



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: April 13, 2016

SUBJECT: Study Session Agenda for April 18, 2016

PREPARED BY: Donald M. Tripp, City Manager

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

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

A light dinner will be served in the Council Family Room

6:00 P.M.

CITY COUNCIL REPORTS

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

CITY MANAGER'S REPORT

PRESENTATIONS

1. Adams County Presentation on New Service Center on Pecos Street with County Manager Todd Leopold – ***Verbal***
2. 2016 Citizen Survey Results with Chelsey Farson of National Research Center, Inc.
3. Presentation on Ballot Initiative to Allow Alcohol in Grocery Stores with Laura K. Chapin of LKC Consulting LLC – ***Verbal***
4. Presentation from the Colorado Statewide Parent Coalition with Richard Garcia – ***Verbal***
5. Legislative Update with Ed Bowditch and Jennifer Cassell of Tomlinson & Associates – ***Verbal***
6. Boards & Commissions Appointments - ***Verbal***

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS

1. Water and Wastewater Utility Enterprise Revenue Bonds, Series 2016

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

Respectfully submitted,

Donald M. Tripp
City Manager

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



WESTMINSTER

Staff Report

City Council Study Session Meeting
April 18, 2016



SUBJECT: 2016 Westminster Citizen Survey Results

PREPARED BY: Ben Goldstein, Policy and Budget Analyst

Recommended City Council Action

Listen to the presentation by Project Manager Chelsey Farson of the National Research Center and discuss the 2016 Citizen Survey results.

Summary Statement

- The results from the recently completed 2016 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 2016, ratings were similar or above ratings given in 2014. Comparisons to other Front Range communities were mostly above or similar to the benchmark. In 2016, Westminster residents gave high marks to the overall quality of life in Westminster, with nearly 9 in 10 awarding very good or good ratings in 2016. These ratings have remained stable over time.
- Per City Council's request, questions were asked regarding residents' opinions on a variety of issues including the quality of public schools in Westminster and a proposed increase in the minimum wage. When asked to identify the top priorities for City government in the future, residents identified working with school districts to ensure availability of high quality public education as the top priority for the City. At least 6 in 10 participants thought highly of quality of local public schools, but this rating was lower than communities elsewhere and in the Front Range. Additionally, 51% of respondents strongly supported raising minimum wage in Colorado and 31% somewhat supported the measure. Only about 1 in 10 reported that they strongly opposed increasing minimum wage.
- When asked to rate the importance of the individual City services, residents gave especially high ratings to fire protection (90% very good or good), libraries (87%), emergency medical/ambulance, recreation facilities and drinking water (86% for each). Parks maintenance, trails, recreation programs and the appearance of parks and recreation facilities were also rated favorably by 8 in 10 respondents.
- Based on City Council direction, Staff will also be offering an on-line non-scientific survey that residents could self-select to complete. This survey will be open from April 25 – May 9. The results of the non-scientific survey will be shared with Council in an information only Staff Report in late May.

Expenditure Required: \$0

Source of Funds: NA

Policy Issue

None identified.

Alternative

None identified.

Background Information

Every two years, the City conducts a statistically valid citizen survey to measure residents' satisfaction levels with City services and gather opinions on specific policy questions. The 2016 Citizen Survey also allowed the City to collect information that can be used by departments to evaluate services. This year's survey was the 13th biennial survey the City has conducted with the National Research Center, Inc. (NRC).

Historically, the survey is conducted in spring with a presentation to City Council in June; however, this year specific steps were taken to ensure City Council had this information in time for the Strategic Planning Retreat scheduled for late April. In January and February, 3,000 Westminster households were selected at random to participate in the survey using a stratified, systematic sampling method so that the number of surveys sent to each of the three school districts was roughly equal to the proportion of all households in each district (Jefferson County=37%, Adams 12=31% and Adams 50=32%). Attached units within each district were oversampled to compensate for detached unit residents' tendency to return surveys at a higher rate. About 3% 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 2,897 households receiving a survey, 791 completed the survey, providing an overall response rate of 27%. This response rate was similar to the 2014, which saw a 29% response rate, and is still a strong response rate for a mailed survey. The survey sample was statistically weighted to reflect Westminster's 2010 Census estimates with a margin of error for the entire sample of plus or minus four points around any given percentage point. Differences between the 2014 and 2016 survey results can be considered "statistically significant" if they are eight percentage points or more.

Overall Quality of Community and Government

Residents of Westminster continue to enjoy a high quality of life and give high marks to the City government's performance.

- Westminster residents gave high marks to the overall quality of life in Westminster, with nearly 9 in 10 awarding very good or good ratings in 2016. These ratings have remained stable over time.
- Nearly all residents gave favorable ratings to Westminster as a place to live and about three-quarters indicated that the City was a good or very good place to raise children.
- At least 6 in 10 participants thought highly of quality of local public schools, but this rating was lower than communities elsewhere and in the Front Range.
- When asked to identify the top priorities for City government in the future, residents identified working with school districts to ensure availability of high quality public education as the top priority for the City.
- Aspects of quality of life in Westminster tended to be similar to national and Front Range comparisons.
- About three-quarters of residents awarded high ratings to the overall quality of services provided by the City, which is similar to communities across the nation and the Front Range, but a rating that decreased from 2014 to 2016.

- Close to 9 in 10 residents indicated that they felt the City was heading in the right direction, similar to previous years.
- City government performance aspects in Westminster that were rated higher or much higher than the nation and the Front Range included receiving good value for their taxes and City Council caring what people think. As in 2014, Westminster ranked first out of seven municipalities for perceptions of City Council caring what residents think.
- About 4 in 10 residents reported having contact with a City employee in the past 12 months, a level of contact that was similar to 2014 and the highest rate of contact since 2010.
- Of the survey respondents who had contact with an employee, 8 in 10 participants had a very good or good overall impression of the employee, which was higher than the national benchmark.

City Services

Respondents think highly of Westminster services and place high priority on the economy and safety services.

- Residents gave especially high ratings to fire protection (90% very good or good), libraries (87%), emergency medical/ambulance, recreation facilities and drinking water (86% for each). Parks maintenance, trails, recreation programs and the appearance of parks and recreation facilities were also rated favorably by 8 in 10 respondents.
- The lowest rated service was code enforcement, which was rated as very good or good by less than half of participants.
- Ratings for City services tended to be similar to the national benchmark, while five were lower or much lower and nine services were rated higher or much higher.
- Respondents awarded the highest importance to drinking water quality, fire protection and emergency medical/ambulance services. Over 9 in 10 also indicated that street repair, police protection, snow removal, sewer services and emergency preparedness were very important or essential.
- Importance ratings for economic development, libraries, municipal court, utility billing/meter reading and building permits/inspections increased over time, while all other services received similar levels of importance in 2016 as in 2014.
- Services categorized as higher in importance and lower in quality included snow removal, street repair, emergency preparedness and economic development. These services may warrant increased attention and resources from the City or monitoring to see if and where improvements or changes could be made.
- About 4 in 10 participants felt very well or well informed and a similar proportion thought they were neither well nor poorly informed about community matters. This level was similar to levels reported in previous years.
- When asked about which sources of information they rely on for City matters, residents relied most heavily on television news, the City website and social media.
- Close to 6 in 10 residents indicating they had used the City's website in the past year. This level was similar to previous years, but is the highest level reported since the question was first asked in 2000.

Economic Development

Westminster respondents think positively about the job opportunities available in the City and think the community is a good place to work.

- Nearly 6 in 10 survey participants indicated that Westminster is a very good or good place to work, which is lower than ratings awarded in 2014, but similar to ratings in 2012. These ratings were similar to the national and the Front Range benchmarks.
- About one-third of residents felt that job opportunities were very good or good, a level much higher than communities around the U.S. and Front Range.

- 51% of respondents strongly supported raising minimum wage in Colorado and 31% somewhat supported the measure. Only about 1 in 10 reported that they strongly opposed increasing minimum wage.
- Close to two-thirds of residents identified attracting and retaining primary employers as a priority for City Council.

Safety

Residents continue to feel safe in Westminster and are prepared for emergencies.

- At least 8 in 10 felt very or somewhat safe from fires, other natural disasters and violent crimes, and about two-thirds felt safe from property crimes. These feelings of safety remained stable since the last iteration of the survey.
- Compared to the national benchmark, respondents' ratings for perceptions of safety from violent crimes and property crimes were similar to other communities, but lower than resident ratings from Front Range municipalities.
- In 2016, residents were asked about their level of emergency preparedness. About three-quarters of residents reported that they felt prepared or very prepared to shelter-in-place during a blizzard or prolonged power outage and 2 in 10 indicated they were not prepared.

Livable Community

A majority of residents enjoy their neighborhoods, but cost of living is a concern for many.

- In 2016, 75% of residents rated their neighborhoods as a very good or good place to live, which was similar to 2014 and to communities across the nation.
- Residents were asked to evaluate their neighborhoods for improvements or declines in the last year and about 2 in 10 reported that the quality had improved slightly or a lot and nearly two-thirds indicated that their neighborhoods had not changed.
- Respondents identified the high cost of living as the most major or moderate problem in the City, with about 57% of residents indicating this was an issue. At least 4 in 10 also reported that drugs, crime, vandalism and growth were problems in the community.
- The high cost of housing, too much growth, taxes and traffic safety on major and neighborhood streets were more of a problem in 2016 than in 2014, while graffiti and lack of growth were deemed less of a major or moderate problem.
- When asked about priorities for City Council and government, nearly half of residents indicated that working to ensure that housing choices are available for all income levels was the highest or high priority and another one-third reported it was a medium priority for the community.
- Residents were asked how important it was that commuter rail service be completed in the Northwest Corridor. About 6 in 10 respondents felt it was essential or very important to complete the rail and close to one-quarter also indicated that it was somewhat important.

Appearance and Environment

Westminster residents are pleased with the appearance and environment of their community and would support measures to increase recycling.

- Close to 9 in 10 participants felt that “financially sustainable” and “beautiful parks/open spaces” mostly aptly described Westminster’s image and 8 in 10 thought that “safe and secure,” “environmentally sensitive” and “ease of mobility” reflected their community. A similar proportion agreed that these statements described Westminster in 2014.
- Nearly 8 in 10 gave high marks to the physical attractiveness of Westminster, and only 2% felt that the appearance of the community was bad or very bad.
- When asked about their participation in curbside recycling, a little under half of respondents indicated they do recycle. Furthermore, 82% of residents indicated they would somewhat or strongly support offering curbside recycling if it were automatically included in their trash bills.

- According to the survey, Westminster residents enjoy a high quality of life and feel positively about the City government's performance.
- In 2014, one-quarter of survey respondents rated the overall quality of life in Westminster as very good and another 6 in 10 rated it as good, similar to previous years. Ratings of aspects of quality of life were similar to the national and Front Range averages.

Staff has also noted a few areas where responses indicate opportunities for improvement or further evaluation. Economic development and street repair were two of the lowest rated City services, but economic development was higher than the national and Front Range benchmarks and ratings for street repair were higher than communities across the nation. Emergency preparedness ratings were also higher than both sets of comparisons, while averages for snow removal were similar to the benchmarks. These are services on which Staff will likely focus more attention and resources and monitor to potential improve resident's perceptions service quality.

City services that were rated higher in importance and quality were drinking water, fire protection, EMS/ambulance, police protection, sewer services, preservation of natural areas, parks maintenance and libraries.

Based on City Council direction, Staff will also be offering an on-line non-scientific survey that residents could self-select to complete. This survey will be open from April 25 – May 9. The results of the non-scientific survey will be shared with Council in an Information Only Staff Report in late May.

The survey results and analysis will be presented at the April 18 Study Session Meeting. National Research Center Project Manager, Chelsey Farson, will be in attendance Monday night to share a presentation with further analysis, discuss the results of the survey and respond to City Council's questions.

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

Respectfully submitted,

Donald M. Tripp
City Manager

Attachment: 2016 Citizen Survey Report of Results



WESTMINSTER

CITY OF WESTMINSTER, CO 2016 CITIZEN SURVEY REPORT OF RESULTS

MARCH 2016

Prepared by:



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EXECUTIVE SUMMARY

SURVEY BACKGROUND

The City of Westminster has conducted a regular, periodic survey of residents' opinions since 1992. Working with National Research Center, Inc. (NRC), Westminster has used the same systematic method for sampling residents and the same set of core questions for each survey administration. The 2016 survey was the 13th 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 3% of the surveys were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,897 households receiving a survey, 791 completed the survey, providing an overall response rate of 27%. The margin of error for the entire sample is plus or minus four points around any given percentage point. Results also are reported by school district of residence (Adams 12, Westminster and Jefferson County) to permit a deeper examination of the data.

Because the City of Westminster has administered resident surveys in the past, comparisons were made between the 2016 responses and those from prior years, when available. The 2016 results also were compared to those of other jurisdictions around the nation and in Colorado's Front Range, made possible through NRC's benchmark database. This database contains resident perspectives gathered in citizen surveys from more than 500 jurisdictions across the U.S., including cities and counties.

HIGHLIGHTS

The 2016 survey contained a series of questions that reflected either directly or indirectly on the City's progress within several themes. The survey results are loosely organized around the themes of overall quality of community and government, City services, economic development, safety, community livability and appearance and environment.

OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

Residents of Westminster continue to enjoy a high quality of life and give high marks to the City government's performance.

- Westminster residents gave high marks to the overall quality of life in Westminster, with nearly 9 in 10 awarding very good or good ratings in 2016. These ratings have remained stable over time.
- Nearly all residents gave favorable ratings to Westminster as a place to live and about three-quarters indicated that the City was a good or very good place to raise children.
- At least 6 in 10 participants thought highly of quality of local public schools, but this rating was lower than communities elsewhere and in the Front Range.
- When asked to identify the top priorities for City government in the future, residents identified working with school districts to ensure availability of high quality public education as the top priority for the City.
- Aspects of quality of life in Westminster tended to be similar to national and Front Range comparisons.
- About three-quarters of residents awarded high ratings to the overall quality of services provided by the City, which is similar to communities across the nation and the Front Range, but a rating that decreased from 2014 to 2016.
- Close to 9 in 10 residents indicated that they felt the City was heading in the right direction, similar to previous years.
- City government performance aspects in Westminster that were rated higher or much higher than the nation and the Front Range included receiving good value for their taxes and City Council caring what people think. As in 2014, Westminster ranked first out of seven municipalities for perceptions of City Council caring what residents think.
- About 4 in 10 residents reported having contact with a City employee in the past 12 months, a level of contact that was similar to 2014 and the highest rate of contact since 2010.
- Of the survey respondents who had contact with an employee, 8 in 10 participants had a very good or good overall impression of the employee, which was higher than the national benchmark.

CITY SERVICES

Respondents think highly of Westminster services and place high priority on the economy and safety services.

- Residents gave especially high ratings to fire protection (90% very good or good), libraries (87%), emergency medical/ambulance, recreation facilities and drinking water (86% for each). Parks maintenance, trails, recreation programs and the appearance of parks and recreation facilities were also rated favorably by 8 in 10 respondents.
- The lowest rated service was code enforcement, which was rated as very good or good by less than half of participants.
- Ratings for City services tended to be similar to the national benchmark, while five were lower or much lower and nine services were rated higher or much higher.
- Respondents awarded the highest importance to drinking water quality, fire protection and emergency medical/ambulance services. Over 9 in 10 also indicated that street repair, police protection, snow removal, sewer services and emergency preparedness were very important or essential.
- Importance ratings for economic development, libraries, municipal court, utility billing/meter reading and building permits/inspections increased over time, while all other services received similar levels of importance in 2016 as in 2014.
- Services categorized as higher in importance and lower in quality included snow removal, street repair, emergency preparedness and economic development. These services may warrant increased attention and resources from the City or monitoring to see if and where improvements or changes could be made.
- About 4 in 10 participants felt very well or well informed and a similar proportion thought they were neither well nor poorly informed about community matters. This level was similar to levels reported in previous years.
- When asked about which sources of information they rely on for City matters, residents relied most heavily on television news, the City website and social media.
- Close to 6 in 10 residents indicating they had used the City's website in the past year. This level was similar to previous years, but is the highest level reported since the question was first asked in 2000.

ECONOMIC DEVELOPMENT

Westminster respondents think positively about the job opportunities available in the City and think the community is a good place to work.

- Nearly 6 in 10 survey participants indicated that Westminster is a very good or good place to work, which is lower than ratings awarded in 2014, but similar to ratings in 2012. These ratings were similar to the national and the Front Range benchmarks.
- About one-third of residents felt that job opportunities were very good or good, a level much higher than communities around the U.S. and Front Range.
- Fifty-one percent of respondents strongly supported raising minimum wage in Colorado and 31% somewhat supported the measure. Only about 1 in 10 reported that they strongly opposed increasing minimum wage.
- Close two-thirds of residents identified attracting and retaining primary employers as a priority for City Council.

SAFETY

Residents continue to feel safe in Westminster and are prepared for emergencies.

- At least 8 in 10 felt very or somewhat safe from fires, other natural disasters and violent crimes, and about two-thirds felt safe from property crimes. These feelings of safety remained stable since the last iteration of the survey.
- Compared to the national benchmark, respondents' ratings for perceptions of safety from violent crimes and property crimes were similar to other communities, but lower than resident ratings from Front Range municipalities.
- In 2016, residents were asked about their level of emergency preparedness. About three-quarters of residents reported that they felt prepared or very prepared to shelter-in-place during a blizzard or prolonged power outage and 2 in 10 indicated they were not prepared.

LIVABLE COMMUNITY

A majority of residents enjoy their neighborhoods, but cost of living is a concern for many.

- In 2016, 75% of residents rated their neighborhoods as a very good or good place to live, which was similar to 2014 and to communities across the nation.
- Residents were asked to evaluate their neighborhoods for improvements or declines in the last year and about 2 in 10 reported that the quality had improved slightly or a lot and nearly two-thirds indicated that their neighborhoods had not changed.
- Respondents identified the high cost of living as the most major or moderate problem in the City, with about 57% of residents indicating this was an issue. At least 4 in 10 also reported that drugs, crime, vandalism and growth were problems in the community.
- The high cost of housing, too much growth, taxes and traffic safety on major and neighborhood streets were more of a problem in 2016 than in 2014, while graffiti and lack of growth were deemed less of a major or moderate problem.
- When asked about priorities for City Council and government, nearly half of residents indicated that working to ensure that housing choices are available for all income levels was the highest or high priority and another one-third reported it was a medium priority for the community.
- Residents were asked how important it was that commuter rail service be completed in the Northwest Corridor. About 6 in 10 respondents felt it was essential or very important to complete the rail and close to one-quarter also indicated that it was somewhat important.

APPEARANCE AND ENVIRONMENT

Westminster residents are pleased with the appearance and environment of their community and would support measures to increase recycling.

- Close to 9 in 10 participants felt that “financially sustainable” and “beautiful parks/open spaces” mostly aptly described Westminster’s image and 8 in 10 thought that “safe and secure,” “environmentally sensitive” and “ease of mobility” reflected their community. A similar proportion agreed that these statements described Westminster in 2014.
- Nearly 8 in 10 gave high marks to the physical attractiveness of Westminster, and only 2% felt that the appearance of the community was bad or very bad.
- When asked about their participation in curbside recycling, a little under half of respondents indicated they do recycle. Furthermore, 82% of residents indicated they would somewhat or strongly support offering curbside recycling if it were automatically included in their trash bills.

SURVEY BACKGROUND

SURVEY PURPOSES

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

The baseline Westminster Citizen Survey was conducted in 1992. The 2016 survey is the 13th iteration, providing over 20 years of data. This survey provides a reliable source to track resident opinion that will continue to be examined periodically over the coming years. It allows the City to monitor the community's pulse, as Westminster changes and grows.

SURVEY METHODS

The Westminster Citizen Survey was administered by mail to a representative sample of 3,000 city residents. Each household received three mailings beginning in January 2016. 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 2016 Westminster Citizen Survey, a five-page questionnaire and self-mailing envelope. Respondents also were given the option to complete the survey via the web through a link that was provided in the cover letters. Completed surveys were collected through the mail and online over a five week period. The survey instrument itself appears in *Appendix E: Survey Instrument*.

About 3% of the mailings were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,897 households receiving a survey, 791 completed the survey, providing an overall response rate of 27%.

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

HOW THE RESULTS ARE REPORTED

For the most part, frequency distributions (the percent of respondents giving each possible response to a particular question) and the "percent positive" are presented in the body of the report. The percent positive is the combination of the top two most positive response options (i.e., "very good" and "good," "strongly agree" and "somewhat agree," "very safe" and "somewhat safe," etc.). The full set of frequencies can be found in *Appendix A: Complete Set of Survey Frequencies*.

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

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

PRECISION OF ESTIMATES

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence interval for this survey is generally no greater than plus or minus four percentage points¹ around any given percent reported for the entire sample (791).

COMPARING SURVEY RESULTS BY GEOGRAPHIC AND DEMOGRAPHIC SUBGROUPS

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

Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the whole sample. For each of the three school districts in Westminster (Jefferson County, Adams 12 or Westminster), the margin of error rises to approximately plus or minus 8% since the number of respondents were approximately 395 for Jefferson County, 221 for Adams 12 and 175 for Westminster. Comparisons by respondent demographics have margins of error ranging from plus or minus 5% for 450 respondents to as much as plus or minus 11% for approximately 80 respondents.

COMPARING SURVEY RESULTS OVER TIME

The 2016 survey was the 13th in a series of citizen surveys and the 2016 results are presented along with ratings from past surveys when available. Differences between the 2014 and 2016 survey results can be considered “statistically significant” if they are six percentage points or more. Trend data for Westminster represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time especially represent opportunities for understanding how local policies, programs or public information may have affected residents’ opinions.

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

COMPARING SURVEY RESULTS TO OTHER COMMUNITIES

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 communities whose residents evaluated their services. Conducted with typically no fewer than 400 residents in each community, opinions are intended to represent over 30 million Americans.

national and Front Range benchmark comparisons have been included in the report when available. Benchmark comparisons have been provided when similar questions on the Westminster survey are included in NRC’s database and there are at least five communities in which the question was asked, though most questions are compared to more than five other cities across the country or in the Front Range. Additional information on NRC’s benchmarking database, including communities to which Westminster was compared nationally and in the Front Range, can be found in *Appendix C: Benchmark Comparisons*.

Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the City in the last 12 months), the City of Westminster’s results were generally noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much lower” or “much higher”). These labels come from a statistical comparison of Westminster’s rating to the benchmark where a rating is considered “similar” if it is within the margin of error; “higher” or “lower” if the difference between Westminster’s rating and the benchmark is greater than but less than twice the margin of error; and “much higher” or “much

¹ The exact margin of error is 3.5%. It has been referenced throughout the reporting as the rounded percentage for ease of interpretation.

lower” if the difference between Westminster’s rating and the benchmark is more than twice the margin of error. Data for a number of items on the survey is not available in the benchmark database (e.g., some of the services or aspects of the community). These items are excluded from the benchmark tables.

SURVEY RESULTS

The 2016 Westminster survey contained a series of questions that reflected either directly or indirectly on the City’s progress within several themes. The report of results is loosely organized around themes of overall quality of community and government, City services, economic development, safety, community livability and appearance and environment.

OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

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

QUALITY OF LIFE

Westminster residents gave high marks to the overall quality of life in Westminster, with nearly 9 in 10 awarding very good or good ratings in 2016. These ratings have remained stable over time.

Ratings of quality of life were compared to ratings given by residents of other communities across the nation and those in the Front Range. Westminster’s ratings for overall quality of life were similar to the national benchmark, but lower than Front Range comparisons (see *Appendix C: Benchmark Comparisons* for more information on the benchmark comparisons).

The 2016 survey results were compared by respondent geographic area of residence and demographic characteristics (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Residents who lived in Westminster school district, respondents who resided in attached housing and those who made less than \$25,000 annually tended to give lower ratings to the overall quality of life in Westminster compared to their counterparts.

FIGURE 1: OVERALL QUALITY OF LIFE IN WESTMINSTER

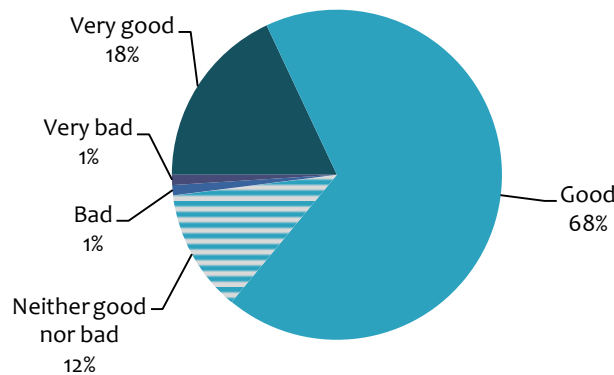
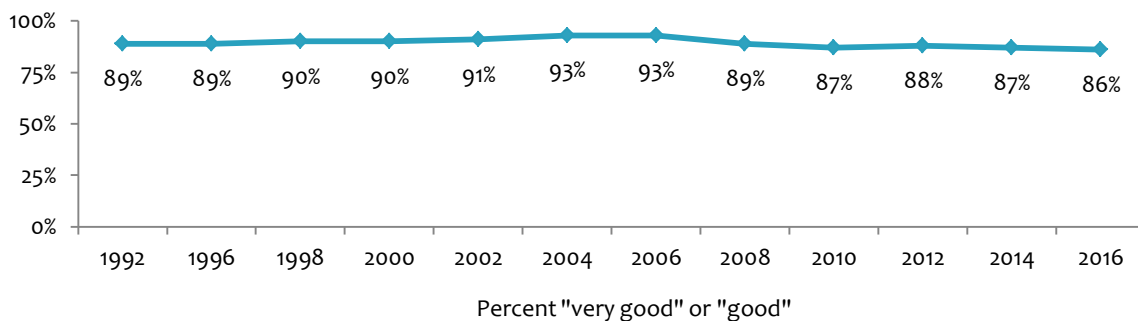


FIGURE 2: OVERALL QUALITY OF LIFE COMPARED BY YEAR



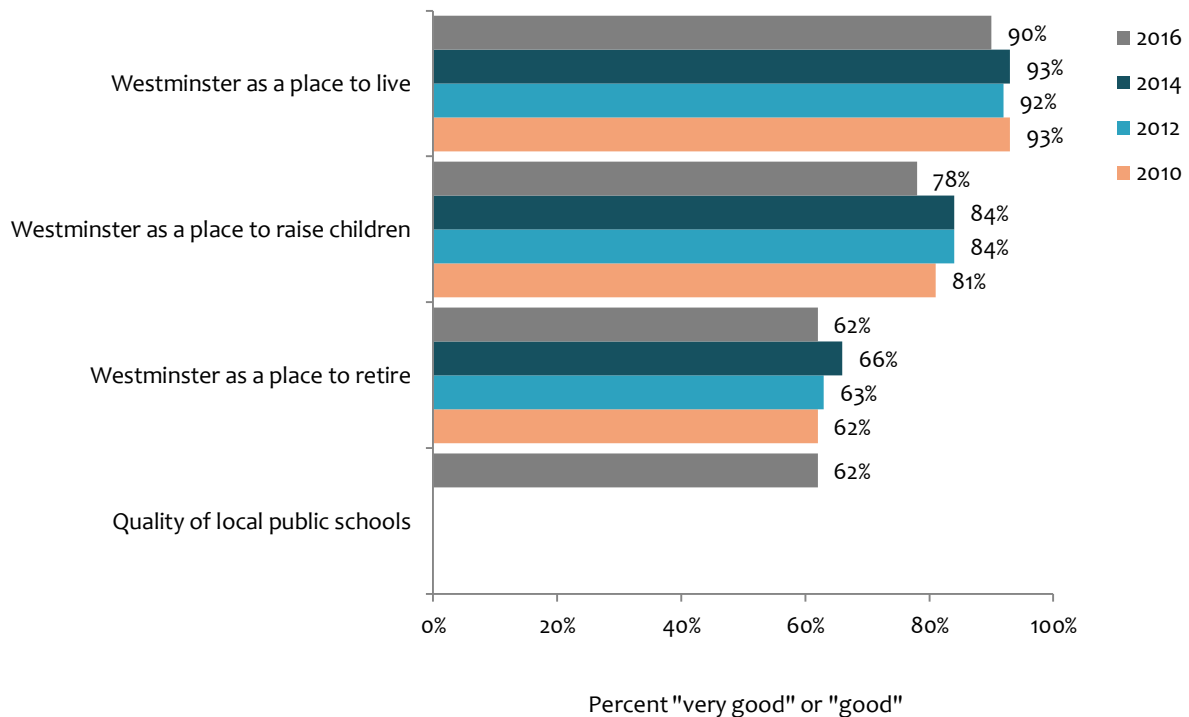
In addition to the overall quality of life in the city, survey respondents evaluated the city as a place to live, raise children and retire. Nearly all residents gave favorable marks to Westminster as a place to live, which was stable over time, and about three-quarters indicated that the City was a good place to raise children, a rating that decreased from 2014 to 2016. At least 6 in 10 participants thought highly of Westminster as a place to retire and the quality of local public schools.

When compared to other communities across the nation, Westminster’s ratings tended to be similar to ratings seen elsewhere and the City as a place to retire was similar to both benchmarks. However, ratings for the City as a place to raise children and the quality of local public schools were lower or much lower than national and Front Range comparisons (see *Appendix C: Benchmark Comparisons* for more information).

Over 30% of respondents selected “don’t know” when asked the quality of public schools (see *Appendix A: Complete Set of Survey Frequencies* for the full set of responses, including “don’t know”).

Ratings for Westminster as a place to live and raise children and the quality of local public schools were more likely to receive lower ratings from residents who lived in Westminster school district than respondents from other school districts. Participants who were under the age of 35 also tended to give lower marks to these aspects (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 3: ASPECTS OF QUALITY OF LIFE COMPARED BY YEAR



OVERALL QUALITY OF CITY SERVICES

Ratings for the overall quality of services provided by the City of Westminster were positive, with 77% of respondents giving very good or good ratings; a rating that has decreased since 2014.

Overall quality of services provided by the City of Westminster was rated similarly to communities across the U.S. and in the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 4: OVERALL QUALITY OF CITY SERVICES

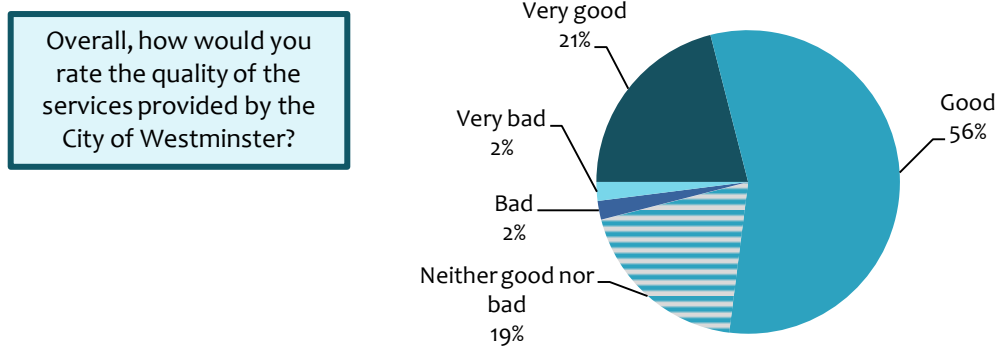
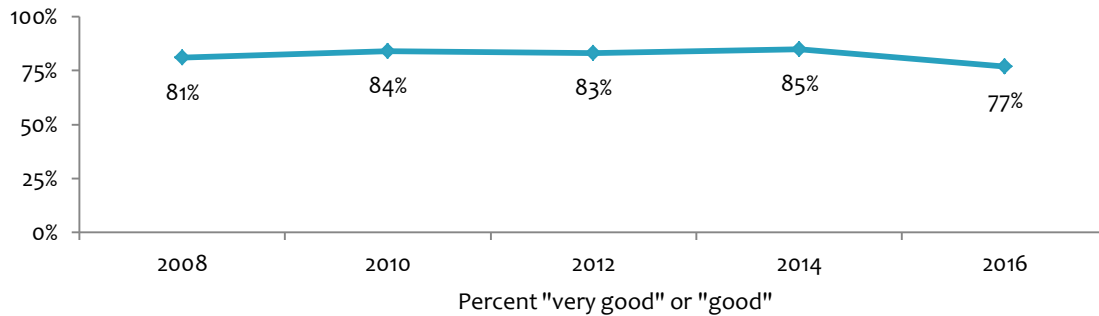


FIGURE 5: OVERALL QUALITY OF CITY SERVICES COMPARED BY YEAR

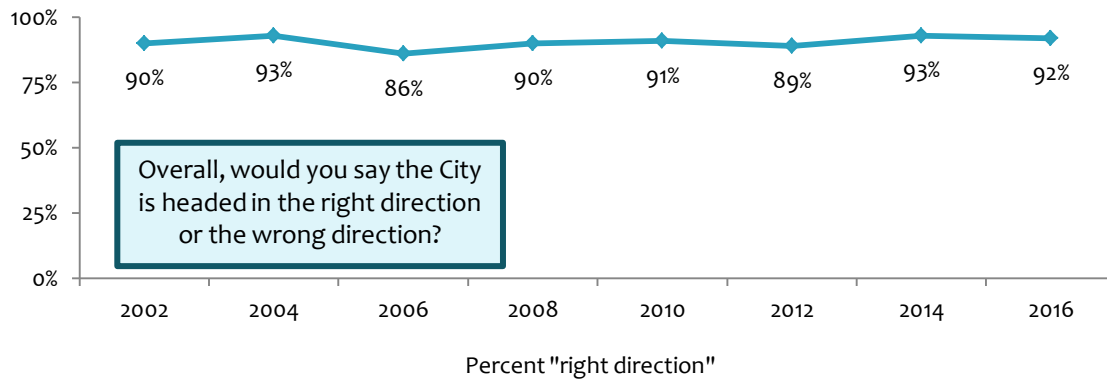


CITY GOVERNMENT

The overall direction of the City was rated positively; about, 9 in 10 residents indicated that they felt the City was heading in the right direction, similar to previous years.

Residents who had resided in the community for more than 20 years tended to give the lowest ratings to the overall direction of the City of Westminster compared to their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*). No differences were observed across the three school districts.

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

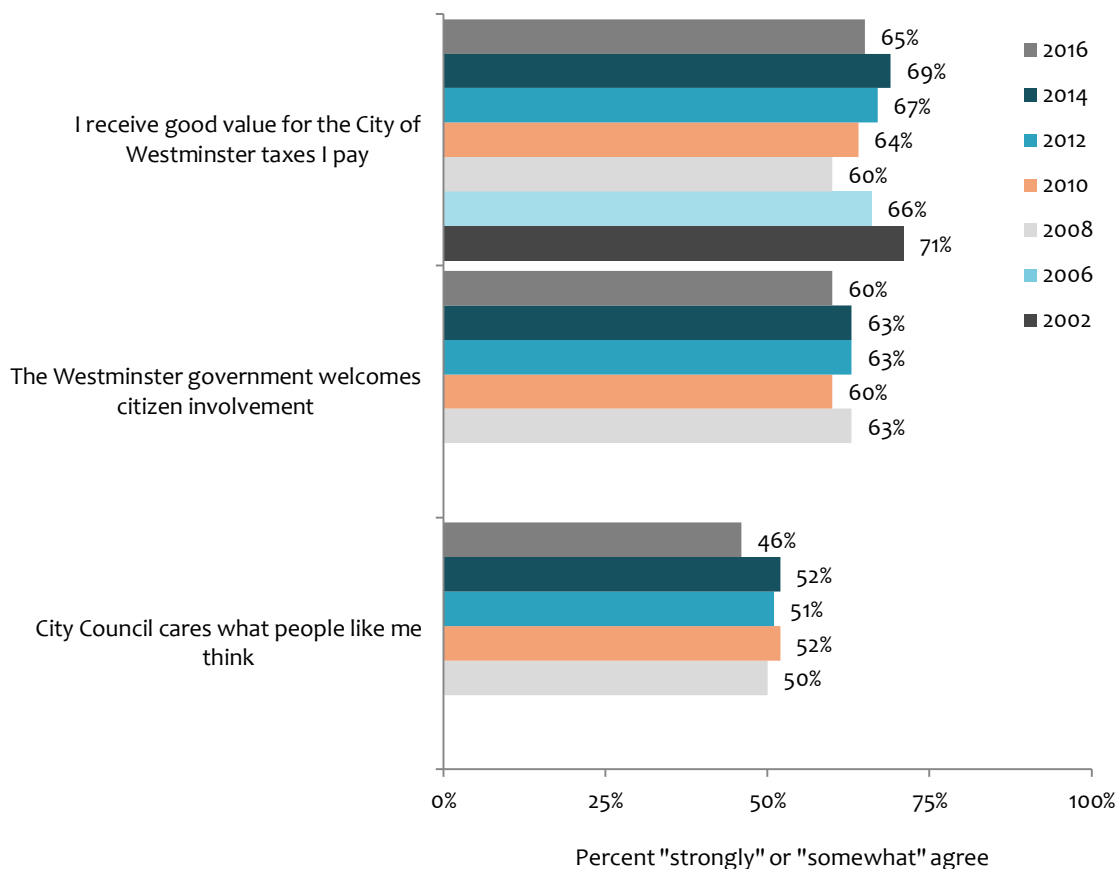


Respondents rated three separate aspects of City government performance. The highest rated aspect was the value of services for taxes paid with almost two-thirds giving very good or good ratings, similar to 2014. About 6 in 10 participants thought the government was doing a good or very good job welcoming citizen involvement and about half of residents agreed that City Council cared about their opinions. These results tended to be similar to ratings in past years; however, fewer residents believed that Council cared about what they think in 2016.

City government performance aspects in Westminster that were rated higher or much higher than the nation and the Front Range included receiving good value for their taxes and City Council caring what people think. As in 2014, Westminster ranked first out of seven municipalities across the nation and first out of five Front Range communities for perceptions of City Council caring what residents think. The aspect of welcoming citizen involvement received ratings that were similar to the both of the benchmarks (see *Appendix C: Benchmark Comparisons* for more information).

Comparisons by respondent characteristics showed differences based on demographics. Residents who made \$100,000 or more and those who had lived in Westminster for 10-14 years were more likely to give high ratings to government welcoming citizen involvement. Additionally, residents aged 18-34 tended to be less likely to strongly or somewhat agree that they received good value for the taxes they paid and that City Council cared what residents thought than older participants. No differences were observed based on geographic location (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 7: RATINGS OF GOVERNMENT PERFORMANCE COMPARED BY YEAR



CITY EMPLOYEES

In 2016, less than half of residents reported having contact with a City employee in the past 12 months, a level of contact that was similar to 2014 and the highest rate of contact since 2010.

Respondents' level of contact with City of Westminster employees was similar to the nation, but lower than levels reported in the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 8: CONTACT WITH CITY EMPLOYEE COMPARED BY YEAR

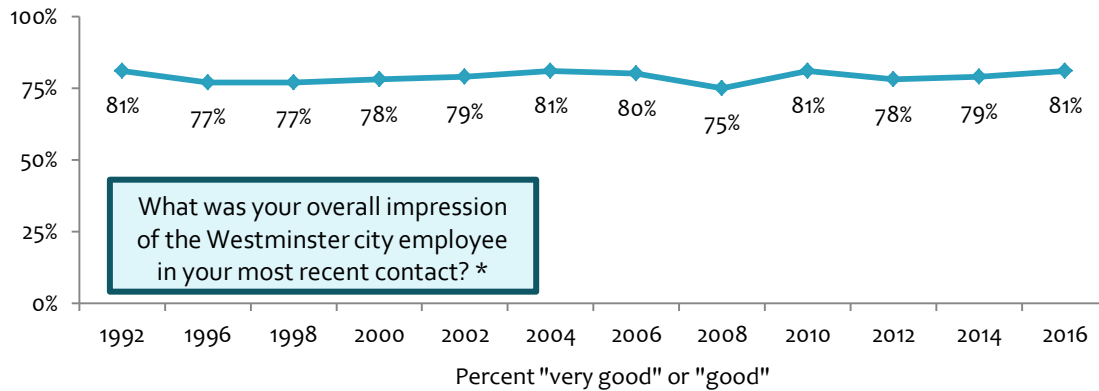


Of the survey respondents who had contact with an employee, about 8 in 10 or more reported that the employee was courteous, responsive and knowledgeable (see Figure 10 on the next page). Seventy-five percent of survey respondents felt valued by the employee and 8 in 10 participants had a very good or good overall impression of the employee. The ratings for overall impression, courtesy and responsiveness were similar to ratings given in 2014, while ratings for employees' knowledge and ability to make residents feel valued increased between 2014 and 2016.

When comparisons could be made, ratings for Westminster employees were similar to national and Front Range communities; however, ratings for overall impression of employees were higher in comparison to communities across the U.S. (see *Appendix C: Benchmark Comparisons* for more information).

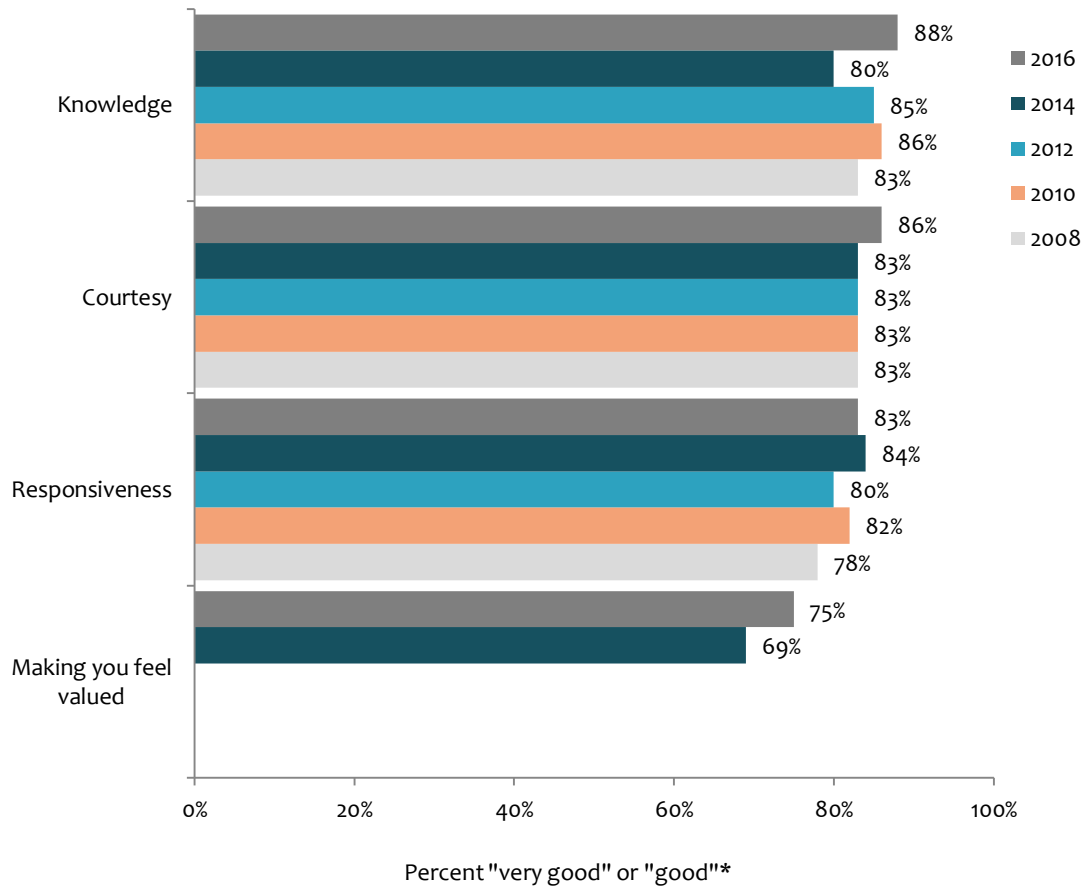
Respondents who made higher incomes (over \$100,000) tended to give higher marks to the knowledge of City employees and were more likely to report the employee made them feel valued than participants who had lower incomes. Residents from all school districts tended to give similar ratings to Westminster employees (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

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



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

FIGURE 10: RATINGS OF EMPLOYEE CHARACTERISTICS COMPARED BY YEAR



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

CITY SERVICES

When evaluating the quality of 25 City services, residents gave especially high marks to fire protection (90% very good or good), libraries (87%), emergency medical/ambulance, recreation facilities and drinking water (86% for each). Parks maintenance, trails, recreation programs and the appearance of parks and recreation facilities were also rated favorably by 8 in 10 respondents. The lowest rated service was City code enforcement, which was rated as very good or good by less than half of participants.

Ratings for City of Westminster services tended to remain stable between 2014 and 2016, but ratings for recycling drop off centers, municipal court and code enforcement decreased since the last iteration of the survey.

Between 31% and 52% of participants selected “don’t know” when asked to rate recycling drop off centers, code enforcement, municipal court, building permits/inspections and emergency preparedness (see *Appendix A: Complete Set of Survey Frequencies* for all response to the survey questions, including “don’t know”).

Comparisons of resident ratings found that 11 ratings were similar to the national benchmark, five were lower or much lower and nine services were rated higher or much higher. The ratings that were lower than both national and Front Range communities included sewer services, recycling drop off centers, emergency medical/ambulance services and utility billing/meter reading. The services that were rated higher than the benchmarks were land use, planning and zoning, economic development, preservation of natural areas and emergency preparedness (see *Appendix C: Benchmark Comparisons* for more information).

Many City services tended to be rated higher by residents who made household incomes of \$100,000 or more, including street repair, street cleaning, fire protection, park maintenance, recreation facilities, trails and the appearance of parks and recreation facilities; however, residents with incomes between \$25,000-99,999 were more likely to award high scores to snow removal and library services than other respondents (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

Comparisons across school district found that Jefferson County school district residents were more likely to give favorable ratings to street repair, recreation facilities, trails, the appearance of parks and recreation trails and utility billing/meter reading than residents from other school districts, while Westminster school district respondents awarded more positive ratings to building permits/inspections compared to residents residing in Jefferson or Adams 12 school districts.

FIGURE 11: QUALITY OF CITY SERVICES COMPARED BY YEAR

For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster. (Percent “very good” or “good”)	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Fire protection	89%	85%	86%	85%	89%	84%	86%	85%	87%	85%	86%	90%
Libraries	67%	79%	86%	85%	87%	87%	87%	83%	84%	83%	84%	87%
Emergency medical/ambulance service	81%	78%	81%	82%	85%	82%	82%	81%	84%	80%	85%	86%
Recreation facilities	82%	91%	88%	89%	90%	90%	90%	82%	83%	84%	87%	86%
Drinking water quality	74%	72%	71%	75%	76%	73%	79%	80%	83%	81%	83%	86%
Appearance of parks and recreation facilities	NA					87%	89%	85%	87%	87%	87%	85%
Recreation programs	85%	88%	86%	85%	88%	87%	87%	81%	81%	81%	84%	84%
Trails	NA				83%	80%	85%	82%	86%	83%	86%	81%
Parks maintenance	88%	87%	87%	85%	86%	85%	84%	83%	84%	84%	85%	81%
Preservation of natural areas (open space, greenbelts)	NA	70%	68%	NA				74%	80%	83%	82%	78%
Police protection	77%	76%	79%	76%	77%	76%	72%	73%	79%	72%	79%	78%
Sewer services	NA							70%	70%	71%	74%	72%
Police traffic enforcement	66%	60%	57%	58%	56%	62%	65%	66%	72%	66%	70%	68%
Snow removal	74%	76%	73%	72%	72%	73%	76%	58%	69%	63%	71%	67%
Emergency preparedness	NA							53%	67%	57%	66%	66%
Recycling drop off centers at City facilities	NA							45%	53%	54%	65%	57%
Utility billing/meter reading	NA		64%	63%	62%	60%	58%	57%	60%	58%	61%	57%
Animal management	61%	NA						55%	56%	56%	60%	57%
Municipal Court	NA			57%	62%	59%	57%	53%	61%	56%	65%	56%
Street cleaning	61%	60%	59%	58%	60%	61%	66%	59%	54%	57%	57%	56%
Economic development	NA							57%	51%	52%	53%	56%
Building permits/inspections	NA		45%	51%	54%	50%	45%	44%	54%	51%	58%	54%
Land use, planning and zoning	NA							51%	56%	57%	57%	54%
Street repair	50%	47%	46%	46%	46%	49%	55%	49%	49%	53%	54%	54%
City Code enforcement	39%	38%	NA	51%	54%	52%	47%	42%	46%	48%	57%	48%

Westminster residents were also asked about their opinions regarding the importance of these services. Respondents awarded the highest importance to drinking water quality, fire protection and emergency medical/ambulance services. Over 9 in 10 also indicated that street repair, police protection, snow removal, sewer services and emergency preparedness were very important or essential. Less than 6 in 10 cited recycling drop off, animal management or street cleaning as important.

Importance ratings for economic development, libraries, municipal court, utility billing/meter reading and building permits/inspections increased over time, while all other services received similar levels of importance in 2016 as in 2014.

FIGURE 12: 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	2014	2016
Drinking water quality	97%	96%	93%	97%	98%
Fire protection	94%	96%	92%	96%	98%
Emergency medical/ambulance service	93%	92%	90%	94%	97%
Street repair	86%	86%	83%	91%	95%
Police protection	94%	93%	92%	94%	94%
Snow removal	88%	83%	86%	91%	93%
Sewer services	77%	79%	81%	88%	91%
Emergency preparedness	77%	77%	76%	81%	91%
Economic development	74%	72%	75%	73%	82%
Parks maintenance	74%	74%	70%	80%	80%
Libraries	73%	72%	69%	74%	80%
Preservation of natural areas (open space, greenbelts)	76%	71%	75%	79%	79%
Police traffic enforcement	73%	77%	72%	76%	79%
Municipal Court	58%	57%	56%	63%	76%
Land use, planning and zoning	66%	61%	60%	69%	73%
Appearance of parks and recreation facilities	68%	69%	67%	72%	72%
Recreation facilities	68%	65%	64%	71%	71%
Trails	60%	59%	61%	66%	70%
Recreation programs	63%	60%	59%	65%	68%
Utility billing/meter reading	54%	52%	51%	60%	67%
Building permits/inspections	48%	48%	48%	53%	66%
City Code enforcement	54%	50%	53%	60%	65%
Recycling drop off centers at City facilities	57%	48%	50%	55%	59%
Animal management	51%	47%	49%	58%	55%
Street cleaning	44%	45%	41%	52%	51%

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 79% or more of respondents. Services were rated as “less important” if they received a rating of less than 79%. Services receiving quality ratings of very good or good by 68% or more of respondents were considered of “higher quality” and those with ratings lower than 68% were considered to be of “lower quality.” This classification divided the services in half.

Services categorized as higher in importance and lower in quality included snow removal, street repair, emergency preparedness and economic development. Snow removal moved from being higher importance and higher quality,

Economic development and street repair were two of the lowest rated City services, but economic development was higher than the national and Front Range benchmarks and ratings for street repair were higher than communities across the nation. Emergency preparedness ratings were also higher than both sets of comparisons, while averages for snow removal were similar to the benchmarks. These are services on which the City might want to focus more attention and resources or monitor to potential improve residents perceptions service quality.

City services that were rated higher in importance and quality were drinking water, fire protection, EMS/ambulance, police protection, sewer services, preservation of natural areas, parks maintenance and libraries.

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

The lower importance/lower quality City services were land use, planning and zoning, municipal court, utility billing, code enforcement, building permits/inspections, recycling drop off centers, animal management and street cleaning.

FIGURE 13: BALANCING QUALITY AND IMPORTANCE



Prepared by National Research Center, Inc.

COMMUNITY INFORMATION

An engaged community is one in which residents are up-to-date about what is going on in their community. About 4 in 10 participants felt very well or well informed and a similar proportion thought they were neither well nor poorly informed about community matters. This level was similar to levels reported in previous years.

While differences between school districts were not significant, demographic differences were present. Individuals who were over the age of 55, those who had incomes between \$25,000-99,000 and residents who had lived in Westminster for 15-19 years tended to report they were more informed about City matters than their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 14: LEVEL OF BEING INFORMED ABOUT THE CITY

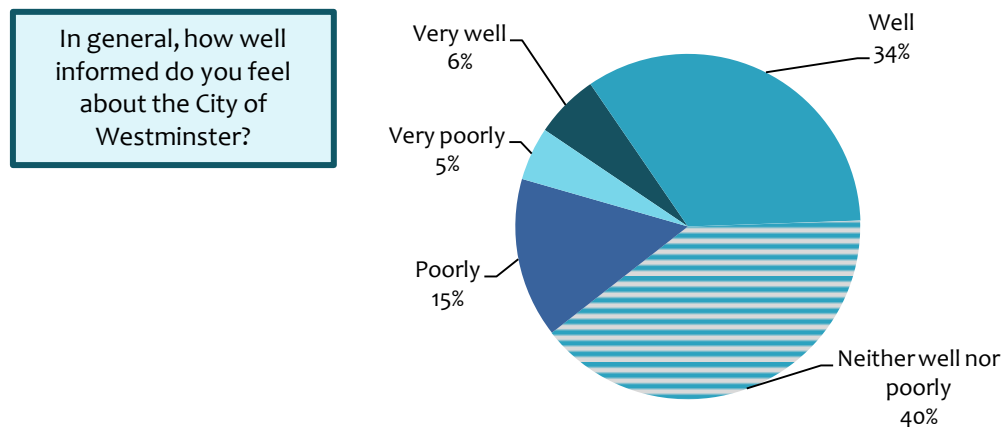
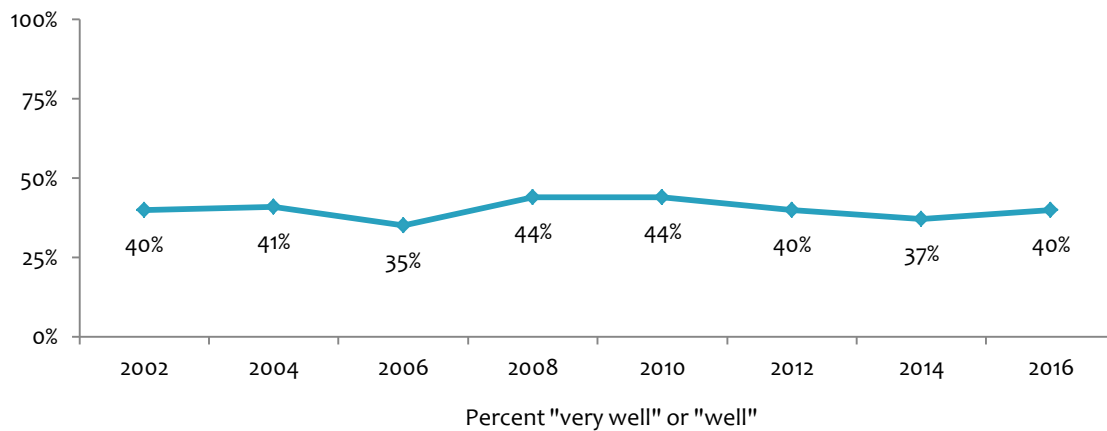


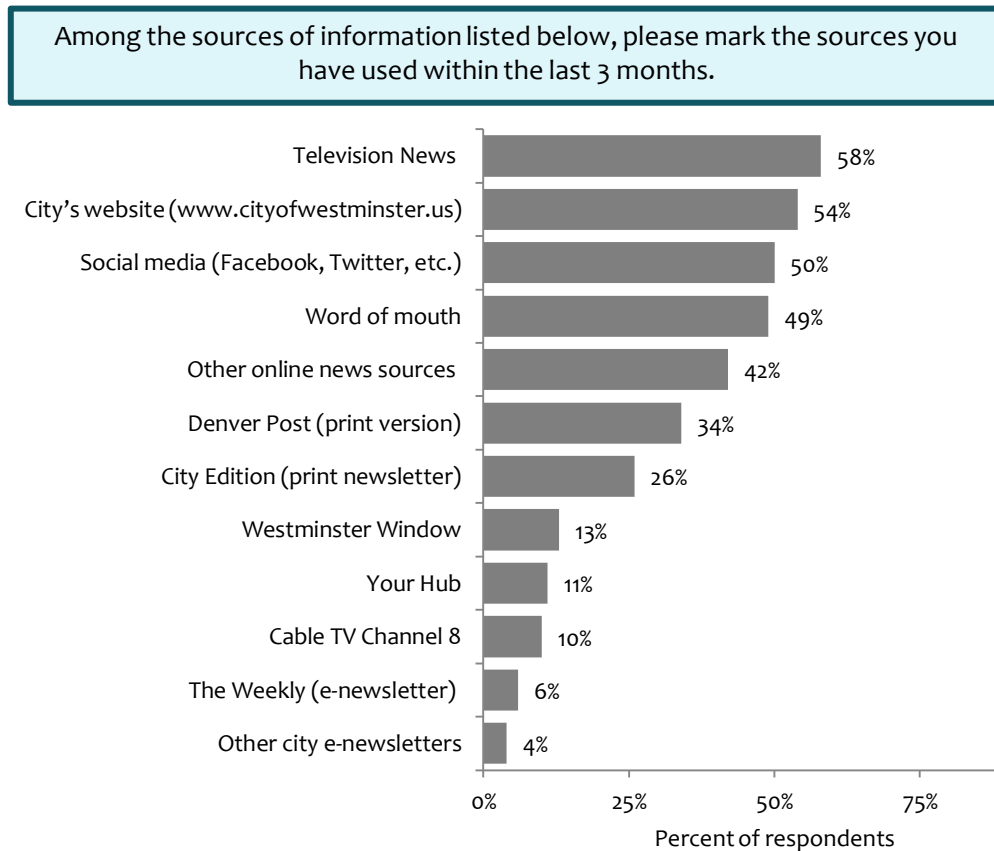
FIGURE 15: LEVEL OF BEING INFORMED ABOUT THE CITY COMPARED BY YEAR



In order to provide needed information to citizens about their community, it is helpful to know what sources residents rely upon most often. Residents relied most heavily on television news, the City website and social media for sources of information about Westminster. The least utilized sources included The Weekly (e-newsletter) and other city newsletters.

Prior to the 2016 survey, respondents were asked to indicate their top one and two sources of information they most often rely on for news about the City of Westminster. Due to the differences in the way the question was asked in 2016 compared to prior years, comparisons over time have not been made. However, anecdotally, television news was the most relied upon source of information in 2014, 2012 and 2010.

FIGURE 16: INFORMATION SOURCES

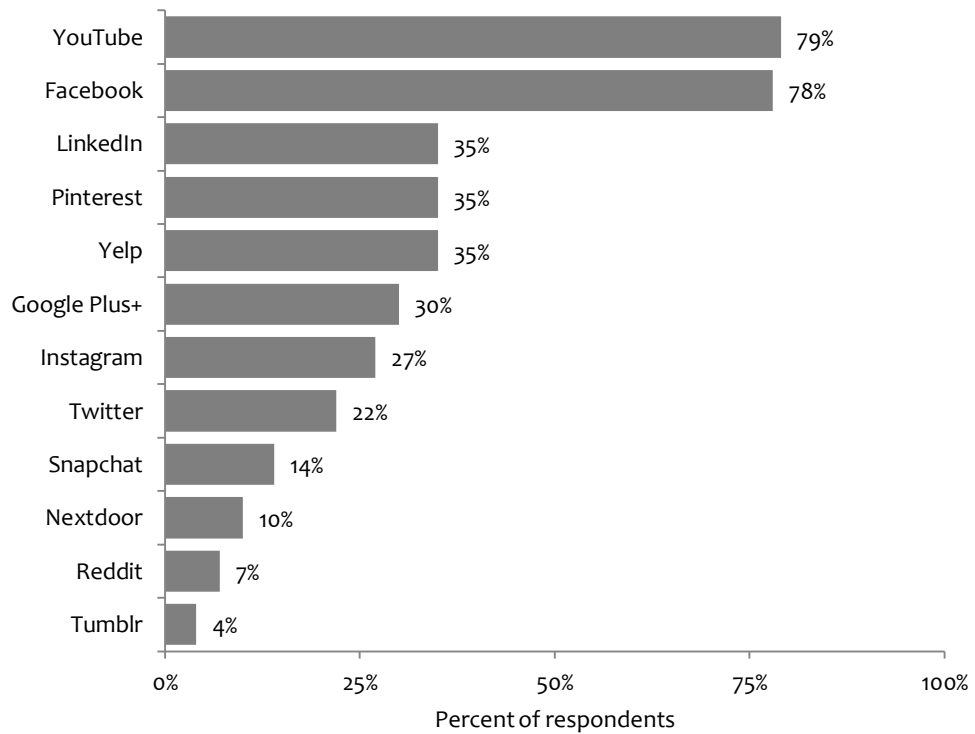


Percents total more than 100% as respondents could choose more than one answer. A similar question about information sources was asked in prior survey years; however, the format and structure of the questions were too different to provide direct comparisons.

Prior to the 2016 survey, respondents were asked to indicate how often they used social networking sites or blog sites in a typical month. Due to the differences in the way the question was asked in 2016 compared to prior years, comparisons over time have not been made. However, anecdotally, in 2014 about 7 in 10 residents reported they had used social networking sites in a typical month and about 3 in 10 had used blog sites. These rates of usage were similar to those reported in 2010 and 2012.

FIGURE 17: SOCIAL MEDIA USAGE

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

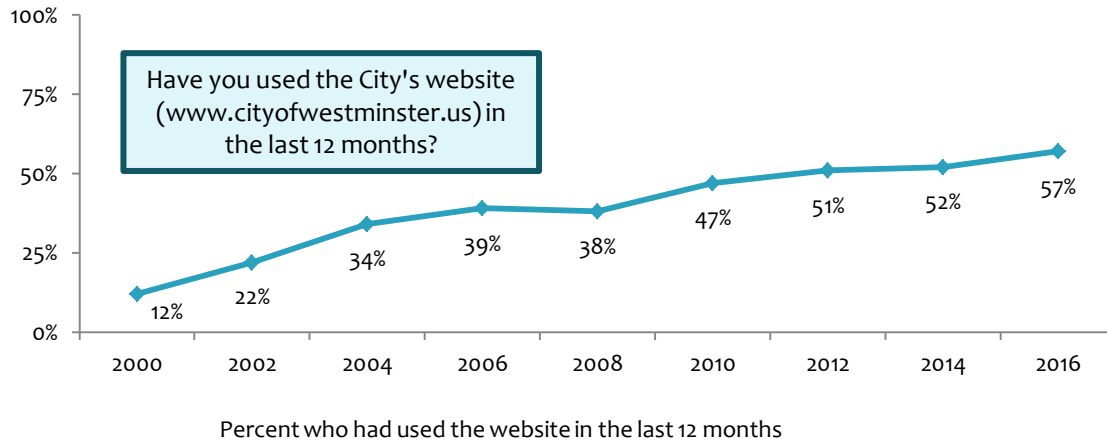


Percents total more than 100% as respondents could choose more than one answer. A similar question about social media was asked in prior survey years; however, the format and structure of the questions were too different to provide direct comparisons.

Similar to previous years, use of the City’s website continued trending upward in 2016, as close to 6 in 10 residents indicating they had used the site in the year before the survey. This level was similar to previous years, but is the highest level reported since the question was first asked in 2000.

Westminster residents reported much lower levels of website use compared to respondents from other communities in the nation and the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 18: USE OF CITY WEBSITE COMPARED BY YEAR

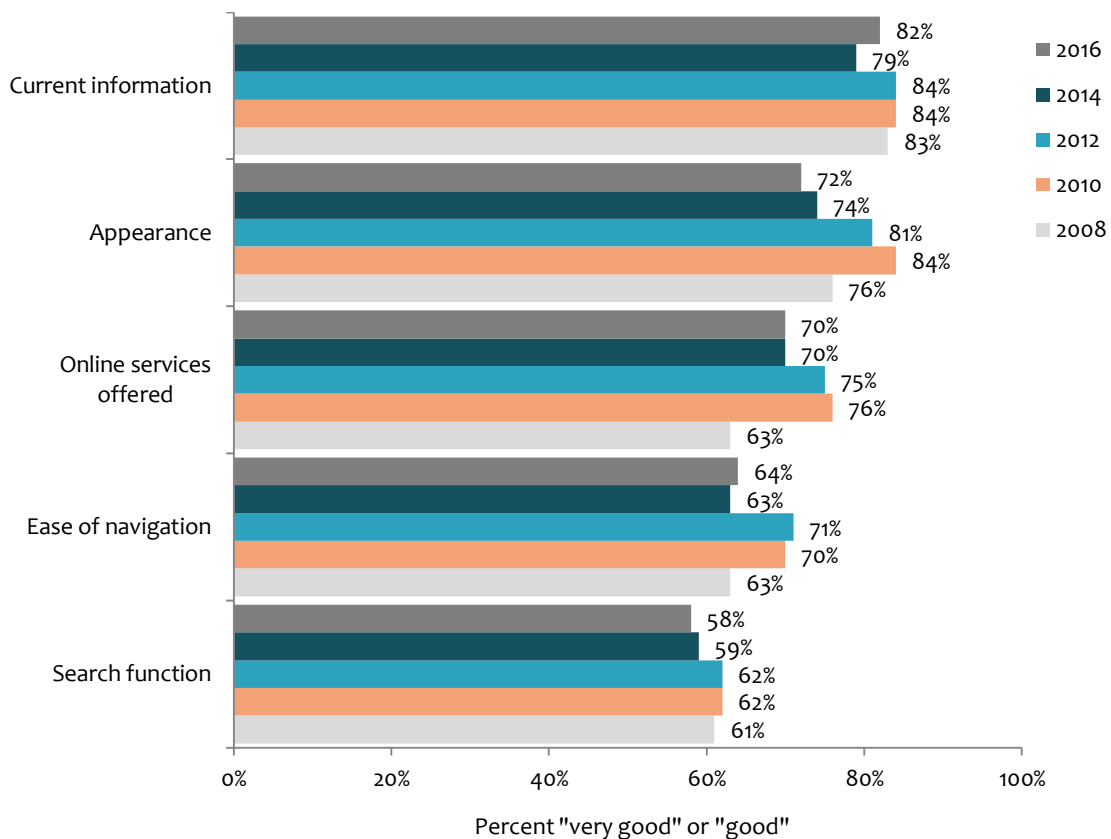


Respondents who reported that they had accessed the City’s website in the 12 months prior to the survey were asked about five elements of the site. About 8 in 10 gave high marks to the current information provided, while the appearance and online services were rated positively by 7 in 10 residents. The ease of navigation and search function of the website were rated as very good or good by about 6 in 10 participants. Aspects of the Westminster website remained stable from 2014 to 2016.

Residents of Westminster rated the appearance, ease of navigation and search function of the City website similarly to residents in municipalities across the nation, while ratings for online services offered were rated lower and current information provided was ranked higher by contrast. Comparisons for Front Range communities were not available (see *Appendix C: Benchmark Comparisons* for more information).

Comparisons by demographic characteristics determined that older residents (over the age of 54) were more likely to award good or very good ratings to the City website’s appearance, online services offered and search function than younger participants. Respondents who lived in Adams 12 school district tended to give high ratings to the online services offered by Westminster’s website than other school district residents (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 19: RATINGS OF ASPECTS OF CITY'S WEBSITE COMPARED BY YEAR



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

ECONOMIC DEVELOPMENT

A thriving community includes a strong local economy where residents are able to find gainful employment. Close to 6 in 10 survey participants indicated that Westminster is a very good or good place to work, which is lower than ratings awarded in 2014, but similar to ratings in 2012.

Ratings for Westminster as a place to work received ratings that were similar to the national and the Front Range benchmarks (see *Appendix C: Benchmark Comparisons* for more information).

About one-third of residents selected “don’t know” when asked to rate Westminster as a place to work (see *Appendix A: Complete Set of Survey Frequencies*).

Residents who made between \$25,000-99,000 gave higher ratings to the City as a place to work than those who made less or more. No differences were found comparing school districts (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 20: WESTMINSTER AS A PLACE TO WORK

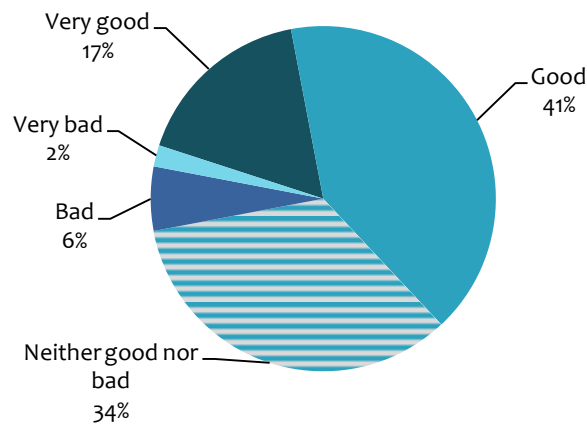
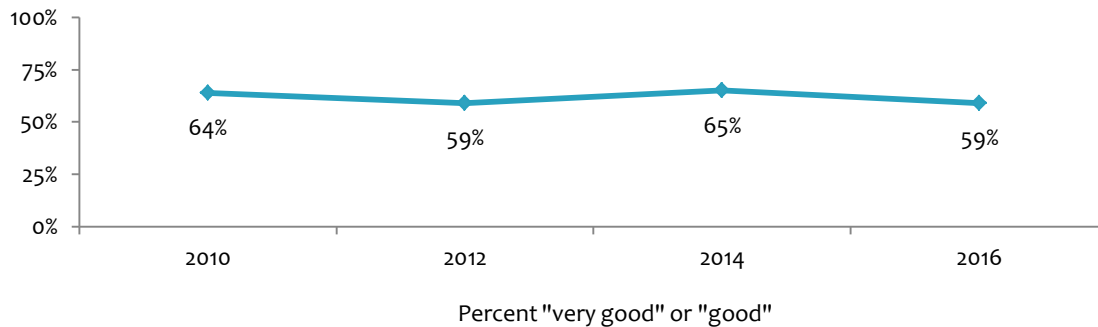


FIGURE 21: WESTMINSTER AS A PLACE TO WORK COMPARED BY YEAR



Respondents were also asked to evaluate job opportunities available in the City. About one-third of residents felt that job opportunities were at least good and almost half of residents indicated they did not have an opinion one way or the other. These results were higher in 2016 than in 2012, but statistically similar to 2014 ratings.

Close to 4 in 10 participants indicated “don’t know” when rating job opportunities in Westminster (see *Appendix A: Complete Set of Survey Frequencies*).

Westminster residents gave much higher marks to job opportunities in the City than participants from other communities in the U.S. and the Front Range (see *Appendix C: Benchmark Comparisons* for more information).

FIGURE 22: JOB OPPORTUNITIES IN WESTMINSTER

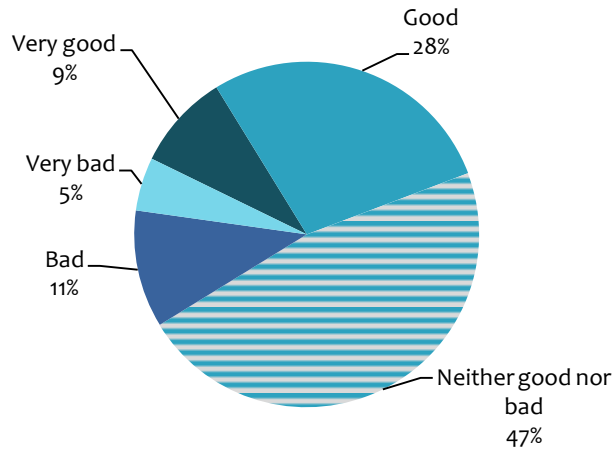
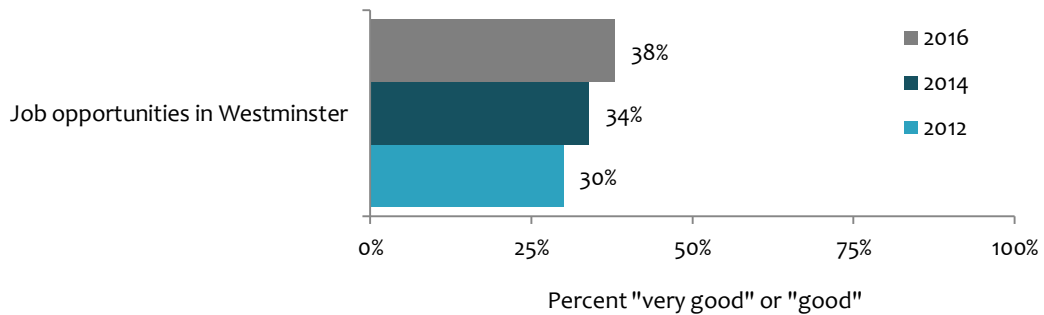
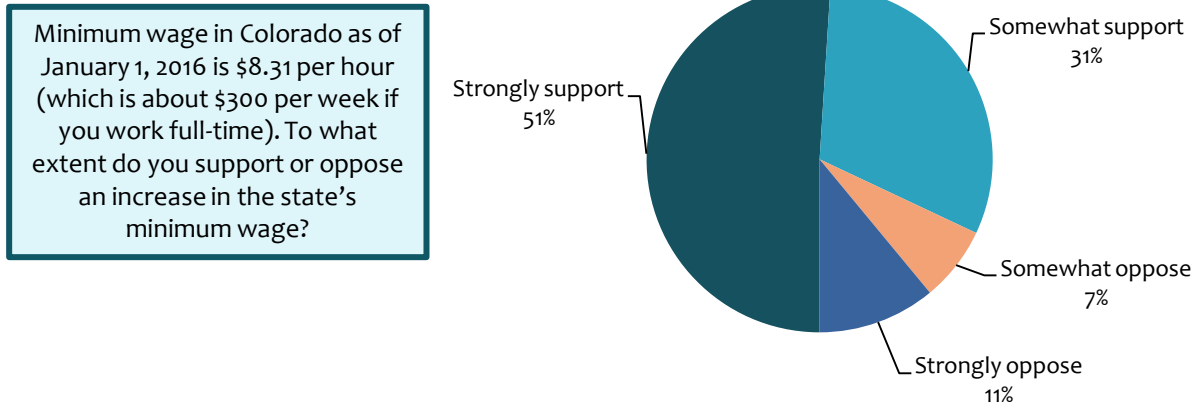


FIGURE 23: JOB OPPORTUNITIES IN WESTMINSTER COMPARED BY YEAR



The 2016 survey included a question gauging resident support or opposition for increasing the minimum wage in Colorado. Fifty-one percent of respondents strongly supported raising wages and 31% somewhat supported the measure. Only about 1 in 10 reported that they strongly opposed increasing minimum wage.

FIGURE 24: SUPPORT FOR INCREASE IN COLORADO MINIMUM WAGE



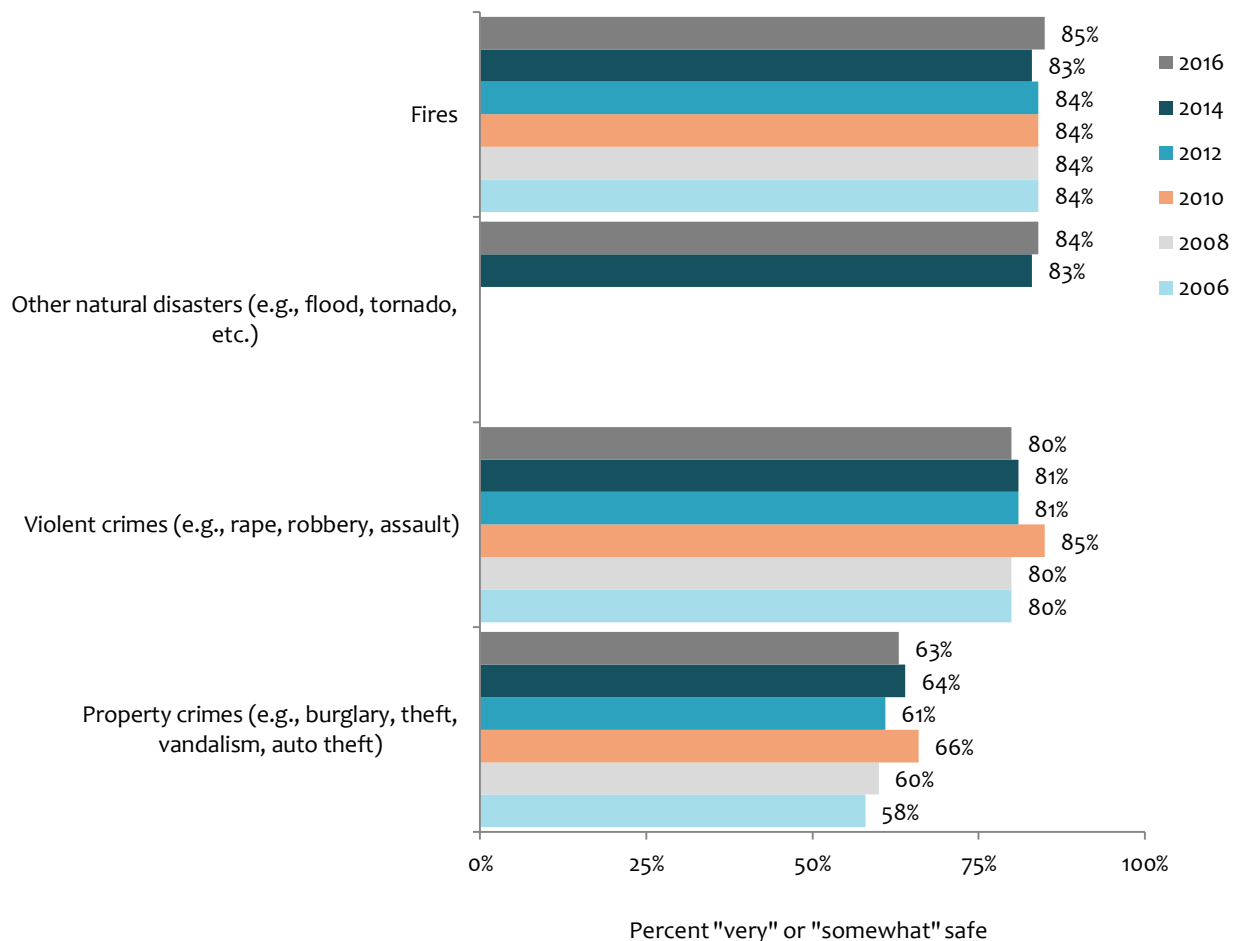
SAFETY

Residents' ratings regarding their perceptions of safety were generally very positive. At least 8 in 10 felt very or somewhat safe from fires, other natural disasters and violent crimes, and about two-thirds felt safe from property crimes. These feelings of safety remained stable since the last iteration of the survey.

Compared to the national benchmark, respondents' ratings for perceptions of safety from violent crimes and property crimes were similar to other communities, but lower than resident ratings from Front Range municipalities. Ratings for safety from fires were not available (see *Appendix C: Benchmark Comparisons* for more information).

Comparisons found that residents who made a household income of less than \$25,000 were less likely to feel safe from all threats, such as fires, other natural disasters, violent crime and property crime. Respondents who resided in attached housing reported feeling less safe from violent and property crimes than those who lived in detached housing. Additionally, Westminster school district participants were less likely to indicate they felt very or somewhat safe from violent crime or natural disasters other than fire than residents who lived in other school districts (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 25: SAFETY RATINGS COMPARED BY YEAR

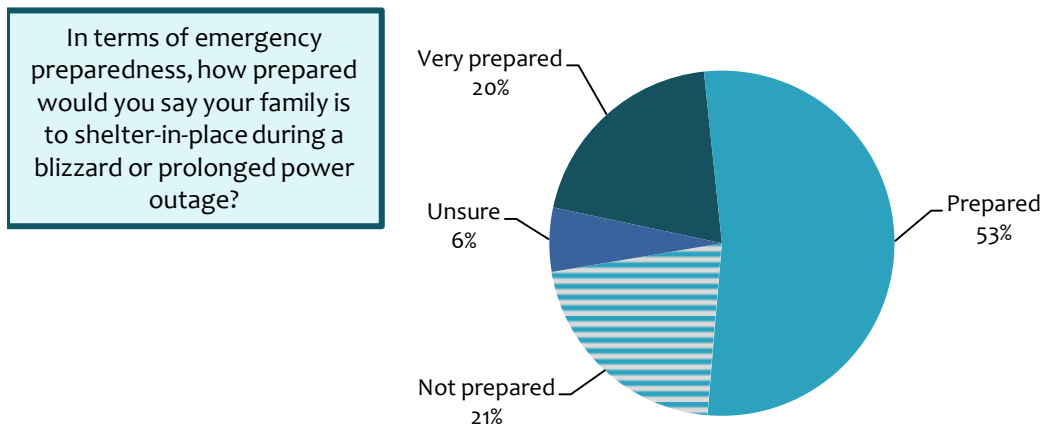


Prior to the 2016 survey, respondents were asked to indicate whether they felt they had too little, the right amount, or too much information about emergency preparedness in the city. Due to the differences in the way the question was asked in 2016 compared to 2014, comparisons over time have not been made. However, anecdotally, in 2014 most respondents (63%) felt the amount of information they had was too little, while the remaining 37% felt it was the right amount; no residents said they received too much information about emergency preparedness.

In 2016, about three-quarters of residents reported that they felt prepared or very prepared to shelter-in-place during a blizzard or prolonged power outage and 2 in 10 indicated they were not prepared.

Residents from the Westminster school district, those with lower annual incomes, younger respondents or those who had lived in the City from less than 10 years indicated they felt less prepared in the event of an emergency (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 26: EMERGENCY PREPAREDNESS



A similar question about emergency preparedness was asked in prior survey years; however, the format and structure of the questions were too different to provide direct comparisons.

LIVABLE COMMUNITY

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

NEIGHBORHOOD QUALITY

Survey respondents were also asked to rate the overall quality of their neighborhoods. In 2016, 75% of residents rated their neighborhoods as a very good or good place to live, which was similar to 2014 and beyond.

Respondents' ratings for the overall quality of their neighborhoods were similar to communities across the nation; Front Range comparisons were not available (see *Appendix C: Benchmark Comparisons* for more information).

Comparisons by respondents characteristics found that residents who lived in the Westminster school district, younger respondents, those with incomes less than \$25,000, participants who had lived in Westminster for less than five years and those who resided in attached housing tended to give lower marks to the overall quality of their neighborhoods than other residents (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 27: OVERALL QUALITY OF NEIGHBORHOOD

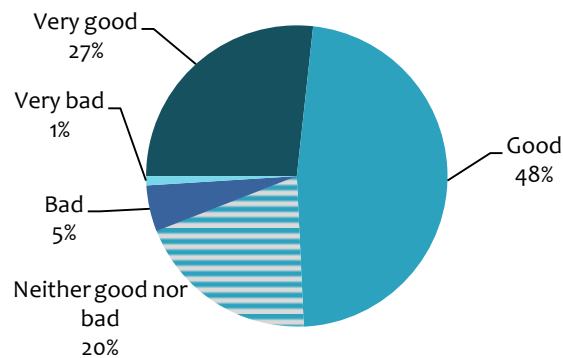
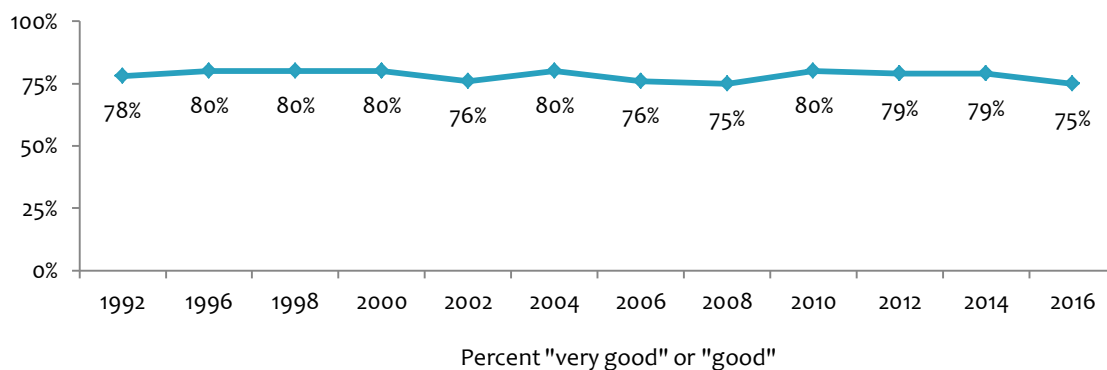


FIGURE 28: OVERALL QUALITY OF NEIGHBORHOOD COMPARED BY YEAR



Residents were also asked to evaluate their neighborhoods for improvements or declines in the last year. About 2 in 10 reported that the quality of their neighborhoods had improved slightly or a lot and nearly two-thirds indicated that their neighborhoods had not changed. Only 16% felt that their neighborhood quality had declined. These ratings were similar to previous years.

Change in neighborhood quality was compared by school district across survey years (see Figure 30 on the following page). More Adams 12 residents were more likely to indicate that their neighborhoods had stayed the same than in 2014. Jefferson County and Westminster schools districts did not report significant changes in their neighborhoods.

FIGURE 29: CHANGE IN NEIGHBORHOOD QUALITY IN LAST 12 MONTHS

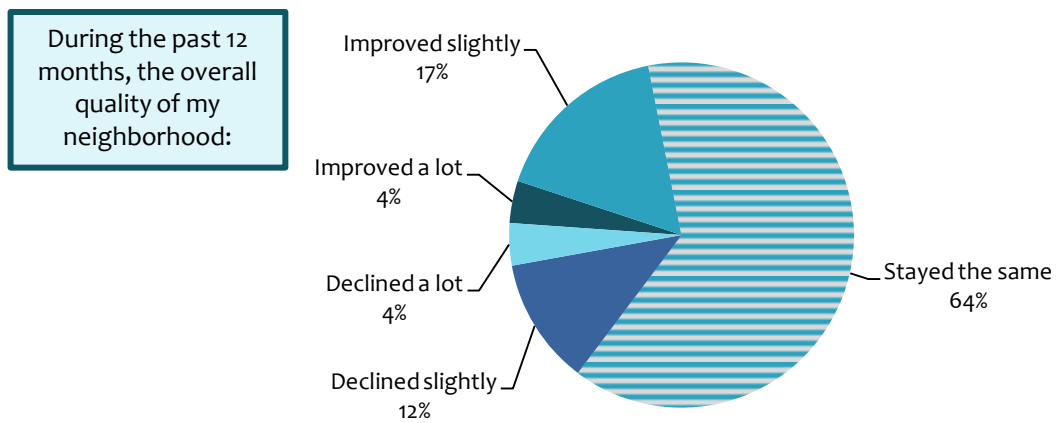


FIGURE 30: CHANGE IN NEIGHBORHOOD COMPARED BY AREA OF RESIDENCE COMPARED BY YEAR

		During the past 12 months, the overall quality of my neighborhood:			
		Improved	Stayed the same	Declined	Total
Jefferson County	2016	21%	61%	18%	100%
	2014	20%	65%	15%	100%
	2012	16%	67%	18%	100%
	2010	21%	57%	22%	100%
	2008	17%	59%	24%	100%
	2006	11%	59%	30%	100%
	2004	17%	56%	27%	100%
	2002	15%	65%	20%	100%
	2000	21%	61%	18%	100%
	1998	20%	61%	19%	100%
Adams 12	2016	14%	70%	16%	100%
	2014	16%	67%	17%	100%
	2012	25%	56%	18%	100%
	2010	20%	59%	21%	100%
	2008	16%	60%	23%	100%
	2006	17%	60%	23%	100%
	2004	22%	56%	22%	100%
	2002	20%	68%	12%	100%
	2000	26%	56%	17%	100%
1998	25%	58%	17%	100%	
Westminster	2016	26%	60%	14%	100%
	2014	25%	60%	15%	100%
	2012	21%	51%	29%	100%
	2010	25%	47%	28%	100%
	2008	12%	45%	43%	100%
	2006	18%	40%	42%	100%
	2004	22%	45%	34%	100%
	2002	16%	62%	22%	100%
	2000	23%	57%	20%	100%
	1998	21%	58%	22%	100%
City as a whole	2016	21%	64%	16%	100%
	2014	20%	64%	16%	100%
	2012	20%	59%	21%	100%
	2010	22%	55%	23%	100%
	2008	15%	56%	29%	100%
	2006	15%	54%	31%	100%
	2004	20%	52%	27%	100%
	2002	17%	64%	19%	100%
	2000	23%	58%	19%	100%
	1998	22%	59%	20%	100%

POTENTIAL CONCERNS IN WESTMINSTER

Survey participants were asked questions pertaining to a list of potential concerns facing the City of Westminster and asked to assess the degree to which each of these issues may or may not be a problem. Respondents identified the high cost of living as the most major or moderate problem in the City, with about 57% of residents indicating this was an issue. At least 4 in 10 also reported that drugs, crime, vandalism and growth were problems in the community. The unavailability of City parks was reported as a problem by less than 10% of participants.

The items of high cost of housing, too much growth, taxes and traffic safety on major and neighborhood streets were more of a problem in 2016 than in 2014, while graffiti and lack of growth were deemed less of a major or moderate problem in 2016.

Jefferson County school district residents were more likely to indicate that most of these concerns were less of a major or moderate problem than respondents from other districts. Residents over the age of 55, individuals who made lower incomes and those who lived in attached housing tended to report that most of these items were bigger problems than their counterparts. Participants who had lived in Westminster 20 or longer were more likely to view crime, vandalism, graffiti and too much growth as major or moderate problems than those who had lived in the community for less time (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 31: POTENTIAL PROBLEMS COMPARED BY YEAR

To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2000	2002	2004	2006	2008	2010	2012	2014	2016
High cost of housing	NA	57%	48%	36%	45%	30%	33%	34%	57%
Drugs		NA	49%	52%	59%	51%	50%	51%	48%
Crime		NA	42%	45%	55%	41%	44%	41%	42%
Vandalism		NA	43%	46%	59%	45%	48%	41%	42%
Too much growth		NA	54%	48%	46%	31%	24%	28%	41%
Taxes are too high		NA	39%	31%	48%	42%	38%	31%	39%
Graffiti	48%	NA	40%	46%	63%	47%	47%	40%	34%
Traffic safety on major streets			NA	30%	34%	22%	24%	23%	32%
Poor condition of properties (weeds, trash, junk vehicles)		NA	24%	23%	39%	28%	35%	33%	31%
Juvenile problems		NA	46%	33%	44%	36%	39%	32%	30%
Traffic safety on neighborhood streets	47%		NA	24%	28%	20%	20%	19%	30%
Poor maintenance and condition of homes		NA	20%	20%	36%	26%	31%	31%	30%
Lack of resources to support education (reading materials, access to information)				NA				23%	24%
Unavailability of convenient shopping			NA	7%	12%	14%	17%	16%	18%
Lack of growth		NA	7%	8%	16%	23%	25%	24%	17%
Unavailability of trails or trail connections				NA				12%	13%
Lack of availability of recreation facilities					NA				12%
Unavailability of parks		NA	10%	6%	9%	7%	7%	7%	9%

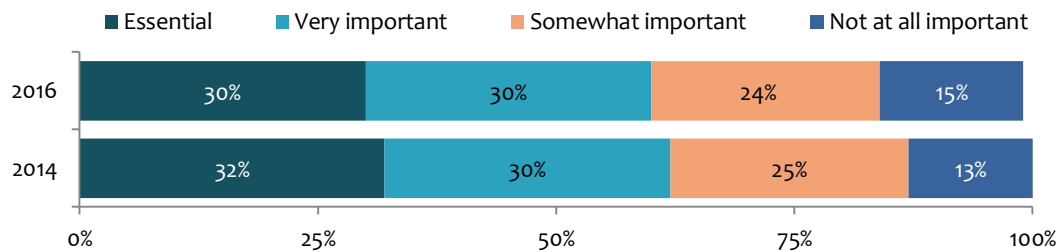
Prior to 2016, "high cost of housing" was "availability of affordable housing," "poor condition of properties" was "condition of properties," "taxes are too high" was "taxes," "poor maintenance and condition of homes" was "maintenance and condition of homes," "Lack of resources to support education" was "resources to support education," "unavailability of convenient shopping" was "availability of convenient shopping," "unavailability of trails or trail connections" was "availability of trails or trail connections," and "unavailability of parks" was "availability of parks."

MOBILITY IN WESTMINSTER

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

In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. Residents were asked how important it was that commuter rail service be completed in the Northwest Corridor. About 6 in 10 respondents felt it was essential or very important to complete the rail and close to one-quarter also indicated that it was somewhat important. Only 1 in 10 respondents felt it was not at all important. These ratings were very similar to importance ratings given in 2014.

FIGURE 32: IMPORTANCE OF COMPLETING COMMUTER RAIL IN NORTHWEST CORRIDOR



APPEARANCE AND ENVIRONMENT

A community's image encompasses both its physical attributes and its dedication to improving those attributes while preserving the natural environment. Close to 9 in 10 participants felt that "financially sustainable" and "beautiful parks/open spaces" mostly aptly described Westminster's image and 8 in 10 thought that "safe and secure," "environmentally sensitive" and "ease of mobility" reflected their community. A similar proportion agreed that these statements described Westminster in 2014.

Comparisons found that respondents who lived in attached housing were less likely to describe Westminster as vibrant, inclusive and engaged, safe and secure, environmentally sensitive or having beautiful parks/open spaces than residents who lived in detached housing. These individuals, along with those who made smaller incomes, lived in the community between 10-14 years and respondents who lived in Westminster school district, were also less likely to agree that the City was financially sustainable than their counterparts (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 33: IMAGE OF THE CITY COMPARED BY YEAR

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree or ratings as top 1, 2 or 3 phrase)	2006	2008	2010	2012	2014	2016
Financially sustainable	33%	35%	35%	84%	92%	90%
Vibrant, inclusive and engaged community	NA	NA	NA	NA	NA	78%
Beautiful parks/open spaces	70%	83%	85%	95%	93%	93%
Visionary and progressive	28%	33%	29%	79%	77%	75%
Dynamic, diverse economy	NA	NA	NA	NA	NA	74%
Safe and secure	40%	59%	65%	82%	82%	82%
Environmentally sensitive	NA	NA	NA	88%	83%	81%
Ease of mobility	NA	NA	NA	NA	NA	80%

Note: In 2016, 2014 and 2012, respondents were asked the extent to which they agreed or disagreed that each statement describes their image of the City. In 2010 and 2008, respondents were asked to identify the three phrases that best described their image of the City. In 2006, respondents could select any phrase that described their image of the City. Prior to 2016, "financially sustainable" was "financially sound," and "visionary and progressive" was "innovative and progressive."

Westminster residents were also asked to rate the physical attractiveness of the City as a whole. Nearly 8 in 10 gave high marks, and only 2% felt that the appearance of the community was bad or very bad. Ratings for the attractiveness of the City of Westminster were similar to previous years.

Older residents and those who made between \$25,000-99,000 annually and Adams 12 respondents awarded higher marks to the physical attractiveness of Westminster than other residents (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 34: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE

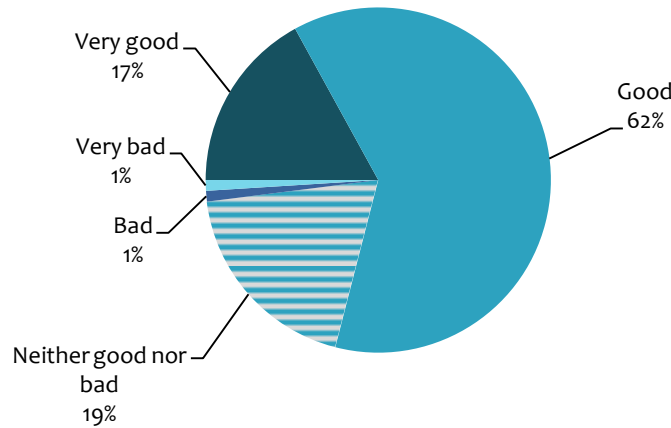
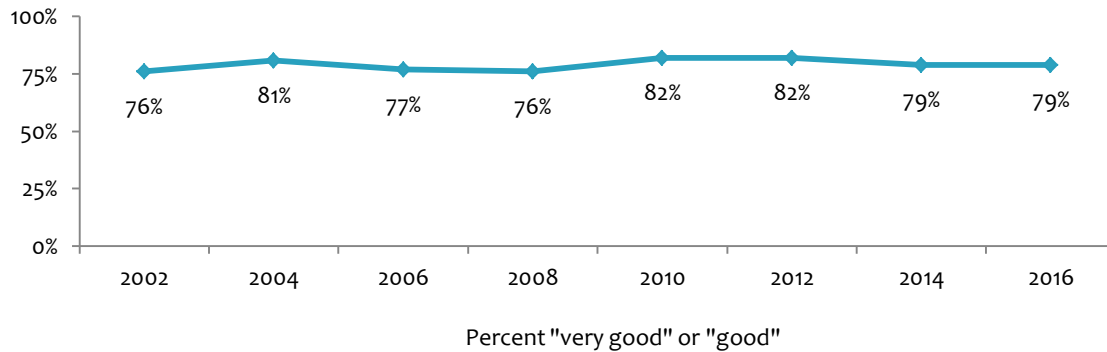


FIGURE 35: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE COMPARED BY YEAR



RECYCLING IN WESTMINSTER

When asked about their participation in curbside recycling, a little under half of respondents indicated they do recycle. Furthermore, 82% of residents indicated they would somewhat or strongly support offering curbside recycling if it were automatically included in their trash bills.

When levels of support were compared by users who did or did not participate in recycling, individuals who already recycled were more likely to strongly support compulsory curbside recycling than those who do not participate (see figure on the next page).

Adams 12 residents reported higher levels of participation in curbside recycling than Jefferson County or Westminster school district respondents. Demographic differences were also noted. Participants who made higher household incomes and those who lived in detached housing were also more likely to indicate they had participated. The residents who made more than \$100,000 a year tended to be more supportive of the City offering curbside recycling than other residents. No differences for support of this measure were found within school district (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 36: PARTICIPATION IN CURBSIDE RECYCLING

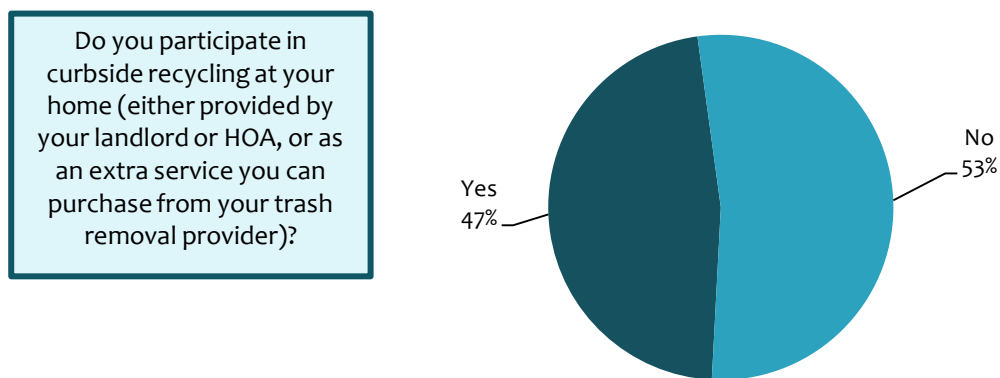


FIGURE 37: SUPPORT FOR CITYWIDE CURBSIDE RECYCLING

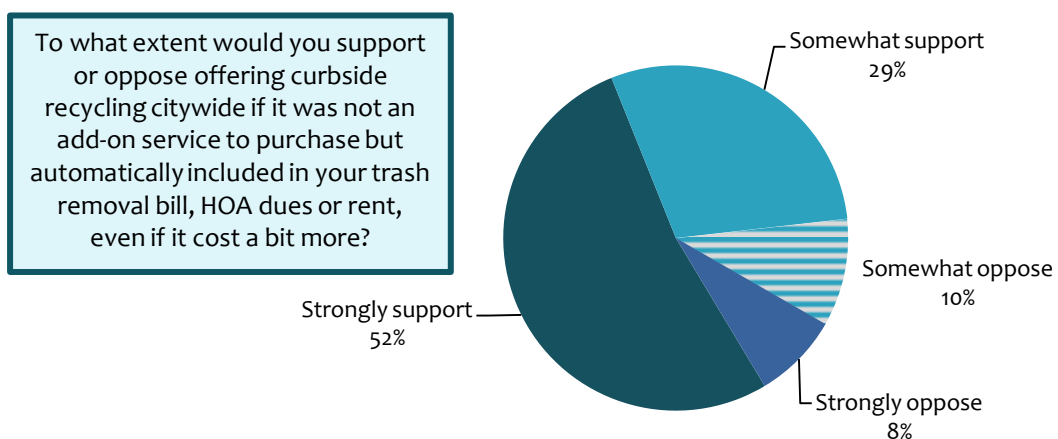


FIGURE 38: SUPPORT FOR CITYWIDE CURBSIDE RECYCLING COMPARED BY USERS

		To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?				Total
		Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?	Yes	60%	32%	23%	20%	45%
	No	38%	63%	56%	79%	50%
	Don't know	2%	5%	21%	2%	5%
Total		100%	100%	100%	100%	100%

ANOVA and chi-square tests of significance were applied to this comparison. 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.” The differences above are statistically significant

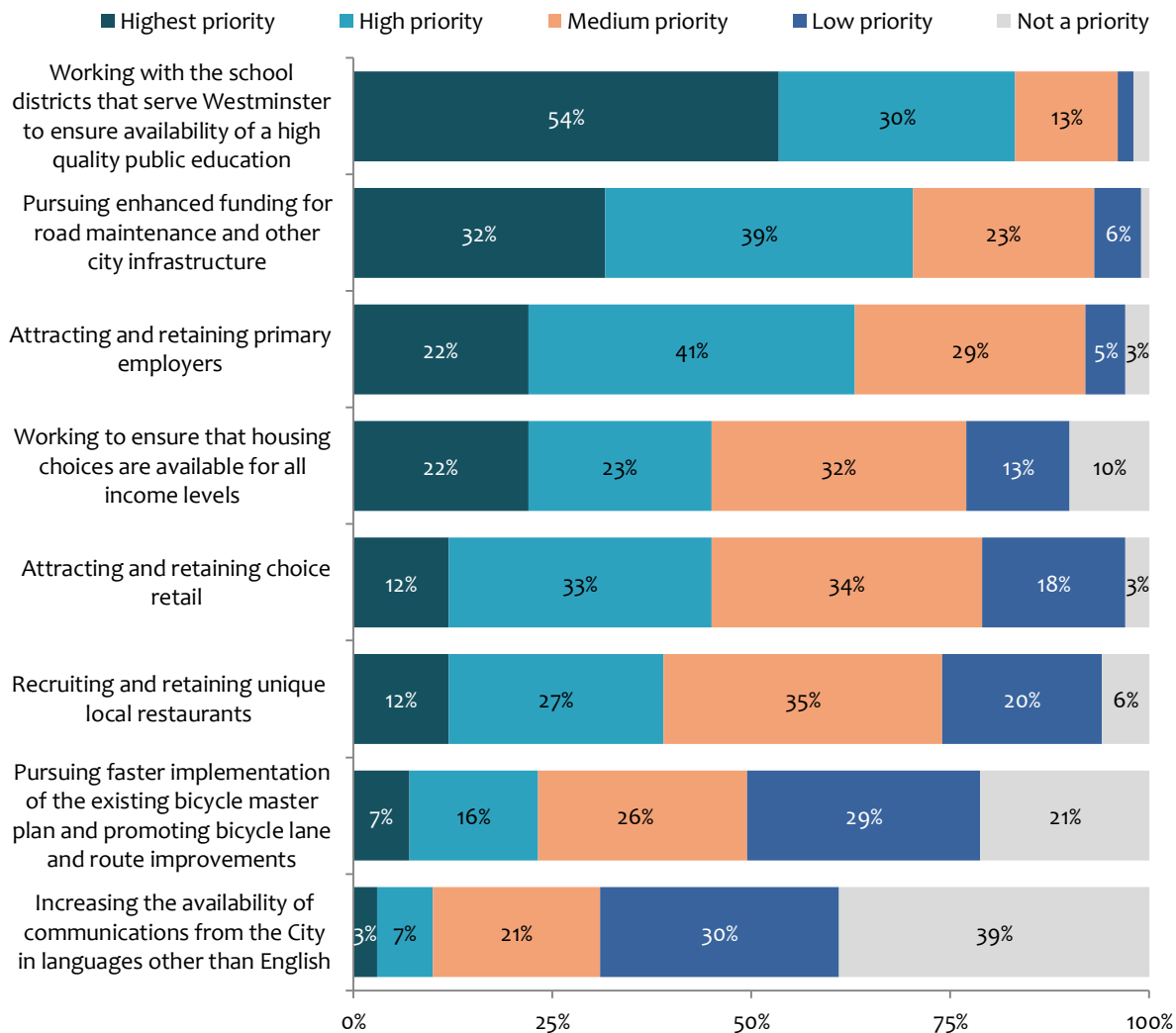
RESIDENT PRIORITIES

Respondents also were asked to identify priorities for the City. Working with schools districts was identified at the highest priority by over half of survey respondents and one-third of participants felt that pursuing funding for road maintenance and infrastructure should be the top priority for the community. Less than one-quarter of residents identified pursuing faster implementation of the existing bicycle master plan and increasing the availability of communications from the City in languages other than English.

Comparisons of priorities based on school district were mixed. Westminster school district residents placed the highest ratings to working to ensure housing choices for all income levels, and Adams 12 prioritized attracting and retaining primary employers, but placed the lowest priority ratings for faster implementation of the bicycle master plan compared to other residents. Respondents who were older, made less annual incomes, lived in the community for 10-14 years and resided in attached housing tended to be more likely to place high priority on housing choices (see *Appendix B: Survey Results Compared by Respondent Characteristics*).

FIGURE 39: RESIDENT PRIORITIES FOR CITY COUNCIL

The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts.



Prepared by National Research Center, Inc.

RESPONDENT CHARACTERISTICS

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

LENGTH OF RESIDENCY

About how long have you lived in Westminster?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
0-4 years	42%	44%	46%	43%	43%	38%	39%	33%	31%	33%	34%	37%
5-9 years	21%	18%	20%	21%	18%	23%	22%	20%	22%	19%	13%	19%
10-14 years	16%	15%	12%	11%	15%	13%	12%	12%	14%	13%	14%	11%
15-19 years	8%	9%	6%	8%	7%	7%	7%	9%	9%	10%	12%	9%
20 or more years	14%	14%	17%	17%	17%	19%	19%	26%	24%	25%	26%	25%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ZIP CODE

What is your home zip code?	2006	2008	2010	2012	2014	2016
80003	4%	3%	4%	3%	5%	4%
80005	1%	1%	2%	2%	3%	0%
80020	7%	8%	7%	8%	9%	0%
80021	27%	27%	25%	26%	26%	36%
80023	12%	0%	0%	1%	1%	2%
80030	32%	14%	11%	13%	11%	24%
80031	18%	29%	33%	32%	30%	17%
80234	0%	18%	18%	16%	15%	16%
80260	0%	0%	0%	0%	0%	0%
80035	0%	0%	0%	0%	0%	0%
80036	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%

CITY OF EMPLOYMENT

What city do you work in or nearest to?	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Arvada	8%	4%	7%	5%	5%	7%	5%	5%	6%	7%
Aurora	5%	2%	2%	2%	2%	2%	3%	3%	3%	1%
Boulder	7%	6%	8%	8%	8%	7%	4%	9%	6%	9%
Brighton	0%	0%	0%	0%	0%	1%	1%	1%	0%	1%
Broomfield	5%	5%	9%	9%	12%	9%	8%	8%	9%	8%
Centennial	0%	0%	0%	0%	0%	0%	0%	1%	1%	1%
Commerce City	0%	0%	0%	0%	0%	2%	2%	2%	1%	2%
Denver	19%	25%	20%	24%	21%	17%	20%	16%	19%	18%
Englewood	0%	0%	0%	0%	0%	1%	2%	1%	1%	1%
Glendale	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%
Golden	0%	0%	0%	0%	0%	3%	1%	2%	3%	2%
Greenwood Village	0%	0%	0%	0%	0%	1%	1%	1%	1%	1%
Lafayette	0%	0%	0%	0%	0%	1%	1%	1%	2%	1%
Lakewood	2%	2%	3%	2%	3%	3%	4%	3%	2%	3%
Littleton	0%	0%	0%	0%	0%	0%	1%	0%	1%	1%
Longmont	0%	0%	0%	0%	0%	1%	2%	2%	2%	1%
Louisville	2%	2%	3%	1%	2%	3%	1%	2%	2%	1%
Northglenn	2%	2%	2%	2%	2%	1%	1%	0%	1%	0%
Superior	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%
Thornton	4%	3%	3%	4%	2%	3%	4%	2%	2%	3%
Westminster	16%	16%	16%	16%	18%	15%	15%	15%	12%	12%
Wheat Ridge	0%	0%	0%	0%	0%	1%	1%	2%	2%	1%
All over Metro area	0%	0%	0%	0%	0%	2%	3%	3%	2%	2%
Other	10%	12%	14%	13%	14%	1%	2%	2%	1%	1%
I work from home	0%	0%	0%	0%	0%	2%	3%	3%	4%	4%
I do not work (student, homemaker, retired, etc.)	21%	22%	13%	13%	13%	15%	16%	17%	18%	18%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

HOUSING UNIT TYPE

Please check the appropriate box indicating the type of housing unit in which you live.	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Detached single family home	63%	59%	58%	55%	62%	60%	60%	61%	61%	62%	62%	59%
Condominium or townhouse	17%	17%	17%	17%	19%	19%	19%	18%	18%	17%	17%	16%
Apartment	19%	24%	25%	25%	18%	20%	22%	21%	20%	21%	20%	25%
Mobile home	2%	0%	0%	2%	1%	1%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

TENURE

Do you rent or own your residence?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Rent	32%	35%	35%	35%	29%	30%	30%	28%	30%	35%	32%	36%
Own	68%	65%	65%	65%	71%	70%	70%	72%	70%	65%	68%	64%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

NUMBER OF HOUSEHOLD MEMBERS

How many people (including yourself) live in your household?	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
1	22%	25%	19%	22%	26%	25%	23%	22%	22%	23%
2	35%	40%	37%	38%	38%	41%	35%	40%	37%	36%
3	18%	16%	17%	17%	14%	16%	19%	18%	21%	18%
4	16%	13%	17%	14%	15%	12%	16%	11%	14%	14%
5	6%	5%	6%	7%	5%	4%	3%	5%	4%	6%
6 or more	2%	2%	4%	3%	2%	1%	3%	3%	1%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

HOUSEHOLD MEMBERS UNDER 18

How many of these household members are 17 years or younger?	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
0	59%	67%	61%	63%	64%	69%	67%	70%	67%	63%
1	17%	17%	16%	15%	15%	17%	15%	13%	16%	17%
2	17%	13%	16%	14%	16%	10%	13%	11%	14%	14%
3	5%	3%	5%	6%	3%	4%	4%	3%	3%	4%
4 or more	1%	1%	2%	2%	2%	1%	2%	3%	1%	2%
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	2014	2016
Less than \$15,000	7%	7%	6%	5%	5%	3%	6%	4%	5%	4%
\$15,000 to \$24,999	9%	9%	7%	8%	6%	8%	7%	5%	7%	4%
\$25,000 to \$34,999	13%	12%	10%	11%	11%	10%	10%	10%	7%	4%
\$35,000 to \$49,999	17%	19%	15%	18%	15%	15%	13%	13%	13%	13%
\$50,000 to \$74,999	27%	26%	27%	23%	26%	22%	22%	17%	19%	18%
\$75,000 to \$99,999	16%	14%	18%	18%	16%	16%	15%	16%	12%	16%
\$100,000 to \$124,999	6%	6%	9%	8%	11%	10%	11%	11%	10%	10%
\$125,000 to \$149,999	5%	6%	8%	9%	9%	7%	6%	5%	9%	6%
\$150,000 to \$174,999	0%	0%	0%	0%	0%	2%	4%	3%	4%	4%
\$175,000 to \$199,999	0%	0%	0%	0%	0%	2%	2%	1%	2%	3%
\$200,000 or more	0%	0%	0%	0%	0%	4%	4%	3%	4%	7%
I prefer not to answer	0%	0%	0%	0%	0%	0%	0%	11%	9%	10%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

In 2016, this question was only asked of half of the randomly selected households that received the survey. Please see Appendix D: Survey Methodology for more information.

EDUCATIONAL STATUS

How much education have you completed?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
0-11 years	4%	3%	4%	4%	4%	2%	2%	2%	3%	3%	3%	4%
High school graduate	20%	20%	18%	20%	18%	16%	16%	16%	13%	14%	15%	11%
Some college, no degree	39%	35%	27%	27%	27%	27%	25%	23%	21%	24%	19%	22%
Associate degree	0%	0%	7%	10%	10%	10%	8%	10%	10%	8%	11%	8%
Bachelor's degree	22%	26%	26%	24%	28%	29%	29%	30%	32%	31%	34%	37%
Graduate or professional degree	16%	16%	18%	15%	13%	16%	19%	19%	21%	20%	19%	19%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

RACE

What is your race?*	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
White/European American/Caucasian	95%	91%	91%	90%	89%	89%	90%	89%	85%	83%	85%	85%
Black or African American	1%	1%	1%	1%	1%	1%	2%	2%	2%	2%	3%	2%
Asian or Pacific Islander	2%	4%	4%	3%	4%	4%	4%	4%	5%	7%	6%	5%
American Indian, Eskimo, or Aleut	0%	0%	1%	2%	1%	1%	2%	1%	1%	1%	1%	4%
Other	2%	4%	3%	4%	6%	8%	6%	6%	8%	9%	8%	10%

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

ETHNICITY

Are you Hispanic/Spanish/Latino?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Hispanic	9%	8%	10%	9%	13%	11%	8%	9%	14%	14%	14%	15%
Not Hispanic	91%	92%	90%	91%	87%	89%	92%	91%	86%	86%	86%	85%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

AGE

Which category contains your age?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
18-24	7%	6%	7%	7%	13%	8%	5%	5%	7%	4%	3%	2%
25-34	27%	23%	23%	20%	19%	29%	32%	27%	25%	29%	27%	30%
35-44	30%	29%	29%	24%	29%	22%	18%	18%	18%	16%	17%	15%
45-54	17%	20%	21%	21%	17%	23%	26%	25%	23%	22%	22%	23%
55-64	11%	10%	8%	13%	12%	9%	8%	14%	14%	13%	13%	13%
65-74	8%	12%	9%	9%	5%	6%	5%	7%	7%	9%	9%	9%
75-84	0%	0%	4%	7%	5%	4%	6%	3%	4%	5%	6%	6%
85+	0%	0%	0%	0%	0%	0%	0%	1%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

GENDER

What is your gender?	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014	2016
Female	55%	59%	56%	58%	50%	50%	50%	47%	50%	51%	54%	53%
Male	45%	41%	44%	42%	50%	50%	50%	53%	50%	49%	46%	47%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

APPENDIX A: COMPLETE SET OF SURVEY FREQUENCIES

SURVEY RESPONSES EXCLUDING “DON’T KNOW”

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

Question 1						
Please rate each of the following aspects of quality of life in Westminster	Very good	Good	Neither good nor bad	Bad	Very bad	Total
Westminster as a place to live	34%	56%	9%	1%	1%	100%
The overall quality of your neighborhood	27%	48%	20%	5%	1%	100%
Westminster as a place to raise children	28%	49%	19%	2%	1%	100%
Quality of local public schools in Westminster	15%	47%	25%	8%	5%	100%
Westminster as a place to retire	19%	44%	30%	6%	2%	100%
Westminster as a place to work	17%	41%	34%	6%	2%	100%
Job opportunities in Westminster	9%	28%	47%	11%	5%	100%
The overall quality of life in Westminster	18%	68%	12%	1%	1%	100%

Question 2	
During the past 12 months, the overall quality of my neighborhood:	Percent of respondents
Improved a lot	4%
Improved slightly	17%
Stayed the same	64%
Declined slightly	12%
Declined a lot	4%
Total	100%

Question 3					
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
Financially sustainable	23%	67%	8%	1%	100%
Vibrant, inclusive and engaged community	17%	61%	18%	4%	100%
Beautiful parks/open spaces	51%	43%	5%	1%	100%
Visionary and progressive	14%	60%	22%	4%	100%
Dynamic, diverse economy	14%	61%	22%	3%	100%
Safe and secure	18%	64%	14%	3%	100%
Environmentally sensitive	17%	64%	15%	4%	100%
Ease of mobility	23%	57%	16%	4%	100%

Question 4	
How would you rate the physical attractiveness of Westminster as a whole?	Percent of respondents
Very good	17%
Good	62%
Neither good nor bad	19%
Bad	1%
Very bad	1%
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)	34%	46%	12%	6%	2%	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	14%	49%	20%	13%	4%	100%
Fires	45%	41%	12%	2%	0%	100%
Other natural disasters (e.g., flood, tornado, etc.)	44%	40%	13%	2%	0%	100%

Question 6	
Overall, how would you rate the quality of the services provided by the City of Westminster?	Percent of respondents
Very good	21%
Good	56%
Neither good nor bad	19%
Bad	2%
Very bad	2%
Total	100%

Question 7	
Overall, would you say the City is headed in the right direction or the wrong direction?	Percent of respondents
Right direction	92%
Wrong direction	8%
Total	100%

Question 8						
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	19%	46%	21%	10%	4%	100%
The Westminster government welcomes citizen involvement	23%	37%	31%	6%	3%	100%
City Council cares what people like me think	16%	30%	35%	12%	7%	100%

Question 9 - 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	17%	50%	14%	14%	5%	100%
Street repair	8%	46%	29%	13%	4%	100%
Street cleaning	10%	45%	33%	10%	1%	100%
Sewer services	15%	58%	25%	2%	1%	100%
Recycling drop off centers at City facilities	22%	36%	30%	10%	2%	100%
Police traffic enforcement	16%	51%	22%	6%	4%	100%
Police protection	23%	55%	17%	3%	2%	100%
Fire protection	34%	56%	9%	1%	0%	100%
Emergency medical/ambulance service	36%	50%	13%	0%	1%	100%
Land use, planning and zoning	13%	42%	34%	6%	6%	100%
City Code enforcement	9%	40%	36%	12%	4%	100%
Animal management	11%	45%	33%	5%	6%	100%
Economic development	12%	44%	34%	5%	5%	100%
Parks maintenance	26%	56%	16%	2%	1%	100%
Libraries	35%	52%	12%	1%	0%	100%
Drinking water quality	37%	49%	10%	3%	1%	100%
Recreation programs	30%	54%	14%	2%	1%	100%
Recreation facilities	33%	53%	12%	2%	0%	100%
Trails	33%	48%	16%	2%	1%	100%
Appearance of parks and recreation facilities	31%	54%	13%	2%	1%	100%
Preservation of natural areas (open space, greenbelts)	32%	47%	18%	2%	1%	100%
Municipal Court	14%	42%	36%	3%	5%	100%
Building permits/inspections	11%	43%	34%	8%	4%	100%
Utility billing/meter reading	11%	45%	39%	3%	1%	100%
Emergency preparedness	20%	45%	30%	3%	1%	100%

Question 9 - 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	51%	42%	7%	0%	100%
Street repair	43%	52%	5%	0%	100%
Street cleaning	15%	36%	47%	2%	100%
Sewer services	51%	39%	9%	0%	100%
Recycling drop off centers at City facilities	21%	38%	36%	4%	100%
Police traffic enforcement	35%	43%	19%	2%	100%
Police protection	68%	26%	6%	0%	100%
Fire protection	70%	28%	2%	0%	100%
Emergency medical/ambulance service	67%	30%	3%	0%	100%
Land use, planning and zoning	20%	53%	26%	1%	100%
City Code enforcement	17%	48%	32%	2%	100%
Animal management	14%	40%	42%	3%	100%
Economic development	33%	49%	15%	2%	100%
Parks maintenance	26%	54%	19%	1%	100%
Libraries	32%	48%	17%	3%	100%
Drinking water quality	81%	18%	2%	0%	100%
Recreation programs	17%	51%	30%	2%	100%
Recreation facilities	16%	56%	27%	2%	100%
Trails	24%	46%	28%	3%	100%
Appearance of parks and recreation facilities	20%	53%	26%	1%	100%
Preservation of natural areas (open space, greenbelts)	36%	43%	20%	2%	100%
Municipal Court	25%	51%	21%	3%	100%
Building permits/inspections	18%	48%	31%	3%	100%
Utility billing/meter reading	21%	47%	31%	1%	100%
Emergency preparedness	54%	37%	8%	0%	100%

Question 10	
In terms of emergency preparedness, how prepared would you say your family is to shelter-in-place during a blizzard or prolonged power outage?	Percent of respondents
Very prepared	21%
Prepared	56%
Not prepared	23%
Total	100%

Question 11	
Have you had contact with a Westminster city employee within the last 12 months?	Percent of respondents
Yes	43%
No	57%
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	45%	43%	7%	4%	2%	100%
Responsiveness	46%	38%	7%	4%	5%	100%
Courtesy	52%	34%	6%	2%	6%	100%
Making you feel valued	47%	27%	14%	5%	7%	100%
Overall impression	46%	35%	10%	3%	6%	100%

Asked only of those who 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	16%	42%	37%	5%	100%
Vandalism	17%	41%	34%	8%	100%
Graffiti	23%	44%	24%	10%	100%
Drugs	22%	30%	34%	14%	100%
Too much growth	35%	24%	26%	15%	100%
Lack of growth	63%	20%	13%	4%	100%
Lack of availability of recreation facilities	69%	19%	9%	3%	100%
Taxes are too high	32%	29%	24%	15%	100%
Unavailability of convenient shopping	66%	16%	13%	5%	100%
Juvenile problems	29%	41%	20%	9%	100%
High cost of housing	18%	25%	26%	31%	100%
Unavailability of parks	75%	16%	7%	2%	100%
Traffic safety on neighborhood streets	40%	30%	18%	12%	100%
Traffic safety on major streets	30%	38%	24%	9%	100%
Poor maintenance and condition of homes	27%	44%	21%	8%	100%
Poor condition of properties (weeds, trash, junk vehicles)	27%	42%	23%	8%	100%
Lack of resources to support education (reading materials, access to information)	46%	30%	14%	10%	100%
Unavailability of trails or trail connections	65%	22%	11%	2%	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	40%
Poorly	15%
Very poorly	5%
Total	100%

Question 15	
Among the sources of information listed below, please mark the sources you have used within the last 3 months.	Percent of respondents
Denver Post (print version)	34%
City's website (www.cityofwestminster.us)	54%
Other online news sources	42%
Social media (Facebook, Twitter, etc.)	50%
Westminster Window	13%
City Edition (print newsletter)	26%
The Weekly (e-newsletter)	6%
Other city e-newsletters	4%
Cable TV Channel 8	10%
Television News	58%
Word of mouth	49%
Your Hub	11%

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

Question 16	
Among the social media sites listed below, please mark the sites you have used within the last month.	Percent of respondents
Facebook	78%
Instagram	27%
Yelp	35%
Twitter	22%
Pinterest	35%
YouTube	79%
LinkedIn	35%
Nextdoor	10%
Snapchat	14%
Google Plus+	30%
Tumblr	4%
Reddit	7%

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

Question 17	
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	Percent of respondents
Yes	57%
No	43%
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	24%	58%	17%	1%	0%	100%
Appearance	21%	51%	24%	4%	0%	100%
Online services offered	19%	51%	26%	3%	0%	100%
Ease of navigation	18%	46%	25%	7%	4%	100%
Search function	17%	40%	26%	12%	5%	100%

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

Question 19	
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?	Percent of respondents
Yes	47%
No	53%
Total	100%

Question 20	
To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?	Percent of respondents
Strongly support	52%
Somewhat support	29%
Somewhat oppose	10%
Strongly oppose	8%
Total	100%

Question 21						
The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts.	Highest priority	High priority	Medium priority	Low priority	Not a priority	Total
Working to ensure that housing choices are available for all income levels	22%	23%	32%	13%	10%	100%
Working with the school districts that serve Westminster to ensure availability of a high quality public education	54%	30%	13%	2%	2%	100%
Pursuing faster implementation of the existing bicycle master plan and promoting bicycle lane and route improvements	7%	16%	26%	29%	21%	100%
Attracting and retaining choice retail	12%	33%	34%	18%	3%	100%
Attracting and retaining primary employers	22%	41%	29%	5%	3%	100%
Increasing the availability of communications from the City in languages other than English	3%	7%	21%	30%	39%	100%
Recruiting and retaining unique local restaurants	12%	27%	35%	20%	6%	100%
Pursuing enhanced funding for road maintenance and other city infrastructure	32%	39%	23%	6%	1%	100%

Question 22	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	Percent of respondents
Essential	30%
Very important	30%
Somewhat important	24%
Not at all important	15%
Total	100%

Question 23	
Minimum wage in Colorado as of January 1, 2016 is \$8.31 per hour (which is about \$300 per week if you work full-time). To what extent do you support or oppose an increase in the state's minimum wage?	Percent of respondents
Strongly support	51%
Somewhat support	31%
Somewhat oppose	7%
Strongly oppose	11%
Total	100%

SURVEY RESPONSES INCLUDING “DON’T KNOW”

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

Question 1														
Please rate each of the following aspects of quality of life in Westminster	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Westminster as a place to live	N=262	34%	N=438	56%	N=68	9%	N=4	1%	N=7	1%	N=1	0%	N=780
The overall quality of your neighborhood	N=206	27%	N=369	48%	N=150	19%	N=36	5%	N=9	1%	N=2	0%	N=772	100%
Westminster as a place to raise children	N=184	24%	N=319	42%	N=125	16%	N=14	2%	N=7	1%	N=120	16%	N=769	100%
Quality of local public schools in Westminster	N=74	10%	N=240	31%	N=127	16%	N=41	5%	N=27	4%	N=262	34%	N=770	100%
Westminster as a place to retire	N=104	14%	N=246	32%	N=168	22%	N=35	5%	N=9	1%	N=207	27%	N=770	100%
Westminster as a place to work	N=86	11%	N=209	27%	N=171	22%	N=31	4%	N=8	1%	N=262	34%	N=767	100%
Job opportunities in Westminster	N=41	5%	N=125	16%	N=205	27%	N=47	6%	N=22	3%	N=320	42%	N=760	100%
The overall quality of life in Westminster	N=135	18%	N=520	68%	N=91	12%	N=8	1%	N=10	1%	N=4	1%	N=769	100%

Question 2		
During the past 12 months, the overall quality of my neighborhood:	Number	Percent
Improved a lot	N=27	3%
Improved slightly	N=125	16%
Stayed the same	N=472	61%
Declined slightly	N=89	12%
Declined a lot	N=29	4%
Don't know	N=30	4%
Total	N=772	100%

Question 3										
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
	Financially sustainable	N=174	23%	N=511	67%	N=63	8%	N=11	1%	N=759
Vibrant, inclusive and engaged community	N=128	17%	N=463	61%	N=138	18%	N=32	4%	N=760	100%
Beautiful parks/open spaces	N=391	51%	N=328	43%	N=42	5%	N=10	1%	N=770	100%
Visionary and progressive	N=107	14%	N=450	60%	N=161	22%	N=26	4%	N=744	100%
Dynamic, diverse economy	N=102	14%	N=457	61%	N=167	22%	N=26	3%	N=752	100%
Safe and secure	N=138	18%	N=495	64%	N=111	14%	N=25	3%	N=769	100%
Environmentally sensitive	N=129	17%	N=485	64%	N=116	15%	N=30	4%	N=760	100%
Ease of mobility	N=177	23%	N=435	57%	N=125	16%	N=28	4%	N=765	100%

Question 4		
How would you rate the physical attractiveness of Westminster as a whole?	Number	Percent
Very good	N=134	17%
Good	N=480	62%
Neither good nor bad	N=148	19%
Bad	N=6	1%
Very bad	N=5	1%
Don't know	N=7	1%
Total	N=779	100%

Question 5												
Please rate how safe or unsafe you feel from the following:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
	Violent crimes (e.g., rape, robbery, assault)	N=263	34%	N=354	46%	N=94	12%	N=47	6%	N=16	2%	N=776
Property crimes (e.g., burglary, theft, vandalism, auto theft)	N=108	14%	N=378	49%	N=156	20%	N=101	13%	N=30	4%	N=773	100%
Fires	N=344	45%	N=311	41%	N=94	12%	N=15	2%	N=3	0%	N=768	100%
Other natural disasters (e.g., flood, tornado, etc.)	N=338	44%	N=311	40%	N=103	13%	N=13	2%	N=3	0%	N=768	100%

Question 6		
Overall, how would you rate the quality of the services provided by the City of Westminster?	Number	Percent
Very good	N=153	20%
Good	N=412	53%
Neither good nor bad	N=140	18%
Bad	N=15	2%
Very bad	N=12	2%
Don't know	N=48	6%
Total	N=780	100%

Question 7		
Overall, would you say the City is headed in the right direction or the wrong direction?	Number	Percent
Right direction	N=515	67%
Wrong direction	N=47	6%
Don't know	N=212	27%
Total	N=774	100%

Question 8														
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	
	I receive good value for the City of Westminster taxes I pay	N=130	17%	N=309	40%	N=140	18%	N=68	9%	N=30	4%	N=91	12%	N=768
The Westminster government welcomes citizen involvement	N=133	17%	N=215	28%	N=183	24%	N=32	4%	N=19	3%	N=182	24%	N=765	100%
City Council cares what people like me think	N=88	11%	N=170	22%	N=198	26%	N=65	8%	N=40	5%	N=207	27%	N=767	100%

Question 9 - Quality														
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Snow removal	N=129	17%	N=385	50%	N=109	14%	N=105	14%	N=40	5%	N=4	0%	N=772
Street repair	N=62	8%	N=347	45%	N=224	29%	N=97	13%	N=32	4%	N=7	1%	N=768	100%
Street cleaning	N=75	10%	N=323	43%	N=235	31%	N=73	10%	N=10	1%	N=41	5%	N=759	100%
Sewer services	N=89	12%	N=353	47%	N=154	20%	N=11	1%	N=7	1%	N=136	18%	N=750	100%
Recycling drop off centers at City facilities	N=114	15%	N=186	24%	N=157	21%	N=52	7%	N=13	2%	N=241	32%	N=763	100%
Police traffic enforcement	N=119	15%	N=374	49%	N=163	21%	N=44	6%	N=26	3%	N=41	5%	N=767	100%
Police protection	N=163	21%	N=379	50%	N=117	15%	N=22	3%	N=14	2%	N=70	9%	N=766	100%
Fire protection	N=224	29%	N=370	48%	N=58	8%	N=6	1%	N=0	0%	N=110	14%	N=767	100%
Emergency medical/ambulance service	N=199	26%	N=275	36%	N=69	9%	N=2	0%	N=5	1%	N=214	28%	N=764	100%
Land use, planning and zoning	N=70	9%	N=234	30%	N=193	25%	N=35	5%	N=31	4%	N=205	27%	N=767	100%
City Code enforcement	N=46	6%	N=208	27%	N=188	25%	N=61	8%	N=22	3%	N=236	31%	N=762	100%
Animal management	N=67	9%	N=274	36%	N=197	26%	N=30	4%	N=35	5%	N=165	21%	N=766	100%
Economic development	N=67	9%	N=250	33%	N=192	25%	N=29	4%	N=27	4%	N=188	25%	N=752	100%
Parks maintenance	N=191	25%	N=413	54%	N=117	15%	N=18	2%	N=4	1%	N=24	3%	N=767	100%
Libraries	N=219	29%	N=333	44%	N=77	10%	N=4	1%	N=1	0%	N=129	17%	N=764	100%
Drinking water quality	N=275	36%	N=365	48%	N=75	10%	N=23	3%	N=4	1%	N=26	3%	N=768	100%
Recreation programs	N=198	26%	N=358	47%	N=90	12%	N=11	1%	N=3	0%	N=106	14%	N=766	100%
Recreation facilities	N=218	29%	N=354	47%	N=78	10%	N=12	2%	N=2	0%	N=93	12%	N=756	100%
Trails	N=228	30%	N=330	43%	N=110	14%	N=14	2%	N=4	1%	N=76	10%	N=762	100%
Appearance of parks and recreation facilities	N=229	30%	N=403	53%	N=93	12%	N=13	2%	N=4	1%	N=21	3%	N=763	100%
Preservation of natural areas (open space, greenbelts)	N=226	29%	N=334	44%	N=131	17%	N=16	2%	N=10	1%	N=50	6%	N=767	100%
Municipal Court	N=52	7%	N=151	20%	N=129	17%	N=10	1%	N=17	2%	N=395	52%	N=754	100%
Building permits/inspections	N=43	6%	N=161	21%	N=128	17%	N=32	4%	N=14	2%	N=373	50%	N=752	100%
Utility billing/meter reading	N=65	9%	N=258	34%	N=225	30%	N=15	2%	N=9	1%	N=183	24%	N=755	100%
Emergency preparedness	N=79	10%	N=177	23%	N=118	16%	N=11	1%	N=5	1%	N=365	48%	N=754	100%

Question 9 - Importance												
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Snow removal	N=345	50%	N=289	42%	N=48	7%	N=0	0%	N=8	1%	N=690
Street repair	N=291	42%	N=354	51%	N=36	5%	N=0	0%	N=7	1%	N=689	100%
Street cleaning	N=97	15%	N=233	35%	N=308	46%	N=16	2%	N=13	2%	N=667	100%
Sewer services	N=322	48%	N=245	37%	N=59	9%	N=0	0%	N=44	7%	N=670	100%
Recycling drop off centers at City facilities	N=129	19%	N=236	35%	N=224	33%	N=26	4%	N=63	9%	N=678	100%
Police traffic enforcement	N=236	35%	N=291	43%	N=129	19%	N=14	2%	N=11	2%	N=682	100%
Police protection	N=454	67%	N=177	26%	N=38	6%	N=0	0%	N=11	2%	N=680	100%
Fire protection	N=466	68%	N=185	27%	N=13	2%	N=0	0%	N=18	3%	N=682	100%
Emergency medical/ambulance service	N=442	65%	N=196	29%	N=21	3%	N=0	0%	N=22	3%	N=682	100%
Land use, planning and zoning	N=124	18%	N=324	48%	N=157	23%	N=6	1%	N=69	10%	N=679	100%
City Code enforcement	N=104	15%	N=294	43%	N=197	29%	N=15	2%	N=67	10%	N=677	100%
Animal management	N=91	13%	N=259	38%	N=268	40%	N=22	3%	N=38	6%	N=679	100%
Economic development	N=201	30%	N=301	46%	N=92	14%	N=14	2%	N=51	8%	N=659	100%
Parks maintenance	N=172	26%	N=359	53%	N=126	19%	N=4	1%	N=11	2%	N=672	100%
Libraries	N=207	30%	N=315	46%	N=112	16%	N=20	3%	N=26	4%	N=681	100%
Drinking water quality	N=540	80%	N=119	18%	N=11	2%	N=0	0%	N=9	1%	N=679	100%
Recreation programs	N=108	16%	N=325	48%	N=194	29%	N=15	2%	N=32	5%	N=673	100%
Recreation facilities	N=103	15%	N=367	54%	N=176	26%	N=12	2%	N=20	3%	N=679	100%
Trails	N=156	23%	N=296	44%	N=180	26%	N=17	3%	N=31	4%	N=680	100%
Appearance of parks and recreation facilities	N=130	19%	N=349	51%	N=174	26%	N=10	1%	N=18	3%	N=680	100%
Preservation of natural areas (open space, greenbelts)	N=241	35%	N=285	42%	N=130	19%	N=11	2%	N=18	3%	N=684	100%
Municipal Court	N=145	22%	N=292	44%	N=119	18%	N=20	3%	N=92	14%	N=667	100%
Building permits/inspections	N=107	16%	N=278	41%	N=178	26%	N=18	3%	N=96	14%	N=677	100%
Utility billing/meter reading	N=124	18%	N=283	42%	N=188	28%	N=8	1%	N=70	10%	N=673	100%
Emergency preparedness	N=331	49%	N=230	34%	N=51	8%	N=3	0%	N=60	9%	N=674	100%

Question 10		
In terms of emergency preparedness, how prepared would you say your family is to shelter-in-place during a blizzard or prolonged power outage?	Number	Percent
Very prepared	N=154	20%
Prepared	N=404	53%
Not prepared	N=164	21%
Unsure	N=42	6%
Total	N=764	100%

Question 11		
Have you had contact with a Westminster city employee within the last 12 months?	Number	Percent
Yes	N=332	43%
No	N=433	57%
Total	N=765	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	
	Knowledge	N=148	45%	N=141	43%	N=22	7%	N=13	4%	N=6	2%	N=2		0%
Responsiveness	N=151	46%	N=124	38%	N=25	7%	N=15	4%	N=15	5%	N=0	0%	N=330	100%
Courtesy	N=172	52%	N=111	34%	N=20	6%	N=8	2%	N=19	6%	N=0	0%	N=330	100%
Making you feel valued	N=154	47%	N=88	27%	N=45	14%	N=15	5%	N=22	7%	N=4	1%	N=329	100%
Overall impression	N=151	46%	N=115	35%	N=34	10%	N=9	3%	N=21	6%	N=0	0%	N=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	
Crime	N=103	14%	N=268	36%	N=240	32%	N=30	4%	N=107	14%	N=748	100%
Vandalism	N=109	14%	N=262	35%	N=215	29%	N=51	7%	N=115	15%	N=753	100%
Graffiti	N=145	19%	N=276	37%	N=152	20%	N=61	8%	N=113	15%	N=747	100%
Drugs	N=118	16%	N=165	22%	N=184	25%	N=74	10%	N=201	27%	N=742	100%
Too much growth	N=224	30%	N=156	21%	N=170	23%	N=94	13%	N=107	14%	N=751	100%
Lack of growth	N=385	53%	N=121	17%	N=77	11%	N=25	3%	N=121	17%	N=729	100%
Lack of availability of recreation facilities	N=461	62%	N=124	17%	N=58	8%	N=22	3%	N=76	10%	N=740	100%
Taxes are too high	N=211	28%	N=195	26%	N=158	21%	N=101	13%	N=84	11%	N=748	100%
Unavailability of convenient shopping	N=471	63%	N=118	16%	N=90	12%	N=39	5%	N=33	4%	N=752	100%
Juvenile problems	N=163	22%	N=229	30%	N=114	15%	N=52	7%	N=194	26%	N=752	100%
High cost of housing	N=125	17%	N=173	23%	N=182	24%	N=213	28%	N=60	8%	N=753	100%
Unavailability of parks	N=514	70%	N=111	15%	N=49	7%	N=14	2%	N=48	6%	N=737	100%
Traffic safety on neighborhood streets	N=287	38%	N=218	29%	N=129	17%	N=90	12%	N=29	4%	N=754	100%
Traffic safety on major streets	N=219	29%	N=272	36%	N=170	23%	N=63	8%	N=27	4%	N=751	100%
Poor maintenance and condition of homes	N=190	25%	N=307	41%	N=152	20%	N=57	8%	N=47	6%	N=753	100%
Poor condition of properties (weeds, trash, junk vehicles)	N=190	26%	N=294	39%	N=162	22%	N=58	8%	N=40	5%	N=744	100%
Lack of resources to support education (reading materials, access to information)	N=254	34%	N=164	22%	N=79	11%	N=55	7%	N=199	26%	N=750	100%
Unavailability of trails or trail connections	N=444	59%	N=154	20%	N=75	10%	N=12	2%	N=69	9%	N=753	100%

Question 14		
In general, how well informed do you feel about the City of Westminster?	Number	Percent
Very well	N=42	5%
Well	N=251	33%
Neither well nor poorly	N=297	39%
Poorly	N=109	14%
Very poorly	N=39	5%
Don't know	N=27	4%
Total	N=765	100%

Question 15

Among the sources of information listed below, please mark the sources you have used within the last 3 months.	Number	Percent
Denver Post (print version)	N=246	34%
City's website (www.cityofwestminster.us)	N=395	54%
Other online news sources	N=304	42%
Social media (Facebook, Twitter, etc.)	N=365	50%
Westminster Window	N=93	13%
City Edition (print newsletter)	N=188	26%
The Weekly (e-newsletter)	N=42	6%
Other city e-newsletters	N=30	4%
Cable TV Channel 8	N=74	10%
Television News	N=426	58%
Word of mouth	N=359	49%
Your Hub	N=79	11%

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

Question 16

Among the social media sites listed below, please mark the sites you have used within the last month.	Number	Percent
Facebook	N=507	78%
Instagram	N=177	27%
Yelp	N=226	35%
Twitter	N=141	22%
Pinterest	N=224	35%
YouTube	N=507	79%
LinkedIn	N=224	35%
Nextdoor	N=66	10%
Snapchat	N=92	14%
Google Plus+	N=196	30%
Tumblr	N=24	4%
Reddit	N=48	7%

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

Question 17		
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	Number	Percent
Yes	N=442	57%
No	N=333	43%
Total	N=776	100%

Question 18														
If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Current information	N=102	23%	N=251	57%	N=71	16%	N=4	1%	N=1	0%	N=12	3%	N=441
Appearance	N=90	20%	N=224	51%	N=105	24%	N=18	4%	N=2	0%	N=3	1%	N=441	100%
Online services offered	N=80	18%	N=215	49%	N=111	25%	N=14	3%	N=1	0%	N=19	4%	N=440	100%
Ease of navigation	N=79	18%	N=200	45%	N=109	25%	N=33	7%	N=17	4%	N=3	1%	N=441	100%
Search function	N=65	15%	N=150	34%	N=95	22%	N=43	10%	N=19	4%	N=70	16%	N=441	100%

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

Question 19		
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?	Number	Percent
Yes	N=347	45%
No	N=392	50%
Don't know	N=38	5%
Total	N=777	100%

Question 20		
To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?	Number	Percent
Strongly support	N=401	52%
Somewhat support	N=227	29%
Somewhat oppose	N=78	10%
Strongly oppose	N=65	8%
Total	N=771	100%

Question 21														
The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts.	Highest priority		High priority		Medium priority		Low priority		Not a priority		Don't know		Total	
	Working to ensure that housing choices are available for all income levels	N=168	22%	N=170	22%	N=243	32%	N=94	12%	N=72	9%	N=15	2%	N=761
Working with the school districts that serve Westminster to ensure availability of a high quality public education	N=390	51%	N=216	28%	N=96	13%	N=15	2%	N=11	1%	N=35	5%	N=764	100%
Pursuing faster implementation of the existing bicycle master plan and promoting bicycle lane and route improvements	N=49	6%	N=120	16%	N=193	25%	N=212	28%	N=157	21%	N=31	4%	N=762	100%
Attracting and retaining choice retail	N=88	12%	N=235	31%	N=245	33%	N=126	17%	N=25	3%	N=33	4%	N=753	100%
Attracting and retaining primary employers	N=156	21%	N=297	39%	N=213	28%	N=39	5%	N=18	2%	N=37	5%	N=760	100%
Increasing the availability of communications from the City in languages other than English	N=18	2%	N=52	7%	N=149	20%	N=214	28%	N=274	36%	N=50	7%	N=759	100%
Recruiting and retaining unique local restaurants	N=91	12%	N=197	26%	N=263	35%	N=146	19%	N=46	6%	N=18	2%	N=761	100%
Pursuing enhanced funding for road maintenance and other city infrastructure	N=233	30%	N=286	37%	N=168	22%	N=43	6%	N=6	1%	N=30	4%	N=766	100%

Question 22		
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	Number	Percent
Essential	N=225	29%
Very important	N=227	29%
Somewhat important	N=179	23%
Not at all important	N=115	15%
Don't know	N=28	4%
Total	N=774	100%

Question 23		
Minimum wage in Colorado as of January 1, 2016 is \$8.31 per hour (which is about \$300 per week if you work full-time). To what extent do you support or oppose an increase in the state's minimum wage?	Number	Percent
Strongly support	N=376	49%
Somewhat support	N=227	29%
Somewhat oppose	N=53	7%
Strongly oppose	N=84	11%
Don't know	N=35	5%
Total	N=776	100%

Question D1		
About how long have you lived in Westminster?	Number	Percent
0-4 years	N=285	37%
5-9 years	N=146	19%
10-14 years	N=86	11%
15-19 years	N=68	9%
20 or more years	N=193	25%
Total	N=779	100%

Question D2		
What is your home zip code?	Number	Percent
80003	N=34	4%
80005	N=0	0%
80020	N=1	0%
80021	N=278	36%
80023	N=19	2%
80030	N=188	24%
80031	N=133	17%
80234	N=128	16%
80260	N=0	0%
80035	N=0	0%
80036	N=0	0%
Total	N=782	100%

Question D3		
What city do you work in or nearest to?	Number	Percent
Arvada	N=51	7%
Aurora	N=9	1%
Boulder	N=70	9%
Brighton	N=5	1%
Broomfield	N=60	8%
Centennial	N=7	1%
Commerce City	N=15	2%
Denver	N=139	18%
Englewood	N=6	1%
Glendale	N=2	0%
Golden	N=13	2%
Greenwood Village	N=4	1%
I work from home	N=33	4%
I do not work (student, homemaker, retired, etc.)	N=140	18%
Lafayette	N=9	1%
Lakewood	N=25	3%
Littleton	N=6	1%
Longmont	N=10	1%
Louisville	N=7	1%
Northglenn	N=3	0%
Superior	N=10	1%
Thornton	N=23	3%
Westminster	N=93	12%
Wheat Ridge	N=10	1%
All over Metro area	N=13	2%
Other	N=10	1%
Total	N=775	100%

Question D4		
Please check the appropriate box indicating the type of housing unit in which you live.	Number	Percent
Detached single family home	N=465	59%
Condominium or townhouse	N=126	16%
Apartment	N=193	25%
Mobile home	N=0	0%
Total	N=784	100%

Question D5		
Do you rent or own your residence?	Number	Percent
Rent	N=279	36%
Own	N=503	64%
Total	N=782	100%

Question D6		
How many people (including yourself) live in your household?	Number	Percent
1	N=180	23%
2	N=280	36%
3	N=144	18%
4	N=110	14%
5	N=50	6%
6 or more	N=15	2%
Total	N=778	100%

Question D7		
How many of these household members are 17 years or younger?	Number	Percent
0	N=498	63%
1	N=134	17%
2	N=114	14%
3	N=29	4%
4 or more	N=15	2%
Total	N=791	100%

Question D8		
About how much was your household's total income before taxes in 2013? Be sure to include income from all sources.	Number	Percent
Less than \$15,000	N=15	4%
\$15,000 to \$24,999	N=19	4%
\$25,000 to \$34,999	N=17	4%
\$35,000 to \$49,999	N=56	13%
\$50,000 to \$74,999	N=77	18%
\$75,000 to \$99,999	N=66	16%
\$100,000 to \$124,999	N=44	10%
\$125,000 to \$149,999	N=25	6%
\$150,000 to \$174,999	N=19	4%
\$175,000 to \$199,999	N=13	3%
\$200,000 or more	N=30	7%
I prefer not to answer	N=43	10%
Total	N=424	100%

This question was only asked of half of the randomly selected households that received the survey. Please see Appendix D: Survey Methodology for more information.

Question D9		
How much education have you completed?	Number	Percent
0-11 years	N=31	4%
High school graduate	N=86	11%
Some college, no degree	N=169	22%
Associate degree	N=61	8%
Bachelor's degree	N=289	37%
Graduate or professional degree	N=146	19%
Total	N=782	100%

Question D10		
What is your race?	Number	Percent
White/European American/Caucasian	N=659	85%
Black or African American	N=13	2%
Asian or Pacific Islander	N=36	5%
American Indian, Eskimo, or Aleut	N=27	4%
Other	N=80	10%

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

Question D11		
Are you Hispanic/Spanish/Latino?	Number	Percent
Yes	N=114	15%
No	N=640	85%
Total	N=754	100%

Question D12		
Which category contains your age?	Number	Percent
18-24	N=16	2%
25-34	N=231	30%
35-44	N=115	15%
45-54	N=182	23%
55-64	N=100	13%
65-74	N=71	9%
75-84	N=50	6%
85+	N=14	2%
Total	N=778	100%

Question D13		
What is your gender?	Number	Percent
Female	N=402	53%
Male	N=362	47%
Total	N=764	100%

APPENDIX B: SURVEY RESULTS COMPARED BY RESPONDENT CHARACTERISTICS

SELECT SURVEY RESPONSES COMPARED BY DEMOGRAPHIC CHARACTERISTICS

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

Aspects of Quality of Life Compared by Respondent Demographics														
Please rate each of the following aspects of quality of life in Westminster. (Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Westminster as a place to live	89%	90%	91%	59%	93%	90%	90%	90%	90%	90%	89%	92%	86%	90%
The overall quality of your neighborhood	67%	78%	78%	66%	75%	84%	68%	82%	74%	83%	75%	83%	61%	75%
Westminster as a place to raise children	71%	80%	81%	42%	72%	84%	73%	76%	82%	86%	81%	85%	65%	78%
Quality of local public schools in Westminster	53%	64%	68%	58%	60%	69%	59%	62%	63%	63%	64%	63%	58%	62%
Westminster as a place to retire	56%	57%	72%	55%	66%	58%	59%	61%	58%	65%	66%	61%	65%	62%
Westminster as a place to work	55%	58%	63%	29%	65%	57%	58%	52%	58%	59%	65%	59%	58%	59%
Job opportunities in Westminster	38%	35%	40%	20%	34%	34%	42%	29%	46%	36%	34%	40%	34%	38%
The overall quality of life in Westminster	85%	85%	87%	62%	85%	91%	87%	84%	85%	86%	85%	91%	78%	86%

Change in Neighborhood Quality Over Past 12 Months Compared by Respondent Demographics														
During the past 12 months, the overall quality of my neighborhood:	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Improved	27%	16%	21%	23%	18%	21%	29%	18%	20%	13%	14%	19%	23%	21%
Stayed the same	64%	66%	60%	57%	65%	68%	60%	71%	60%	70%	62%	66%	59%	64%
Declined	9%	18%	18%	20%	17%	12%	11%	11%	19%	17%	24%	15%	18%	16%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Image of the City Compared by Respondent Demographics														
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Financially sustainable	88%	89%	93%	55%	91%	96%	88%	94%	82%	96%	92%	93%	86%	90%
Vibrant, inclusive and engaged community	71%	77%	86%	73%	70%	77%	74%	75%	77%	84%	83%	82%	72%	78%
Beautiful parks/open spaces	93%	93%	94%	83%	93%	92%	89%	95%	97%	97%	95%	95%	91%	93%
Visionary and progressive	74%	70%	83%	77%	70%	71%	75%	69%	75%	79%	78%	76%	74%	75%
Dynamic, diverse economy	72%	72%	79%	79%	75%	70%	73%	75%	73%	76%	75%	76%	72%	74%
Safe and secure	83%	81%	83%	63%	80%	88%	83%	78%	79%	89%	84%	86%	76%	82%
Environmentally sensitive	73%	82%	89%	68%	71%	84%	78%	75%	84%	84%	86%	83%	77%	81%
Ease of mobility	76%	81%	82%	68%	78%	82%	77%	83%	82%	83%	80%	81%	78%	80%

Physical Attractiveness of City Compared by Respondent Demographics														
(Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
How would you rate the physical attractiveness of Westminster as a whole?	75%	80%	84%	51%	80%	77%	75%	83%	84%	79%	81%	79%	80%	79%

Safety Ratings Compared by Respondent Demographics														
Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Violent crimes (e.g., rape, robbery, assault)	80%	81%	77%	62%	80%	91%	80%	77%	83%	88%	76%	85%	70%	80%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	58%	65%	66%	42%	64%	67%	61%	56%	66%	76%	65%	66%	57%	63%
Fires	86%	85%	85%	59%	87%	88%	86%	78%	85%	91%	88%	86%	84%	85%
Other natural disasters (e.g., flood, tornado, etc.)	88%	83%	82%	57%	84%	87%	86%	79%	83%	89%	85%	85%	83%	84%

Overall Quality of City Services Compared by Respondent Demographics														
(Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Overall, how would you rate the quality of the services provided by the City of Westminster?	78%	75%	79%	61%	76%	80%	76%	75%	74%	89%	77%	78%	76%	77%

Overall Direction of City Compared by Respondent Demographics														
(Percent "right direction")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Overall, would you say the City is headed in the right direction or the wrong direction?	92%	91%	94%	83%	94%	89%	95%	96%	90%	90%	86%	93%	90%	92%

Public Trust Ratings Compared by Respondent Demographics														
Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
I receive good value for the City of Westminster taxes I pay	58%	67%	70%	30%	68%	72%	66%	58%	69%	65%	66%	67%	62%	65%
The Westminster government welcomes citizen involvement	53%	63%	63%	42%	56%	69%	61%	44%	72%	63%	62%	59%	61%	60%
City Council cares what people like me think	33%	49%	53%	38%	44%	41%	45%	36%	58%	51%	46%	44%	50%	46%

Quality of City Services Compared by Respondent Demographics														
For each of the following services provided by the City of Westminster, please rate the quality of the service. (Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Snow removal	67%	66%	69%	38%	73%	66%	69%	63%	63%	75%	67%	67%	67%	67%
Street repair	50%	54%	58%	12%	52%	63%	58%	43%	54%	55%	55%	55%	51%	54%
Street cleaning	55%	56%	55%	23%	53%	66%	53%	57%	61%	61%	52%	60%	47%	56%
Sewer services	74%	72%	69%	38%	65%	78%	76%	61%	71%	74%	75%	77%	63%	72%
Recycling drop off centers at City facilities	55%	52%	65%	39%	60%	55%	59%	47%	52%	59%	65%	63%	49%	57%
Police traffic enforcement	70%	62%	72%	69%	71%	71%	71%	63%	57%	78%	69%	68%	67%	68%
Police protection	75%	79%	79%	78%	80%	85%	78%	77%	70%	90%	80%	77%	80%	78%
Fire protection	91%	88%	92%	81%	93%	96%	91%	84%	90%	94%	93%	90%	91%	90%
Emergency medical/ambulance service	88%	83%	88%	80%	93%	91%	86%	82%	88%	92%	86%	84%	89%	86%
Land use, planning and zoning	55%	53%	54%	22%	56%	57%	57%	48%	52%	61%	51%	56%	51%	54%
City Code enforcement	44%	50%	50%	36%	47%	51%	49%	43%	56%	56%	45%	47%	49%	48%
Animal management	56%	58%	57%	56%	63%	55%	55%	56%	62%	68%	52%	57%	56%	57%
Economic development	57%	51%	63%	35%	56%	61%	59%	49%	54%	50%	60%	58%	53%	56%
Parks maintenance	74%	83%	86%	62%	80%	84%	78%	77%	81%	88%	85%	85%	76%	81%
Libraries	92%	84%	87%	82%	93%	83%	87%	91%	89%	92%	81%	87%	87%	87%
Drinking water quality	87%	84%	87%	85%	87%	94%	88%	82%	88%	86%	87%	88%	84%	86%
Recreation programs	83%	85%	85%	71%	86%	87%	84%	83%	91%	90%	80%	88%	78%	84%
Recreation facilities	87%	84%	88%	65%	86%	95%	84%	90%	91%	89%	83%	89%	81%	86%
Trails	74%	86%	83%	37%	79%	85%	76%	80%	82%	92%	85%	88%	69%	81%
Appearance of parks and recreation facilities	86%	82%	88%	59%	83%	90%	85%	83%	84%	89%	86%	89%	79%	85%
Preservation of natural areas (open space, greenbelts)	72%	81%	82%	43%	81%	82%	78%	75%	72%	87%	79%	84%	69%	78%
Municipal Court	50%	53%	64%	32%	58%	63%	49%	42%	64%	68%	62%	58%	53%	56%
Building permits/inspections	57%	48%	58%	57%	62%	63%	60%	47%	56%	68%	47%	57%	48%	54%
Utility billing/meter reading	47%	56%	66%	38%	58%	61%	54%	40%	69%	68%	61%	65%	38%	57%
Emergency preparedness	68%	62%	67%	72%	73%	77%	72%	61%	68%	68%	60%	68%	62%	66%

Emergency Preparedness Compared by Respondent Demographics														
(Percent "very prepared" or "prepared")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
In terms of emergency preparedness, how prepared would you say your family is to shelter-in-place during a blizzard or prolonged power outage?	69%	80%	84%	58%	73%	87%	72%	72%	79%	90%	83%	78%	76%	77%

Impression of City Employees Compared by Respondent Demographics														
What was your impression of the Westminster city employee in your most recent contact? (Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Knowledge	89%	87%	87%	78%	87%	97%	88%	95%	79%	94%	85%	91%	82%	88%
Responsiveness	80%	84%	86%	87%	86%	91%	87%	93%	72%	84%	76%	85%	81%	83%
Courtesy	84%	85%	89%	95%	85%	95%	86%	91%	79%	95%	82%	88%	83%	86%
Making you feel valued	69%	72%	84%	50%	76%	89%	69%	79%	69%	90%	75%	77%	71%	75%
Overall impression	76%	81%	85%	78%	81%	92%	79%	83%	77%	92%	78%	82%	78%	81%

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

Potential Problems in Westminster Compared by Respondent Demographics														
To what degree, if at all, are the following problems in Westminster: (Percent "major" or "moderate" problem)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Crime	27%	45%	55%	63%	41%	38%	34%	41%	43%	48%	50%	38%	49%	42%
Vandalism	31%	42%	52%	55%	36%	39%	32%	39%	41%	46%	55%	39%	46%	42%
Graffiti	17%	36%	48%	38%	30%	20%	21%	33%	34%	45%	48%	34%	34%	34%
Drugs	31%	53%	64%	48%	52%	40%	36%	47%	49%	68%	58%	46%	51%	48%
Too much growth	32%	40%	53%	47%	39%	33%	30%	41%	45%	41%	54%	39%	45%	41%
Lack of growth	12%	21%	17%	45%	11%	17%	21%	16%	22%	15%	11%	14%	21%	17%
Lack of availability of recreation facilities	7%	13%	16%	29%	8%	9%	13%	11%	13%	8%	12%	9%	17%	12%
Taxes are too high	36%	38%	43%	57%	32%	34%	35%	43%	38%	37%	41%	35%	46%	39%
Unavailability of convenient shopping	12%	19%	22%	35%	10%	16%	20%	14%	17%	16%	20%	17%	19%	18%
Juvenile problems	14%	33%	46%	31%	29%	26%	23%	26%	34%	43%	35%	26%	36%	30%
High cost of housing	60%	48%	66%	81%	64%	44%	61%	64%	46%	50%	52%	45%	76%	57%
Unavailability of parks	9%	7%	14%	33%	6%	10%	15%	5%	11%	6%	4%	6%	14%	9%
Traffic safety on neighborhood streets	24%	35%	31%	46%	26%	36%	33%	27%	40%	25%	26%	27%	36%	30%
Traffic safety on major streets	26%	32%	40%	62%	31%	25%	31%	22%	40%	30%	38%	28%	39%	32%
Poor maintenance and condition of homes	27%	26%	38%	67%	27%	21%	31%	24%	28%	32%	31%	25%	36%	30%
Poor condition of properties (weeds, trash, junk vehicles)	30%	26%	40%	54%	28%	23%	30%	29%	32%	32%	35%	31%	31%	31%
Lack of resources to support education (reading materials, access to information)	24%	25%	24%	31%	16%	19%	29%	21%	24%	23%	21%	20%	30%	24%
Unavailability of trails or trail connections	14%	11%	14%	52%	10%	8%	19%	13%	8%	7%	8%	9%	19%	13%

Level of Being Informed about the City Compared by Respondent Demographics														
In general, how well informed do you feel about the City of Westminster? (Percent "very well" or "well")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
In general, how well informed do you feel about the City of Westminster?	33%	40%	46%	15%	48%	36%	29%	39%	42%	53%	50%	39%	41%	40%

Ratings of City's Website Compared by Respondent Demographics														
If you used the City's website in the last 12 months, please rate the following aspects. (Percent "very good" or "good")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Current information	85%	80%	84%	64%	86%	80%	77%	87%	88%	87%	79%	82%	83%	82%
Appearance	63%	75%	81%	64%	73%	71%	64%	79%	83%	83%	64%	73%	69%	72%
Online services offered	61%	74%	77%	64%	72%	73%	65%	71%	70%	82%	71%	73%	64%	70%
Ease of navigation	63%	61%	75%	64%	63%	62%	60%	65%	70%	69%	63%	66%	60%	64%
Search function	51%	59%	69%	64%	56%	62%	56%	58%	61%	66%	54%	60%	52%	58%

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

Participation in Curbside Recycling Compared by Respondent Demographics														
(Percent "yes")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?	42%	51%	47%	18%	34%	77%	49%	45%	44%	47%	48%	57%	32%	47%

Level of Support for Curbside Recycling Compared by Respondent Demographics														
To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more? (Percent "strongly" or "somewhat" support)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?	87%	79%	79%	62%	79%	92%	80%	82%	86%	80%	80%	83%	79%	81%

Resident Priorities Compared by Respondent Demographics														
The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts. (Percent "highest" or "high" priority)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Working to ensure that housing choices are available for all income levels	39%	42%	58%	97%	55%	26%	43%	53%	57%	40%	39%	33%	63%	45%
Working with the school districts that serve Westminster to ensure availability of a high quality public education	84%	83%	82%	80%	85%	87%	83%	87%	89%	82%	79%	83%	83%	83%
Pursuing faster implementation of the existing bicycle master plan and promoting bicycle lane and route improvements	22%	20%	27%	55%	14%	24%	25%	19%	25%	27%	20%	25%	21%	23%
Attracting and retaining choice retail	28%	49%	57%	51%	45%	36%	39%	41%	50%	50%	52%	49%	39%	45%
Attracting and retaining primary employers	52%	66%	70%	58%	63%	51%	58%	65%	65%	72%	63%	64%	60%	63%
Increasing the availability of communications from the City in languages other than English	9%	8%	14%	33%	12%	6%	16%	4%	13%	12%	4%	7%	15%	10%
Recruiting and retaining unique local restaurants	33%	43%	40%	43%	26%	50%	42%	33%	43%	42%	36%	42%	34%	39%
Pursuing enhanced funding for road maintenance and other city infrastructure	71%	69%	73%	73%	72%	71%	71%	69%	65%	71%	72%	68%	75%	71%

Importance of Completing Commuter Rail Compared by Respondent Demographics														
(Percent "essential" or "very important")	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	57%	66%	59%	47%	60%	62%	60%	60%	70%	63%	57%	62%	59%	61%

Support for Increase in State's Minimum Wage Compared by Respondent Demographics														
(Percent "somewhat" or "strongly" support)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Minimum wage in Colorado as of January 1, 2016 is \$8.31 per hour (which is about \$300 per week if you work full-time). To what extent do you support or oppose an increase in the state's minimum wage?	84%	77%	86%	100%	84%	87%	85%	84%	78%	75%	78%	77%	88%	81%

SELECT SURVEY RESPONSES COMPARED BY AREA OF RESIDENCE

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

Aspects of Quality of Life Compared by School District				
Please rate each of the following aspects of quality of life in Westminster. (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Westminster as a place to live	93%	95%	82%	90%
The overall quality of your neighborhood	79%	83%	61%	75%
Westminster as a place to raise children	85%	77%	69%	78%
Quality of local public schools in Westminster	68%	65%	52%	62%
Westminster as a place to retire	64%	61%	61%	62%
Westminster as a place to work	60%	59%	57%	59%
Job opportunities in Westminster	34%	39%	41%	38%
The overall quality of life in Westminster	90%	86%	80%	86%

Change in Neighborhood Quality Over Past 12 Months Compared by School District				
During the past 12 months, the overall quality of my neighborhood:	School District			Overall
	Jefferson County	Adams 12	Westminster	
Improved	21%	14%	26%	21%
Stayed the same	61%	70%	60%	64%
Declined	18%	16%	14%	16%
Total	100%	100%	100%	100%

Image of the City Compared by School District				
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree)	School District			Overall
	Jefferson County	Adams 12	Westminster	
Financially sustainable	92%	93%	85%	90%
Vibrant, inclusive and engaged community	78%	76%	80%	78%
Beautiful parks/open spaces	92%	95%	93%	93%
Visionary and progressive	72%	75%	79%	75%
Dynamic, diverse economy	70%	79%	76%	74%
Safe and secure	87%	84%	75%	82%
Environmentally sensitive	83%	81%	78%	81%
Ease of mobility	78%	81%	81%	80%

Physical Attractiveness of City Compared by School District				
(Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
How would you rate the physical attractiveness of Westminster as a whole?	80%	85%	73%	79%

Safety Ratings Compared by School District				
Please rate how safe or unsafe you feel from the following: (Percent "very" or "somewhat" safe)	School District			Overall
	Jefferson County	Adams 12	Westminster	
Violent crimes (e.g., rape, robbery, assault)	83%	82%	74%	80%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	70%	58%	59%	63%
Fires	84%	90%	83%	85%
Other natural disasters (e.g., flood, tornado, etc.)	83%	92%	79%	84%

Overall Quality of City Services Compared by School District				
(Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Overall, how would you rate the quality of the services provided by the City of Westminster?	76%	80%	75%	77%

Overall Direction of City Compared by School District				
(Percent "right direction")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Overall, would you say the City is headed in the right direction or the wrong direction?	90%	93%	92%	92%

Public Trust Ratings Compared by School District				
Please rate the following statements by circling the number that most clearly represents your opinion: (Percent "strongly" or "somewhat" agree)	School District			Overall
	Jefferson County	Adams 12	Westminster	
I receive good value for the City of Westminster taxes I pay	65%	67%	63%	65%
The Westminster government welcomes citizen involvement	63%	60%	56%	60%
City Council cares what people like me think	46%	45%	47%	46%

Quality of City Services Compared by School District				
For each of the following services provided by the City of Westminster, please rate the quality of the service. (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Snow removal	65%	69%	66%	67%
Street repair	58%	55%	47%	54%
Street cleaning	58%	56%	51%	56%
Sewer services	75%	73%	67%	72%
Recycling drop off centers at City facilities	58%	55%	59%	57%
Police traffic enforcement	68%	61%	75%	68%
Police protection	79%	77%	77%	78%
Fire protection	90%	91%	90%	90%
Emergency medical/ambulance service	85%	86%	88%	86%
Land use, planning and zoning	53%	53%	57%	54%
City Code enforcement	45%	47%	55%	48%
Animal management	55%	59%	56%	57%
Economic development	57%	53%	58%	56%
Parks maintenance	85%	84%	74%	81%
Libraries	87%	84%	90%	87%
Drinking water quality	86%	84%	88%	86%
Recreation programs	85%	82%	85%	84%

Quality of City Services Compared by School District				
For each of the following services provided by the City of Westminster, please rate the quality of the service. (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Recreation facilities	91%	86%	81%	86%
Trails	89%	79%	71%	81%
Appearance of parks and recreation facilities	90%	81%	83%	85%
Preservation of natural areas (open space, greenbelts)	82%	80%	70%	78%
Municipal Court	56%	62%	52%	56%
Building permits/inspections	49%	48%	65%	54%
Utility billing/meter reading	64%	50%	53%	57%
Emergency preparedness	66%	59%	71%	66%

Emergency Preparedness Compared by School District				
(Percent "very prepared" or "prepared")	School District			Overall
	Jefferson County	Adams 12	Westminster	
In terms of emergency preparedness, how prepared would you say your family is to shelter-in-place during a blizzard or prolonged power outage?	83%	84%	63%	77%

Impression of City Employees Compared by School District				
What was your impression of the Westminster city employee in your most recent contact? (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Knowledge	89%	87%	87%	88%
Responsiveness	78%	84%	88%	83%
Courtesy	85%	82%	90%	86%
Making you feel valued	72%	77%	76%	75%
Overall impression	78%	83%	81%	81%

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

Potential Problems in Westminster Compared by School District				
To what degree, if at all, are the following problems in Westminster: (Percent "major" or "moderate" problem)	School District			Overall
	Jefferson County	Adams 12	Westminster	
Crime	33%	49%	47%	42%
Vandalism	32%	47%	49%	42%
Graffiti	21%	35%	48%	34%
Drugs	40%	46%	59%	48%
Too much growth	39%	42%	43%	41%
Lack of growth	17%	12%	22%	17%
Lack of availability of recreation facilities	8%	17%	13%	12%
Taxes are too high	33%	43%	43%	39%
Unavailability of convenient shopping	14%	17%	24%	18%
Juvenile problems	23%	28%	40%	30%
High cost of housing	51%	58%	64%	57%
Unavailability of parks	5%	8%	16%	9%
Traffic safety on neighborhood streets	24%	37%	32%	30%
Traffic safety on major streets	25%	38%	36%	32%
Poor maintenance and condition of homes	25%	21%	44%	30%
Poor condition of properties (weeds, trash, junk vehicles)	28%	23%	44%	31%
Lack of resources to support education (reading materials, access to information)	24%	21%	28%	24%
Unavailability of trails or trail connections	9%	9%	21%	13%

Level of Being Informed about the City Compared by School District				
In general, how well informed do you feel about the City of Westminster? (Percent "very well" or "well")	School District			Overall
	Jefferson County	Adams 12	Westminster	
In general, how well informed do you feel about the City of Westminster?	39%	39%	42%	40%

Ratings of City's Website Compared by School District				
If you used the City's website in the last 12 months, please rate the following aspects. (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Current information	85%	79%	82%	82%
Appearance	69%	76%	72%	72%
Online services offered	70%	77%	59%	70%
Ease of navigation	62%	64%	67%	64%
Search function	58%	58%	56%	58%

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

Participation in Curbside Recycling Compared by School District				
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)? (Percent "yes")	School District			Overall
	Jefferson County	Adams 12	Westminster	
Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?	49%	66%	23%	47%

Level of Support for Curbside Recycling Compared by School District				
(Percent "strongly" or "somewhat" support)	School District			Overall
	Jefferson County	Adams 12	Westminster	
To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?	84%	81%	79%	81%

Resident Priorities Compared by School District				
The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts. (Percent "highest" or "high" priority)	School District			Overall
	Jefferson County	Adams 12	Westminster	
Working to ensure that housing choices are available for all income levels	35%	43%	62%	45%
Working with the school districts that serve Westminster to ensure availability of a high quality public education	87%	80%	82%	83%
Pursuing faster implementation of the existing bicycle master plan and promoting bicycle lane and route improvements	27%	16%	25%	23%
Attracting and retaining choice retail	45%	42%	47%	45%
Attracting and retaining primary employers	61%	70%	57%	63%
Increasing the availability of communications from the City in languages other than English	9%	7%	14%	10%
Recruiting and retaining unique local restaurants	41%	40%	35%	39%
Pursuing enhanced funding for road maintenance and other city infrastructure	69%	70%	73%	71%

Importance of Completing Commuter Rail Compared by School District				
(Percent "essential" or "very important")	School District			Overall
	Jefferson County	Adams 12	Westminster	
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. How important is it to you, if at all, that commuter rail service is completed in the Northwest Corridor?	61%	61%	60%	61%

Support for Increase in State's Minimum Wage Compared by School District				
(Percent "somewhat" or "strongly" support)	School District			Overall
	Jefferson County	Adams 12	Westminster	
Minimum wage in Colorado as of January 1, 2016 is \$8.31 per hour (which is about \$300 per week if you work full-time). To what extent do you support or oppose an increase in the state's minimum wage?	85%	78%	81%	81%

SELECT SURVEY RESPONSES COMPARED BY SCHOOL DISTRICT OVER TIME

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

Overall Quality of Life Compared by School District Compared by Year				
Please rate the following aspects of quality of life in Westminster: Overall quality of life in Westminster. (Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Westminster	City as a Whole
2016	90%	86%	80%	86%
2014	90%	88%	84%	87%
2012	89%	93%	80%	88%
2010	88%	90%	82%	87%
2008	93%	91%	82%	89%
2006	95%	97%	85%	93%
2004	96%	95%	86%	93%
2002	92%	93%	89%	91%
2000	92%	92%	88%	90%
1998	94%	92%	85%	90%
1996	91%	92%	84%	89%
1992	93%	91%	84%	89%

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

Overall Quality of City Services Compared by School District Compared by Year				
Overall, how would you rate the quality of the services provided by the City of Westminster? (Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Westminster	City as a Whole
2016	76%	80%	75%	77%
2014	86%	83%	85%	85%
2012	83%	85%	81%	83%
2010	86%	86%	78%	84%
2008	85%	81%	73%	81%

City Headed in Right Direction Compared by School District Compared by Year				
Overall, would you say the City is headed in the right direction or the wrong direction? (Percent "right direction")	School District			
	Jefferson County	Adams 12	Westminster	City as a Whole
2016	90%	93%	92%	92%
2014	94%	95%	89%	93%
2012	89%	92%	86%	89%
2010	92%	93%	88%	91%
2008	90%	95%	83%	90%
2006	86%	88%	82%	86%
2004	92%	95%	93%	93%
2002	90%	89%	90%	90%

Overall Impression of City Employee (of Those Who Had Contact) Compared by School District Compared by Year				
What was your impression of the Westminster city employee in your most recent contact? (Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Westminster	City as a Whole
2016	78%	83%	81%	81%
2014	84%	79%	75%	79%
2012	79%	81%	75%	78%
2010	81%	85%	75%	81%
2008	80%	73%	70%	75%
2006	83%	82%	75%	80%
2004	81%	82%	79%	81%
2002	78%	83%	78%	79%
2000	79%	80%	74%	78%
1998	76%	82%	76%	77%
1996	77%	77%	78%	77%
1992	82%	81%	79%	81%

APPENDIX C: BENCHMARK COMPARISONS

UNDERSTANDING THE BENCHMARK COMPARISONS

Communities use the comparative information provided by benchmarks to help interpret their own resident survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government or organizational performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” resident evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “very good.” Furthermore, in the absence of national or peer community comparisons, a community is left with comparing its police protection rating to its street maintenance rating. That comparison is unfair as street maintenance always gets lower ratings than police protection. More illuminating is how residents’ ratings of police service compare to opinions about police service in other communities and to resident ratings over time.

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes, and keeps the crime rate low – still has a problem to fix if the residents in the community rate police services lower than ratings given by residents in other cities with objectively “worse” departments. Benchmark data can help that police department – or any department – to understand how well citizens think it is doing.

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

COMPARISON DATA

NRC has designed a method for quantitatively integrating the results of surveys that we have conducted with those that others have conducted. These integration methods have been described thoroughly in *Public Administration Review*, *Journal of Policy Analysis and Management*, and in NRC’s first book on conducting and using citizen surveys, *Citizen Surveys: how to do them, how to use them, what they mean*, published by the International City/County Management Association (ICMA). Scholars who specialize in the analysis of citizen surveys regularly have relied on NRC’s work.^{2,3} The method described in those publications is refined regularly and statistically tested on a growing number of resident surveys in NRC’s proprietary databases.

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

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

² 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.

³ Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331-341.

PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

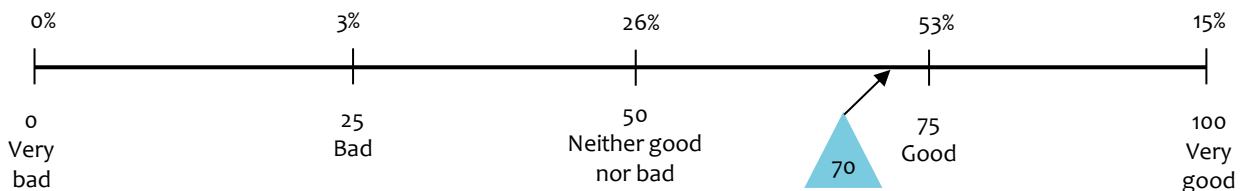
Although responses to many of the evaluative questions were made on a five-point scale with 1 representing the best rating and 5 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The margin of error around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “very good”=100, “good”=75, “neither good nor bad”=50, “bad”=25 and “very bad”=0. If everyone reported “very good,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “very bad” rating, the result would be 0 on the 100-point scale. If half the respondents gave a score of “very good” and half gave a score of “very bad,” the average would be 50, in the middle of the scale (like the center post of a teeter totter) or “neither good nor bad.” An example of how to convert survey frequencies into an average rating appears below.

EXAMPLE OF CONVERTING RESPONSES TO THE 100-POINT SCALE

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step 1: Remove “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply % by scale value	Step 4: Sum to calculate average rating
Very good	15%	$=15 \div (100-2) =$	15.3%	100	$=15.3\% \times 100 =$	15.3
Good	53%	$=53 \div (100-2) =$	54.1%	75	$=54.1\% \times 75 =$	40.6
Neither good nor bad	26%	$=26 \div (100-2) =$	26.5%	50	$=26.5\% \times 50 =$	13.3
Bad	3%	$=3 \div (100-2) =$	3.1%	25	$=3.1\% \times 25 =$	0.8
Very bad	0%	$=0 \div (100-2) =$	0%	0	$=0\% \times 0 =$	0
Don’t know	2%		--			
Total	100%		100%			70

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



INTERPRETING THE RESULTS

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

Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the City in the last 12 months), the City of Westminster's results were generally noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much lower" or "much higher"). These labels come from a statistical comparison of Westminster's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Westminster's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Westminster's rating and the benchmark is more than twice the margin of error.

NATIONAL BENCHMARK COMPARISONS

Quality of Life Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
The overall quality of life in Westminster	86%	259	410	Similar
Westminster as a place to live	90%	217	353	Similar
Westminster as a place to raise children	78%	214	344	Lower
Westminster as a place to retire	62%	176	327	Similar
Westminster as a place to work	59%	151	318	Similar

Quality of Life Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
The overall quality of life in Westminster	86%	259	410	Similar
Westminster as a place to live	90%	217	353	Similar
Westminster as a place to raise children	78%	214	344	Lower
Westminster as a place to retire	62%	176	327	Similar

Quality of Local Public Schools Benchmark				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Quality of local public schools in Westminster	62%	167	235	Much lower

Overall Quality of Services Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Overall, how would you rate the quality of the services provided by the City of Westminster?	77%	190	397	Similar

Public Trust Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
I receive good value for the City of Westminster taxes I pay	65%	127	359	Higher
The Westminster government welcomes citizen involvement	60%	120	277	Similar
City Council cares what people like me think	46%	1	7	Much higher

Contact with City Employee Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Have you had contact with a Westminster city employee within the last 12 months?	43%	166	279	Similar

Impression of City Employees Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Overall impression	81%	114	332	Higher
Knowledge	88%	77	141	Similar
Responsiveness	83%	76	142	Similar
Courtesy	86%	75	128	Similar
Making you feel valued	75%	3	5	Similar

Quality of City Services Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Snow removal	67%	144	264	Similar
Street repair	54%	149	383	Higher
Street cleaning	56%	172	287	Similar
Sewer services	72%	205	288	Lower
Recycling drop off centers at City facilities	57%	279	326	Much lower
Police traffic enforcement	68%	142	339	Similar
Police protection	78%	16	24	Lower
Fire protection	90%	18	26	Similar
Emergency medical/ambulance service	86%	250	309	Lower
Land use, planning and zoning	54%	64	267	Much higher
City Code enforcement	48%	149	327	Similar
Animal management	57%	183	306	Similar
Economic development	56%	83	254	Higher
Parks maintenance	81%	48	93	Similar
Libraries	87%	194	312	Similar
Drinking water quality	86%	4	17	Much higher
Recreation programs	84%	92	310	Much higher
Recreation facilities	86%	56	254	Much higher
Trails	81%	11	22	Similar
Appearance of parks and recreation facilities	85%	4	7	Similar
Preservation of natural areas (open space, greenbelts)	78%	26	230	Much higher
Municipal Court	56%	63	102	Similar
Building permits/inspections	54%	3	17	Much higher
Utility billing/meter reading	57%	94	135	Lower
Emergency preparedness	66%	71	251	Higher

Use of City Website Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	43%	105	110	Much lower

Quality of City Website Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Current information	82%	3	6	Higher
Appearance	72%	5	8	Similar
Online services offered	70%	3	5	Lower
Ease of navigation	64%	4	10	Similar
Search function	58%	4	5	Similar

Economic Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Westminster as a place to work	59%	151	318	Similar
Job opportunities in Westminster	38%	60	278	Much higher

Safety Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
Violent crimes (e.g., rape, robbery, assault)	80%	71	124	Similar
Property crimes (e.g., burglary, theft, vandalism, auto theft)	63%	75	124	Similar

Overall Quality of Neighborhood Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to national benchmark
The overall quality of your neighborhood	75%	5	8	Similar

COMMUNITIES INCLUDED IN THE NATIONAL COMPARISONS

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

Adams County, CO.....	441,603	Boulder city, CO.....	97,385
Airway Heights city, WA	6,114	Bowling Green city, KY	58,067
Albany city, OR.....	50,158	Bozeman city, MT	37,280
Albemarle County, VA	98,970	Brentwood city, MO.....	8,055
Albert Lea city, MN.....	18,016	Brentwood city, TN.....	37,060
Alexandria city, VA.....	139,966	Brighton city, CO	33,352
Algonquin village, IL.....	30,046	Bristol city, TN	26,702
Aliso Viejo city, CA.....	47,823	Broken Arrow city, OK	98,850
Altoona city, IA	14,541	Brookfield city, WI.....	37,920
American Canyon city, CA.....	19,454	Brookline CDP, MA	58,732
Ames city, IA.....	58,965	Broomfield city, CO	55,889
Andover CDP, MA.....	8,762	Brownsburg town, IN	21,285
Ankeny city, IA	45,582	Bryan city, TX.....	76,201
Ann Arbor city, MI.....	113,934	Burien city, WA.....	33,313
Annapolis city, MD.....	38,394	Burleson city, TX.....	36,690
Apache Junction city, AZ.....	35,840	Cabarrus County, NC	178,011
Apple Valley town, CA.....	69,135	Cambridge city, MA.....	105,162
Arapahoe County, CO	572,003	Canton city, SD.....	3,057
Arkansas City city, AR.....	366	Cape Coral city, FL.....	154,305
Arlington city, TX.....	365,438	Cape Girardeau city, MO.....	37,941
Arlington County, VA	207,627	Carlisle borough, PA.....	18,682
Arvada city, CO.....	106,433	Carlsbad city, CA	105,328
Asheville city, NC	83,393	Carroll city, IA.....	10,103
Ashland city, OR.....	20,078	Cartersville city, GA.....	19,731
Ashland town, VA	7,225	Cary town, NC	135,234
Aspen city, CO	6,658	Casa Grande city, AZ.....	48,571
Athens-Clarke County	115,452	Casper city, WY.....	55,316
Auburn city, AL.....	53,380	Castine town, ME.....	1,366
Auburn city, WA.....	70,180	Castle Pines North city, CO.....	10,360
Augusta CCD, GA.....	134,777	Castle Rock town, CO	48,231
Aurora city, CO.....	325,078	Cedar Rapids city, IA.....	126,326
Austin city, TX.....	790,390	Centennial city, CO.....	100,377
Bainbridge Island city, WA.....	23,025	Centralia city, IL.....	13,032
Baltimore city, MD.....	620,961	Chambersburg borough, PA.....	20,268
Bartonville town, TX.....	1,469	Chandler city, AZ.....	236,123
Battle Creek city, MI.....	52,347	Chanhassen city, MN	22,952
Bay City city, MI.....	34,932	Chapel Hill town, NC.....	57,233
Baytown city, TX.....	71,802	Charlotte city, NC	731,424
Bedford city, TX	46,979	Charlotte County, FL	159,978
Bedford town, MA	13,320	Charlottesville city, VA.....	43,475
Bellevue city, WA.....	122,363	Chattanooga city, TN.....	167,674
Bellingham city, WA.....	80,885	Chesterfield County, VA	316,236
Beltrami County, MN	44,442	Chippewa Falls city, WI.....	13,661
Benbrook city, TX.....	21,234	Citrus Heights city, CA.....	83,301
Bend city, OR.....	76,639	Clackamas County, OR.....	375,992
Benicia city, CA	26,997	Clarendon Hills village, IL.....	8,427
Bettendorf city, IA.....	33,217	Clayton city, MO.....	15,939
Billings city, MT	104,170	Clearwater city, FL.....	107,685
Blaine city, MN.....	57,186	Cleveland Heights city, OH.....	46,121
Bloomfield Hills city, MI.....	3,869	Clinton city, SC.....	8,490
Bloomington city, MN	82,893	Clive city, IA.....	15,447
Blue Springs city, MO	52,575	Clovis city, CA.....	95,631
Boise City city, ID.....	205,671	College Park city, MD.....	30,413
Boone County, KY.....	118,811	College Station city, TX.....	93,857

Colleyville city, TX.....	22,807	El Paso city, TX.....	649,121
Collinsville city, IL.....	25,579	Elk Grove city, CA.....	153,015
Columbia city, MO.....	108,500	Elk River city, MN.....	22,974
Columbia city, SC.....	129,272	Elko New Market city, MN.....	4,110
Columbia Falls city, MT.....	4,688	Elmhurst city, IL.....	44,121
Columbus city, WI.....	4,991	Encinitas city, CA.....	59,518
Commerce City city, CO.....	45,913	Englewood city, CO.....	30,255
Concord city, CA.....	122,067	Erie town, CO.....	18,135
Concord town, MA.....	17,668	Escambia County, FL.....	297,619
Cookeville city, TN.....	30,435	Estes Park town, CO.....	5,858
Coon Rapids city, MN.....	61,476	Fairview town, TX.....	7,248
Copperas Cove city, TX.....	32,032	Farmington Hills city, MI.....	79,740
Coronado city, CA.....	18,912	Fayetteville city, NC.....	200,564
Corvallis city, OR.....	54,462	Fishers town, IN.....	76,794
Creve Coeur city, MO.....	17,833	Flower Mound town, TX.....	64,669
Cross Roads town, TX.....	1,563	Forest Grove city, OR.....	21,083
Crystal Lake city, IL.....	40,743	Fort Collins city, CO.....	143,986
Dacono city, CO.....	4,152	Fort Smith city, AR.....	86,209
Dade City city, FL.....	6,437	Fort Worth city, TX.....	741,206
Dakota County, MN.....	398,552	Fountain Hills town, AZ.....	22,489
Dallas city, OR.....	14,583	Franklin city, TN.....	62,487
Dallas city, TX.....	1,197,816	Fredericksburg city, VA.....	24,286
Danville city, KY.....	16,218	Fremont city, CA.....	214,089
Dardenne Prairie city, MO.....	11,494	Friendswood city, TX.....	35,805
Davenport city, IA.....	99,685	Fruita city, CO.....	12,646
Davidson town, NC.....	10,944	Gahanna city, OH.....	33,248
Dayton city, OH.....	141,527	Gaithersburg city, MD.....	59,933
Decatur city, GA.....	19,335	Galveston city, TX.....	47,743
Del Mar city, CA.....	4,161	Gardner city, KS.....	19,123
Delray Beach city, FL.....	60,522	Geneva city, NY.....	13,261
Denison city, TX.....	22,682	Georgetown city, TX.....	47,400
Denton city, TX.....	113,383	Gilbert town, AZ.....	208,453
Denver city, CO.....	600,158	Gillette city, WY.....	29,087
Derby city, KS.....	22,158	Glendora city, CA.....	50,073
Des Peres city, MO.....	8,373	Glenview village, IL.....	44,692
Destin city, FL.....	12,305	Globe city, AZ.....	7,532
Dorchester County, MD.....	32,618	Golden city, CO.....	18,867
Dothan city, AL.....	65,496	Golden Valley city, MN.....	20,371
Douglas County, CO.....	285,465	Goodyear city, AZ.....	65,275
Dover city, NH.....	29,987	Grafton village, WI.....	11,459
Dublin city, CA.....	46,036	Grand Blanc city, MI.....	8,276
Duluth city, MN.....	86,265	Grand Island city, NE.....	48,520
Duncanville city, TX.....	38,524	Grass Valley city, CA.....	12,860
Durham city, NC.....	228,330	Greeley city, CO.....	92,889
Eagle town, CO.....	6,508	Green Valley CDP, AZ.....	21,391
East Baton Rouge Parish, LA.....	440,171	Greenville city, NC.....	84,554
East Grand Forks city, MN.....	8,601	Greenwich town, CT.....	61,171
East Lansing city, MI.....	48,579	Greenwood Village city, CO.....	13,925
Eau Claire city, WI.....	65,883	Greer city, SC.....	25,515
Eden Prairie city, MN.....	60,797	Guilford County, NC.....	488,406
Edgerton city, KS.....	1,671	Gunnison County, CO.....	15,324
Edgewater city, CO.....	5,170	Gurnee village, IL.....	31,295
Edina city, MN.....	47,941	Hailey city, ID.....	7,960
Edmond city, OK.....	81,405	Haines Borough, AK.....	2,508
Edmonds city, WA.....	39,709	Hallandale Beach city, FL.....	37,113
El Cerrito city, CA.....	23,549	Hamilton city, OH.....	62,477
El Dorado County, CA.....	181,058	Hanover County, VA.....	99,863

Harrisonburg city, VA	48,914	Laguna Hills city, CA.....	30,344
Harrisonville city, MO	10,019	Laguna Niguel city, CA	62,979
Hayward city, CA	144,186	Lake Oswego city, OR.....	36,619
Henderson city, NV	257,729	Lake Stevens city, WA	28,069
Herndon town, VA	23,292	Lake Worth city, FL.....	34,910
High Point city, NC.....	104,371	Lake Zurich village, IL.....	19,631
Highland Park city, IL.....	29,763	Lakeville city, MN.....	55,954
Highlands Ranch CDP, CO	96,713	Lakewood city, CO.....	142,980
Hillsborough town, NC	6,087	Lakewood city, WA	58,163
Holland city, MI	33,051	Lane County, OR.....	351,715
Honolulu County, HI.....	953,207	Larimer County, CO	299,630
Hooksett town, NH.....	13,451	Las Cruces city, NM.....	97,618
Hopkins city, MN.....	17,591	Las Vegas city, NV	583,756
Hopkinton town, MA	14,925	Lawrence city, KS.....	87,643
Hoquiam city, WA	8,726	League City city, TX.....	83,560
Horry County, SC	269,291	Lee's Summit city, MO.....	91,364
Hudson city, OH.....	22,262	Lehi city, UT	47,407
Hudson town, CO	2,356	Lenexa city, KS	48,190
Hudsonville city, MI.....	7,116	Lewis County, NY.....	27,087
Huntersville town, NC.....	46,773	Lewisville city, TX.....	95,290
Hurst city, TX	37,337	Libertyville village, IL.....	20,315
Hutchinson city, MN	14,178	Lincoln city, NE.....	258,379
Hutto city, TX.....	14,698	Lindsborg city, KS.....	3,458
Hyattsville city, MD.....	17,557	Littleton city, CO.....	41,737
Independence city, MO.....	116,830	Livermore city, CA.....	80,968
Indian Trail town, NC.....	33,518	Lombard village, IL.....	43,165
Indianola city, IA.....	14,782	Lone Tree city, CO	10,218
Iowa City city, IA	67,862	Long Grove village, IL.....	8,043
Issaquah city, WA	30,434	Longmont city, CO.....	86,270
Jackson County, MI.....	160,248	Longview city, TX.....	80,455
James City County, VA.....	67,009	Los Alamos County, NM.....	17,950
Jefferson City city, MO.....	43,079	Louisville city, CO.....	18,376
Jefferson County, CO	534,543	Lynchburg city, VA.....	75,568
Jefferson County, NY.....	116,229	Lynnwood city, WA.....	35,836
Jerome city, ID.....	10,890	Macomb County, MI.....	840,978
Johnson City city, TN.....	63,152	Madison city, WI.....	233,209
Johnston city, IA.....	17,278	Manhattan Beach city, CA	35,135
Jupiter town, FL	55,156	Mankato city, MN	39,309
Kalamazoo city, MI	74,262	Maple Grove city, MN	61,567
Kansas City city, KS	145,786	Maple Valley city, WA	22,684
Kansas City city, MO	459,787	Maricopa County, AZ.....	3,817,117
Keizer city, OR	36,478	Martinez city, CA	35,824
Kenmore city, WA.....	20,460	Maryland Heights city, MO.....	27,472
Kennedale city, TX.....	6,763	Matthews town, NC.....	27,198
Kennett Square borough, PA.....	6,072	McAllen city, TX.....	129,877
Kettering city, OH.....	56,163	McDonough city, GA	22,084
Key West city, FL	24,649	McKinney city, TX.....	131,117
King County, WA	1,931,249	McMinnville city, OR.....	32,187
Kirkland city, WA	48,787	Medford city, OR.....	74,907
Kirkwood city, MO	27,540	Menlo Park city, CA.....	32,026
Knoxville city, IA	7,313	Mercer Island city, WA	22,699
La Mesa city, CA	57,065	Meridian charter township, MI	39,688
La Plata town, MD	8,753	Meridian city, ID	75,092
La Porte city, TX	33,800	Merriam city, KS	11,003
La Vista city, NE.....	15,758	Mesa County, CO.....	146,723
Lafayette city, CO.....	24,453	Miami Beach city, FL.....	87,779
Laguna Beach city, CA.....	22,723	Miami city, FL	399,457

Middleton city, WI.....	17,442	Papillion city, NE.....	18,894
Midland city, MI.....	41,863	Park City city, UT.....	7,558
Milford city, DE.....	9,559	Parker town, CO.....	45,297
Milton city, GA.....	32,661	Parkland city, FL.....	23,962
Minneapolis city, MN.....	382,578	Pasadena city, CA.....	137,122
Mission Viejo city, CA.....	93,305	Pasco city, WA.....	59,781
Modesto city, CA.....	201,165	Pasco County, FL.....	464,697
Monterey city, CA.....	27,810	Pearland city, TX.....	91,252
Montgomery County, VA.....	94,392	Peoria city, AZ.....	154,065
Monticello city, UT.....	1,972	Peoria city, IL.....	115,007
Monument town, CO.....	5,530	Peoria County, IL.....	186,494
Mooreville town, NC.....	32,711	Petoskey city, MI.....	5,670
Morristown city, TN.....	29,137	Pflugerville city, TX.....	46,936
Morrisville town, NC.....	18,576	Phoenix city, AZ.....	1,445,632
Moscow city, ID.....	23,800	Pinal County, AZ.....	375,770
Mountain Village town, CO.....	1,320	Pinehurst village, NC.....	13,124
Mountlake Terrace city, WA.....	19,909	Piqua city, OH.....	20,522
Muscatine city, IA.....	22,886	Pitkin County, CO.....	17,148
Naperville city, IL.....	141,853	Plano city, TX.....	259,841
Needham CDP, MA.....	28,886	Platte City city, MO.....	4,691
New Braunfels city, TX.....	57,740	Plymouth city, MN.....	70,576
New Brighton city, MN.....	21,456	Pocatello city, ID.....	54,255
New Hanover County, NC.....	202,667	Polk County, IA.....	430,640
New Orleans city, LA.....	343,829	Pompano Beach city, FL.....	99,845
New Smyrna Beach city, FL.....	22,464	Port Huron city, MI.....	30,184
Newberg city, OR.....	22,068	Port Orange city, FL.....	56,048
Newport Beach city, CA.....	85,186	Portland city, OR.....	583,776
Newport News city, VA.....	180,719	Post Falls city, ID.....	27,574
Newton city, IA.....	15,254	Prince William County, VA.....	402,002
Noblesville city, IN.....	51,969	Prior Lake city, MN.....	22,796
Nogales city, AZ.....	20,837	Provo city, UT.....	112,488
Norfolk city, VA.....	242,803	Pueblo city, CO.....	106,595
North Richland Hills city, TX.....	63,343	Purcellville town, VA.....	7,727
Northglenn city, CO.....	35,789	Queen Creek town, AZ.....	26,361
Novato city, CA.....	51,904	Radnor township, PA.....	31,531
Novi city, MI.....	55,224	Ramsey city, MN.....	23,668
O'Fallon city, IL.....	28,281	Rapid City city, SD.....	67,956
O'Fallon city, MO.....	79,329	Raymore city, MO.....	19,206
Oak Park village, IL.....	51,878	Redmond city, WA.....	54,144
Oakland city, CA.....	390,724	Rehoboth Beach city, DE.....	1,327
Oakland Park city, FL.....	41,363	Reno city, NV.....	225,221
Oakley city, CA.....	35,432	Reston CDP, VA.....	58,404
Ogdensburg city, NY.....	11,128	Richmond city, CA.....	103,701
Oklahoma City city, OK.....	579,999	Richmond Heights city, MO.....	8,603
Olathe city, KS.....	125,872	Rifle city, CO.....	9,172
Old Town city, ME.....	7,840	Rio Rancho city, NM.....	87,521
Olmsted County, MN.....	144,248	River Falls city, WI.....	15,000
Olympia city, WA.....	46,478	Riverdale city, UT.....	8,426
Orland Park village, IL.....	56,767	Riverside city, CA.....	303,871
Oshkosh city, WI.....	66,083	Riverside city, MO.....	2,937
Oshtemo charter township, MI.....	21,705	Rochester Hills city, MI.....	70,995
Otsego County, MI.....	24,164	Rock Hill city, SC.....	66,154
Overland Park city, KS.....	173,372	Rockford city, IL.....	152,871
Oviedo city, FL.....	33,342	Rockville city, MD.....	61,209
Paducah city, KY.....	25,024	Rogers city, MN.....	8,597
Palm Coast city, FL.....	75,180	Rolla city, MO.....	19,559
Palo Alto city, CA.....	64,403	Roselle village, IL.....	22,763

Rosemount city, MN.....	21,874	Springville city, UT.....	29,466
Rosenberg city, TX.....	30,618	St. Augustine city, FL.....	12,975
Roseville city, MN.....	33,660	St. Charles city, IL.....	32,974
Roswell city, GA.....	88,346	St. Cloud city, FL.....	35,183
Round Rock city, TX.....	99,887	St. Cloud city, MN.....	65,842
Royal Oak city, MI.....	57,236	St. Joseph city, MO.....	76,780
Saco city, ME.....	18,482	St. Louis County, MN.....	200,226
Sahuarita town, AZ.....	25,259	St. Louis Park city, MN.....	45,250
Sammamish city, WA.....	45,780	Stallings town, NC.....	13,831
San Anselmo town, CA.....	12,336	State College borough, PA.....	42,034
San Antonio city, TX.....	1,327,407	Steamboat Springs city, CO.....	12,088
San Carlos city, CA.....	28,406	Sterling Heights city, MI.....	129,699
San Diego city, CA.....	1,307,402	Sugar Grove village, IL.....	8,997
San Francisco city, CA.....	805,235	Sugar Land city, TX.....	78,817
San Jose city, CA.....	945,942	Summit city, NJ.....	21,457
San Juan County, NM.....	130,044	Summit County, UT.....	36,324
San Marcos city, CA.....	83,781	Sunnyvale city, CA.....	140,081
San Marcos city, TX.....	44,894	Surprise city, AZ.....	117,517
San Rafael city, CA.....	57,713	Suwanee city, GA.....	15,355
Sandy Springs city, GA.....	93,853	Tacoma city, WA.....	198,397
Sanford city, FL.....	53,570	Takoma Park city, MD.....	16,715
Sangamon County, IL.....	197,465	Tamarac city, FL.....	60,427
Santa Clarita city, CA.....	176,320	Temecula city, CA.....	100,097
Santa Fe County, NM.....	144,170	Tempe city, AZ.....	161,719
Santa Monica city, CA.....	89,736	Temple city, TX.....	66,102
Sarasota County, FL.....	379,448	The Woodlands CDP, TX.....	93,847
Savage city, MN.....	26,911	Thornton city, CO.....	118,772
Scarborough CDP, ME.....	4,403	Thousand Oaks city, CA.....	126,683
Schaumburg village, IL.....	74,227	Tigard city, OR.....	48,035
Scott County, MN.....	129,928	Tracy city, CA.....	82,922
Scottsdale city, AZ.....	217,385	Tualatin city, OR.....	26,054
Seaside city, CA.....	33,025	Tulsa city, OK.....	391,906
SeaTac city, WA.....	26,909	Twin Falls city, ID.....	44,125
Sevierville city, TN.....	14,807	Tyler city, TX.....	96,900
Shawnee city, KS.....	62,209	Umatilla city, OR.....	6,906
Sheboygan city, WI.....	49,288	Upper Arlington city, OH.....	33,771
Shoreview city, MN.....	25,043	Urbandale city, IA.....	39,463
Shorewood city, MN.....	7,307	Vail town, CO.....	5,305
Shorewood village, IL.....	15,615	Vancouver city, WA.....	161,791
Shorewood village, WI.....	13,162	Vestavia Hills city, AL.....	34,033
Sierra Vista city, AZ.....	43,888	Victoria city, MN.....	7,345
Sioux Center city, IA.....	7,048	Virginia Beach city, VA.....	437,994
Sioux Falls city, SD.....	153,888	Wake Forest town, NC.....	30,117
Skokie village, IL.....	64,784	Walnut Creek city, CA.....	64,173
Snellville city, GA.....	18,242	Washington County, MN.....	238,136
Snowmass Village town, CO.....	2,826	Washington town, NH.....	1,123
South Kingstown town, RI.....	30,639	Washoe County, NV.....	421,407
South Lake Tahoe city, CA.....	21,403	Watauga city, TX.....	23,497
South Portland city, ME.....	25,002	Wauwatosa city, WI.....	46,396
Southborough town, MA.....	9,767	Waverly city, IA.....	9,874
Southlake city, TX.....	26,575	Weddington town, NC.....	9,459
Sparks city, NV.....	90,264	Wentzville city, MO.....	29,070
Spokane Valley city, WA.....	89,755	West Carrollton city, OH.....	13,143
Spring Hill city, KS.....	5,437	West Chester borough, PA.....	18,461
Springboro city, OH.....	17,409	West Des Moines city, IA.....	56,609
Springfield city, MO.....	159,498	West Richland city, WA.....	11,811
Springfield city, OR.....	59,403	Western Springs village, IL.....	12,975

Westerville city, OH.....	36,120
Westlake town, TX.....	992
Westminster city, CO.....	106,114
Weston town, MA.....	11,261
Wheat Ridge city, CO.....	30,166
White House city, TN.....	10,255
Wichita city, KS.....	382,368
Williamsburg city, VA.....	14,068
Wilmington city, NC.....	106,476
Wilsonville city, OR.....	19,509
Winchester city, VA.....	26,203
Windsor town, CO.....	18,644
Windsor town, CT.....	29,044
Winnetka village, IL.....	12,187
Winston-Salem city, NC.....	229,617
Winter Garden city, FL.....	34,568
Woodbury city, MN.....	61,961
Woodland city, CA.....	55,468
Woodland city, WA.....	5,509
Wrentham town, MA.....	10,955
Yakima city, WA.....	91,067
York County, VA.....	65,464
Yorktown town, IN.....	9,405
Yountville city, CA.....	2,933

FRONT RANGE BENCHMARK COMPARISONS

Quality of Life Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
The overall quality of life in Westminster	86%	22	30	Lower
Westminster as a place to live	90%	19	26	Lower
Westminster as a place to raise children	78%	18	27	Lower
Westminster as a place to retire	62%	19	28	Similar

Quality of Local Public Schools Benchmark				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Quality of local public schools in Westminster	62%	11	15	Lower

Overall Quality of Services Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Overall, how would you rate the quality of the services provided by the City of Westminster?	77%	13	27	Similar

Public Trust Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
I receive good value for the City of Westminster taxes I pay	65%	6	20	Higher
The Westminster government welcomes citizen involvement	60%	11	21	Similar
City Council cares what people like me think	46%	1	5	Much higher

Contact with City Employee Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Have you had contact with a Westminster city employee within the last 12 months?	43%	14	21	Lower

Impression of City Employees Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Overall impression	81%	13	27	Similar
Knowledge	88%	11	17	Similar
Responsiveness	83%	9	14	Similar
Courtesy	86%	6	10	Similar
Making you feel valued	75%	NA	NA	NA

Quality of City Services Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Snow removal	67%	11	25	Similar
Street repair	54%	12	26	Similar
Street cleaning	56%	14	19	Similar
Sewer services	72%	14	17	Lower
Recycling drop off centers at City facilities	57%	12	16	Much lower
Police traffic enforcement	68%	11	22	Similar
Emergency medical/ambulance service	86%	11	13	Lower
Land use, planning and zoning	54%	6	18	Higher
City Code enforcement	48%	8	22	Similar
Animal management	57%	10	20	Similar
Economic development	56%	5	15	Higher
Parks maintenance	81%	3	6	Similar
Libraries	87%	15	20	Similar
Drinking water quality	86%	NA	NA	NA
Recreation programs	84%	10	20	Similar
Recreation facilities	86%	9	17	Similar
Trails	81%	5	5	Much lower
Preservation of natural areas (open space, greenbelts)	78%	2	11	Much higher
Municipal Court	56%	8	15	Similar
Utility billing/meter reading	57%	6	8	Lower
Emergency preparedness	66%	3	15	Much higher

Use of City Website Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Have you used the City's website (www.cityofwestminster.us) in the last 12 months?	43%	8	8	Much lower

Economic Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Westminster as a place to work	59%	14	27	Similar
Job opportunities in Westminster	38%	5	23	Much higher

Safety Benchmarks				
	Percent positive	Rank	Number of communities in comparison	Comparison to Front Range benchmark
Violent crimes (e.g., rape, robbery, assault)	80%	7	10	Lower
Property crimes (e.g., burglary, theft, vandalism, auto theft)	63%	7	10	Lower

COMMUNITIES INCLUDED IN THE FRONT RANGE COMPARISONS

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

Arapahoe County, CO	572,003	Highlands Ranch CDP, CO	96,713
Arvada city, CO.....	106,433	Jefferson County, CO	534,543
Aurora city, CO.....	325,078	Lafayette city, CO.....	24,453
Brighton city, CO	33,352	Lakewood city, CO.....	142,980
Broomfield city, CO	55,889	Larimer County, CO	299,630
Castle Pines North city, CO.....	10,360	Littleton city, CO.....	41,737
Castle Rock town, CO.....	48,231	Lone Tree city, CO	10,218
Centennial city, CO.....	100,377	Longmont city, CO.....	86,270
Commerce City city, CO	45,913	Louisville city, CO.....	18,376
Denver city, CO.....	600,158	Monument town, CO.....	5,530
Douglas County, CO.....	285,465	Northglenn city, CO.....	35,789
Edgewater city, CO	5,170	Parker town, CO.....	45,297
Englewood city, CO	30,255	Pueblo city, CO.....	106,595
Erie town, CO.....	18,135	Thornton city, CO	118,772
Fort Collins city, CO.....	143,986	Westminster city, CO	106,114
Golden city, CO.....	18,867	Windsor town, CO	18,644
Greeley city, CO	92,889		

APPENDIX D: SURVEY METHODOLOGY

SURVEY INSTRUMENT DEVELOPMENT

General citizen surveys, such as this one, ask recipients for their perspectives about the quality of life in the city, their use of City amenities, their opinion on policy issues facing the City and their assessment of City service delivery. The 2016 Westminster Citizen Survey is the 13th iteration of the survey since it was first administered by National Research Center, Inc. (NRC) in 1992. To preserve trends over time, the 2014 survey served as the foundation for the 2016 citizen survey instrument. Questions that asked about topics found to be less salient in 2016 were eliminated and a list of topics for new questions was generated. All questions were prioritized and an optimal composition of topics and questions were selected to be included on the final survey. Through this iterative process between City staff and NRC staff, a final five-page questionnaire was created.

SELECTING SURVEY RECIPIENTS

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All households located in the city boundaries were eligible for the survey. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), lists from the United States Postal Service (USPS), updated every three months, usually provide the best representation of all households in a specific geographic location. NRC used the USPS data to select the households that will receive a survey.

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

A stratified, systematic sampling method was used with the remaining addresses to create a mailing list of 3,000 Westminster households, so that the number of surveys sent to each of the three school districts was roughly equal to the proportion of all households in each district (Jefferson County=37%, Adams 12=31% and Westminster=32%). Attached units within each district were oversampled to compensate for detached unit residents’ tendency to return surveys at a higher rate.

An individual within each household was selected using the birthday method (asking the adult in the household who most recently had a birthday to complete the questionnaire). The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

SURVEY ADMINISTRATION AND RESPONSE

Each selected household was contacted three times. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was sent. Approximately one week after mailing the prenotification, each household was mailed a survey containing a cover letter signed by the Mayor enlisting participation. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive one week after the first survey was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The cover letters included a web link where respondents could complete the survey online if they preferred. Only 56 respondents opted to complete the survey via the web.

The mailings were sent in January and February of 2016 and completed surveys were collected over the following five weeks. About 3% 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 2,897 households receiving a survey, 791 completed the survey, providing an overall response rate of 27%. Response rates for each school district are provided in the table on the following page.

Westminster 2016 Response Rates by School District					
School District	Number mailed	Undeliverable	Eligible	Returned	Response rate
Adams 12	930	34	896	221	25%
Jefferson County	1,110	6	1,104	395	36%
Westminster	960	63	897	175	20%
Overall	3,000	103	2,897	791	27%

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 four percentage points⁴ 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 four percentage points around any given percent reported for the entire sample, results for subgroups will have wider confidence intervals. Where comparisons are made between subgroups, the margins of error are less precise than the margin of error for the whole sample. For each of the three school districts in Westminster (Jefferson County, Adams 12 or Westminster), the margin of error rises to approximately plus or minus 8% since the number of respondents were approximately 395 for Jefferson County, 221 for Adams 12 and 175 for Westminster. Comparisons by respondent demographics have margins of error ranging from plus or minus 5% for 450 respondents to as much as plus or minus 11% for approximately 80 respondents.

SURVEY PROCESSING (DATA ENTRY)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, NRC staff assigned a unique identification number to each questionnaire. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; staff would choose randomly two of the three selected items to be coded in the dataset.

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

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

⁴ The exact margin of error is 3.5%. It has been referenced throughout the reporting as the rounded percentage for ease of interpretation.

WEIGHTING THE DATA

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

The variables used for weighting were respondent gender, age, tenure (rent versus own), housing unit type (attached versus detached), ethnicity, race and school district. This decision was based on:

- ◆ The disparity between the survey respondent characteristics and the population norms for these variables
- ◆ The saliency of these variables in differences of opinion among subgroups
- ◆ The historical profile created and the desirability of consistently representing different groups over the years

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

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

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

2016 Westminster Citizen Survey Weighting Table			
Characteristic	Population Norm 1	Unweighted Data	Weighted Data
Housing			
Rent home	35%	19%	36%
Own home	65%	81%	64%
Detached unit 2	61%	67%	59%
Attached unit 2	39%	33%	41%
Race and Ethnicity			
White	84%	87%	81%
Not White	16%	13%	19%
Hispanic	18%	11%	15%
Not Hispanic	82%	89%	85%
Sex and Age			
18-34 years of age	34%	12%	32%
35-54 years of age	39%	34%	38%
55+ years of age	27%	54%	30%
Female	51%	58%	53%
Male	49%	42%	47%
Females 18-34	17%	9%	17%
Females 35-54	20%	19%	19%
Females 55+	15%	30%	17%
Males 18-34	17%	3%	15%
Males 35-54	19%	15%	19%
Males 55+	12%	23%	13%
School District 3			
Jefferson County	37%	50%	38%
Adams 12	31%	28%	31%
Westminster	32%	22%	31%

¹ Source: 2010 Census

² ACS 2011 5-year estimates

³ City of Westminster, Utility Billing data, March 2016

ANALYZING THE DATA

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

Also included are results by school district, fire service area and respondent characteristics (*Appendix B: Survey Results Compared by Respondent Characteristics*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A "p-value" of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent "real" differences among those populations. Where differences between subgroups are statistically significant, they have been marked with grey shading in the appendices.

APPENDIX E: SURVEY INSTRUMENT

The survey instrument appears on the following pages.



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, Overall quality of your neighborhood, Westminster as a place to raise children, Quality of local public schools in Westminster, Westminster as a place to retire, Westminster as a place to work, Job opportunities in Westminster, The overall quality of life in Westminster.

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

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

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

Table with 5 columns: Statement, Strongly agree, Somewhat agree, Somewhat disagree, Strongly disagree. Rows include: Financially sustainable, Vibrant, inclusive and engaged community, Beautiful parks/open spaces, Visionary and progressive, Dynamic, diverse economy, Safe and secure, Environmentally sensitive, Ease of mobility.

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

Quality of Service

6. 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

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

- Right direction
- Wrong direction
- Don't know

8. 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

9. 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

10. In terms of emergency preparedness, how prepared would you say your family is to shelter-in-place during a blizzard or prolonged power outage?

- Very prepared
- Prepared
- Not prepared
- Unsure

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
Making you feel valued.....	1	2	3	4	5	6
Overall impression	1	2	3	4	5	6

13. To what degree, if at all, are the following a problem 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
Lack of availability of recreation facilities.....	1	2	3	4	5
Taxes are too high.....	1	2	3	4	5
Unavailability of convenient shopping.....	1	2	3	4	5
Juvenile problems.....	1	2	3	4	5
High cost of housing.....	1	2	3	4	5
Unavailability 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
Poor maintenance and condition of homes	1	2	3	4	5
Poor condition of properties (weeds, trash, junk vehicles)	1	2	3	4	5
Lack of resources to support education (reading materials, access to information).....	1	2	3	4	5
Unavailability of trails or trail connections.....	1	2	3	4	5

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, please mark the sources you have used within the last 3 months.

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

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

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

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

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

18. If you used the City’s website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.

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

The Future of Westminster

19. Do you participate in curbside recycling at your home (either provided by your landlord or HOA, or as an extra service you can purchase from your trash removal provider)?

- Yes
- No
- Don’t know

20. To what extent would you support or oppose offering curbside recycling citywide if it was not an add-on service to purchase but automatically included in your trash removal bill, HOA dues or rent, even if it cost a bit more?

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

21. The City Council has a number of areas on which it could focus its efforts and direct staff to focus attention, but it cannot focus on everything at once. Please rate what priority you think the City Council and the city government should give to each of the following potential efforts.

	Highest priority	High priority	Medium priority	Low priority	Not a priority	Don’t know
Working to ensure that housing choices are available for all income levels	1	2	3	4	5	6
Working with the school districts that serve Westminster to ensure availability of a high quality public education.....	1	2	3	4	5	6
Pursuing faster implementation of the existing bicycle master plan and promoting bicycle lane and route improvements	1	2	3	4	5	6
Attracting and retaining choice retail	1	2	3	4	5	6
Attracting and retaining primary employers	1	2	3	4	5	6
Increasing the availability of communications from the City in languages other than English.....	1	2	3	4	5	6
Recruiting and retaining unique local restaurants	1	2	3	4	5	6
Pursuing enhanced funding for road maintenance and other city infrastructure.	1	2	3	4	5	6

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

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

23. Minimum wage in Colorado as of January 1, 2016 is \$8.31 per hour (which is about \$300 per week if you work full-time). To what extent do you support or oppose an increase in the state’s minimum wage?

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

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

Demographics

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

_____ Years

D2. What is your home zip code?

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

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

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

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

- Detached single family home
 Condominium or townhouse
 Apartment
 Mobile home

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

- Rent
 Own

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

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

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

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

D9. How much education have you completed?

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

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

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

D11. Are you Hispanic/Spanish/Latino?

- Yes
 No

D12. Which category contains your age?

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

D13. What is your gender?

- Female
 Male

Thank you very much for completing this survey!

Please return the survey in the enclosed pre-addressed, postage-paid envelope to: National Research Center, Inc., 2955 Valmont Rd., Suite 300, Boulder, CO 80301



WESTMINSTER

Staff Report

Information Only Staff Report
April 18, 2016



SUBJECT: Water and Wastewater Utility Enterprise Revenue Bonds, Series 2016

PREPARED BY: Max Kirschbaum, Director of Public Works and Utilities
Tammy Hitchens, Director of Finance

Summary Statement

This report is for City Council information only and requires no action by City Council. This report will provide background information to prepare City Council for an upcoming request to issue water and wastewater utility enterprise revenue bonds in an amount not to exceed \$51 million.

Background Information

Westminster's water and wastewater utility system is a \$2.7 billion asset. This asset includes the water treatment facilities, water distribution system, wastewater collection system, and the wastewater and reclaimed water treatment facilities. The Public Works and Utilities Department (PWU) pursues a proactive program to assess the needs and priorities of utility system capital projects. By focusing available funding on the highest needs, the costs of operating and maintaining the utility system are kept at the optimal level, and costly system failures, emergency responses, and interruptions of service are avoided.

As presented in the July 6, 2015, Study Session, Public Works and Utilities Department Staff identified several water and wastewater capital projects with activity commencing in 2016. The implementation schedule for these projects is based on several factors including age, condition, capacity of existing infrastructure, and timing for development and redevelopment within the City. These projects were originally planned for later years in the Capital Improvement Program. However, to take advantage of historically low interest rates and in consideration of project cost escalation, these projects were moved up to 2016 in the Amended 2016 Budget, approved October 26, 2015. These projects include:

- 1) The Little Dry Creek Interceptor Sewer Repair and Replacement (total anticipated project cost is \$23 million) - Wastewater from the southern third of the city flows through a large wastewater collection system known as the Little Dry Creek Interceptor Sewer (LDCIS). Several segments of the LDCIS are greater than 50 years old, in poor condition, have reached the end of their useful life, and have an inadequate hydraulic capacity to handle flows anticipated from development and redevelopment. The first phase of priority improvements has been constructed. The purpose of the current project is to complete priority repairs and replacements for the remaining sections.

2) Big Dry Creek Dewatering and Biosolids Handling Improvements (total anticipated project cost is \$19.7 million) - Wastewater treatment at the Big Dry Creek Wastewater Treatment Facility results in the generation of a byproduct known as biosolids. The biosolids are treated at the plant to make them suitable for land application and are subsequently hauled to the City's Strasburg Natural Resource Farm for ultimate disposal as a farming fertilizer. By changing to a dewatered biosolids cake material, per the recommendation of the 2012 Biosolids Management Master Plan, less water will be hauled to the Strasburg Natural Resource Farm and other permitted sites. This project will yield transportation savings (e.g., the number of tanker trips to the site) estimated to be \$200,000 per year, as well as cost avoidance and future capital costs.

3) Lift Stations and Force Mains Major Repair and Rehabilitation (total anticipated project cost is \$3.4 million) - The City's wastewater collection system includes several pump stations that help transfer and direct sewer flows to the City's wastewater treatment facilities. These pumping facilities are known as lift stations which pump into pipelines known as force mains. Three of the City's force mains have reached the end of their useful life and are in need of repairs or replacement to maintain safety and reliability of the City's sewer service. This 2017 project has been included as a bond-funded project to spend down the proceeds in a timely manner to meet Internal Revenue Service requirements.

4) The Pressure Zone 3 Expansion (total anticipated project cost is \$40.9 million) - The purpose of this project is to improve portions of the water distribution system to meet the level of service experienced elsewhere in the system for adequate water pressure and flow. These improvements will be accomplished by expanding what PWU refers to as Pressure Zone 3. This zone will be expanded to incorporate customers west of US Highway 36 to Pierce Street and north/south between approximately West 88th Avenue and the Farmers' High Line Canal. The improvements will relieve water supply and storage requirements from other pressure zones in the City's water distribution system, and will be sized for build-out demands within the city, including anticipated development and redevelopment. The improvements will also increase levels of service, reliability, and redundancy in a relatively larger portion of the city.

5) Sheridan Boulevard Water Main Replacement (total anticipated project cost is \$40 million) – The purpose of this project is to implement a multi-year phased repair of a priority transmission water main in Sheridan Boulevard from West 70th Avenue to West 120th Avenue. The project contemplates rehabilitation of the pipeline in place to the extent possible. However, the first phases of this project confirmed that repair was not feasible and will require replacement with an open cut approach. This change in approach has increased the cost of the first phases of the project from \$4.75 million to \$7.75 million. A portion of the first phase of the project was already cash funded through the budget process, and bond proceeds will be used to fund the remainder. Further phases of this project will be implemented over the next five to ten years.

Project costs are a key matter because these projects represent a significant portion of the current 5-year capital program. As explained in the July 6, 2015, Staff Report, cost increases were identified for some of these projects due to the need for additional pipe replacement as well as the increase in project complexity. Staff is recommending an issuance of approximately \$51 million in new bonds, the proceeds of which will allow Staff to proceed with the completion of these projects. Staff anticipates using the bond proceeds as follows:

2016 Utility Fund Bond Proceeds Spending Plan	
Wastewater Projects	Bond Proceeds Use
Big Dry Creek Wastewater Biosolids and Dewatering Improvements	\$ 7,010,000
Little Dry Creek Interceptor Repairs	\$ 20,590,000
Lift Station and Force Mains Major R&R	\$ 3,400,000
Total Wastewater Project Use of Bond Proceeds	\$ 31,000,000

Water Projects	Bond Proceeds Use
Pressure Zone 3: Gregory Hill Tank Major R&R	\$ 15,700,000
Pressure Zone 3: 104th Avenue Water Main	\$ 1,300,000
Sheridan Water Main Replacement	\$ 3,000,000
Total Water Project Use of Bond Proceeds	\$ 20,000,000

Total Wastewater + Water Use of Bond Proceeds	\$ 51,000,000
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Staff will present City Council with a Councillor's Bill at the April 25, 2016, City Council meeting requesting the issue of Water and Wastewater Utility Enterprise Revenue Bonds in a par amount not to exceed \$51,000,000 to fund the identified projects. Information regarding the bond issue is included below.

Cost of Issuance and Bond Premium

Similar to closing costs on a personal home mortgage, bonds also have costs of issuance. Major costs within this category typically include rating agency, external legal counsel, financial advisor and underwriter fees. Specific cost of issuance components are often influenced by the size of the bond issue. For this bond issue, the total cost of issuance is estimated at \$350,000 and is expected to be funded entirely through a premium generated at the time of the bond sale.

Premiums on bond sales are proceeds generated in excess of par (principal amount of the bonds) and are typically generated due to the structure of coupon (interest) payments on individual bonds within the series. Structuring of the coupon payments by the underwriter is a strategy used in order to market the bonds to investors with specific yield objectives within their portfolios. Individual bonds within the series may be sold at a premium or a discount, but overall, the entire bond series for this issue is expected to be sold at a premium given current market conditions.

Interest Rate Risk and Sensitivity

The City faces interest rate risk on a continuous basis due to changing conditions within the bond markets. Conditions that impact rates include multiple factors such as the supply and demand of municipal bonds, the release of new economic data and possible rate actions taken by the Federal Reserve Board. Considering the historically and prolonged low-interest rate environment, along with improved economic conditions since the last recession, the probability of higher rates only increases as time passes. The last rate increase by the Federal Reserve Board occurred December 16, 2015. This was the first increase since 2006, and may indicate that further rate increases could occur. Any increase in interest rates would have a direct impact on long-term cash flows for the utility and ultimately increase utility rates paid by the users of the utility.

The table below illustrates the sensitivity of interest rate increases assuming a \$51 million bond with a 20-year amortization. For purposes of this analysis, the 3% rate assumption is considered the base as it is reflective of current rates as of the time of this memo. For every .25% increase above the 3% base, the annual debt service obligation increases approximately \$78,000, or 2.3%. If rates increase from 3% to 4%, the annual debt service obligation increases approximately \$319,000, or 9.36%.

Interest Rate:	3.00%	3.25%	3.50%	3.75%	4.00%
Annual Payment:	\$3,409,564	\$3,487,862	\$3,567,153	\$3,647,431	\$3,728,686
\$ Increase in Annual Payment:	N/A	\$78,298	\$157,589	\$237,867	\$319,122
% Increase in Annual Payment:	N/A	2.30%	4.62%	6.98%	9.36%

The recommended action supports the strategic objectives of a Financially Sustainable Government Providing Excellence in City Services. The bond financing is necessary to support costs associated with projects including the Big Dry Creek Wastewater Treatment Facility Dewatering and Biosolids Handling Improvements, the Little Dry Creek Interceptor Repairs, Lift Station and Force Mains Major Repair and Replacement, and the Pressure Zone 3 Expansion.

Respectfully submitted,

Donald M. Tripp
City Manager