maintenance.

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.

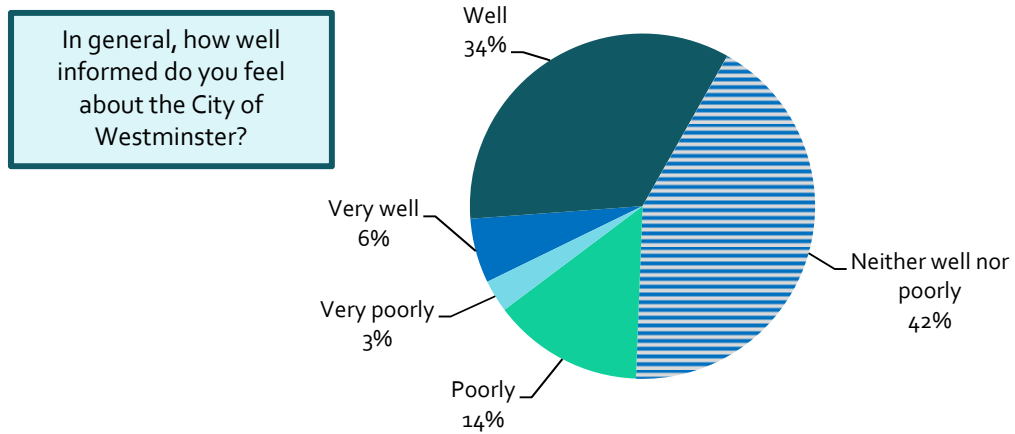
Figure 20: Balancing Quality and Importance



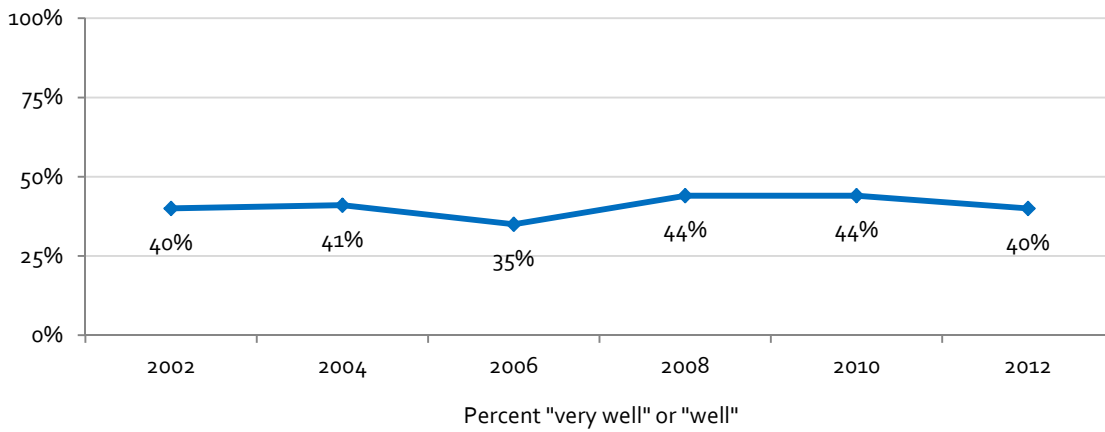
## Information about the City

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**

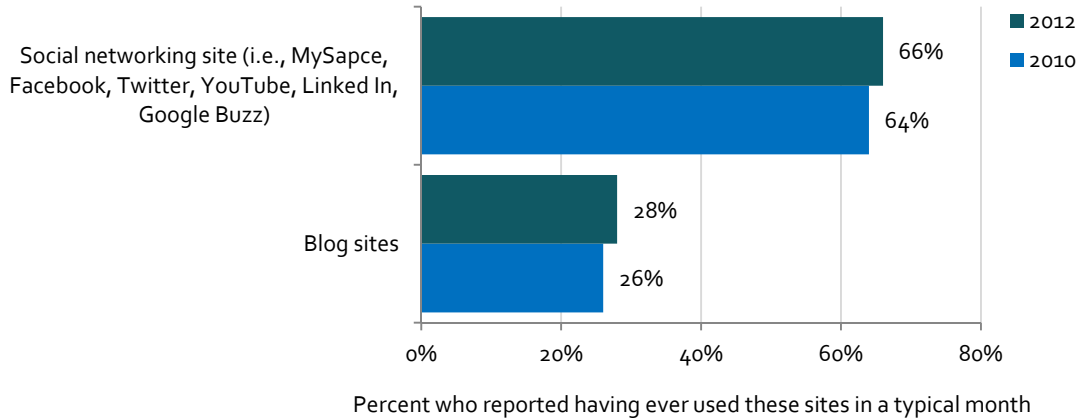
Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)	Percent rating as #1 source	Percent rating as #1 OR #2 source
Television 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%

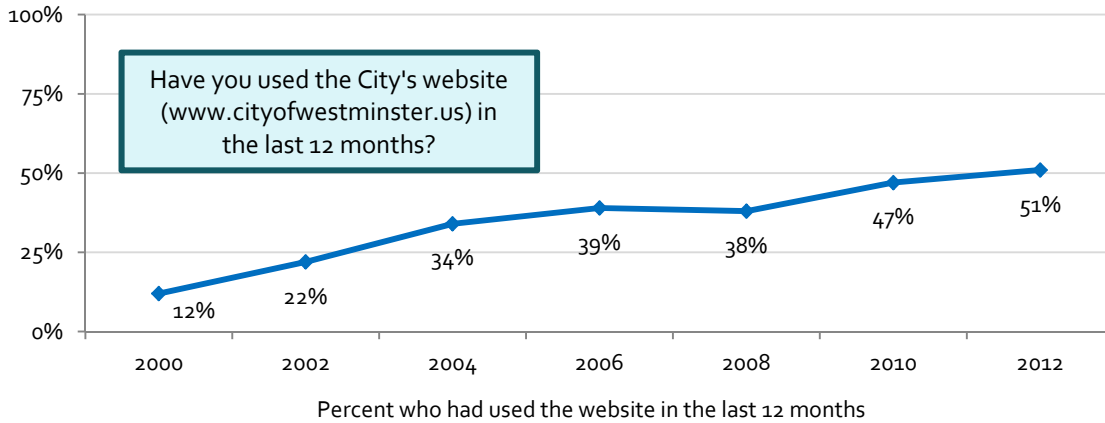
Two-thirds of respondents reported using social networking sites at least once in a typical month, with one-third having used these sites daily. Only about one-third said they used blog sites at least once in an average month. Use of social networking and blog sites in 2012 was similar to what was reported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

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

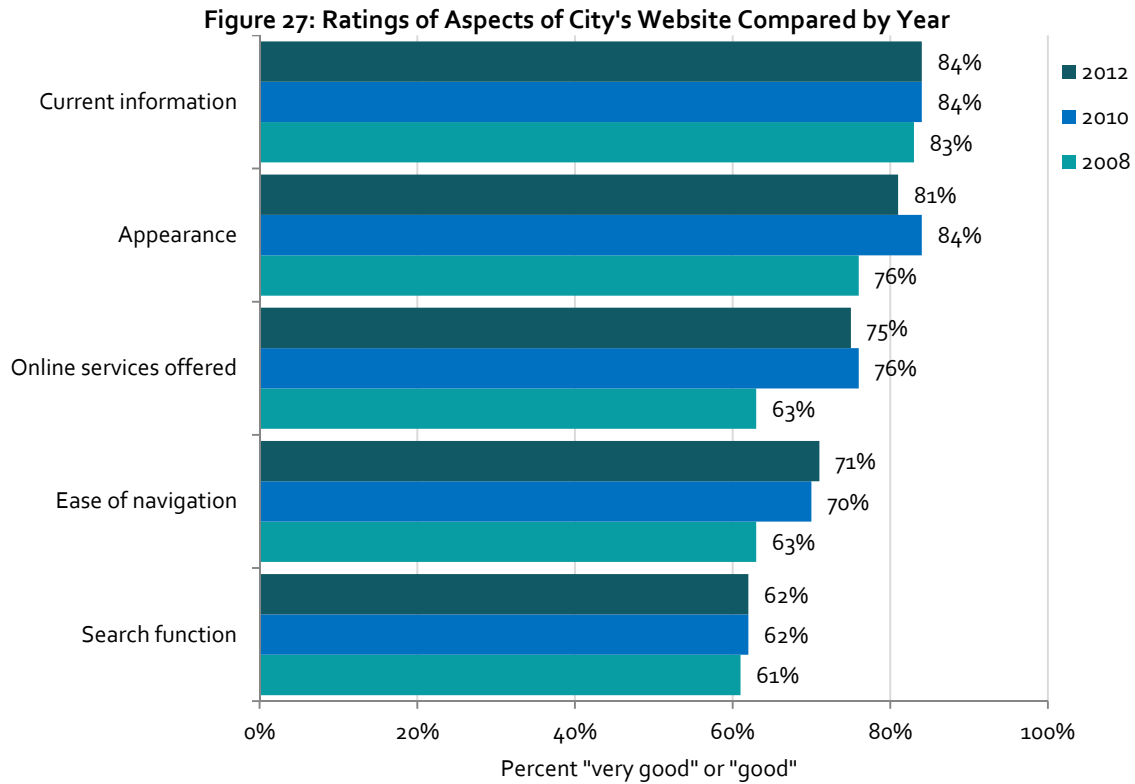


Half of Westminster residents said they had used the City’s website at least once in the 12 months prior to the survey. Use of the City’s website in 2012 was similar to that reported in 2010 but has increased dramatically since this question was first asked in 2000.

**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**

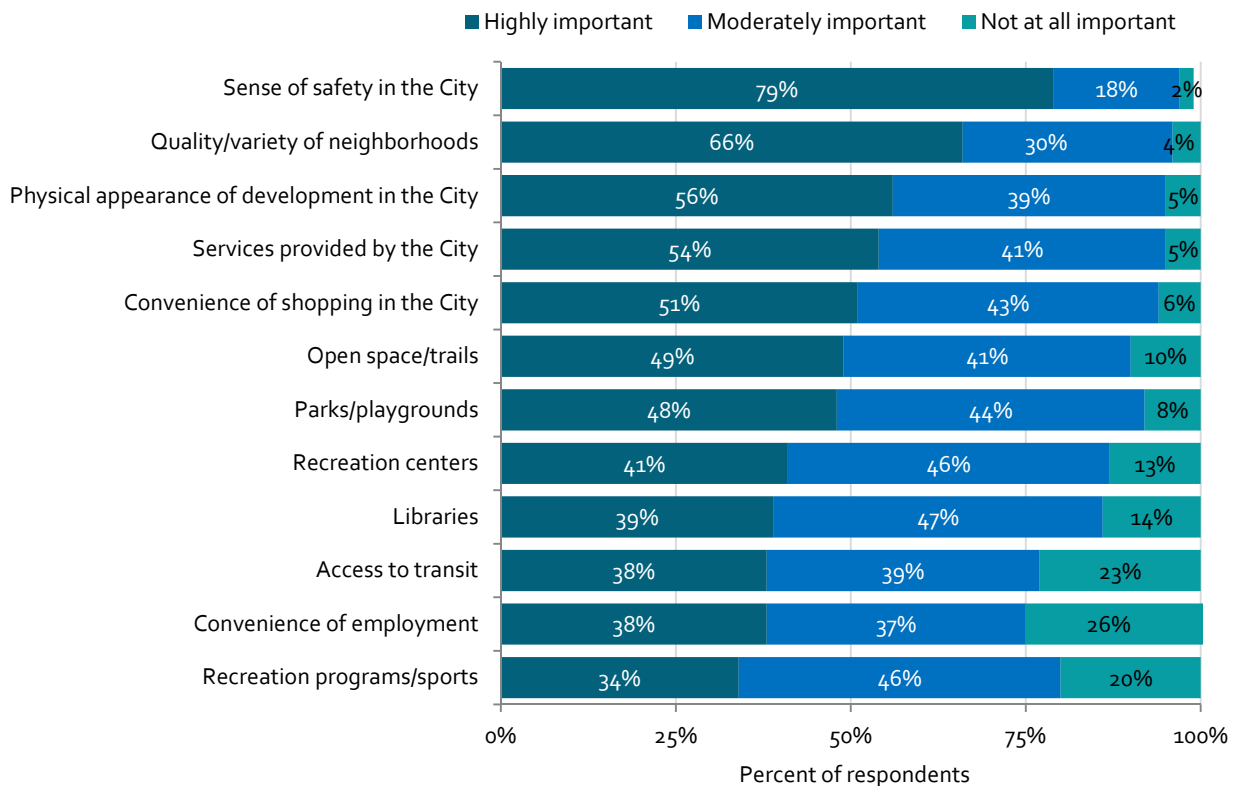
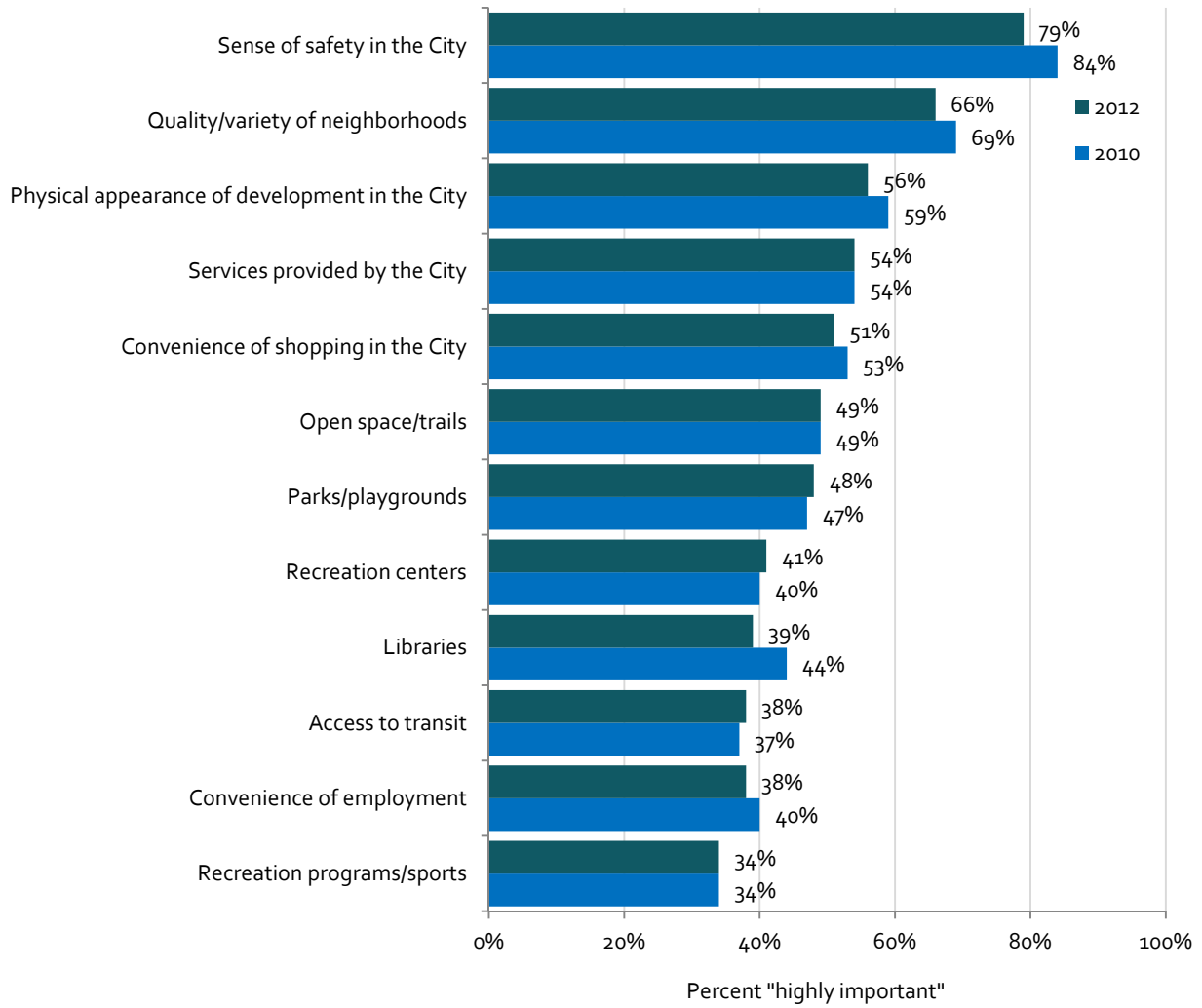


Figure 29: Ratings of Importance of Attributes for City as a Place to Live Compared by Year

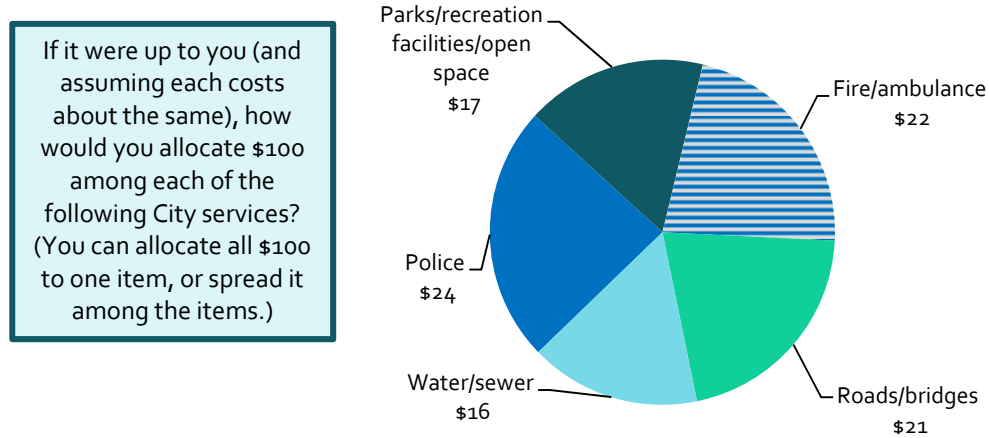


## City Services Funding Allocation

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

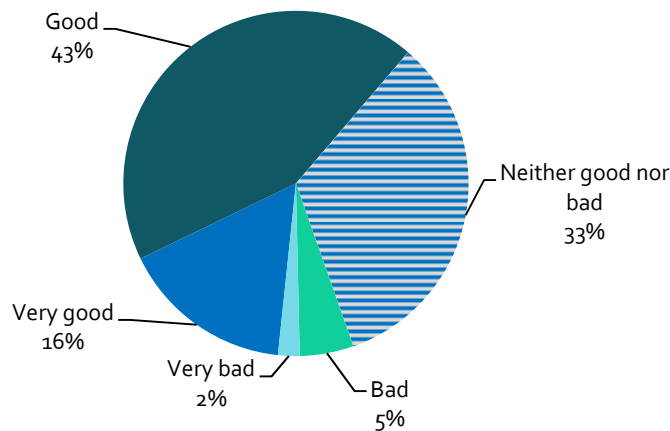
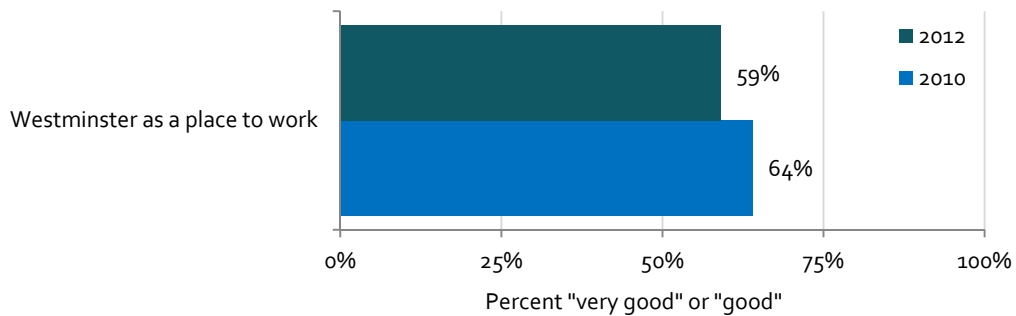


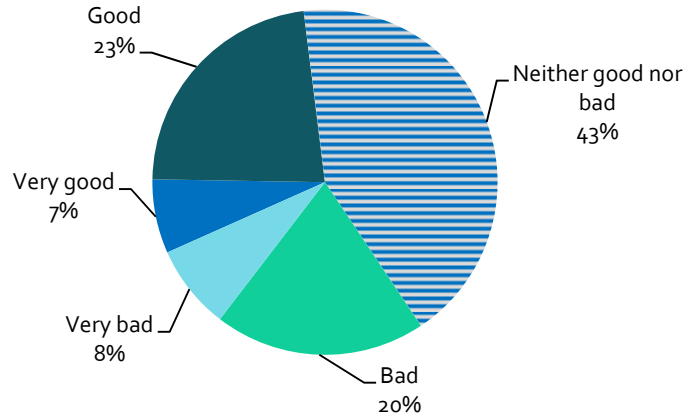
Figure 32: Westminster as a Place to Work Compared by Year



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

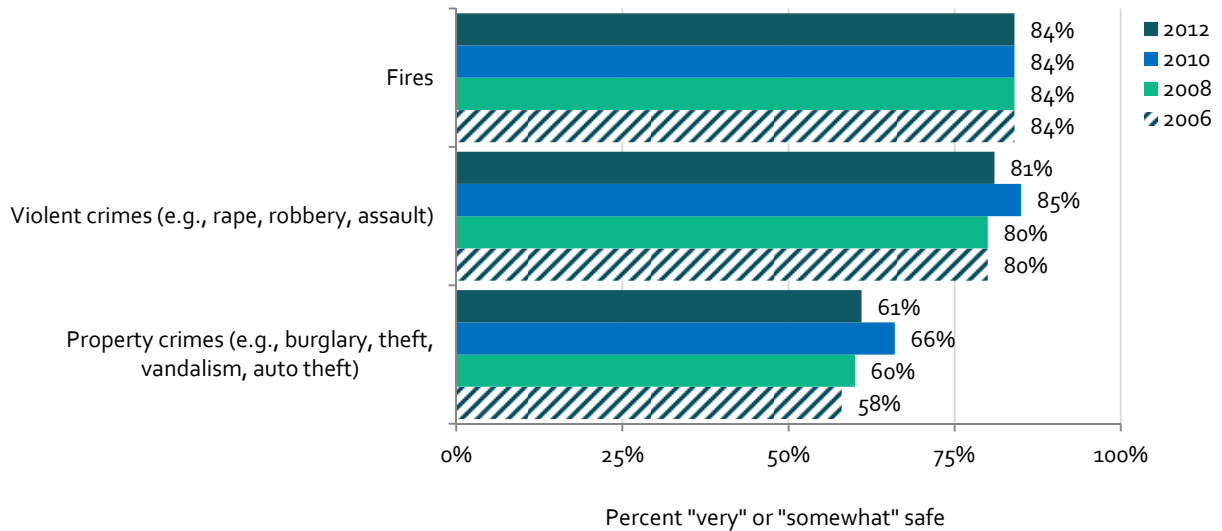


Figure 35: Safety from Crimes and Fires Benchmarks

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

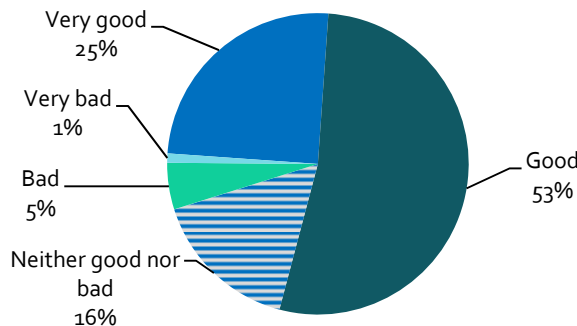
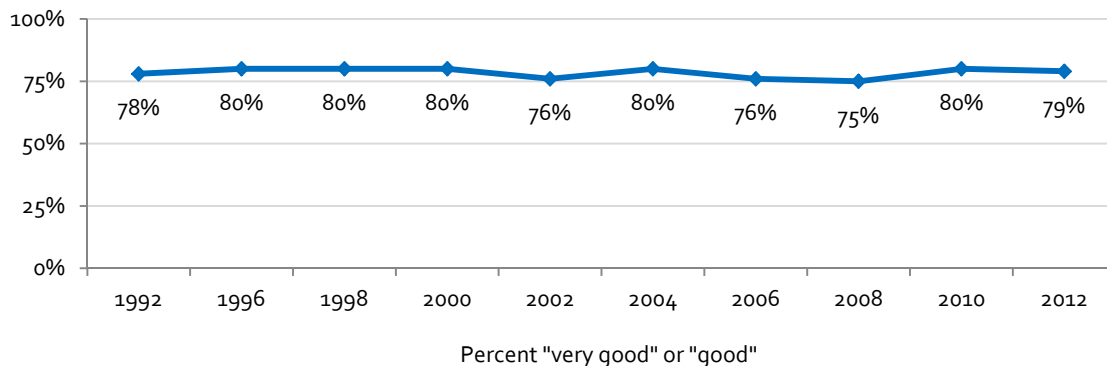


Figure 37: Overall Quality of Neighborhood Compared by Year



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**

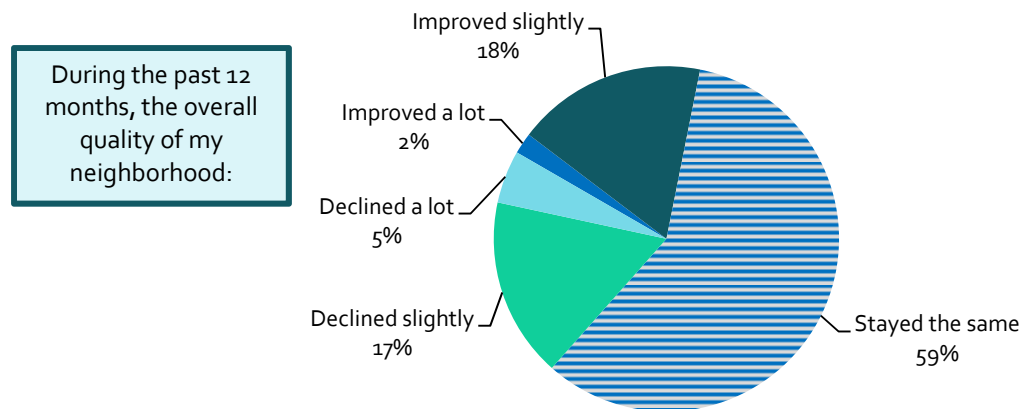


Figure 39: Change in Neighborhood Compared by Area of Residence Compared by Year

		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**

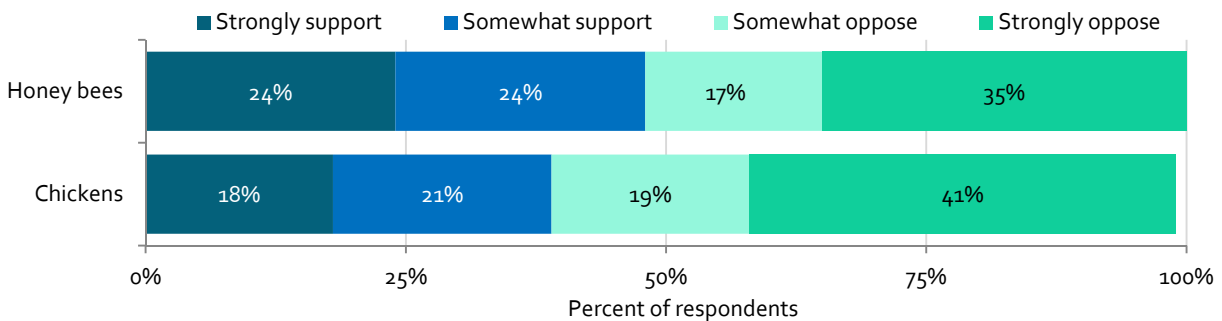
To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2000	2002	2004	2006	2008	2010	2012
Drugs	Not asked		49%	52%	59%	51%	50%
Vandalism	Not asked		43%	46%	59%	45%	48%
Graffiti	48%	Not asked	40%	46%	63%	47%	47%
Crime	Not asked		42%	45%	55%	41%	44%
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**

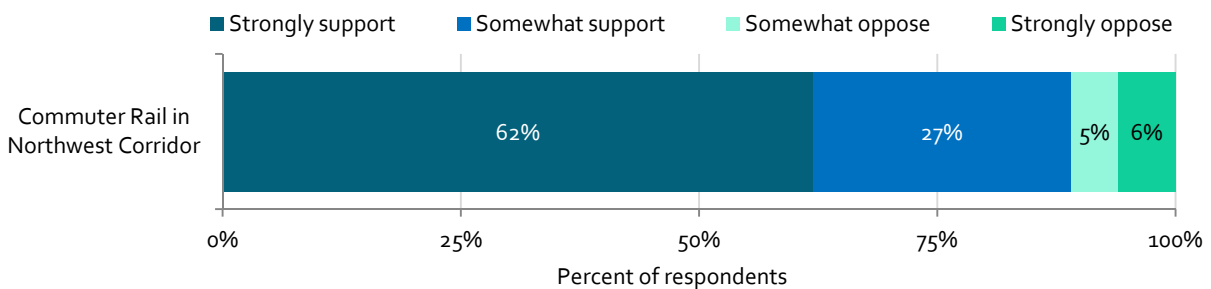


## Support for Commuter Rail

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*).

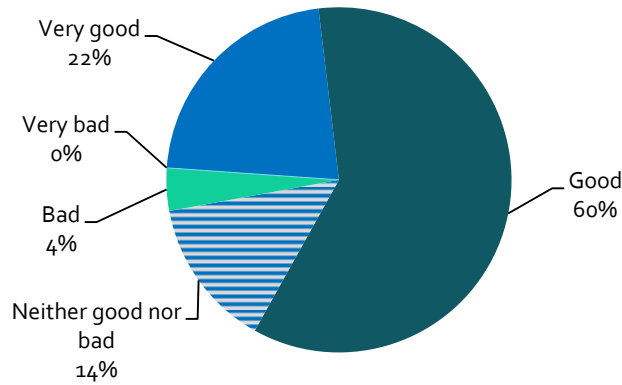
**Figure 43: Image of the City Compared by Year**

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%

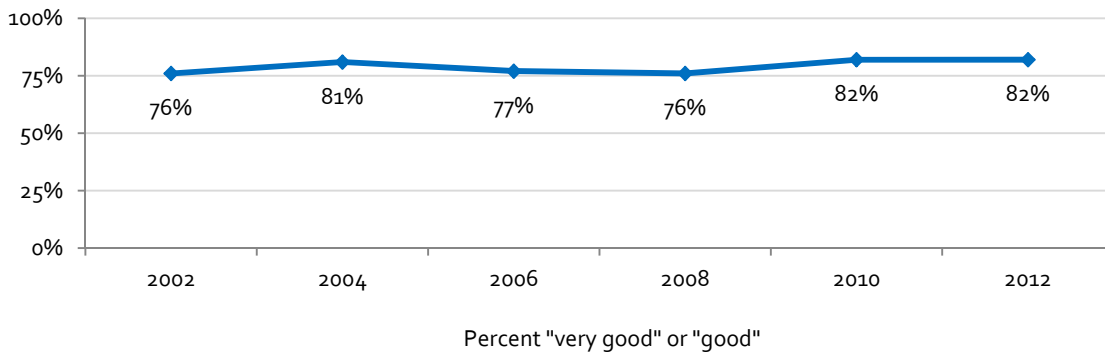
*In 2012, respondents were asked the extent to which they agreed or disagreed that each statement describes their image of the City. In 2010 and 2008, respondents were asked to identify the three phrases that best described their image of the City. In 2006, respondents could select any phrase that described 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**





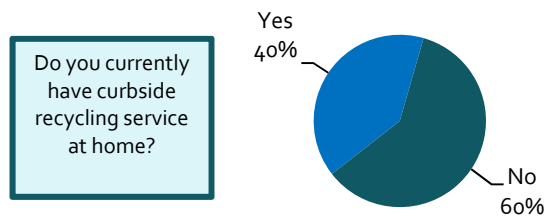
## Curbside Recycling

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.

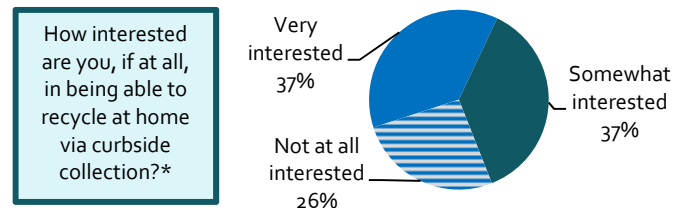
Those who did not have at home curbside recycling were asked, in general, how interested they were in being able to recycle at home using curbside collection and if their level of interest would change if their trash collection bill were to increase by a few dollars a month. Of those who did not currently 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**

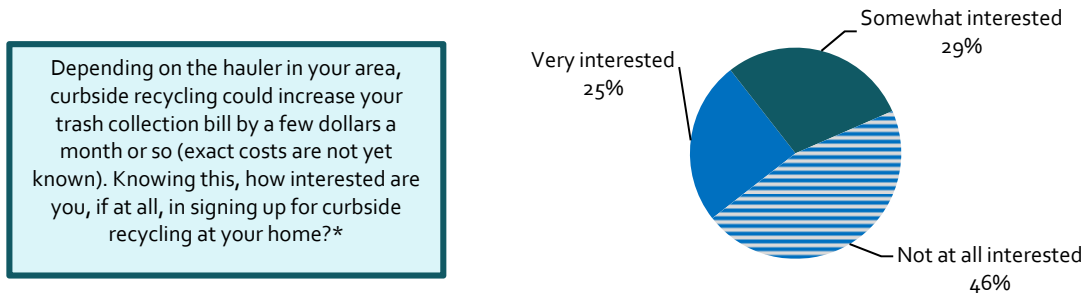


**Figure 46: Interest in Curbside Recycling Options from Home**



\*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

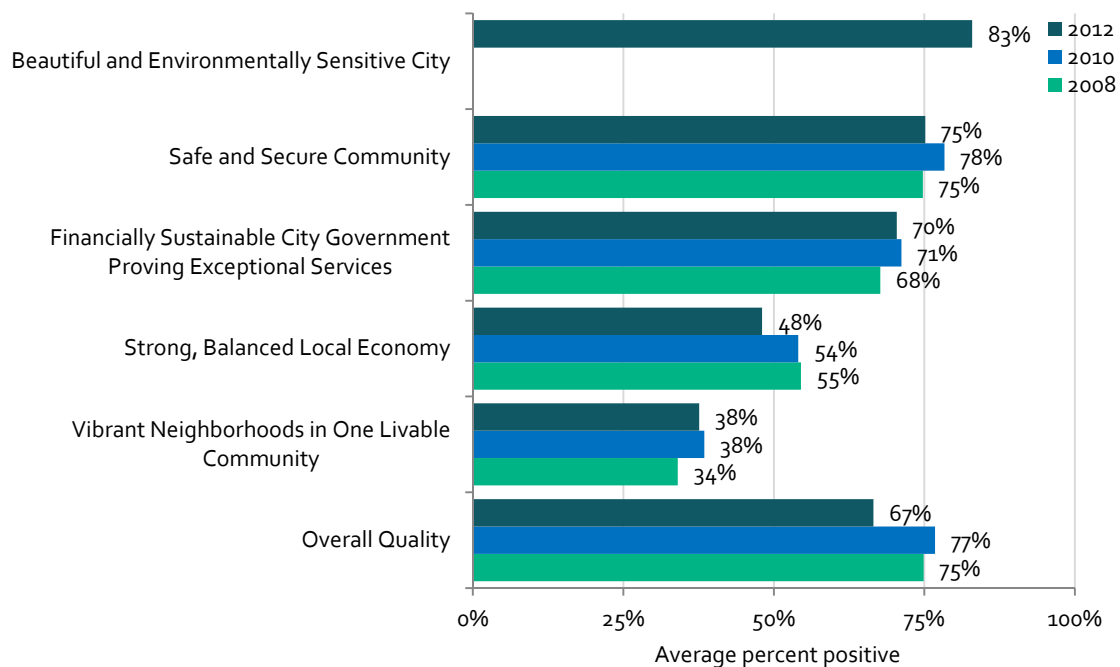
To provide a broader picture of how the survey results tie into the City Council's Strategic Plan Goals, summary scores were calculated for each of the Strategic Goals (i.e., Vibrant Neighborhoods in One Livable Community; Strong, Balanced Local Economy; Financially Sustainable City Government Providing 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%
<b>City overall</b>	<b>3,000</b>	<b>129</b>	<b>874</b>	<b>30%</b>

## 95% Confidence Intervals

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

While the 95 percent confidence level for the survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample, results for subgroups will have wider confidence intervals. Where 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 <sup>1</sup>	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	35%	29%	35%
Own home	65%	71%	65%
Detached unit <sup>2</sup>	63%	53%	62%
Attached unit <sup>2</sup>	37%	47%	38%
<b>Race and Ethnicity</b>			
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%
<b>Sex and Age</b>			
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%
<b>School District<sup>3</sup></b>			
Jefferson County	39%	35%	39%
Adams 12	31%	33%	29%
Adams 50	30%	32%	31%

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

<sup>2</sup> ACS 2005-2009

<sup>3</sup> 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 .....	731,424
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	Mooreville, 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
<b>Overall Quality</b>	
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
<b>Strong, Balanced Local Economy</b>	
Westminster as a place to work	Very good or good
Job opportunities in Westminster	Very good or good
<b>Beautiful and Environmentally Sensitive City</b>	
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
<b>Financially Sustainable City Government Providing Exceptional Services</b>	
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
<b>Vibrant Neighborhoods in One Livable Community</b>	
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
<b>Safe and Secure Community</b>	
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.



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 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.

## 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. 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 ( <a href="http://www.cityofwestminster.us">www.cityofwestminster.us</a> ) | <input type="checkbox"/> <i>Westsider</i>                       | <input type="checkbox"/> Television News    |
| <input type="checkbox"/> Other online news sources   | <input type="checkbox"/> <i>City Edition</i> (print newsletter) | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> Social media (Facebook, Twitter, etc.)  | <input type="checkbox"/> <i>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](http://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.)

- Arvada                                     Lakewood
- Aurora                                         Littleton
- Blackhawk                                  Longmont
- Boulder                                       Louisville
- Brighton                                      Northglenn
- Broomfield                                  Superior
- Centennial                                  Thornton
- Commerce City                             Westminster
- Denver                                        Wheat Ridge
- Englewood                                  All over Metro area
- Glendale                                      Other
- Golden                                         I work from home
- Greenwood Village                       I do not work (student,  
homemaker, retired, etc.)
- 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.

- Less than \$15,000                         \$100,000 to \$124,999
- \$15,000 to \$24,999                       \$125,000 to \$149,999
- \$25,000 to \$34,999                       \$150,000 to \$174,999
- \$35,000 to \$49,999                       \$175,000 to \$199,999
- \$50,000 to \$74,999                       \$200,000 or more
- \$75,000 to \$99,999                       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?

- 18-24                                         45-54                                         75-84
- 25-34                                         55-64                                         85+
- 35-44                                         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

## Staff Report

City Council Study Session  
July 16, 2012



**SUBJECT:** Human Services Board (HSB) Recommended 2013 Funding

**PREPARED BY:** Ben Goldstein, Management Analyst

### Recommended City Council Action

Review the human services agencies recommended for funding by the Human Services Board in 2013 and provide Staff direction on any changes City Council believes should be made.

### Summary Statement

- The Human Services Board (HSB) reviews, evaluates and recommends to Council funding levels for each budget year based on submittals from outside human service agencies and other non-profit organizations, considering how to best allocate funds to provide human services to the residents of Westminster.
- The purpose of this Staff Report is to provide City Council an update on the budget allocation process of the Human Services Board and their recommendations for agency funding for 2013.
- City Council requested that Staff look at impacts from reduced funding levels on the human service agencies. This issue was addressed and is discussed in the background section of this Staff Report.

**Expenditure Required:** \$80,000

**Source of Funds:** 2013 General Fund Central Charges Budget

## **Policy Issues**

Does City Council concur with the HSB recommended agencies to be funded in 2013 and the funding levels?

### **Alternative**

Direct Staff to work with the HSB to allocate funding to agencies in a different manner than what is recommended by the HSB for 2013 in this Staff Report. This is not recommended as the HSB spent many hours interviewing and debating the agencies that are recommended.

### **Background Information**

The Human Services Board (HSB) makes recommendations to City Council for the allocation of funds to support the mission of providing assistance to Westminster residents through clothing, food, shelter, and mental and physical health services.

The members of the Human Services Board are Dennis White (Chair), Tom Bruchmann, Sam Dixon, Jerry Hersey, Alison O'Kelly, and David Aragoni as the Alternate. Councillor Mark Kaiser serves as the City Council liaison and Ben Goldstein as the HSB staff liaison.

The HSB conducted mandatory interviews with agencies on the evenings of June 4, 5, and 6. The interview sessions averaged approximately four hours each evening.

The HSB reviewed current annual budgets and financial audits of all agencies and programs that applied for funding. In the review process, HSB members were most concerned about the number of Westminster residents served, the program's service area, and if the program had applied for, solicited, and/or received funds from additional counties and municipalities within the program's service area. The HSB suggested that all programs apply for and solicit funds from counties and municipalities within the program's service area.

Requests for 2013 HSB funding decreased by \$6,000 from those funding requests of 2012. The HSB received 28 applications for funding requests totaling \$225,097 for 2013 HSB funds. Twenty-eight (28) agencies were interviewed and 24 are recommended for 2013 funding. For 2012, the HSB received 29 applications for funding requests totaling \$231,097 and 25 programs were funded for a total of \$80,000. As is typically done each year, in order to remain within the HSB proposed 2013 budget of \$80,000, the Board recommended funding levels below the amounts requested by many agencies.

Below is a summary of the 2013 funding application cycle:

- 28 – applications submitted by requesting agencies, offered interviews, and actually interviewed
- 24 – programs recommended for 2013 HSB funding to Council
- 1 – program, Clinica Campesina, missed the application deadline and did not submit an application but plans to apply again for 2014 funding
- 2 – new agencies applied for 2013 funding (A Precious Child and Westminster 7:10 Rotary)
- 4 – agencies were not recommended for 2013 funding (A Precious Child, St. Anthony North Health Foundation, Community Reach Center (ADCO Mental Health), and Westminster 7:10 Rotary)

The programs funded through the HSB for 2012 and those recommended for 2013 are included on the attached spreadsheet (Attachment A). This spreadsheet includes the list of agencies requesting funding and the requested dollar amount for 2013 (new programs requesting funds in 2013 are in bold text). A brief description of the services each program provides Westminster residents is attached (Attachment B).

### **HSB Challenges and Changes**

The 2013 HSB review process completed all interview sessions with all Board members in attendance. In reviewing the application and interview schedule distribution process, which includes contacting and following up with agencies to ensure receipt of HSB materials, the HSB concluded that all agencies were properly informed. Staff mailed a hard-copy HSB application to all requesting agencies followed by an email distribution of the application. After the submittal deadline of April 26, Staff then mailed all agencies submitting an application a letter containing an interview date and time, and also sent Outlook meeting invitations.

2011 HSB funding saw a reduction from \$156,000 in 2010 funding due to the second recession in a decade to the 2011 funding level of \$80,000, which was maintained for 2012 and 2013. Due to socioeconomic factors, the Board continues to face the challenge of serving an increase in need in the community. The Board worked together to review and develop criteria used to rank each agency based on number of Westminster residents served, the program's service area, and if the program had applied for, solicited, and/or received funds from additional counties and municipalities within the program's service area. Additionally, the Board worked to ensure that agencies with a variety of mission types were recommended for funding.

The Board used the established criteria to provide full funding to two agencies (CASA of Adams County and Food Bank of the Rockies), which requested \$3,500 and \$5,000 respectively, and who they believe exemplified value and quality service to Westminster residents. The Board recommended funding for all but four agencies as part of the 2013 funding process, with only a handful of agencies receiving over \$5,000. This decision was made after several agencies provided information stating that local funding would assist them as leverage for additional funding from other organizations.

At the May 14, 2012, Study Session, City Council requested that Staff gather feedback from HSB agencies about the impact of the 2011 budget reduction and broader economic conditions have had on their service delivery. Prior to the interviews, each agency was asked by Staff about this and the general consensus was gratitude that any level of funding was being offered by the City. Agencies noted how having even a limited amount of funding by the City improved their ability to leverage funding from other entities by demonstrating local support of their respective programs. Agencies were also asked about this during their interviews, to which many responded that they have been experiencing a shrinking pool of funding from nearly all sources of traditional funds. Agencies also noted that many foundations have been shifting their funding concentration away from emergency services and toward long term solutions to address needs.

Staff requests direction from City Council on the HSB recommendations to be incorporated in the 2013 Budget. Staff will be in attendance at Monday's Study Session to answer questions Council may have about the 2013 Human Services Board recommendations.

Staff Report - Human Services Board (HSB) Recommended 2013 Funding  
July 16, 2012  
Page 4

The Human Services Board recommendations reflect City Council's Strategic Plan priorities for a *Financially Sustainable City Government Providing Exceptional services, and Vibrant Neighborhoods in One Livable Community*.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager

Attachments:       2013 Human Services Board Fund Recommendations  
                          2013 HSB Agency Descriptions

<b>2013 Human Services Board Funding Recommendations</b>							
<b>AGENCY</b>	<b>MISSION TYPE</b>	<b>2010 AWARD</b>	<b>2011 AWARD</b>	<b>2012 REQUEST</b>	<b>2012 AWARD</b>	<b>2013 REQUEST</b>	<b>2013 RECOMMENDED</b>
<b>A Precious Child</b>	<b>Children's Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>
Access Housing	Affordable Housing	\$3,500	\$1,000	\$5,000	\$1,000	\$5,000	\$1,000
Adams County Housing Authority	Affordable Housing	\$11,400	\$0	\$20,000	\$1,500	\$20,000	\$1,500
Alternatives to Family Violence	Domestic Violence	\$11,500	\$1,000	\$15,000	\$1,500	\$15,000	\$2,500
Arvada community Food Bank	Food Bank	\$1,500	\$0	\$0	\$0	\$0	\$0
Audio Information Network	Visually Impaired	\$1,500	\$1,000	\$1,500	\$1,000	\$1,500	\$1,000
Brothers Redevelopment	Affordable Housing	\$0	\$0	\$0	\$0	\$0	\$0
CASA of Adams County	Children's Services	\$2,500	\$2,500	\$3,500	\$2,500	\$3,500	\$3,500
CASA of Jefferson and Gilpin Counties	Children's Services	\$500	\$0	\$0	\$0	\$0	\$0
Catholic Charities of Denver (North Area CARES)	Affordable Housing	\$0	\$6,000	\$7,000	\$5,000	\$7,000	\$5,000
Center for People With Disabilities (CPWS)	Disabled Services	\$0	\$0	\$5,000	\$0	\$5,000	\$1,500
Children's Outreach Project	Children's Services	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Clinica Campesina Family Health Services, Inc.	Health Care	\$12,500	\$10,000	\$10,000	\$9,000	\$0	\$0
Colorado Homeless Families	Shelter/Food/Other	\$11,400	\$1,000	\$15,000	\$2,000	\$15,000	\$3,000
Community Awareness Action Team	Drug Prevention	\$500	\$0	\$5,000	\$0	\$0	\$0
Community Health Centers	Children's Services	\$15,000	\$10,000	\$10,000	\$9,000	\$10,000	\$9,000
Community Reach Center (ADCO Mental Health)	Mental Health	\$12,000	\$0	\$15,000	\$0	\$15,000	\$0
Community Resources & Housing Development Corp.	Affordable Housing	\$1,500	\$0	\$0	\$0	\$0	\$0
Denver Hospice	Hospice Care	\$4,500	\$4,500	\$7,000	\$4,000	\$7,000	\$4,000
FACES	Mental Health	\$2,500	\$0	\$0	\$0	\$0	\$0
Family Tree, Inc.	Shelter/Food/Other	\$6,700	\$1,000	\$4,597	\$1,000	\$4,597	\$1,000
FISH Inc.	Food Bank	\$5,500	\$5,500	\$6,500	\$5,500	\$6,500	\$5,500
Food Bank of the Rockies	Food Bank	\$4,000	\$4,500	\$5,000	\$4,500	\$5,000	\$5,000
Growing Home - Interfaith Hospitality Network (IHN)	Housing/Food/Other	\$8,000	\$1,000	\$10,000	\$1,000	\$10,000	\$1,000
Have a Heart Project, Inc.	Children's Services	\$5,000	\$5,000	\$10,000	\$5,000	\$10,000	\$5,000
Inter-Church ARMS	Shelter/Food/Other	\$5,000	\$1,000	\$8,000	\$1,500	\$8,000	\$2,500
Jefferson Center for Mental Health	Mental Health	\$7,500	\$7,500	\$16,000	\$6,500	\$16,000	\$6,500
Kempe Children's Fund	Children's Services	\$1,000	\$1,000	\$2,000	\$1,000	\$2,000	\$1,000
Light for Life	Mental Health	\$0	\$0	\$4,000	\$0	\$0	\$0
North Metro CAC (Children's Advocacy Program)	Children's Services	\$2,500	\$1,000	\$5,000	\$1,500	\$5,000	\$1,500
Project Angel Heart	Food	\$2,500	\$0	\$5,000	\$1,000	\$5,000	\$2,000
Ralston House (Arvada Child Advocacy Center)	Children's Services	\$4,500	\$1,000	\$2,500	\$1,000	\$2,500	\$2,000
Senior Hub	Senior Citizens	\$0	\$10,000	\$14,000	\$9,500	\$14,000	\$10,000
Senior Resource Center	Senior Citizens	\$1,500	\$1,000	\$6,000	\$1,000	\$6,000	\$1,500
St. Anthony North Health Foundation	Health Care	\$2,000	\$0	\$10,000	\$0	\$10,000	\$0
<b>Westminster 7:10 Rotary</b>	<b>Children's Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$0</b>
Wilderness on Wheels	Disabled Youth/Seniors	\$1,000	\$0	\$0	\$0	\$0	\$0
<b>Total</b>		<b>\$152,500</b>	<b>\$80,000</b>	<b>\$231,097</b>	<b>\$80,000</b>	<b>\$225,097</b>	<b>\$80,000</b>
New agencies' requests are noted in <b>BOLD</b> (new agencies for 2013 funding)							

## **– 2013 HSB AGENCY DESCRIPTIONS –**

**Access Housing** – Provides housing support services to homeless residents to self sufficiency in job search, education, and household skills.

**Adams County Housing Authority** – Offers programs for families in Adams County, which provide housing, personal development opportunities, counseling, financial assistance and educational services through networking and collaboration. ACHA creates an environment conducive for growth and development in order to promote self-sufficiency.

**Alternatives to Family Violence** – Provides safety and empowerment to those affected by domestic violence, while promoting non-violence as a social value. They strive to be the first resource for families affected by domestic violence in Adams County.

**Audio Information Network (Radio Reading Service of the Rockies)** – Provides audio reading of newspapers, magazines and other reading materials through a series of radio and televised broadcasts for the blind and hearing impaired community of Colorado.

**CASA (Court Appointed Special Advocates) of Adams County** – Provides advocacy services to abused and neglected children who are involved in the court system through no fault of their own.

**Catholic Charities of Denver (North Area CARES)** – Provides emergency services that meet the human needs existing within the broader community. Services provided include: limited financial assistance for rent, medical prescriptions, job-related transportation costs, temporary shelter, and a 2-3 day supply of emergency food with a referral to a larger food bank.

**Center for People with Disabilities (CPWD)** – Provides independent living assistance for individuals who encounter difficulties in the pursuit of independent living.

**Children’s Outreach Project** – Offers an integrated, quality, early childhood and kindergarten education to typical, accelerated and developmentally delayed children.

**Colorado Homeless Families** – Provides transitional housing and supportive services for homeless families with children, helping them become self-sufficient within eighteen months to two years.

**Community Health Centers** – Provides extended health care services to students and families receiving free or reduced lunch within the Adams 50 School District.

**Denver Hospice** – Agency provides specialized care and support for terminally ill individuals and their families while increasing community awareness of death and grief as a natural part of life.

**Family Tree, Inc.** – Offers services to help people be safe, strong, and self-reliant. Services provided include: emergency shelter and support services for victims of domestic abuse, comprehensive supportive housing assistance for homeless families and individuals, emergency shelter and outreach services for youth in crisis, and out-client services for families experiencing abuse, divorce, or separation.

**FISH Inc.** – Provides area residents with short term, emergency staple foods.

**Food Bank of the Rockies** – Creates an efficient means of channeling food to participating agencies (food banks) that assist the needs of the hungry. Food is provided to shelters, emergency assistance programs, child welfare centers, senior citizen nutrition programs, churches, synagogues, community centers and halfway houses.

**Growing Home-Interfaith Hospitality Network (IHN)** – Provides shelter, meals and comprehensive assistance to homeless families and increase community involvement in direct service and advocacy.

**Have a Heart Project, Inc.** – Provides for the basic needs of food and clothing for elementary age children and their families in the Adams County School District 50 area.

**Inter-Church ARMS (Inter-Church Arvada Resources for Ministry and Service)** – Provides financial aid through this non-profit coalition of twelve Westminster-area churches. Combines volunteer and financial resources to help people who are striving to create and maintain their independence.

**Jefferson Center for Mental Health** – Promotes mental health and provides quality mental health services to persons with emotional problems and/or serious mental illness.

**Kempe Children's Fund** – Provides an on-call physician and social worker 24 hours a day, seven days a week, to evaluate and treat approximately 1,000 children who are suspected victims of sexual, physical or emotional abuse each year.

**North Metro CAC (formerly Children's Advocacy Program)** – Provides services that pay for forensic and medical exams related to child abuse. Services include an assigned volunteer liaison for each child that is paid for by other agencies.

**Project Angel Heart** – Provides meal services to clients with life threatening illnesses. Referrals come from hospitals, social workers, renal care units, and the visiting nurse association.

**Ralston House (Arvada Child Advocacy Center)** – Offers a child-friendly, safe place for young children to come during the investigative process of their outcries of sexual abuse.

**The Senior Hub – Meals on Wheels** delivers hot or frozen meals to homebound residents that are unable to prepare nutritious meals themselves, are unable to travel independently to a senior center or restaurant to obtain a balance meal and unable to afford the purchase of meals. **Respite & In-Home Supportive Services** assists those living at home alone with simple, non-medical assistance.

**Senior Resource Center** – Works in partnership with older persons and the community to provide centralized and coordinated service, information, education, and leadership to assist seniors in maximizing their independence and personal dignity.



**– APPLICANTS NOT RECOMMENDED FOR FUNDING IN 2013 –**

**A Precious Child – NEW AGENCY FOR 2013** – Devoted to making a positive impact in the lives of disadvantaged and displaced children by improving their quality of life and meeting their basic needs. The Human Services Board did not recommend funding for this agency because as a general principle, the Board does not fund agencies in their first year. This is to ensure that the agency is financially stable and to have one year of records for comparison.

**St. Anthony North Health Foundation** – Provides medical care and health promotion services to the medically underserved, low-income households. The Board did not feel the agency provided enough value to change the funding priorities from past years. Additionally that Board was not sure they thought that funding employee training was the best use of the limited resources.

**Community Reach Center** (formally Adams County Mental Health) – Provides mental health care to residents of Adams County including outpatient counseling, a 24-hour crisis line, treatment programs and programs designed to provide education and training to prepare individuals for employment and independent living. The Human Services Board did not recommend funding for this agency again for 2013 because the Board felt that the City was already providing the agency with significant resources with the \$1 a year rental of the old 76<sup>th</sup> Avenue Library facility. Additionally, the Board was not compelled by the agency's application and interview, and did not feel the agency provided enough value to change the funding priorities from past years.

**Westminster 7:10 Rotary – NEW AGENCY FOR 2013** – Works to address children's literacy through a program that aims to deliver a book a month to needy children from birth to 5 years of age and encourage the child's parent to make reading a part of the child's life. The Human Services Board did not recommend funding for this agency because as a general principle, the Board does not fund agencies in their first year. This is to ensure that the agency is financially stable and to have one year of records for comparison.



# WESTMINSTER

## Staff Report

City Council Study Session  
July 16, 2012



**SUBJECT:** Proposed 2013 Operating Budget Priorities/Core Services Adjustments

**PREPARED BY:** Steve Smithers, Deputy City Manager  
Barbara Opie, Assistant City Manager  
Aric Otzelberger, Assistant to the City Manager  
Ben Goldstein, Management Analyst

### Recommended City Council Action

Provide Staff with feedback on the items highlighted below as they relate to preparations for the proposed 2013 Operating Budget.

### Summary Statement

- The intent for the discussion at Monday night's Study Session is to apprise City Council of what the City Manager will be proposing in the 2013 Budget and for City Council to provide Staff with any feedback regarding these recommendations and proposed core services adjustments, focusing on the General, Utility, Fleet Maintenance and POST Funds operating budgets. No specific decisions by City Council are expected since those will be made after the public meetings/hearings and the Budget Retreat are held. Council's final decisions will be made with the adoption of the Budget in October.
- Staff continues to refine the proposed 2013 budget; therefore, City Council may see some minor modifications in the final proposed budget that is distributed in August.
- Department Heads will be in attendance at Monday night's Study Session to provide more details about these priorities if needed and answer any questions that City Council may have with regard to any specific items.

**Expenditure Required:** Funding totals to be provided with full proposed 2013/2014 Budget in August

**Source of Funds:** General, Utility, Fleet Maintenance and POST Funds

### Policy Issue

Does City Council agree with the overall 2013 operating priorities and core services adjustments as proposed by Staff?

### Alternative

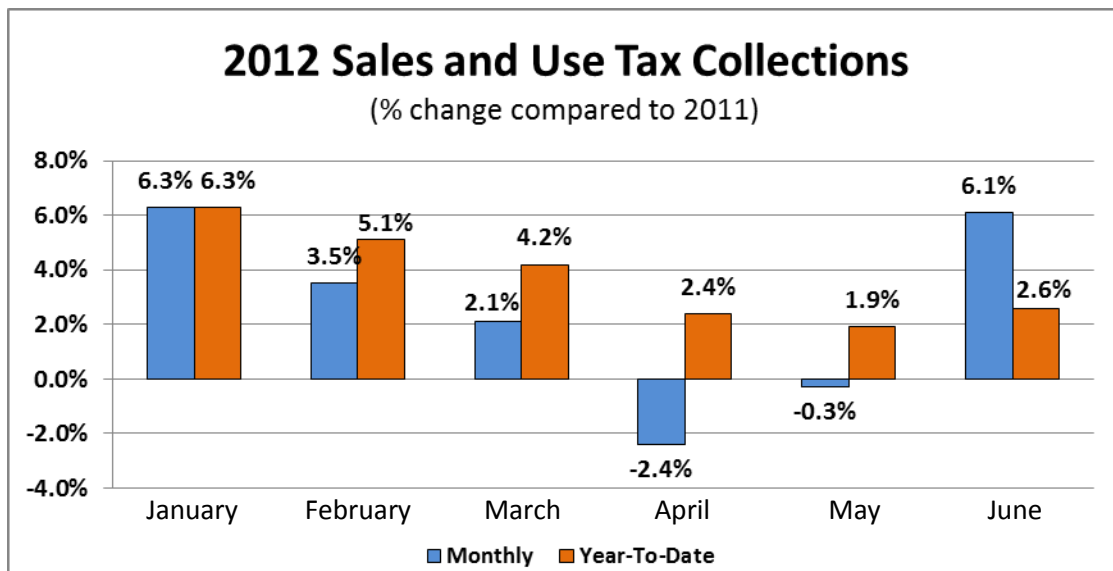
City Council can provide Staff with alternative approaches to 2013 operating priorities, core services adjustments and revenue options as deemed appropriate.

### Background Information

Foundational Information for 2013/2014 Budget – The “great recession” from which the nation is slowly recovering is the longest and hardest since the Great Depression of the 1930’s and it significantly impacted the City of Westminster. City Council made difficult decisions during the development of the 2011/2012 Budget, including the reduction of staffing by 72.833 FTE (or 7.4%) and 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 2012 looks positive and is projected to cover operating costs. Further staffing reductions and layoffs are not anticipated.

The current international economic conditions has prolonged the recovery and added uncertainty to the revenue outlook. However, in light of current known conditions and with a certain level of conservatism built into revenue projections, Staff remains confident that the changes made with the 2011/2012 Budget keep the City positioned to weather the current economic conditions.

Sales and use tax collections for 2012 are up 2.6% compared to 2011 year-to-date. This is approximately 5% over Staff’s projection for 2012 Sales and Use tax collections. While these figures are positive overall, the challenge herein lies with the current monthly trend. The month over month collections reflect a downward trend from January through May with a positive reversal in June that Staff is closely monitoring and will continue to keep City Council apprised. The graph below represents 2012 year-to date information through June.



Staff reviewed with City Council at the May 14 Post City Council Meeting the Core Services level of service analysis conducted as part of Staff's efforts to meet City Council's objective "Institutionalize the core services process in budgeting and decision making" under the Financially Sustainable City Government Providing Exceptional Services goal. From that initial review and guidance provided by City Council, Staff utilized that information to continue analysis where appropriate and utilize that information to develop their proposed 2013 operating budgets.

City Council will be revisiting their Strategic Plan, goals and priorities later this summer for 2013 and 2014. In the meantime, Staff has utilized the existing 2012 City Council Goals listed below for the initial development of the 2013 Budget:

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

The entire proposed Budget for fiscal years 2013 and 2014 will be submitted to City Council at the end of August for review. After reviewing the proposed Budget for several weeks, City Council is scheduled to meet at the regularly scheduled Study Session on Monday, September 17, for the Budget Retreat to deliberate on final funding decisions on staffing levels, programs, services, and capital projects.

This Staff Report mainly highlights the proposed level of services adjustments proposed by Staff. Several proposed operating priorities for 2013 are also highlighted. As a reminder for City Council, the operating budgets, pursuant to City fiscal policies, are funded by recurring revenue such as sales and property taxes in the General Fund and by monthly water and sewer charges in the Utility Fund. The Capital Improvement Program (CIP) priorities, which City Council is scheduled to discuss in August, are funded by one-time revenues, such as park development fees, building use taxes, utility tap fees and carryover funds.

## **ALL FUNDS**

### **Citywide**

- Salary Adjustments – Staff is still reviewing and evaluating the salary market survey work conducted with the biennial budget. Traditionally, funds for step, merit, market adjustments and position reclassifications would be highlighted with this Staff Report for City Council's consideration. Due to economic challenges, the City did not make any market adjustments to the pay plans in 2010 or 2011. City Council authorized a 2% across-the-board adjustment effective January of 2012 to help keep the City's Pay Plan within market and ensure competitive wages. Staff does recommend step, merit, benchmark position market adjustments and position reclassifications for 2013, and are currently evaluating and following up on the market adjustments anticipated for 2013. Staff has set aside funds in developing the proposed 2013 operating budget in anticipation of the salary survey work and will share initial recommendations with City Council with the proposed 2014 operating priorities review in August.
- Medical/Dental Benefits – Health care costs are projected to increase approximately 6%, which totals an increase of \$544,168 in all funds, excluding new staff (General Fund +\$446,215, Utility Fund +\$87,068, and Golf Course Fund +\$10,885). The increases in the health care industry continue to impact the City and its employees. Staff is continuing work on the creation and implementation of an employee Wellness Clinic as a means to help reduce healthcare cost trend as part of an effort to mitigate rising healthcare costs. Additional information and recommendations

will be brought back to City Council later this year for the Wellness Clinic. The estimated increase for 2013 is based on the information available to Staff at this time and includes some initial savings as a result of the proposed Wellness Clinic. However, Staff will receive additional information in late July about potential City rate adjustment and will reflect this in the final proposed budget document. This brings the total for medical and dental insurance citywide to \$9,613,555, excluding new staff benefits (General Fund \$7,883,112, Utility Fund \$1,538,170, and Golf Course Fund \$192,273). (net change +\$544,168)

## **GENERAL FUND**

### **Central Charges**

- Human Services Board – The funding for the Human Services Board recommended agencies is proposed to remain at the 2012 level of \$80,000 for 2013. The Human Services Board prepared their recommendations (included in a separate Staff Report for Council’s consideration at Monday’s Study Session as well) based on the funding level of \$80,000. (net change \$0)
- GCORF Vehicle Replacement – An increase of \$25,700 is proposed in equipment rental costs associated with replacement vehicles acquired in the General Capital Outlay Replacement Fund (GCORF). Included within the proposed 2013 budget is the replacement of 11 Crown Victoria patrol vehicles at a cost of \$15,900/piece. These funds are the rebuild costs of the existing Crown Victoria patrol vehicles being tested currently. As City Council is aware, the Crown Victoria model was discontinued in 2011 by the Ford Motor Company. For the 2012 replacements, Staff was able to purchase additional 2011 models at year end that cover the replacements scheduled for 2012. This is allowing Staff time to evaluate the potential replacement patrol car model with the models now available. In order to allow adequate time to test potential replacement patrol vehicles for the Crown Victoria (Chevrolet Caprice and Ford Interceptor), and allow for adequate testing of rebuilt Crown Victoria's to see if this is a viable vehicle replacement option for the near future, Staff recommends waiting to make a decision on how to proceed with patrol vehicle replacement for the long term until the 2014 Mid-Year Budget Review/Amendment Process. If the rebuilt Crown Victoria's pose unexpected challenges prior to implementation in 2013, Staff would recommend the use of GCORF public safety tax fund balance to address replacement needs in 2013; Staff would return to City Council for authorization during 2013 should this occur. (Staff anticipates the new replacement vehicles to cost up to \$39,500 per vehicle, which is a significant increase over the cost of the Crown Victoria’s, which was approximately \$25,636 per vehicle. This is why Staff is continuing to research alternatives that might extend the useful life of the patrol vehicles over the current average of three years.) (net change +\$25,700)

### **Finance**

- Accounts Payable Staffing – Staff is proposing the addition of a 0.5 FTE Accounting Technician for the Accounts Payable group. The Accounting Technician duties includes accounts payable processing, purchase order administration, verifying off-system payment authorization and documentation and recording the transactions, vendor record maintenance, retainage reporting, expense report validation, and purchasing card activity verification. Shortly after this position was eliminated, an increase in workload was realized as a result of changes made by other departments that affected the Accounts Payable section. These organizational changes included, but are not limited to, in-house processing of workers’ compensation payments and invoicing of rental housing inspection fees (new fee implemented in 2011 to retain the rental housing inspection program). (net change +\$24,606)
- Special Districts Staffing – Staff is proposing the addition of 0.25 FTE Sales Tax Technician. This proposal would increase the Sales Tax FTE from 0.75 to 1.00. This position currently spends some time assisting the Special District Accountant. The increase would enable the Technician to spend up to half of their time on Special District duties, thus freeing up the

Accountant to devote her time to the more complex tasks involved in administration of the Urban Renewal Areas (URAs) and Special Districts. If funded, this position would assist with financial recordkeeping and oversight for WEDA and the Special Districts. (net change +\$15,364)

### **Fire**

- Mobile Data Terminal (MDT) replacements – Per the City’s four-year replacement schedule, Staff is proposing to replace 18 MDTs deployed in fire operations. The MDTs are the essential field computers that officers use to access the City’s computer aided dispatch (CAD) and report management software (RMS) systems. Staff will explore the cost-effectiveness and operational considerations of pursuing “semi-ruggedized” replacements versus “fully ruggedized” replacements. In 2010, the E911 Authority Board provided funding to the City of Westminster for replacement of all MDTs in Police and Fire. Accordingly, the City did not budget for MDT replacements in 2011 and 2012, so part of the higher cost reflected in the Fire and Police Departments is the result of funding replacement over a two year period. Commencing in 2014, Staff will budget based on a four-year replacement schedule, which should reduce the cost each year by half and level the cost. (net change +\$43,381)

### **General Services**

- Community Drop-Off Recycling Program – Staff is proposing to consolidate the City’s four unstaffed community drop-off recycling locations into one staffed location. Staff is pursuing this option based on City Council direction after reviewing the results of the recycling focus group and Environmental Advisory Board recommendations in June. Currently, the four unstaffed locations throughout the City present considerable challenges, including illegal dumping, overflowing containers, and limited revenue recovery from collection material. The proposed transition to a single, staffed drop-off location will allow the City to better manage the site and help residents to identify which bin they should use for a particular item thus increasing the value of the material and allowing the City to begin recovering some of the costs to operate the program. It is the intention that the single drop-off location will be designed and built for the intended purpose thus reducing the impact on neighboring properties and better addressing inherent challenges with operating multiple recycling drop-off locations. The location of the drop-off site has not been finalized but it will likely be on existing City property. Staff has contacted local businesses for potential partnerships as directed by City Council but unfortunately has received little interest at this time. Staff estimates that the initial site preparation will cost approximately \$75,000, which will be considered in the 5-year Capital Improvement Program (CIP) budget. The ongoing operating costs are estimated to be \$35,000 for temporary staffing, of which Staff has reprioritized \$19,080 in funding from other accounts to reduce the total net increased cost. (net change in operating costs+\$15,920)

### **Parks, Recreation & Libraries**

- MAC Staffing – Staff recommends adding a 0.6 FTE Facility Assistant to the MAC to address increased facility usage and allow supervisory staff to reduce the amount of time they work in the clerk role at the front desk. Salary and benefits total \$29,527, but half of this cost would be reimbursed to the City by Hyland Hills Park and Recreation District, who is the City’s partner in this facility. Hyland Hills is supportive of this proposal and has agreed to fund half of the cost. An amendment to The MAC intergovernmental agreement (IGA) between the City of Westminster and Hyland Hills would be pursued if City Council is supportive of this item. The City’s portion of the salary and benefit cost is estimated at \$14,764. Staff proposes using increased MAC revenues to cover this cost. For 2011, actual revenues generated by The MAC totaled \$335,249, which represented an increase of \$53,152 over the 2010 revenue total of \$282,097. This revenue increase is being driven by aggressive and successful marketing efforts

for facility rentals on the weekend, as well as by increased participation in the SilverSneakers program. For 2012, most of the 114 available weekend days have already been booked. 2011 revenue from the MAC exceeded budget by \$61,355, largely due to the facility rental efforts by Staff and the SilverSneakers program. This better than anticipated revenue performance is anticipated for 2012 as well. (net change +\$29,527)

- Library e-Materials – Staff is proposing to reallocate money from other Library budget accounts to fund \$22,150 for library e-materials as a regular operating budget item. Staff is also proposing an additional \$20,000 for e-materials in capital outlay. While there is much variability in pricing and license agreements for e-materials, using the publisher Harper Collins as an example, this amount of funding would purchase 1,239 licenses at a cost of \$34/e-book license. Harper Collins allows for 26 “check-outs” for each book. From January 1, 2012, to May 31, 2012, Westminster patrons placed 4,173 holds for e-books. Comparatively, Westminster patrons placed 40,552 holds on analog items during the same time period. Currently, the six major publishing companies, third party vendors and libraries are in discussions regarding how e-books and other e-materials will be priced, checked out, etc., with libraries. A great deal of uncertainty exists but the demand for these products is increasing (30% of adults have e-readers). (net change +\$42,150)
- Westminster Sports Center – Staff is proposing to increase the budget for Westminster Sports Center operations by \$36,606 (total proposed 2013 budget = \$216,966). Staff is proposing to move \$11,206 into Sports Center operations from other accounts in Recreation Programs and is proposing an additional \$25,400 in new funds. This additional funding is being requested due to an increase in adult indoor soccer league participation since 2009. Team enrollment has increased from 35 teams per season to 75-80 per season. All Sports Center expenses are fully recovered by revenues generated from adult and youth indoor soccer league programs. Actual 2011 Sports Center revenues totaled \$311,322, which was an increase of \$33,518 over 2010 revenues (\$277,804) and \$36,322 over the Amended 2012 Budget revenue target (\$275,000) for the Sports Center. For 2013, Staff anticipates exceeding the 2012 budgeted revenue, which will cover the proposed increase in proposed budget. (net change +\$36,606)
- Youth Activities/Programs – Due to the success of these programs, along with high participation rates and solid cost recovery experience, Staff is proposing an additional \$68,624 in funding for youth activities and programs in 2013 (total proposed 2013 budget = \$380,409). \$53,200 of this increase is proposed to be reallocated from other operating accounts in Recreation Facilities and Recreation Programs based on actual expenditure history; \$15,424 is being proposed as new funding. This proposed increase will be offset with additional revenues from Recreation Programs as a whole. Youth programs, especially summer camp, have continued to grow in registrations over the last several years. The proposed additional funds will help meet this demand and pay for increased costs associated with staffing, bussing, tickets for field trips, etc. In 2011, revenue for youth activities/programs totaled \$546,882, which was an increase of \$104,018 over the 2010 revenue total of \$442,864. (net change +\$68,624)

#### **Police**

- 0.5 FTE Animal Management Officer – Staff recommends returning 0.5 FTE of the 1.0 FTE Animal Management Officer position, which was eliminated as part of the City's 2010 core services process, through the reallocation of existing FTE within the Police Department as attrition occurs or other opportunities present themselves. This would bring animal management staffing to 4.0 FTE plus a 1.0 FTE supervisor. The 1.0 FTE staffing reduction resulted in fewer animal management hours per day/week, eliminated response to wildlife calls, eliminated pickup of deceased wildlife on private property and discontinued public education in schools and special events. This lower level of service has resulted in significant service complaints; a decrease in dog licenses sold (reduced proactive outreach/enforcement); an increase in overtime hours; reallocation of the supervisor's time, spending 15% to 30% of time performing front line duties;

and other impacts. Calls for service increased by 6% from 2010 through 2011. Even with the service reductions made with the core service analysis, Staff is challenged to maintain this new level of service standard while keeping up with the increased workload. (net change +\$0)

- K-9 Unit Supervision – Staff recommends the reallocation of a 1.0 FTE Senior Police Officer position to a 1.0 FTE Sergeant position to provide dedicated, consistent supervision to the K-9 unit. This would provide the expertise and attention Staff feels is necessary for this specialized, high liability unit. The current program consists of five K-9 teams (officer and dog). Currently, supervision of this unit is split between patrol watch by a patrol sergeant, a first line supervisor (sergeant) and a police commander. However, there is really no direct, specialized supervision. Based on a number of studies on best practices and a separate analysis, Staff recommends adding full time, first line supervision. Depending on step in the pay plan, the salary difference between a Senior Police Officer and a Sergeant is between \$13,000 and \$17,000. Currently, the Police Department has 153 authorized police officers/senior police officers and 19 authorized sergeants. Staff is confident that pursuing this reallocation of Staff will provide a significant benefit and will not negatively impact patrol operations. (net change +\$15,000)
- Mobile Data Terminal (MDT) replacements – As noted in the Fire Department section previously, Staff is proposing to replace 72 MDTs deployed in police operations based on a four-year replacement schedule. Staff will explore the cost-effectiveness and operational considerations of pursuing “semi-ruggedized” replacements versus “fully ruggedized” replacements. (net change +\$173,526)
- Foothills Animal Shelter Annual Assessment – Staff is anticipating a \$162,173 total assessment for Foothills Animal Shelter in 2013. In 2012, the City budgeted \$88,190 for the “regular” assessment, which was actually \$91,718. However, participating cities, including Westminster, were informed that a second assessment would be needed in order to maintain operations of the facility. For Westminster, this second assessment was \$63,250. Therefore, the total assessment for Westminster in 2012 is \$154,968. The proposed budget for 2013 represents a 4.7% increase over the 2012 actual assessment. Staff is currently working with other member cities, the Foothills Animal Shelter’s Board of Directors and Foothills Staff on a revised IGA. Under this IGA, there would be more predictability in the direct assessments charged to cities. Despite this proposed increase, the City’s participation with Foothills Animal Shelter remains a much more cost effective option versus the City operating its own animal shelter. Staff is reallocating funds in other operating accounts in the Police Department budget to cover this increased cost. These fund reallocations will not have a major impact on service provision. (net change +\$0)
- Leads On Line Total Track Service – The Department started using this software service in 2012. Leads On Line provides an up-to-date, national property database that assists investigators in solving cases, arresting suspects and recovering stolen property. The State of Colorado property database (CCIC) usually has a six month lag with actually entering stolen property. Due to use by Pawn Shops and many other agencies across the United States, Leads On Line’s database is updated much more quickly. To date, this software has helped property detectives work more efficiently and save time. Staff proposes to reallocate funds from other operating accounts within the Police Department to cover the cost for this software (\$7,868); these adjustments will not have a major impact on service provision. (net change +\$0)

#### **Public Works & Utilities**

- Street Maintenance Funding – Staff proposes additional funding for regular street maintenance. Based on the analysis conducted and shared with City Council at the April 2 Study Session, the condition of Westminster’s street network is declining and will continue to decline unless the funding for street maintenance is increased. While the cost of street maintenance has increased by approximately 54% since 2005, the funds available for this work have only increased 9% over the



same period. Currently, 85% of all streets in Westminster are at or above a 70 Pavement Condition Index (PCI), which is considered a rating of “good” or better. (net change +\$150,000)

- Snow Removal Materials – Staff is proposing an increase of \$23,000 in funds for snow removal materials. A portion of the increased funds will help address an estimated 5% increase in material costs and the remainder will be used to purchase additional materials crucial to maintaining the City’s high level of service delivery as it relates to snow removal. (net change +\$23,000)

## **UTILITY FUND**

### **Information Technology**

- Software Maintenance Costs – Staff is proposing an increase to the overall Information Technology Department (IT) budget to address significant increases in the maintenance costs for existing and new enterprise software. The total proposed increase to cover the increase in maintenance costs is \$100,827, although the IT Department was able to reallocate resources to cover \$54,797 within their existing budget, partially a result of eliminating maintenance items no longer required and through improved efficiencies implemented in 2011 and 2012. Some of the significant adjustment are as follows: Avaya VoIP phone system Axxess +\$38,000 (increased from \$14,500 to \$52,530); Teleworks +\$15,100; Laserfiche +\$3,659; LogMeIn Pro +\$8,968; LanDesk lifecycle manage +\$20,000 (new); NextPoint Social Media Archive +\$3,600 (new); Google/SIPA Archive for additional email accounts +\$3,000; Mobile Device Management +\$8,500. (net change +\$44,033)

### **Public Works & Utilities**

- In-House Wastewater Collection System Maintenance Program – Staff is proposing the addition of 4.0 FTE as part of bringing in-house the high pressure jet cleaning, closed circuit video televising (CCTV), reporting, and inspecting of the wastewater collection system. Currently, the City spends approximately \$620,000 a year for a contractor to service one-fourth of the City's wastewater collection system. With the core services analysis in 2010, the scope of this program reduced from one-third of the City’s collection system receiving annual maintenance to one-fourth; in some instances, this has proven to be problematic. Additional, the City is currently paying approximately \$0.27 per foot but anticipates a significant rate increase as other nearby cities surveyed pay approximately \$0.70 per foot. As proposed, if the services were done in-house, the new crew of 1.0 FTE Utility Technician, 1.0 FTE Operator I, and 2.0 FTE Senior Maintenance Workers would inspect the wastewater collection system. The estimated cost of doing the program in-house is \$334,796 for the addition of 4.0 FTE and ongoing maintenance of Vactor and CCTV trucks. Initial start-up costs include two large pieces of equipment; Staff will need to determine the most cost effective way to purchase a Vactor 2100 Series Positive Displacement unit (\$385,000) and a Ques model CCTV van (\$242,000). If the trucks were on a 10 year replacement cycle, the annual cost would be \$62,700, resulting in a Staff projected net savings from bringing this service in-house to approximately \$200,000. (net change - \$200,000/year based on 10-year amortized vehicles)
- Water Treatment Facility Staffing – Staff is proposing the addition of a 1.0 FTE Plant Operator Trainee for the Semper and Northwest Water Treatment Facilities. These two facilities are experiencing increased operational and maintenance support. In 2002, when the Northwest Water Treatment Facility was brought on line, no additional staffing was added. The City is now at the point that regular plant maintenance is resulting in pressure on the overall staffing for both treatment facilities. Currently, the staffing plan requires a minimum of six operators available to work at all times to maintain 24/7 coverage of the two facilities and meet regulatory requirements for system operations. In order to meet these criteria, a permanent staffing level of eight has been maintained. This allows for up to two operator positions to be on leave, in training or vacant. However, this is not allowing for adequate time to complete regular maintenance and long-range

planning. Additionally, if two people are on leave or a position is vacant, it makes maintaining minimum staffing extremely difficult. (net change +\$39,614)

- Conservation Program – As noted in the Core Services level of service review in May, Staff recommends redirecting the current level of rebate funding (\$43,000) towards the development of two technology tools (a GIS irrigation tool and a water leak notification tool) for staff and customers. Over the past ten years, the City has administered a successful rebate program, providing residents and businesses rebates for the installation of water saving fixtures. Staff is proposing to redirect these funds from rebates (which Staff believes have been already tapped by interested residents and businesses) towards the development of a GIS tool that will provide customers with information about the amount of water their property needs in any month. This information could be made available through the utility billing system as well as through the City’s website. Initial development of this GIS tool would be a one-time cost of approximately \$35,000, with \$8,000 going toward mailing leak notifications. A second tool would be the implementation of a leak notification system within the Utility Billing system. A recent study of Westminster residential customers showed that 13% of all residential water use is wasted in leaks. The Utility Billing system collects data that can show that a leak is occurring on a customer’s property but does not have a notification system. It is proposed that this notification system be developed that would send customers a postcard notifying them of leaks and directing them to resources within the City and online. These two tools will assist residents and businesses in better managing their use of and costs associated with water consumption while assisting the City in the long term goal of conservation. (net change +\$0)
- Ditch Assessments – Staff is proposing to fund increased costs associated with the City’s portfolio of ditch shares. The largest increases in ditch assessments are in the Church Ditch (+\$24,818) and Kershaw Ditch (+\$7,502). (net change +\$37,743)
- Moffat Tunnel Water Contract – The City has an agreement with Denver Water whereby Denver is required to deliver up to 4,500 acre-feet (AF) of raw water to Westminster each year. This Denver “Moffat” water is delivered from the West Slope through Denver’s system into the City’s Kinnear Ditch Pipeline and stored in Standley Lake. The City’s contracts with Denver Water require that the annual delivery occurs from July 1<sup>st</sup> through June 30<sup>th</sup> and that the City pays Denver Water the raw water rate for use of the water each year. In addition, the City has a contractual obligation to pay for 1,750 AF during the same time period, even if the City does not take delivery of any Denver Water. Funding for the obligatory 1,750 AF is anticipated to increase by 5.5% for 2013. (net change +\$39,614)
- Metropolitan Wastewater Reclamation District (MWRD) Special Assessment – MWRD charges the City based on a three part calculation that includes past flows and loadings discharged to MWRD and credits or deficits from the prior year use. The City will not receive figures for 2013 until early August. Based on MWRD’s current estimated rate increase of 8% for 2013, the base change will increase and any credits/deficits from 2011 are yet to be determined. Based on this information, Staff is recommending an increase in this account until the revised figures are received from MWRD. (net change +\$545,876)

#### **FLEET MAINTENANCE FUND**

- Fuel, Tires and Parts – Staff is proposing a significant increase in the operational budget for Fleet. The City currently operates a fleet of 200 vehicles requiring regular maintenance and service. With increase in global fuel, parts, and tire prices, increases in the Fleet’s budget are often driven by factors out of the City’s control. However, through the Fleet Optimization Study conducted in 2011, \$46,000 in ongoing expenditures was mitigated. For 2013, Staff is anticipating needing an increase of \$100,570 for fuel (bringing the total proposed budget for fuel to \$1,117,250), \$27,518 for tires (total proposed budget for tires \$100,000), and \$97,978 for parts (total proposed budget for parts \$333,400). (net change +\$226,066)

**PARKS, OPEN SPACE & TRAILS (POST) FUND**

**Parks, Recreation & Libraries**

- Open Space Improvements and Repairs – Staff is requesting an additional \$50,000 to fund improvements and repairs to open space properties. This would include weed control, re-vegetation, fencing, etc. This would restore this account to its historical \$100,000 level as funds were reduced previously due to lower revenue collections. (net change +\$50,000)

The operating priorities and level of service adjustments included within this Staff Report represent the major operating budget changes proposed in the 2013 Budget. Staff will be in attendance at Monday night's Study Session to provide more details about these proposed items and answer any questions that City Council may have with regard to any of these items.

These proposed operating priorities support all five of the City's Strategic Plan Goals: Financially Sustainable City Government Providing Exceptional Services, Strong Balanced Local Economy, Safe and Secure Community, Vibrant Neighborhoods in One Livable Community, and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
July 16, 2012



SUBJECT: City Council's Proposed 2013 Budget

PREPARED BY: Barbara Opie, Assistant City Manager

### Recommended City Council Action

Review City Council's Proposed 2013 Budget and provide Staff with direction to proceed with preparation of the budget.

### Summary Statement

Staff is currently developing the 2013 and 2014 budgets for presentation to City Council in September. The proposed budget document is scheduled for delivery to City Council on August 30. As part of the budget development process, Staff drafts a suggested budget for City Council based on historical spending and anticipated revenues. Staff is again preparing a two-year budget for official adoption by City Council this October. The proposed City Council budget for 2013 is attached for Council's review and comment.

**Expenditure Required:** \$244,094

**Source of Funds:** General Fund

**Policy Issue**

Does City Council wish to make changes to the Proposed 2013 Council Budget?

**Alternative**

City Council could make modifications to Staff's proposed budget for 2013.

**Background Information**

With each budget cycle, Staff prepares the two-year budget for review and approval by the City Council. The City Council has a budget from which salaries, conferences, mileage, telephone, sponsorships, and other miscellaneous expenses associated with City Council are paid. The proposed 2013 budget for City Council is \$244,094, which is a 1.7% increase from the 2012 Amended City Council budget.

The details associated with the proposed budget are on the attached spreadsheet for 2013 (Attachment A). A quick summary of the accounts with adjustments from the Amended 2012 Budget is noted below:

<b>Account Name/Number</b>	<b>Explanation of Change</b> (proposed 2013 budget from the amended 2012 budget)
Council Allowance 10001010.61100.0000	This account increased by \$924. The Council allowance was implemented in November 2005 as a comprehensive monthly allowance covering the expenses incurred by Councillors for cell phone, internet access, and in-city car use (i.e., local commuting costs). The allowance was modified and re-set at \$300/month effective December 2009. The allowance is tied to the Denver-Boulder Consumer Price Index (CPI) and will be automatically adjusted according to the current CPI with the two-year budget. The CPI-U Denver-Boulder for 2009 was -0.7%; therefore, the allowance decreased from \$300/month in 2009/2010 to \$298/month in 2011/2012 per the Westminster Municipal Code (1-7-1). The CPI-U Denver-Boulder for 2011 was +3.7%; therefore, the allowance will increase from \$298/month in 2011/2012 to \$309/month in 2013/2014. (\$309 * 7 Councillors = \$2,163/month * 12 months = \$25,956)
Meeting Expense 10001010.61400.0000	This account is proposed to increase from \$13,550 to \$15,550 based on historic expenditures (the five year average totals \$8,494/year) plus the new Telephone Town Hall expense. This account covers costs associated with the annual goal setting retreat, state legislative dinner, community summit with boards and commission members, and other miscellaneous meetings/banquets attended by City Council members. Particularly, cost increases associated with meals and/or snacks provided at the annual legislative dinner, goal setting retreat and community summit were increased, being slightly offset by miscellaneous meeting costs. In 2012, the first Telephone Town Hall was conducted and charged to this account, which was not previously budgeted. The 2013 proposed budget now reflects this new expense as a specific line item, partially offset by the miscellaneous meeting costs line.

<p>Telephone 10001010.66900.0000</p>	<p>With City Council's move to the iPad, savings in the data plans has resulted. Current rates are \$20/month/Councillor. As a result, the \$1,770 in savings is proposed to be reallocated into other Council accounts.</p>
<p>PC Replacement Fee 10001010.669500.0000</p>	<p>The PC Replacement Fee was reduced by \$280 based on Council's use of the iPad versus laptops or desktop computers. Funds are being budgeted for a 3-year replacement cycle for the iPad; therefore the standard payment charged per iPad \$210/laptop (7 iPads at \$210/year = \$1,470). The savings of \$280 is proposed to be reallocated into other Council accounts.</p>
<p>Other Contractual Service 10001010.67800.0000</p>	<p>The overall account is proposed to increase by \$2,401 to assist in covering costs associated with ongoing operations as well as funding the miscellaneous groups requesting Council funding throughout the year. A slight increase is proposed for the facilitator fee associated with the annual Strategic Planning Retreat based on previous experience.</p> <p>Staff is again proposing to list the groups that annually request funding within this account. Because these groups will not be brought back to City Council during the budget year, <u>Staff respectfully requests that City Council pay particular attention to the groups listed to ensure accurate reflection of those groups City Council wishes to support on an ongoing basis, as well as the dollar amount.</u> Staff has attempted to identify the type of event/funding that City Council has provided in the past; they are listed under the following categories: Annual Sponsorships/ Contributions, Banquets/ Lunches, Golf Tournament Sponsorships, and After Prom Events. Should City Council approve this list of groups to be funded annually, Staff will utilize this City Council approved list for 2013, not bring these requests back to City Council during the year, and fund them in the amount noted on this list. <u>Only new groups or one-time requests would then be forwarded to City Council for a funding determination.</u></p> <p>Based on feedback during the year from City Council, Staff has attempted to identify/modify groups regularly requesting additional funding. The groups are as follows:</p> <ul style="list-style-type: none"> <li>• Adams County School District 12 Five Star Gala (\$1,300 budgeted in 2012; proposed 2013 \$1,500 based on prior requests)</li> <li>• Adams County Commissioners &amp; Mayors Youth Awards banquet (\$500 budgeted in 2012; proposed 2013 \$750 based on prior requests)</li> </ul> <p>Two groups have not requested funding in the last several years; the groups remain on the list for Council sponsored groups but the funding could be eliminated from or reallocated within City Council's budget (possibly to the Special Promotions account for unanticipated sponsorships or special events). They are highlighted in yellow on the attached proposed 2013 budget (Attachment A):</p> <ul style="list-style-type: none"> <li>• Hmong American Association – last requested 2009 (\$150 budgeted in 2012; proposed 2013 \$150)</li> <li>• Adams County Historical Moonlight Gala – last requested 2007 (\$500 budgeted in 2012; proposed 2013 \$500)</li> </ul>

	<p>Three groups have requested higher amounts in previous years but Council has not necessarily funded the higher amounts. Based on Council's history, Staff did not include increases for these groups. The groups are noted below:</p> <ul style="list-style-type: none"> <li>• The Jefferson Foundation Crystal Ball – Council has funded \$2,000, which has reserved a table for the Council at the event; should City Council desire the full “benefit” of sponsoring this event, which includes advertising in multiple Jefferson County School District programs throughout the year, then the Council would need to budget \$3,000 for this event</li> <li>• Front Range Community College Foundation – Council has funded \$500 to sponsor a hole at the annual golf tournament; if City Council desires to sponsor a hole plus a 4-some to golf at the event, then the Council would need to budget \$1,000 for this event</li> <li>• Hyland Hills Foundation – Council has funded \$500 towards a sponsorship at the annual golf tournament; if City Council desires to fully fund this event based on the 2012 rates, then Council would need to budget \$800 for a tee or green sponsorship or \$2,000 for a cart, putting green, beverage cart or concessions sponsorship</li> </ul> <p>New groups proposed for Council consideration based on annual requests are as follows:</p> <ul style="list-style-type: none"> <li>• South Westminster Arts Group (SWAG) Orchard Festival (proposed 2013 \$500 based on previous Council participation)</li> <li>• Metro North Chamber of Commerce Taste of the Chamber (proposed 2013 \$200 based on previous Council participation)</li> <li>• Legacy Foundation Wine Tasting Event (proposed 2013 \$385 based on previous Council participation)</li> </ul>
<p>Supplies 10001010.70200.0000</p>	<p>This account is proposed to be increased from \$3,748 to \$4,448 based on expenditure history (the five year average totals \$2,152/year). The amount proposed for 2013 reflects the anticipated initial set up costs associated with four new Council members being elected in 2013.</p>

For Council's information, Attachment B provides 2010-2011-2012 year-to-date funding requests and Attachment C provides 2011 and 2012 year-to-date travel log for conference expenses (i.e., career development).

The Budget is a planning tool and represents a “best estimate” regarding actual expenditures. As actual expenditures are made throughout the year, budget revisions may be necessary to maintain balanced accounts.

Staff requests that City Council review the attachments and provide Staff with direction on any proposed changes to the City Council Proposed 2013 Budget. City Council's Proposed 2014 Budget will be reviewed at the August 20 Study Session.

The Proposed 2013/2014 City Budget is scheduled for delivery to City Council on August 30 and will be reviewed at the September 17 Budget Retreat at the regularly scheduled Study Session.

Staff Report - City Council's Proposed 2013 Budget

July 16, 2012

Page 5

Reviewing and modifying City Council's budget supports the Strategic Plan goal of Financially Sustainable City Government Providing Exceptional Services by ensuring adequate resources to fund operations.

Respectfully submitted,

Stephen P. Smithers

Acting City Manager

Attachments:

Attachment A – Proposed City Council 2013 Budget

Attachment B – 2010, 2011 and 2012 Funding Requests

Attachment C – 2011 and 2012 Travel Logs



**CITY COUNCIL PROPOSED 2013 BUDGET**

Account Number	Account Description & 2012 Budget Detail	Adopted 2012 Budget Detail	2013 Proposed Budget Detail	2011 Revised Budget	2011 Actual Expenditures	2012 Revised Budget	2012 Spent/ Encumbered Year-to-Date (6/24/12)	2013 PROPOSED BUDGET	% Change (2012 Amended v. 2013 Proposed)
10001010.60800.0000	Salaries			\$92,400	\$91,235	\$92,400	\$42,227	\$92,400	0.0%
	Mayor & City Councillor salaries	\$92,400	\$92,400						
10001010.61100.0000	Council Allowance			\$25,032	\$25,032	\$25,032	\$12,516	\$25,956	3.7%
	City Council allowance - tied to the Denver-Boulder Consumer Price Index (CPI) and will be automatically adjusted according to the current CPI when the budget is developed every two years. Allowance modified pursuant to CPI-U Denver-Boulder for 2011 (+3.7%) for the 2013/2014 budget years, increasing the allowance from \$298/month to \$309/month per the resolution.	\$25,032	\$25,956						
10001010.61200.0000	Mileage Reimbursement			\$3,000	\$634	\$3,000	\$399	\$3,000	0.0%
	Mileage Reimbursement for Council - All mileage for travel outside of the City of Westminster is a reimbursable expense (i.e., not included in Council's allowance) per adopted policy 10/05; maintain 2012 funding level for 2013.	\$3,000	\$3,000						
10001010.61400.0000	Meeting Expense			\$13,550	\$8,349	\$13,550	\$8,304	\$15,550	14.8%
	Annual Legislative Dinner	\$1,600	\$2,000						
	Goal-Setting Retreat	\$2,300	\$3,500						
	Annual Budget Retreat	\$500	\$500						
	Community Summit with Boards & Commission members	\$2,150	\$3,500						
	Miscellaneous Meetings	\$7,000	\$2,250						
	Telephone Town Hall	\$0	\$3,800						
10001010.61800.0000	Career Development			\$48,205	\$19,289	\$48,205	\$16,692	\$48,205	0.0%
	NLC Legislative Conference (Washington, DC) (average cost \$2,600/Councillor)	\$18,200	\$18,200						
	NLC Congress of Cities (location varies) (average cost \$2,500/Councillor)	\$17,500	\$17,500						
	CML Conference (average cost \$715/Councillor)	\$5,005	\$5,005						
	US 36 Mayor & Commissioners Coalition (MCC) lobbying trips (Washington, DC)	\$2,500	\$2,500						
	Miscellaneous Training/Travel	\$5,000	\$5,000						
10001010.66900.0000	Telephone			\$3,450	\$2,609	\$3,450	\$520	\$1,680	-51.3%
	iPad cellular data plans - \$20/Councillor/month * 12 months * 7 Councillors	\$3,450	\$1,680						
10001010.66950.0000	PC Replacement Fee			\$1,750	\$1,750	\$1,750	\$1,750	\$1,470	-16.0%
	Annual PC replacement fee for 7 iPads (implemented 8/2011); 3-year replacement schedule	\$1,750	\$1,470						
10001010.67600.0000	Special Promotions			\$5,900	\$5,790	\$3,500	\$1,030	\$3,500	-40.7%
	Unanticipated requests from community groups for contributions and/or sponsorships for events	\$3,500	\$3,500						
10001010.67800.0000	Other Contractual Service			\$38,084	\$36,113	\$40,484	\$15,050	\$42,885	12.6%
	Printing of misc. materials (e.g., legislative booklet, organization charts, etc.)	\$900	\$900						
	Strategic Planning facilitator fee	\$5,634	\$6,500						
	Councillor expenses for photos, badges, & nameplates	\$1,000	\$1,000						
	Miscellaneous contractual services	\$1,400	\$1,400						
	We're All Ears events (3 summer concerts & Westminster Faire)	\$1,700	\$1,700						
	Annual newspaper advertisements/sponsorships for outside agencies	\$2,000	\$2,000						
	Annual Sponsorships/Contributions:								
	North Metro Arts Alliance (NMAA)	\$10,000	\$10,000						
	CEF Recreation for Education (District 50-Water World tickets)	\$1,500	\$1,500						
	Brothers Redevelopment Inc. - Paint-A-Thon	\$500	\$500						
	Westminster Rotary Foundation (noon club)	\$1,250	\$1,250						
	Westminster 7:10 Rotary Club	\$1,250	\$1,250						
	Hmong American Association	\$150	\$150						

# Attachment A

## PROPOSED 2013 CITY COUNCIL BUDGET

Account Number	Account Description & 2012 Budget Detail	Adopted 2012 Budget Detail	2013 Proposed Budget Detail	2011 Revised Budget	2011 Actual Expenditures	2012 Revised Budget	2012 Spent/ Encumbered Year-to-Date (6/24/12)	2013 PROPOSED BUDGET	% Change (2012 Amended v. 2013 Proposed)
	Banquets/Lunches:								
	Metro North Chamber Annual Banquet	\$2,200	\$2,200						
	Adco School District 12 Five Star Gala <i>(proposed increase for 2013 based on actual annual request)</i>	\$1,300	\$1,500						
	DRCOG Awards Dinner Table Sponsorship	\$750	\$750						
	The Jefferson Foundation Crystal Ball <i>(amount budgeted covers cost of reserving a table; if want benefit of full sponsorship, i.e., advertising in multiple programs throughout the year, need to budget \$3,000)</i>	\$2,000	\$2,000						
	Adams County MMCYA banquet (county level only) <i>(proposed increase for 2013 based on actual annual request and Council funding)</i>	\$500	\$750						
	Westminster Public Safety Recognition Foundation - annual banquet	\$1,000	\$1,000						
	Adams County Historical Moonlight Gala	\$500	\$500						
	North Metro Children's Advocacy Center (CAC) Annual Banquet	\$600	\$600						
	Golf Tournament Sponsorships:								
	Front Range Community College Foundation <i>(amount budgeted to sponsor a hole; if want to sponsor 4-some, need to budget \$1,000)</i>	\$500	\$500						
	Hyland Hills Foundation <i>(2012 sponsorship rates: \$800 tee/green sponsor, \$2,000 cart sponsor, putting green sponsor or beverage cart/concessions sponsor)</i>	\$500	\$500						
	Heil Pro-Am Golf Tournament	\$750	\$750						
	Optimist Larry Silver's Golf Tournament	\$600	\$600						
	After Prom Events: <i>(current Westminster student enrollment percentages noted in parentheses)</i>								
	Jefferson Academy <i>(58% as of 4/30/12)</i>	\$200	\$200						
	Legacy High School <i>(25% as of 4/30/12)</i>	\$200	\$200						
	Mountain Range High School <i>(13% as of 4/30/12)</i>	\$200	\$200						
	Pomona High School <i>(29% as of 4/30/12)</i>	\$200	\$200						
	Standley Lake High School <i>(84% as of 4/30/12)</i>	\$600	\$600						
	Westminster High School <i>(99% as of 5/24/12)</i>	\$600	\$600						
	Possible New Groups for Council Sponsorship:								
	South Westminster Arts Group (SWAG) Orchard Festival <i>(based on previous Council participation)</i>	\$0	\$500						
	Metro North Chamber of Commerce Taste of the Chamber <i>(based on previous Council participation)</i>	\$0	\$200						
	Legacy Foundation Wine Tasting Event <i>(based on previous Council participation)</i>	\$0	\$385						
10001010.70200.0000	Supplies			\$3,748	\$4,154	\$3,748	\$172	\$4,448	18.7%
	Office supplies <i>(adjusted based on anticipated new Councillor initial set up per 2013 elections)</i>	\$3,748	\$4,448						
10001010.70400.0000	Food			\$5,000	\$4,361	\$5,000	\$1,215	\$5,000	0.0%
	Refreshments and dinners for City Council meetings, Study Sessions, and other special Council events	\$5,000	\$5,000						
<b>TOTAL</b>				<b>\$240,119</b>	<b>\$199,316</b>	<b>\$240,119</b>	<b>\$99,875</b>	<b>\$244,094</b>	<b>1.7%</b>

## 2010 City Council Funding Requests

DATE	COMPANY	EVENT	AMOUNT REQUESTED	REQUEST FUNDED?	BUDGETED +	UNBUDGETED =	TOTAL FUNDED
1/1/2010	Metro North Chamber	Annual Gala	\$2,150	Yes	\$2,150 +	\$0 =	\$2,150
1/11/2010	Adams County Education Consortium	Backpacks 2 Briefcases	\$200	Yes	\$0 +	\$200 =	\$200
3/22/2010	Colorado Homeless Families	Monetary Support	\$100	No	\$0 +	\$0 =	\$0
3/23/2010	Adams School District 50	Harris Park Elementary 5th Grade Continuation Ceremony	\$50	No	\$0 +	\$0 =	\$0
4/6/2010	Pomona High School	After Prom	\$200	No	\$0 +	\$0 =	\$0
4/12/2010	Almost Home Adoptions for rescued cats	Power of Love Fundraiser	\$40 pp	No	\$0 +	\$0 =	\$0
4/13/2010	DRCOG	Annual Awards dinner	\$750	Yes	\$750 +	\$0 =	\$750
4/16/2010	NAMI Colorado/Boulder	NAMI Walks - Team Ian's Hope	\$500	No	\$0 +	\$0 =	\$0
6/1/2010	Hyland Hills Parks & Recreation District	Mary and Jim Bennett Memorial Golf Tournament	\$500	Yes	\$500 +	\$0 =	\$500
6/7/2010	Jefferson Foundation	Crystal Ball	\$2,000	Yes	\$2,000 +	\$0 =	\$2,000
7/23/2010	Five Star Education Foundation	Gala	\$1,525	Yes	\$1,300 +	\$225 =	\$1,525
8/31/2010	BVB General Contractors	Inaugural Sporting Clay Charity Tournament- benefitting Bright 27J and FRCC education foundations	\$1000-\$250	No	\$0 +	\$0 =	\$0
8/31/2010	Hyland Hills Foundation	Annual Silent Auction	\$250	No	\$0 +	\$0 =	\$0
8/31/2010	Ralston House	Benefit for Ralston House	\$500	No	\$0 +	\$0 =	\$0
9/20/2010	Legacy Foundation	8th Annual Wine Tasting & Silent Auction	\$40 pp	Yes	\$0 +	\$160 =	\$160
11/13/2010	Butterfly Pavilion	Wings & Strings Fundraiser (Bob only)	\$125 pp	Yes	\$0 +	\$125 =	\$125
					+	=	
					+	=	
					<b>\$6,700 +</b>	<b>\$710 =</b>	<b>\$7,410</b>

### City Council Funding Requests - SUMMARY

ACCOUNT	BUDGET -	EXPENDED =	BALANCE
Other Contractual Services (Budgeted) 10001010.67800.0000	\$27,950 -	\$6,700 =	\$21,250
Special Promotions (Unanticipated) 10001010.67600.0000	\$4,700 -	\$710 =	\$3,990
<b>TOTALS =</b>	<b>\$32,650 -</b>	<b>\$7,410 =</b>	<b>\$25,240</b>

## 2011 City Council Funding Requests

DATE	COMPANY	EVENT	AMOUNT REQUESTED	REQUEST FUNDED?	BUDGETED +	UNBUDGETED =	TOTAL FUNDED
1/3/2011	Metro North Chamber (budgeted \$2,200)	Annual Gala	\$1,500 for base sponsorship; \$650 in additional tickets	Yes	\$2,150 +	\$0 =	\$2,150
1/20/2011	Standley Lake High School	After Prom	\$600	Yes	\$600 +	\$0 =	\$600
2/28/2011	Adams County 4-H Kids First	Fundraising Dinner/Dance/Auction	\$20 pp	No	\$0 +	\$0 =	\$0
3/1/2011	Adams County 37th Annual Foster Parent Banquet	Parent Banquet/Children's Party	\$100	No	\$0 +	\$0 =	\$0
3/14/2011	Jefferson Center for Mental Health	A Night at the Aquarium Gala	\$100	No	\$0 +	\$0 =	\$0
3/17/2011	FRCC	FRCC Foundation Golf Tournament	\$500	Yes	\$500 +	\$0 =	\$500
4/12/2011	The Jefferson Foundation	Annual Gala	\$2,000	Yes	\$1,250 +	\$0 =	\$1,250
4/17/2012	Mountain Range HS	After Prom	\$200	Yes	\$200 +	\$0 =	\$200
3/31/2011	DRCOG	Live, Work, Play event	\$135	Yes	\$135 +	\$0 =	\$135
5/2/2011	Devereux Cleo Wallace	5th Annual Golf Challenge	\$250	No	\$0 +	\$0 =	\$0
5/4/2011	Hyland Hills	Mary and Jim Bennett Memorial Golf Tournament	\$500	Yes	\$500 +	\$0 =	\$500
6/20/2011	Community Reach Center	31st Annual Golf Tournament	\$1,000	No	\$0 +	\$0 =	\$0
6/22/2011	North Metro Arts Alliance	Annual Sponsorship	\$10,000	Yes	\$10,000 +	\$0 =	\$10,000
7/25/2011	The Legacy Foundation	J & Nancy Heil Invitational Tourney	\$750	Yes	\$750 +	\$0 =	\$750
8/17/2011	Westminster Public Safety Foundation	Annual banquet	\$1,000	Yes	\$1,000 +	\$0 =	\$1,000
8/23/2011	Friend of Jefferson County Historical Commission	Celebration Dinner Event	\$1,000	Yes	\$0 +	\$1,000 =	\$1,000
8/29/2011	North Metro Children's Advocacy Ctr	Annual VIP Dinner	\$500	Yes	\$500 +	\$0 =	\$500
9/7/2011	SWAG	Sponsorship of Orchard Festival	\$500	Yes	\$0 +	\$500 =	\$500
9/12/2011	Rotary Club	Golf Tournament Sponsorship	\$1,250	Yes	\$1,250 +	\$0 =	\$1,250
9/12/2011	Legacy Foundation	Annual Wine Tasting	\$45pp/\$85 couple	Yes	\$0 +	\$385 =	\$385
9/12/2011	South Westminster Arts Group	Orchard Festival sponsorship	\$500	Yes	\$0 +	\$500 =	\$500
9/20/2011	Hyland Hills	Silent Auction	\$100	Yes	\$0 +	\$100 =	\$100
9/26/2011	Adams County 4-H	Horse Project/Hippology and Horse Bowl Team	\$500	No	\$0 +	\$0 =	\$0
9/26/2011	Metro North Chamber	Taste of the Chamber	\$200	Yes	\$0 +	\$200 =	\$200
9/27/2011	Alternatives to Family Violence	HOPE Dinner/Awards Ceremony	\$300	No	\$0 +	\$0 =	\$0
10/10/11	Access Housing	Adco Blue Ribbon Panel on Homelessness	\$5,000	Yes	\$0 +	\$3,000 =	\$3,000
11/29/2011	MNCC	Legislative Breakfast	\$70	Yes	\$0 +	\$70 =	\$70
					+	=	
					+	=	
					+	=	
					<b>\$18,835 +</b>	<b>\$5,755 =</b>	<b>\$24,590</b>

### City Council Funding Requests - SUMMARY

ACCOUNT	BUDGET -	EXPENDED =	BALANCE
Other Contractual Services (Budgeted) 10001010.67800.0000	\$27,850 -	\$18,835 =	\$9,015
Special Promotions (Unanticipated) 10001010.67600.0000	\$3,500 -	\$5,755 =	-\$2,255
<b>TOTALS =</b>	<b>\$31,350 -</b>	<b>\$24,590 =</b>	<b>\$6,760</b>



# Attachment C

## 2011 City Council Travel Log

<i>Date</i>	<i>Event</i>	<i>Place</i>	<i>Cost</i>
<b>Mayor Nancy McNally</b>			
2/15/11 - 2/17/11	US 36 Lobbying Trip	Washington DC	\$1,324.36
3/12/11 - 3/16/11	NLC Congressional Cities Conference	Washington DC	\$1,758.30
6/1/11 - 6/3/11	US 36 BRT trip	Los Angeles	\$635.64
6/22/11 - 6/25/11	CML Conference	Vail, CO	\$436.61
11/8/11-11/12/11	NLC Congress of Cities	Phoenix, AZ	\$1,504.46
<b>Mayor Pro Tem Chris Dittman</b>			
	N/A		
<b>Councillor Mark Kaiser</b>			
11/8/11-11/12/11	NLC Congress of Cities	Phoenix, AZ	\$2,058.63
<b>Councillor Bob Briggs</b>			
3/12/11 - 3/16/11	NLC Congressional Cities Conference	Washington DC	\$355.00 (1)
6/22/11 - 6/25/11	CML Conference	Vail, CO	\$860.85
11/9/11-11/12/11	NLC Congress of Cities Conference	Phoenix, AZ	\$1,169.12
<b>Councillor Mary Lindsey</b>			
3/12/11 - 3/16/11	NLC Congressional Cities Conference	Washington DC	\$2,198.92
6/22/11 - 6/25/11	CML Conference	Vail, CO	\$329.00
11/9/11 - 11/12/11	NLC Congress of Cities Conference	Phoenix, AZ	\$1,579.44
<b>Councillor Scott Major</b>			
03/13/11 - 3/16/11	NLC Congressional of Cities Conference	Washington DC	\$1,777.77
<b>Councillor Faith Winter</b>			
6/2/11 - 6/5/11	Young Elected Officials Conference	Washington, DC	\$505.10 (2)
6/16/11-6/18/11	100 Young Elected Officials White House Briefing	Washington, DC	\$699.40
6/22/11 - 6/25/11	CML Conference	Vail, CO	\$451.00
<b>Total Travel Log</b>			<b>\$17,643.60</b>
Career Development 2011 Budget			\$48,205.00
Travel Log expenses			\$17,643.60
Miscellaneous Career Development Expenses			\$1,645.24
<b>Balance Available</b> (may not necessarily match JDE as some costs may not have hit JDE from this list and vice versa)			<b>\$28,916.16</b>

NOTES:

(1) Bob Briggs did not attend this conference due to a health issue. The deadline for requesting a refund had passed, so the City had no ability to recoup any of the registration fee.

(2) Faith received a scholarship for the conference registration fee and hotel.

## 2012 City Council Travel Log

<i>Date</i>	<i>Event</i>	<i>Place</i>	<i>Cost</i>	
<b>Mayor Nancy McNally</b>				
Feb 14-16, 2012	US 36 Lobbying Trip	Washington, DC	\$1,317.08	
March 10-14, 2012	NLC Congressional Cities Conference	Washington, DC	\$2,195.54	
June 19-22, 2012	CML Conference	Breckenridge, CO	\$1,220.41	*(1)
<b>Mayor Pro Tem Faith Winter</b>				
March 29-31, 2012	Young Elected Officials Policy Conference	Washington, DC	\$803.40	(2)
<b>Councillor Herb Atchison</b>				
March 10-14, 2012	NLC Congressional Cities	Washington, DC	\$2,497.03	
<b>Councillor Bob Briggs</b>				
March 10-14, 2012	NLC Congressional Cities Conference	Washington, DC	\$2,317.48	
June 19-22, 2012	CML Conference	Breckenridge, CO	\$506.00	*
Nov 28-Dec 1, 2012	NLC Congress of Cities Conference	Boston, MA		
<b>Councillor Mark Kaiser</b>				
March 10-14, 2012	NLC Congressional Cities Conference	Washington, DC	\$2,811.83	
<b>Councillor Mary Lindsey</b>				
March 13-16, 2012	NLC Congressional of Cities Conference	Washington, DC	\$2,055.17	
June 19-22, 2012	CML Conference	Breckenridge, CO	\$337.00	*
<b>Councillor Scott Major</b>				
March 10-14, 2012	NLC Congressional Cities Conference	Washington, DC	\$2,426.48	
<b>Total Travel Log</b>			<b>\$18,487.42</b>	
Career Development 2012 Budget			\$48,205.00	
Travel Log expenses			\$18,487.42	
Miscellaneous Career Development Expenses			\$0.00	
<b>Balance Available</b> (may not necessarily match JDE as some costs may not have hit JDE from this list and vice versa)			<b>\$29,717.58</b>	

## NOTES:

\* CML annual conference was hosted June 19-22, 2012; all of the expense reports have not been completed; amounts shown reflect what has been spent thus far for CML.

(1) Mayor McNally and Councillor Lindsey are sharing lodging at CML; costs for lodging are reflected in the Mayor's expenses.

(2) Mayor Pro Tem Winter received a scholarship to help offset the cost of attending this conference. However, the expense report has not been finalized and the amount shown is for airfare only.