



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: May 28, 2014

SUBJECT: Study Session Agenda for June 2, 2014

PREPARED BY: J. Brent McFall, City Manager

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

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

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

### CITY COUNCIL REPORTS

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

### PRESENTATIONS

6:30 P.M.

1. Presentation from Plenary Group (*verbal*)
2. Butterfly Pavilion Update with Patrick Tennyson (*verbal*)
3. 2014 Citizen Survey Results
4. Potential Voter Registration /Voter Participation Promotion Program in Lieu of CB 12 Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning Voter Registration Information

### EXECUTIVE SESSION

None at this time.

### INFORMATION ONLY ITEMS

None at this time.

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

Respectfully submitted,

J. Brent McFall  
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 /TTY 711 or State Relay) or write to [mbarajas@cityofwestminster.us](mailto:mbarajas@cityofwestminster.us) to make a reasonable accommodation request.



## Staff Report

City Council Study Session Meeting  
June 2, 2014



SUBJECT: 2014 Westminster Citizen Survey Results

PREPARED BY: Ben Goldstein, Senior Management Analyst

### Recommended City Council Action

Listen to the presentation by Senior Research Associate Laurie Urban and Project Manager Chelsey Farson of the National Research Center and discuss the 2014 Citizen Survey results.

### Summary Statement

- The results from the recently completed 2014 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 2014, ratings were similar or above ratings given in 2012. When compared to ratings given by residents in other jurisdictions across the country, Westminster's ratings were generally higher. Comparisons to other Front Range communities were mostly above or similar to the benchmark. 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, which continues a favorable trend from previous years.
- As a result of interest expressed by Staff and City Council, questions were added regarding residents' opinions on a variety of issues including the redevelopment of the former Westminster Mall and completion of the Northwest Commuter Rail. When asked about their level of support for redeveloping the former Westminster Mall site as an urban scaled development, a large majority (91%) voiced support for this initiative. Residents also weighed in on City initiatives to improve public transportation. A majority (62%) felt it was essential or very important to complete the Northwest Commuter Rail, and a similar proportion (62%) voiced support for a tax initiative to provide additional RTD funding for completion of it.
- When asked to rate the importance of the individual City services, residents cited drinking water quality, fire protection, police protection and EMS as most important. Generally, importance ratings stayed the same from 2012 to 2014; however, increases were observed for 11 services, such as street repair, parks maintenance, recreation programs and code enforcement. Safety and quality of neighborhoods continued to be the most important attributes to residents' views of the City as a place to live.
- Based on City Council direction, Staff also conducted an on-line non-scientific survey that residents could self-select to complete. This survey was open from May 12 – 31. The results of the non-scientific survey will also be presented on June 2 with the statistically valid survey data.

**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 2014 Citizen Survey also allowed the City to collect information that can be used by departments to evaluate services. This year's survey was the 12<sup>th</sup> biennial survey the City has conducted with the National Research Center, Inc. (NRC).

In March, 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=39%, Adams 12=31% and Adams 50=30%). Of the 2,884 eligible households (four percent of mailings were undeliverable), 847 completed the survey, providing a response rate of 29%. This response rate was similar to the 2012, which saw a 30% response rate but lower than the 2010 rate of 36%, 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 three points around any given percentage point. Differences between the 2012 and 2014 survey results can be considered "statistically significant" if they are six percentage points or more.

#### Overall Quality of Community and Government

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.
- Nine in 10 residents gave positive marks to Westminster as a place to live, 8 in 10 gave positive marks to Westminster as a place to raise children and two-thirds gave positive ratings of Westminster as a place to retire.
- More than 8 in 10 Westminster residents gave good or very good ratings to the overall quality of services provided by the City, a rating that was above the benchmarks.
- Nine in 10 survey respondents felt the City was heading in the right direction, similar to 2012.
- Westminster was above national and Front Range average for residents receiving good value for their taxes. The City ranked first in the nation of nine cities and first of five cities in the Front Range asking this question for perceptions of City Council caring what people think.
- Few residents had contacted a City employee in the past year, continuing a downward trend across all survey years. Those who had contacted the City awarded positive ratings of employee characteristics that were similar to the national and Front Range benchmarks. A new question in 2014 asked if City employees made them feel valued; 7 in 10 residents gave positive marks to City employees for making them feel valued during their interactions.

### City Services

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

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

### Economic Development

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

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

### Safety

Safety is important to Westminster residents’ quality of life and, generally, residents feel safe.

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

### Livable Community

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

- In 2014, 8 in 10 respondents awarded very good marks to the overall quality of their neighborhood, similar to previous years and similar to the national average.
- When asked whether the quality of their neighborhood had improved or declined over the past 12 months, most residents (64%) felt it had stayed the same.

- Upon reviewing a list of 18 potential issues facing the City, residents were most likely to cite drugs, crime, vandalism and graffiti as major or moderate problems.
- Residents weighed in on City initiatives to improve public transportation. A majority (62%) felt it was important to complete the Northwest Commuter Rail, and a similar proportion voiced support for a tax initiative to provide additional RTD funding for completion of it.
- Respondents more often rode their bikes for fun or exercise in the 12 months prior to the survey (59% had done so at least once in the last year) than they did to shop, get a meal or run errands (26%) or for commuting (15%).

#### Appearance and Environment

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

- At least 9 in 10 residents agreed that descriptions such as “beautiful parks/open space,” “financially sound” and “healthy” reflected their image of Westminster. At least 8 in 10 endorsed descriptions such as “business-friendly environment,” “environmentally sensitive” and “safe and secure.” Most ratings remained stable from 2012 to 2014; however, more people in 2014 endorsed the description “financially sound,” increasing from 84% in 2012 to 92% in 2014.

Staff has also noted a few areas where responses indicate opportunities for improvement or further evaluation. Services categorized as higher in importance and lower in quality included street repair; emergency preparedness and economic development. Emergency preparedness saw an increase in ratings from 2012 to 2014 and was higher than both Front Range and national benchmarks. Street repair and economic development were among the lowest rated services (although all were still over 50%) but remain similar to or higher than the benchmark comparisons. These remain difficult areas to measure and make significant changes as public perception on what specifically is being considered and influencing opinion may be unknown (for example, the City may be rated for economic development based on national corporate decisions about store closures, office relocations, etc., that the City has no ability to impact).

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

Based on City Council direction, Staff also conducted a non-scientific survey that residents could self-select to complete on-line. This survey was open from May 12 – 31. The results of the non-scientific survey will also be presented on June 2 as well.

The survey results and analysis will be presented at the June 2 Study Session Meeting. National Research Center Staff, Senior Research Associate Laurie Urban and Project Manager Chelsey Farson, will be in attendance Monday night to share a presentation with further analysis, discuss the results of the survey (both the statistically valid and non-scientific/on-line survey results) and respond to City Council’s questions.

The 2014 Citizen Survey Report relates to all eight of City Council’s Strategic Plan Goals, as the survey provides valuable data for all departments and operations within the City. Examples of ties to these Strategic Plan Goals are listed above: Visionary Leadership and Effective Governance; Vibrant and Inclusive Neighborhoods; Comprehensive Community Engagement; Beautiful, Desirable,

Staff Report – 2014 Westminster Citizen Survey Results

June 2, 2014

Page 5

Environmentally Responsible City; Proactive Regional Collaboration; Dynamic, Diverse Economy; Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

J. Brent McFall

City Manager

Attachment: 2014 Citizen Survey Report of Results



WESTMINSTER

CITY OF WESTMINSTER, CO  
2014 CITIZEN SURVEY  
REPORT OF RESULTS

MAY 2014

Prepared by:



**NRC**  
National Research Center Inc

2955 Valmont Rd., Suite 300 • Boulder, CO 80301 • 303-444-7863 • [www.n-r-c.com](http://www.n-r-c.com)

## CONTENTS

EXECUTIVE SUMMARY.....	1
SURVEY BACKGROUND.....	4
SURVEY RESULTS .....	7
Overall Quality of Community and Government.....	7
City Services .....	15
Economic Development .....	27
Safety.....	30
Livable Community .....	31
Appearance and Environment .....	37
Respondent Characteristics .....	39
APPENDIX A: COMPLETE SET OF SURVEY FREQUENCIES.....	44
Survey Responses Excluding “Don’t Know” .....	44
Survey Responses Including “Don’t Know”.....	53
APPENDIX B: SURVEY RESULTS COMPARED BY RESPONDENT CHARACTERISTICS.....	69
Select Survey Responses Compared by Demographic Characteristics .....	69
Select Survey Responses Compared by Area of Residence .....	81
Select Survey Responses Compared by School District Over Time .....	89
APPENDIX C: BENCHMARK COMPARISONS.....	91
National Benchmark Comparisons .....	93
Front Range Benchmark Comparisons.....	102
APPENDIX D: SURVEY METHODOLOGY .....	105
APPENDIX E: SURVEY INSTRUMENT .....	109



## FIGURES

Figure 1: Overall Quality of Life in Westminster .....	7
Figure 2: Overall Quality of Life Compared by Year .....	7
Figure 3: Aspects of Quality of Life Compared by Year .....	8
Figure 4: Overall Quality of City Services .....	9
Figure 5: Overall Quality of City Services Compared by Year .....	9
Figure 6: Overall Direction the City is Heading Compared by Year .....	10
Figure 7: Ratings of Government Performance Compared by Year.....	11
Figure 8: Contact with City Employee Compared by Year .....	12
Figure 9: Overall Impression of City Employee(s) Compared by Year .....	13
Figure 10: Ratings of Employee Characteristics Compared by Year.....	14
Figure 11: Quality of City Services Compared by Year .....	16
Figure 12: Importance of City Services Compared by Year .....	17
Figure 13: Balancing Quality and Importance .....	19
Figure 14: Level of Being Informed about the City.....	20
Figure 15: Level of Being Informed about the City Compared by Year .....	20
Figure 16: Emergency Preparedness Information.....	21
Figure 17: Sources Most Often Relied on for Information about the City of Westminster .....	22
Figure 18: Sources Most Often Relied on for Information about the City of Westminster Compared by Year .....	22
Figure 19: Use of Blogs and Social Networking Sites Compared by Year .....	23
Figure 20: Use of City Website Compared by Year.....	23
Figure 21: Ratings of Aspects of City's Website Compared by Year .....	24
Figure 22: Ratings of Importance of Attributes for City as a Place to Live .....	25
Figure 23: Ratings of Importance of Attributes for City as a Place to Live Compared by Year .....	26
Figure 24: Westminster as a Place to Work .....	27
Figure 25: Westminster as a Place to Work Compared by Year .....	27
Figure 26: Job Opportunities in Westminster .....	28
Figure 27: Job Opportunities in Westminster Compared by Year .....	28
Figure 28: Support for Redevelopment of Westminster Mall.....	29
Figure 29: Safety Ratings Compared by Year .....	30
Figure 30: Overall Quality of Neighborhood .....	31
Figure 31: Overall Quality of Neighborhood Compared by Year .....	31
Figure 32: Change in Neighborhood Quality in Last 12 Months.....	32
Figure 33: Change in Neighborhood Compared by Area of Residence Compared by Year .....	33
Figure 34: Potential Problems Compared by Year .....	34
Figure 35: Importance of Completing Commuter Rail in Northwest Corridor .....	35
Figure 36: Support for Additional RTD funding.....	35
Figure 37: Bicycle Transportation.....	36
Figure 38: Image of the City Compared by Year.....	37
Figure 39: Physical Attractiveness of Westminster as a Whole.....	38
Figure 40: Physical Attractiveness of Westminster as a Whole Compared by Year.....	38

## EXECUTIVE SUMMARY

### SURVEY BACKGROUND

The City of Westminster has conducted a regular, periodic survey of residents' opinions since 1992. Working with National Research Center, Inc. (NRC), Westminster has used the same systematic method for sampling residents and the same set of core questions for each survey administration. The 2014 survey was the 12<sup>th</sup> administration to monitor the quality of Westminster services and quality of life in the community.

A random sample of 3,000 households received surveys. About 4% of the surveys were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,884 households receiving a survey, 847 completed the survey, providing an overall response rate of 29%. The margin of error for the entire sample is plus or minus three points around any given percentage point. Results also are reported by school district of residence (Adams 12, Adams 50 and Jefferson County) to permit a deeper examination of the data.

Because the City of Westminster has administered resident surveys in the past, comparisons were made between the 2014 responses and those from prior years, when available. The 2014 results also were compared to those of other jurisdictions around the nation and in Colorado's Front Range, made possible through NRC's benchmark database. This database contains resident perspectives gathered in citizen surveys from more than 500 jurisdictions across the U.S., including cities and counties.

### HIGHLIGHTS

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

#### OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

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

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

## CITY SERVICES

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

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

## ECONOMIC DEVELOPMENT

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

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

## SAFETY

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

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

## LIVABLE COMMUNITY

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

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

## APPEARANCE AND ENVIRONMENT

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

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

## SURVEY BACKGROUND

### SURVEY PURPOSES

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

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

### SURVEY METHODS

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

About 4% of the mailings were undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,884 households receiving a survey, 847 completed the survey, providing an overall response rate of 29%.

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

### HOW THE RESULTS ARE REPORTED

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

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

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

#### PRECISION OF ESTIMATES

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence interval for this survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample (847).

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

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

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

#### COMPARING SURVEY RESULTS OVER TIME

The 2014 survey was the 12<sup>th</sup> in a series of citizen surveys and the 2014 results are presented along with ratings from past surveys when available. Differences between the 2012 and 2014 survey results can be considered “statistically significant” if they are six percentage points or more. Trend data for Westminster represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time especially represent opportunities for understanding how local policies, programs or public information may have affected residents’ opinions.

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

#### COMPARING SURVEY RESULTS TO OTHER COMMUNITIES

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

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



Where comparisons for quality ratings and those related to resident behavior, circumstance or to a local problem were available (e.g., the percent of residents having contacted the City in the last 12 months), the City of Westminster's results were generally noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much lower" or "much higher"). These labels come from a statistical comparison of Westminster's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Westminster's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Westminster's rating and the benchmark is more than twice the margin of error. Data for a number of items on the survey is not available in the benchmark database (e.g., some of the services or aspects of the community). These items are excluded from the benchmark tables.

## SURVEY RESULTS

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

### OVERALL QUALITY OF COMMUNITY AND GOVERNMENT

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

#### QUALITY OF LIFE

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

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

FIGURE 1: OVERALL QUALITY OF LIFE IN WESTMINSTER

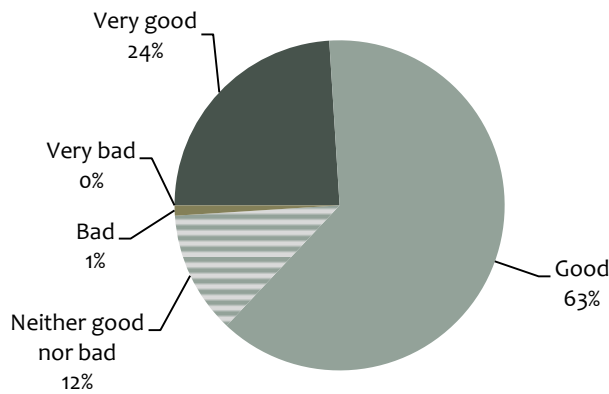
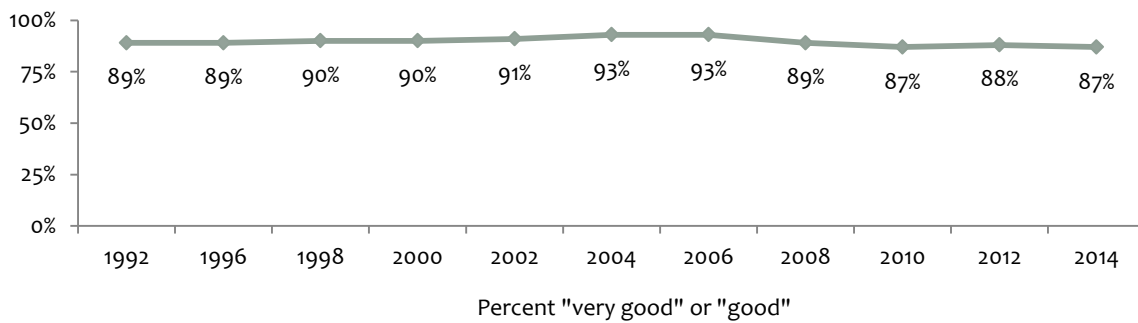


FIGURE 2: OVERALL QUALITY OF LIFE COMPARED BY YEAR



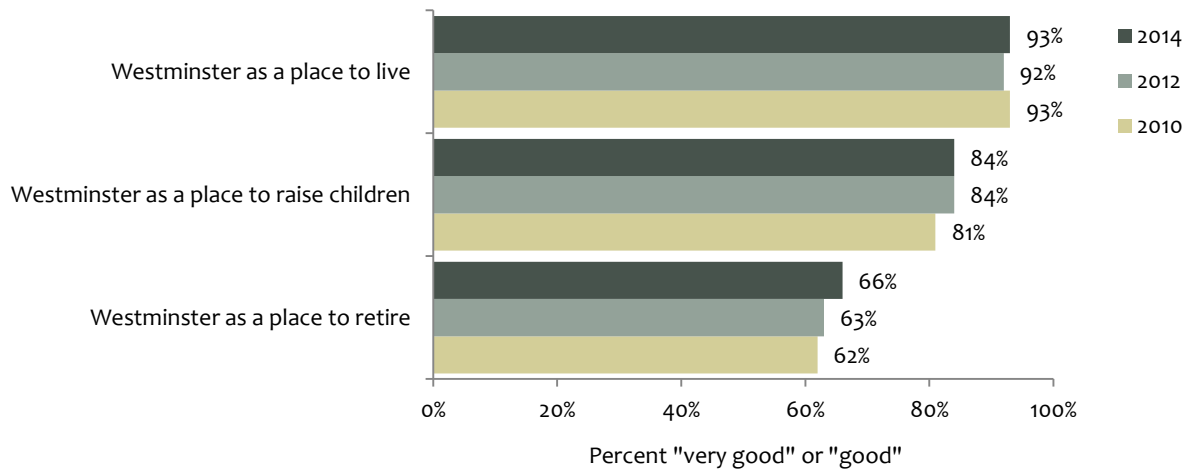


In addition to the overall quality of life in the city, survey respondents evaluated the city as a place to live, raise children and retire. Nine in 10 residents gave positive marks to Westminster as a place to live, while about 8 in 10 gave positive marks to Westminster as a place to raise children.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

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

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

FIGURE 3: ASPECTS OF QUALITY OF LIFE COMPARED BY YEAR



### OVERALL QUALITY OF CITY SERVICES

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

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

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

FIGURE 4: OVERALL QUALITY OF CITY SERVICES

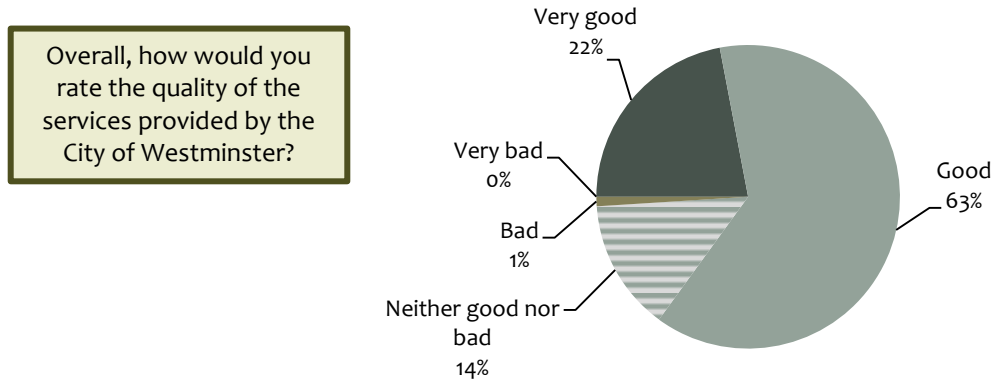
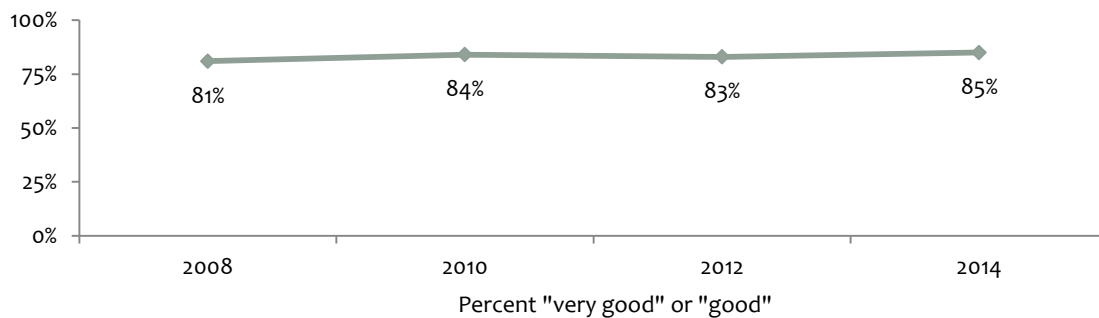


FIGURE 5: OVERALL QUALITY OF CITY SERVICES COMPARED BY YEAR

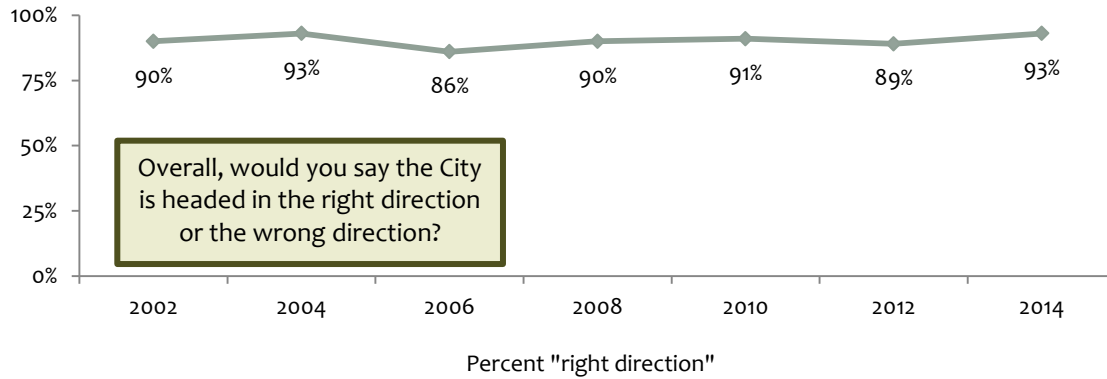


### CITY GOVERNMENT

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

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

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



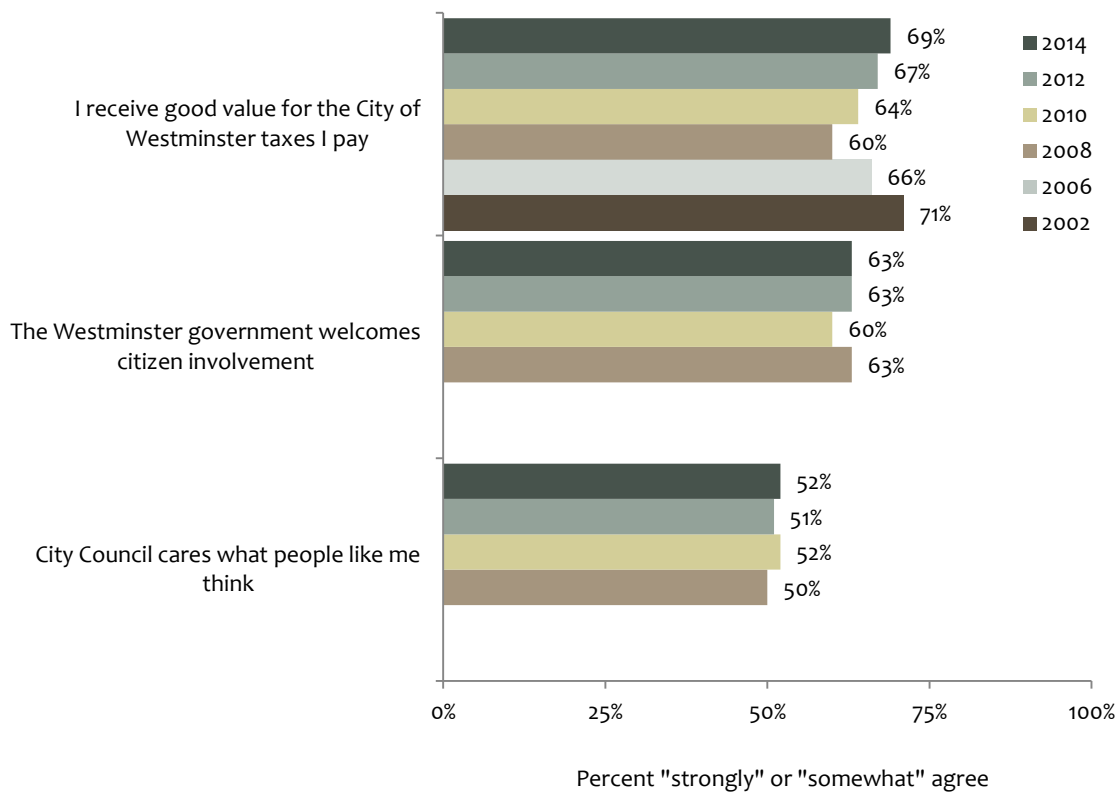
Central to citizens’ opinion of their community’s direction is their trust in local government. Westminster residents generally were confident in the operations of their City government, with 7 in 10 agreeing that they receive good value for the taxes they pay to the City and about 6 in 10 agreeing that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

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

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

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

FIGURE 7: RATINGS OF GOVERNMENT PERFORMANCE COMPARED BY YEAR

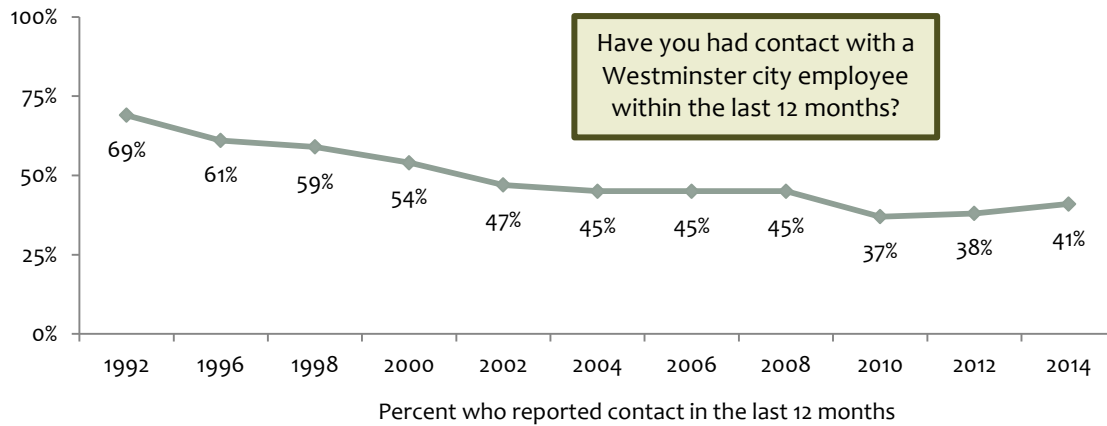


### CITY EMPLOYEES

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

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

FIGURE 8: CONTACT WITH CITY EMPLOYEE COMPARED BY YEAR



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

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

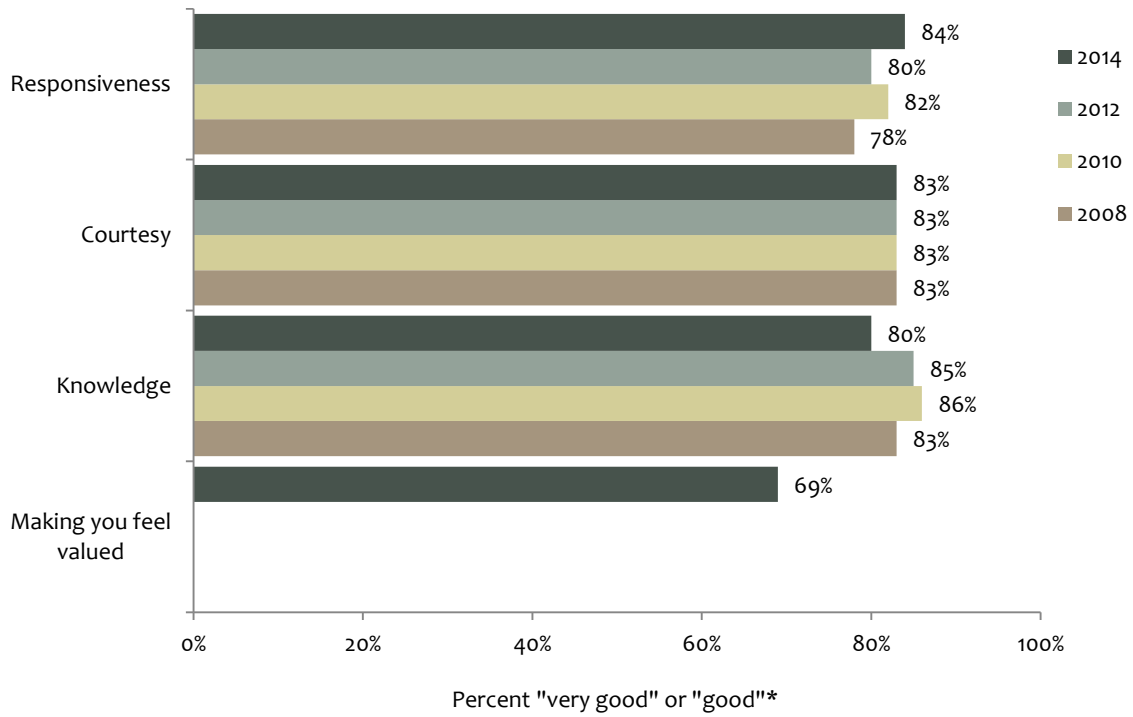
Older residents (age 55 or older) gave higher ratings to City employees making them feel valued than did those who were younger (see *Appendix B: Survey Results Compared by Respondent Characteristics*). Those with household incomes of less than \$25,000 gave lower evaluations to their overall impression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

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



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

FIGURE 10: RATINGS OF EMPLOYEE CHARACTERISTICS COMPARED BY YEAR



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

## CITY SERVICES

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

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

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

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

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

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



FIGURE 11: QUALITY OF CITY SERVICES COMPARED BY YEAR

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

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

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

FIGURE 12: IMPORTANCE OF CITY SERVICES COMPARED BY YEAR

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

## COMPARISON OF QUALITY AND IMPORTANCE OF CITY SERVICES

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

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

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

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

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

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

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

FIGURE 13: BALANCING QUALITY AND IMPORTANCE



Prepared by National Research Center, Inc.

COMMUNITY INFORMATION

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

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

FIGURE 14: LEVEL OF BEING INFORMED ABOUT THE CITY

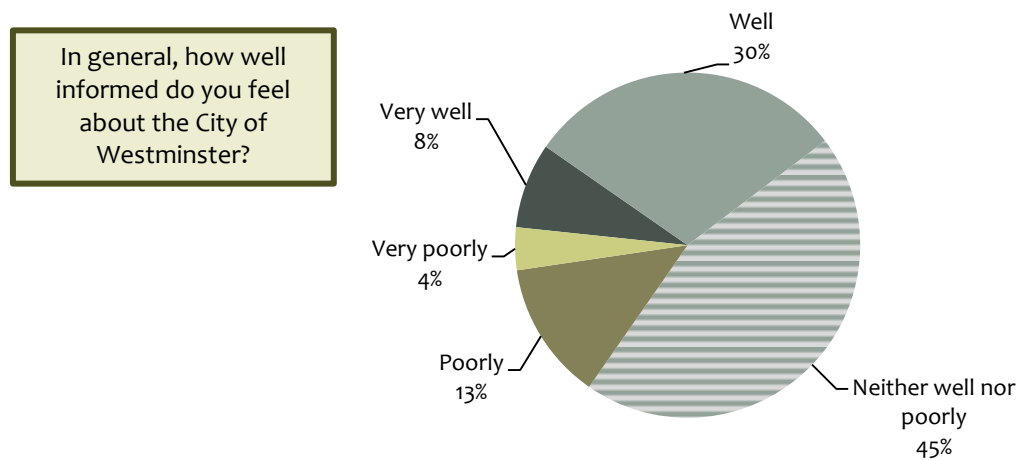
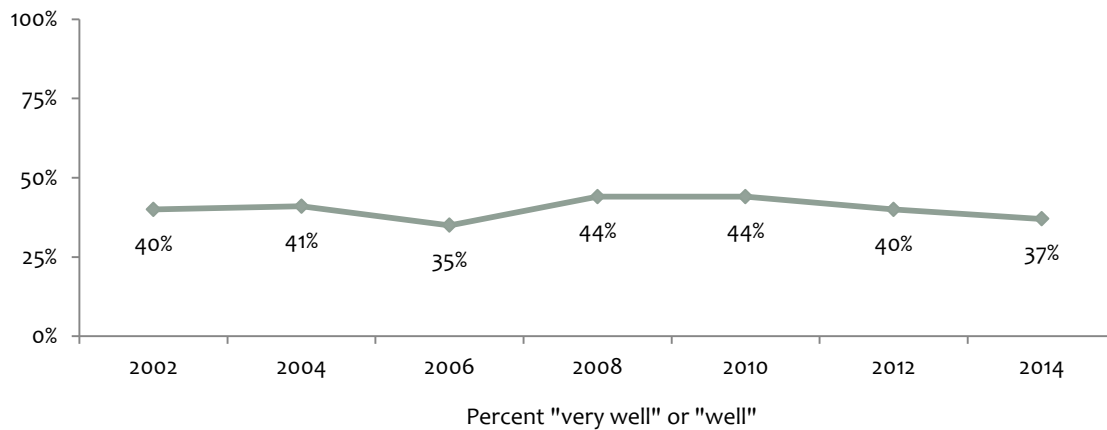


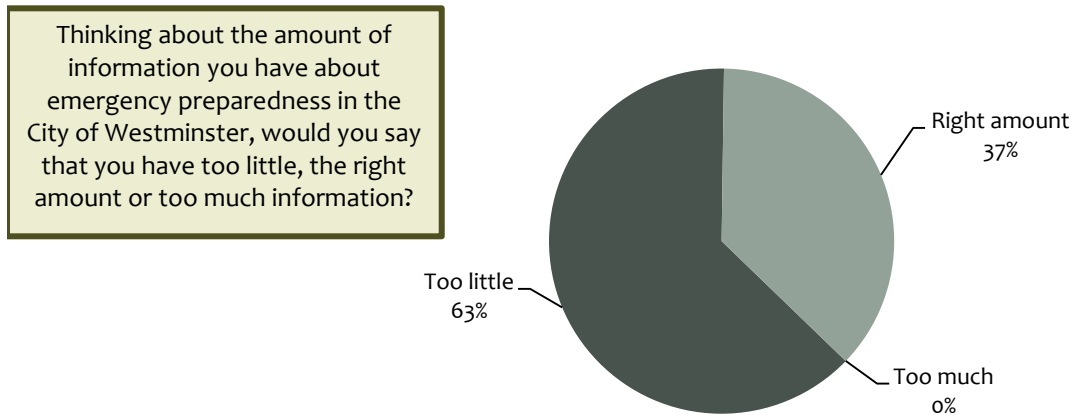
FIGURE 15: LEVEL OF BEING INFORMED ABOUT THE CITY COMPARED BY YEAR



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

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

FIGURE 16: EMERGENCY PREPAREDNESS INFORMATION



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

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

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

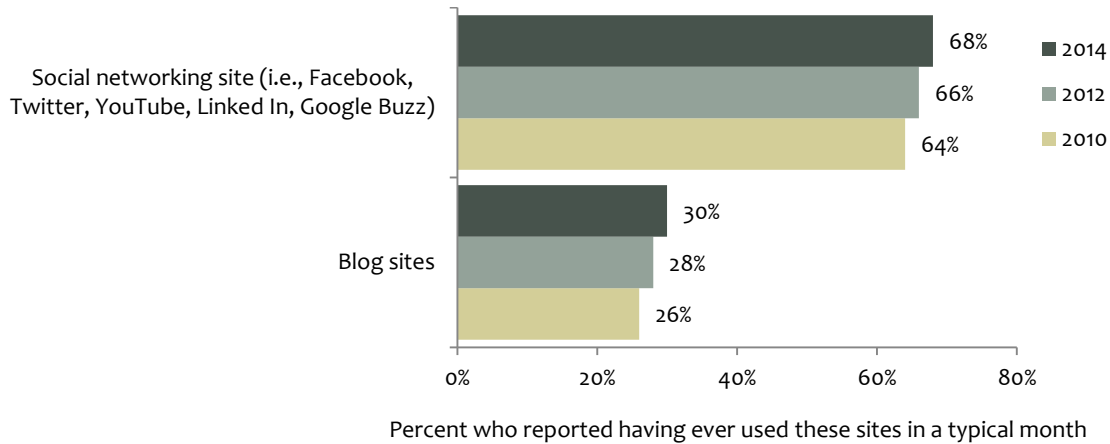
Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)	Percent rating as #1 source	Percent rating as #1 OR #2 source
Television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

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

Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)	1992	1996	1998	2000	2002	2004	2006	2008	2010	2012	2014
Television News	36%	26%	39%	33%	38%	35%	32%	29%	38%	34%	41%
Word of mouth	28%	23%	18%	11%	11%	17%	17%	22%	26%	23%	30%
Denver Post (print version)	29%	29%	34%	26%	29%	22%	22%	15%	22%	27%	19%
City Edition (print newsletter)	64%	47%	33%	25%	30%	30%	22%	32%	30%	19%	14%
Westminster Window	29%	23%	15%	24%	16%	18%	19%	20%	14%	14%	9%
City's website (www.cityofwestminster.us)			NA			11%	18%	24%	26%	28%	28%
Other online news sources			NA				7%	7%	11%	14%	17%
Social media (Facebook, Twitter, etc.)					NA					4%	12%
Westsider		NA		7%	7%	8%	11%	12%	10%	11%	11%
Weekly Edition (e-newsletter)					NA					4%	3%
Your Hub			NA				7%	11%	9%	8%	6%
Cable TV Channel 8		NA		13%	12%	9%	7%	10%	8%	7%	5%

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

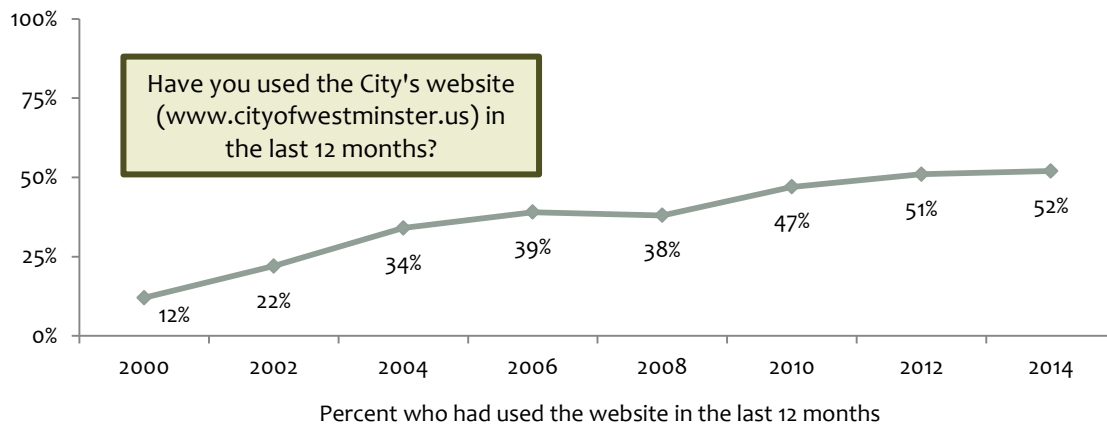
FIGURE 19: USE OF BLOGS AND SOCIAL NETWORKING SITES COMPARED BY YEAR



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

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

FIGURE 20: USE OF CITY WEBSITE COMPARED BY YEAR



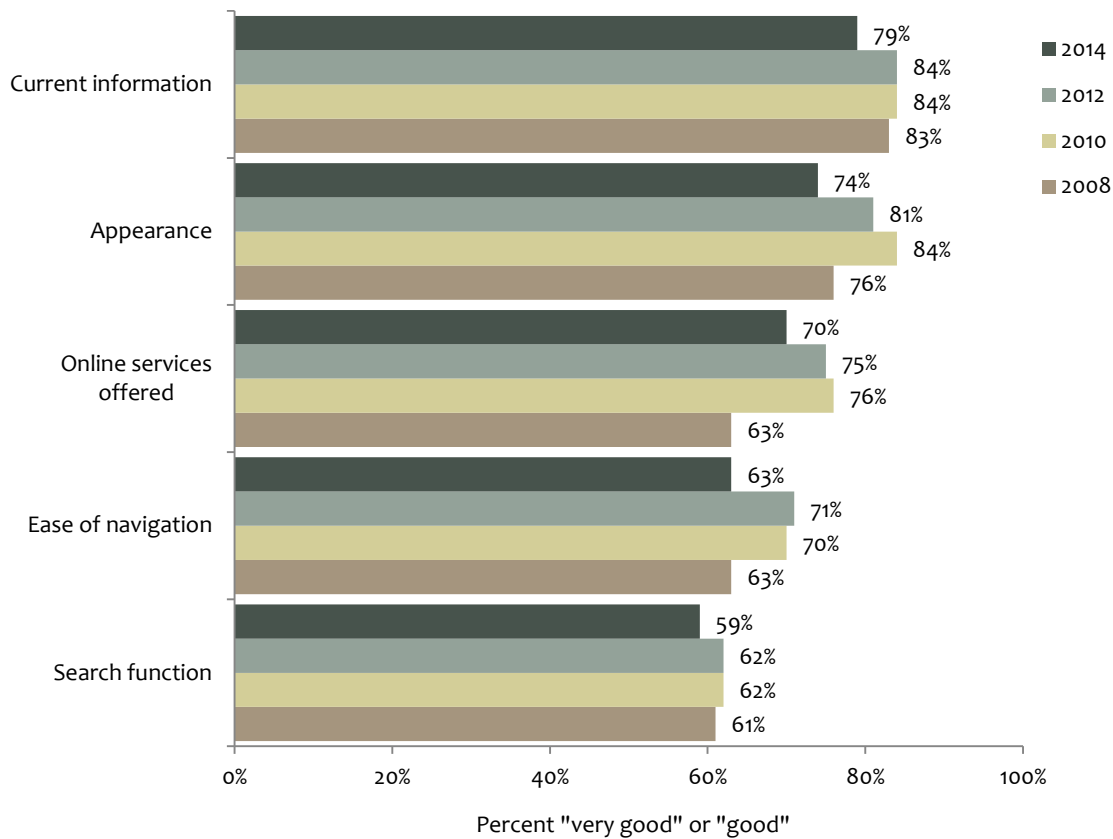


Those who had used the City website in the past year were asked to rate its quality along five dimensions. Three-quarters of respondents said the website’s current information and appearance was good or very good. Seven in 10 gave positive reviews of the online services offered and 6 in 10 rated the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

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

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

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



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

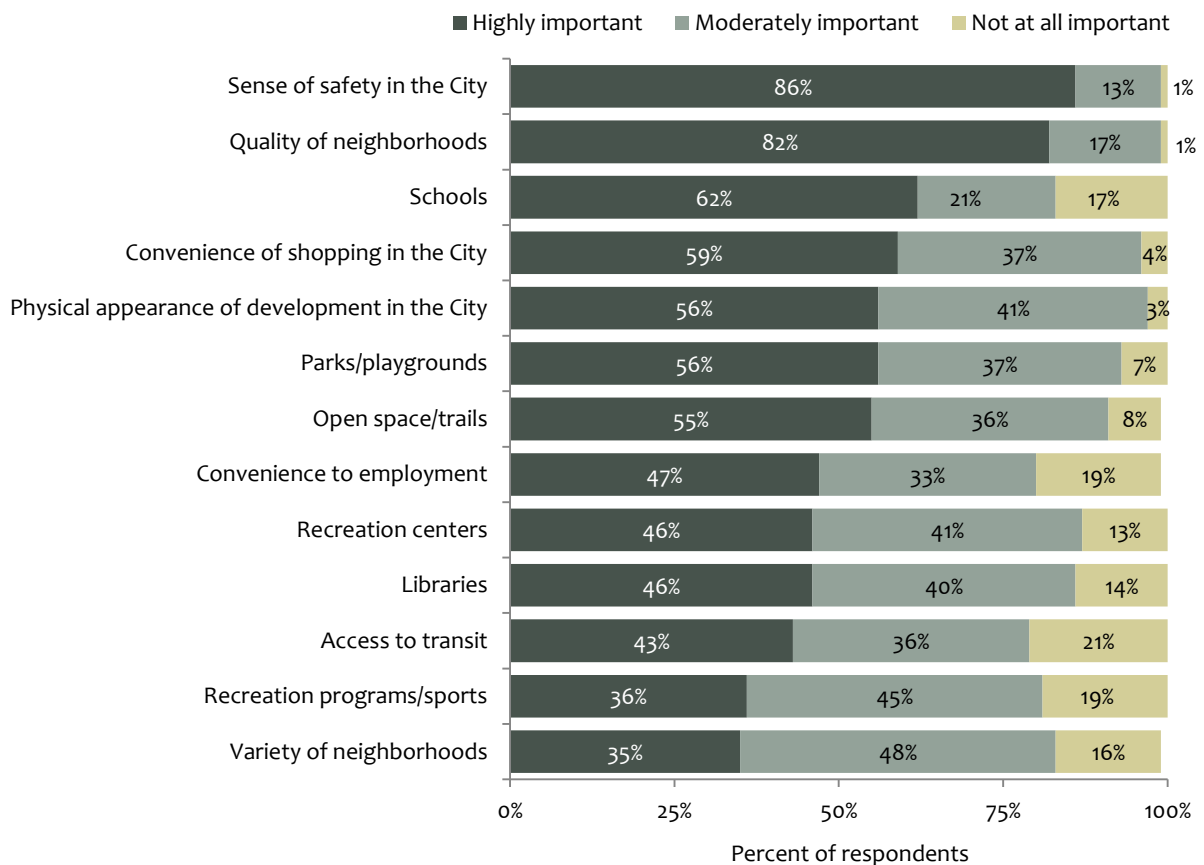
KEY ATTRIBUTES

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

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

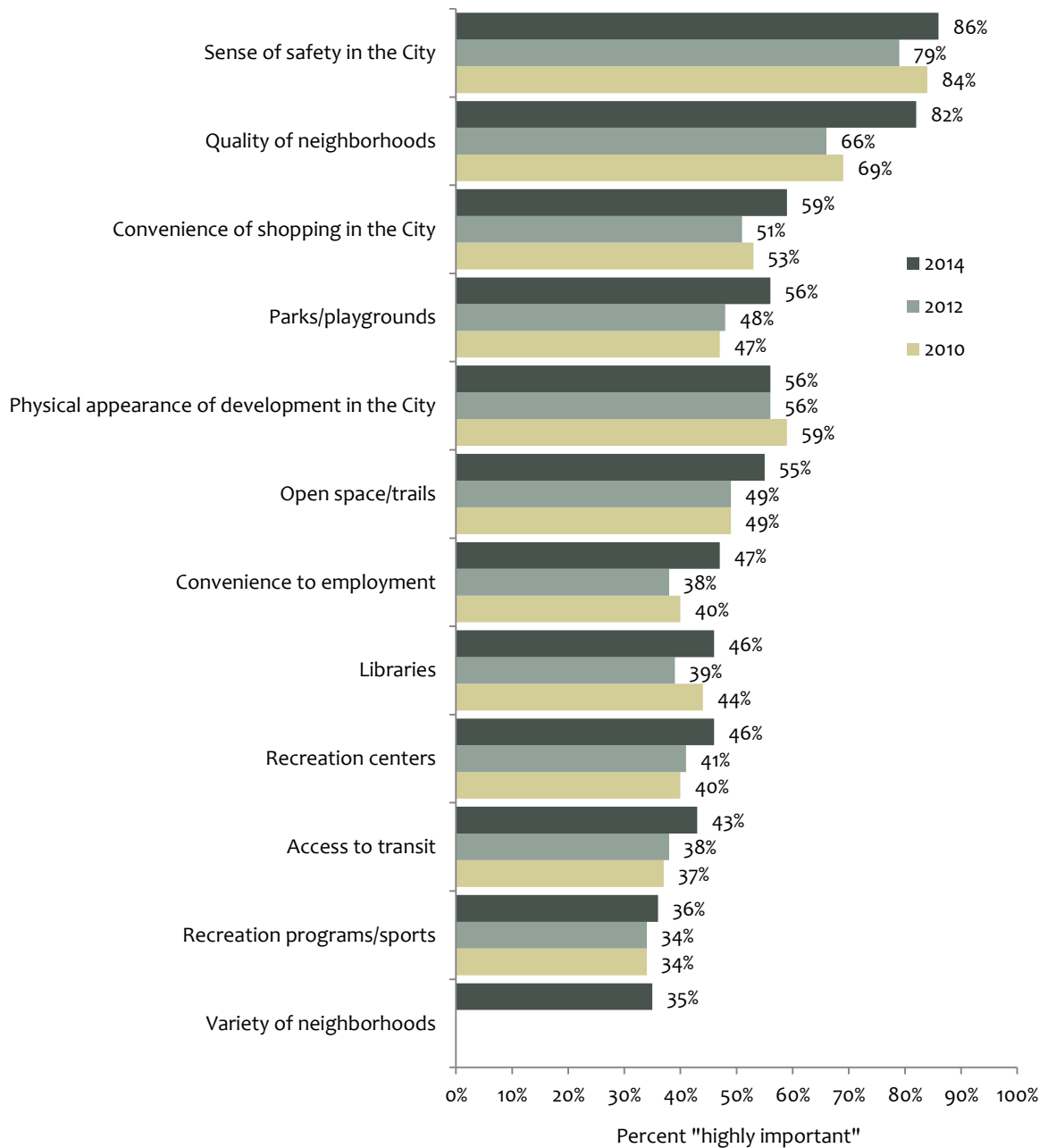
When compared by respondent characteristics, younger residents (18-34) were more likely to feel that the quality of neighborhoods, open space and trails, parks and playgrounds, safety and schools were "highly" important to Westminster as a place to live than were older residents (see *Appendix B: Survey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

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



Prepared by National Research Center, Inc.

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



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

## ECONOMIC DEVELOPMENT

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

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

FIGURE 24: WESTMINSTER AS A PLACE TO WORK

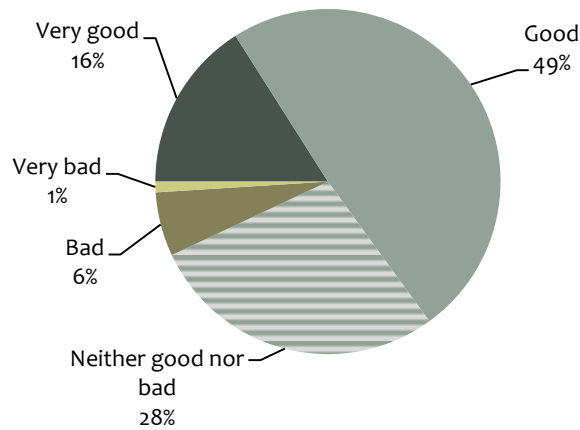
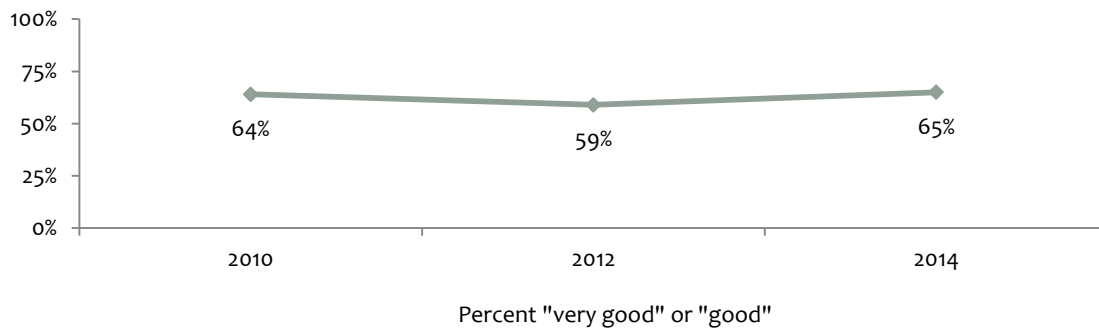


FIGURE 25: WESTMINSTER AS A PLACE TO WORK COMPARED BY YEAR



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

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

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

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

FIGURE 26: JOB OPPORTUNITIES IN WESTMINSTER

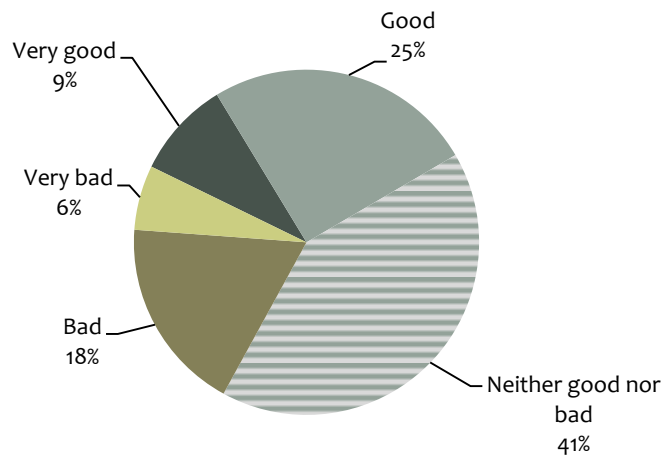
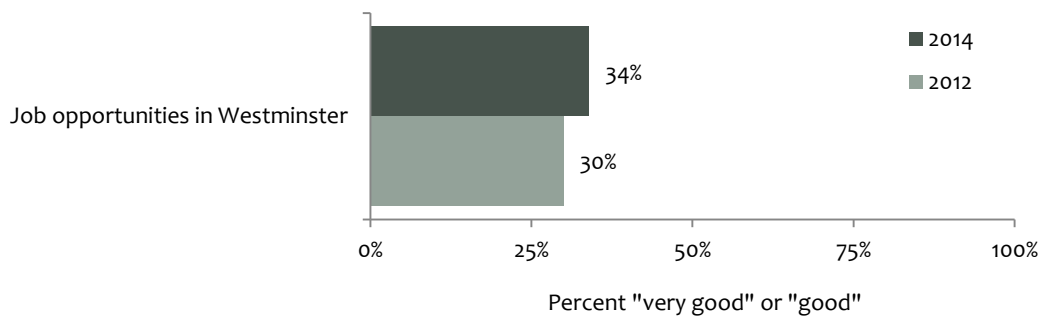


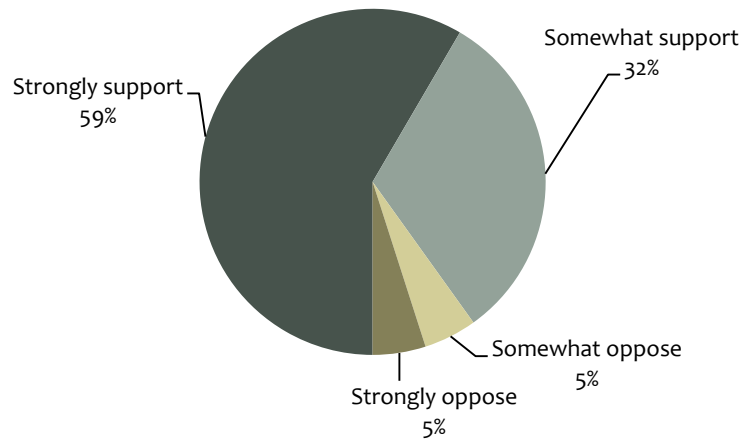
FIGURE 27: JOB OPPORTUNITIES IN WESTMINSTER COMPARED BY YEAR



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

FIGURE 28: SUPPORT FOR REDEVELOPMENT OF WESTMINSTER MALL

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



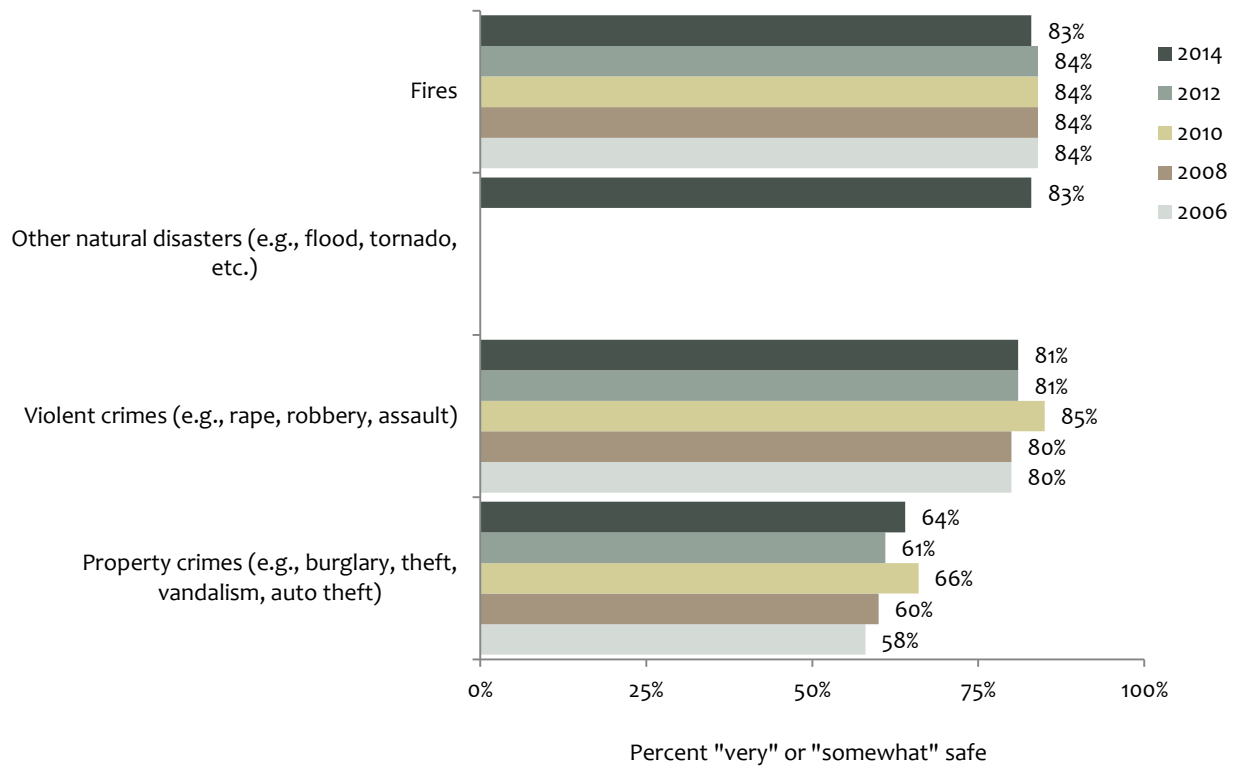
## SAFETY

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

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

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

FIGURE 29: SAFETY RATINGS COMPARED BY YEAR



### LIVABLE COMMUNITY

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

### NEIGHBORHOOD QUALITY

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

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

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

FIGURE 30: OVERALL QUALITY OF NEIGHBORHOOD

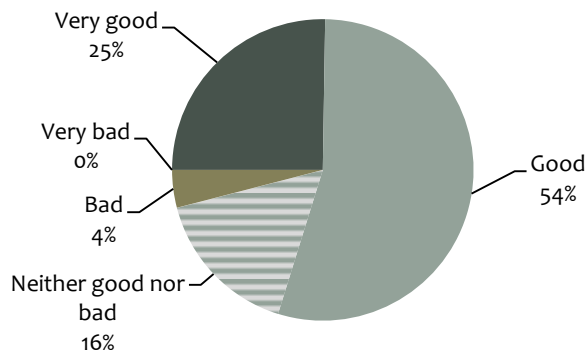
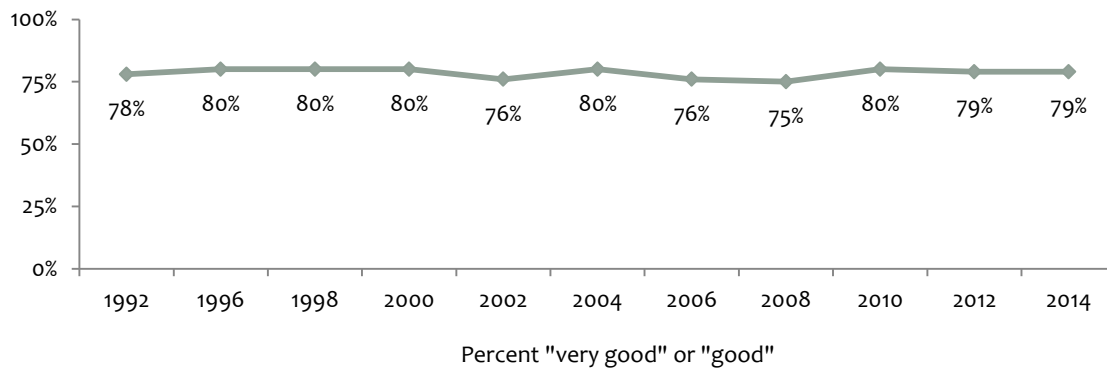


FIGURE 31: OVERALL QUALITY OF NEIGHBORHOOD COMPARED BY YEAR





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

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

FIGURE 32: CHANGE IN NEIGHBORHOOD QUALITY IN LAST 12 MONTHS

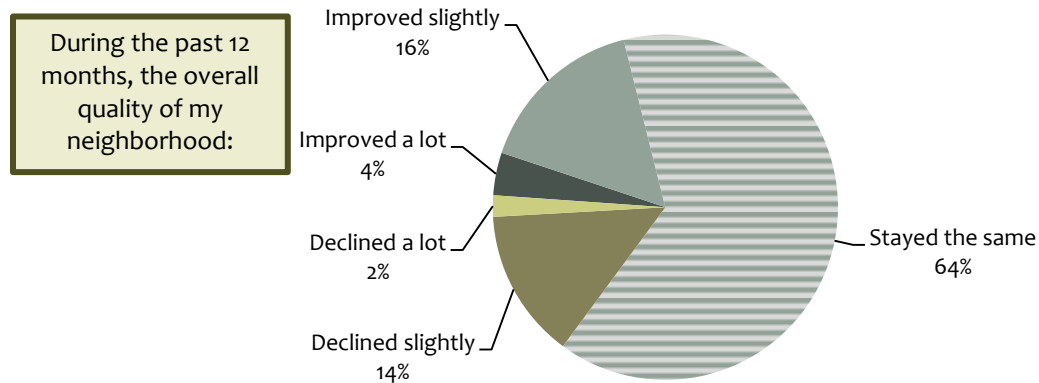


FIGURE 33: CHANGE IN NEIGHBORHOOD COMPARED BY AREA OF RESIDENCE COMPARED BY YEAR

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

## POTENTIAL CONCERNS IN WESTMINSTER

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

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

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

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

FIGURE 34: POTENTIAL PROBLEMS COMPARED BY YEAR

To what degree, if at all, are the following problems in Westminster? (Percent "major" or "moderate" problem)	2000	2002	2004	2006	2008	2010	2012	2014
Drugs		NA	49%	52%	59%	51%	50%	51%
Crime		NA	42%	45%	55%	41%	44%	41%
Vandalism		NA	43%	46%	59%	45%	48%	41%
Graffiti	48%	NA	40%	46%	63%	47%	47%	40%
Availability of affordable housing	NA	57%	48%	36%	45%	30%	33%	34%
Run down buildings		NA	22%	26%	37%	31%	32%	33%
Condition of properties (weeds, trash, junk vehicles)		NA	24%	23%	39%	28%	35%	33%
Juvenile problems		NA	46%	33%	44%	36%	39%	32%
Taxes		NA	39%	31%	48%	42%	38%	31%
Maintenance and condition of homes		NA	20%	20%	36%	26%	31%	31%
Too much growth		NA	54%	48%	46%	31%	24%	28%
Lack of growth		NA	7%	8%	16%	23%	25%	24%
Traffic safety on major streets		NA		30%	34%	22%	24%	23%
Resources to support education (reading materials, access to information)				NA				23%
Traffic safety on neighborhood streets	47%	NA		24%	28%	20%	20%	19%
Availability of convenient shopping		NA		7%	12%	14%	17%	16%
Availability of trails or trail connections				NA				12%
Availability of parks		NA	10%	6%	9%	7%	7%	7%

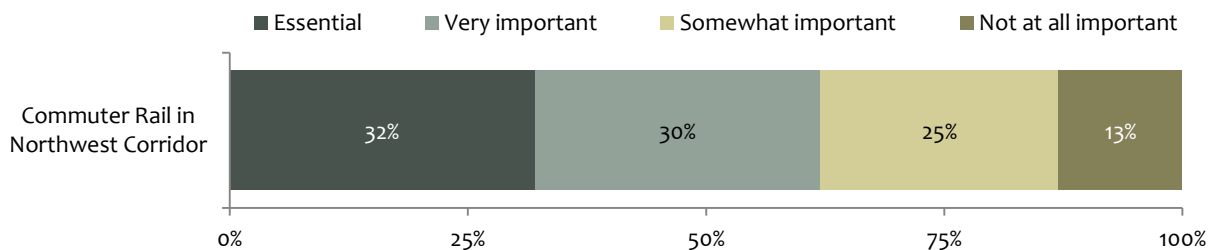
"Resources to support education" and "availability of trails or trail connections" were new items in 2014.

MOBILITY IN WESTMINSTER

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

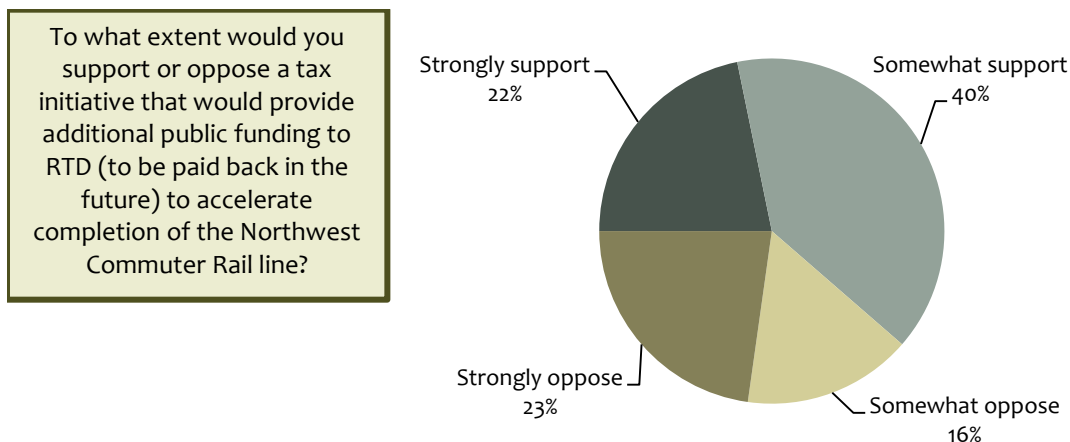
In November 2004, voters in the Denver Metro Area approved funding for the RTD FasTracks mass transit project, which included Northwest Commuter Rail service from Denver to Longmont, including Westminster, Broomfield, Louisville and Boulder. Residents were asked how important it was that commuter rail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

FIGURE 35: IMPORTANCE OF COMPLETING COMMUTER RAIL IN NORTHWEST CORRIDOR



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

FIGURE 36: SUPPORT FOR ADDITIONAL RTD FUNDING

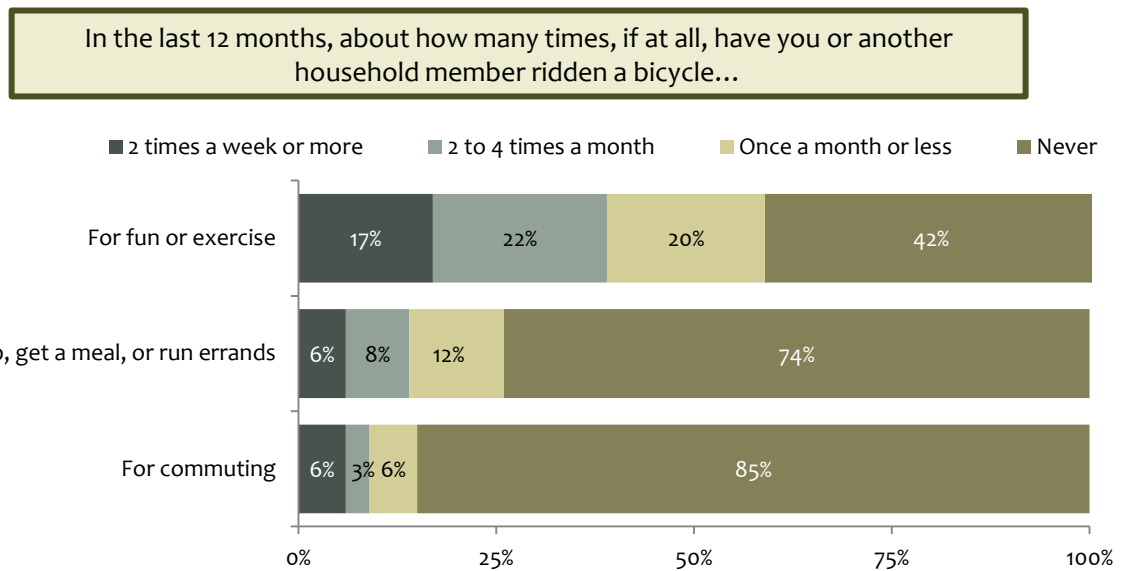


When responses to these transportation initiatives were compared by respondent characteristics, those with a shorter tenure in the city felt it was more important to complete commuter rail service in the Northwest Corridor and also were more likely to support a tax initiative to provide additional funding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

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

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

FIGURE 37: BICYCLE TRANSPORTATION



## APPEARANCE AND ENVIRONMENT

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

FIGURE 38: IMAGE OF THE CITY COMPARED BY YEAR

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent "strongly" or "somewhat" agree or ratings as top 1, 2 or 3 phrase)	2006	2008	2010	2012	2014
Beautiful parks/open spaces	70%	83%	85%	95%	93%
Financially sound	33%	35%	35%	84%	92%
Healthy	NA				90%
Business-friendly environment	30%	39%	30%	82%	87%
Environmentally sensitive	NA			88%	83%
Safe and secure	40%	59%	65%	82%	82%
Innovative and progressive	28%	33%	29%	79%	77%
Vibrant neighborhoods	18%	23%	32%	73%	76%

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

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

FIGURE 39: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE

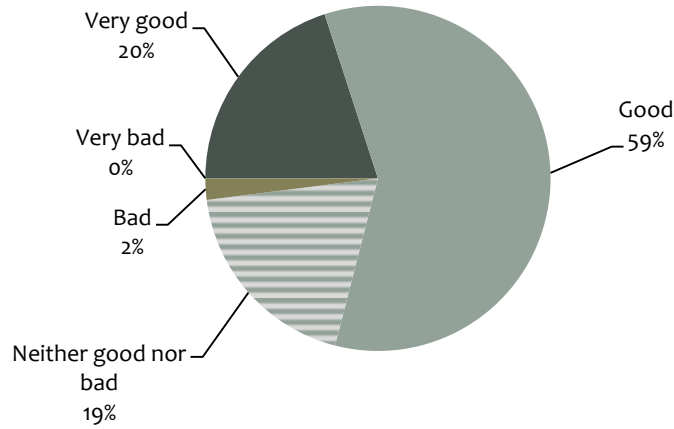
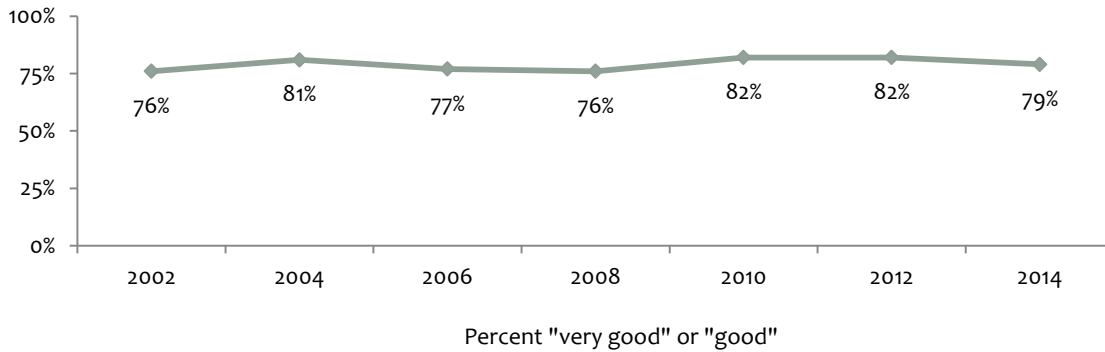


FIGURE 40: PHYSICAL ATTRACTIVENESS OF WESTMINSTER AS A WHOLE COMPARED BY YEAR



## RESPONDENT CHARACTERISTICS

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

### LENGTH OF RESIDENCY

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

### ZIP CODE

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



## CITY OF EMPLOYMENT

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

## HOUSING UNIT TYPE

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

## TENURE

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

**NUMBER OF HOUSEHOLD MEMBERS**

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

**HOUSEHOLD MEMBERS UNDER 18**

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

## TOTAL HOUSEHOLD INCOME

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

## EDUCATIONAL STATUS

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

## RACE

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

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

ETHNICITY

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

AGE

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

GENDER

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

## APPENDIX A: COMPLETE SET OF SURVEY FREQUENCIES

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

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

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

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

Question 3					
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total
Financially sound	24%	67%	8%	0%	100%
Business-friendly environment	26%	61%	12%	1%	100%
Beautiful parks/open spaces	56%	37%	6%	1%	100%
Innovative and progressive	17%	60%	20%	3%	100%
Vibrant neighborhoods	15%	61%	23%	2%	100%
Safe and secure	21%	61%	16%	2%	100%
Environmentally sensitive	21%	61%	15%	3%	100%
Healthy	28%	62%	9%	1%	100%

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

Question 5						
Please rate how safe or unsafe you feel from the following:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crimes (e.g., rape, robbery, assault)	33%	48%	14%	5%	1%	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	15%	49%	20%	13%	3%	100%
Fires	40%	43%	16%	1%	0%	100%
Other natural disasters (e.g., flood, tornado, etc.)	41%	42%	15%	2%	1%	100%

Question 6 - Quality						
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Very good	Good	Neither good nor bad	Bad	Very bad	Total
Snow removal	20%	51%	18%	8%	3%	100%
Street repair	10%	44%	30%	13%	3%	100%
Street cleaning	14%	44%	35%	6%	2%	100%
Sewer services	20%	54%	23%	2%	1%	100%
Recycling drop off centers at City facilities	17%	47%	26%	7%	2%	100%
Police traffic enforcement	18%	53%	25%	4%	1%	100%
Police protection	22%	57%	17%	2%	2%	100%
Fire protection	33%	53%	13%	1%	0%	100%
Emergency medical/ambulance service	32%	53%	14%	1%	0%	100%
Land use, planning and zoning	15%	42%	33%	7%	3%	100%
City Code enforcement	12%	45%	31%	9%	4%	100%
Animal management	16%	44%	32%	7%	2%	100%
Economic development	11%	42%	37%	7%	3%	100%
Parks maintenance	31%	54%	14%	2%	0%	100%
Libraries	35%	48%	15%	1%	0%	100%
Drinking water quality	37%	46%	13%	3%	1%	100%
Recreation programs	34%	50%	15%	1%	0%	100%
Recreation facilities	39%	48%	11%	2%	0%	100%
Trails	36%	50%	11%	3%	0%	100%
Appearance of parks and recreation facilities	38%	49%	11%	2%	0%	100%
Preservation of natural areas (open space, greenbelts)	31%	50%	17%	1%	0%	100%
Municipal Court	19%	46%	31%	3%	1%	100%
Building permits/inspections	15%	43%	37%	4%	2%	100%
Utility billing/meter reading	15%	46%	34%	4%	1%	100%
Emergency preparedness	20%	46%	31%	2%	0%	100%

Question 6 - Importance						
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Essential	Very important	Somewhat important	Not at all important	Don't know	Total
Snow removal	46%	45%	8%	0%	1%	100%
Street repair	40%	52%	8%	0%	1%	100%
Street cleaning	13%	39%	43%	4%	1%	100%
Sewer services	45%	43%	8%	0%	5%	100%
Recycling drop off centers at City facilities	18%	37%	32%	5%	9%	100%
Police traffic enforcement	38%	37%	21%	2%	2%	100%
Police protection	72%	23%	3%	0%	2%	100%
Fire protection	75%	21%	2%	0%	2%	100%
Emergency medical/ambulance service	74%	20%	2%	0%	4%	100%
Land use, planning and zoning	22%	47%	21%	1%	9%	100%
City Code enforcement	16%	44%	28%	2%	10%	100%
Animal management	14%	44%	33%	2%	7%	100%
Economic development	31%	42%	18%	1%	8%	100%
Parks maintenance	24%	56%	18%	0%	2%	100%
Libraries	29%	46%	21%	1%	3%	100%
Drinking water quality	77%	20%	2%	0%	1%	100%
Recreation programs	16%	49%	29%	2%	4%	100%
Recreation facilities	20%	50%	24%	2%	4%	100%
Trails	24%	42%	28%	2%	5%	100%
Appearance of parks and recreation facilities	18%	54%	25%	1%	2%	100%
Preservation of natural areas (open space, greenbelts)	36%	43%	17%	1%	3%	100%
Municipal Court	25%	38%	21%	1%	15%	100%
Building permits/inspections	18%	35%	28%	4%	15%	100%
Utility billing/meter reading	20%	40%	29%	1%	10%	100%
Emergency preparedness	56%	25%	10%	0%	9%	100%

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

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



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

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

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

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

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

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

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

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

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

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

Question 18						
If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.*	Very good	Good	Neither good nor bad	Bad	Very bad	Total
Current information	23%	56%	18%	2%	0%	100%
Appearance	23%	51%	21%	4%	1%	100%
Online services offered	22%	48%	23%	7%	0%	100%
Ease of navigation	20%	43%	26%	8%	3%	100%
Search function	17%	42%	27%	11%	2%	100%

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

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

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

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

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

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

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

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

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

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

Question 3										
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Financially sound	N=200	24%	N=554	67%	N=65	8%	N=3	0%	N=822	100%
Business-friendly environment	N=212	26%	N=502	61%	N=95	12%	N=9	1%	N=818	100%
Beautiful parks/open spaces	N=468	56%	N=311	37%	N=54	6%	N=7	1%	N=840	100%
Innovative and progressive	N=144	17%	N=494	60%	N=164	20%	N=24	3%	N=827	100%
Vibrant neighborhoods	N=125	15%	N=502	61%	N=187	23%	N=14	2%	N=827	100%
Safe and secure	N=179	21%	N=510	61%	N=135	16%	N=13	2%	N=838	100%
Environmentally sensitive	N=177	21%	N=508	61%	N=121	15%	N=22	3%	N=828	100%
Healthy	N=231	28%	N=516	62%	N=75	9%	N=7	1%	N=829	100%

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

Question 5												
Please rate how safe or unsafe you feel from the following:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
Violent crimes (e.g., rape, robbery, assault)	N=274	33%	N=407	48%	N=116	14%	N=41	5%	N=4	1%	N=842	100%
Property crimes (e.g., burglary, theft, vandalism, auto theft)	N=128	15%	N=414	49%	N=169	20%	N=109	13%	N=21	3%	N=841	100%
Fires	N=333	40%	N=362	43%	N=133	16%	N=8	1%	N=1	0%	N=838	100%
Other natural disasters (e.g., flood, tornado, etc.)	N=343	41%	N=355	42%	N=122	15%	N=15	2%	N=4	1%	N=840	100%

Question 6 - Quality														
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	Snow removal	N=167	20%	N=424	51%	N=146	18%	N=67	8%	N=26	3%	N=5	1%	N=835
Street repair	N=80	10%	N=361	43%	N=249	30%	N=111	13%	N=23	3%	N=10	1%	N=834	100%
Street cleaning	N=107	13%	N=344	41%	N=272	33%	N=50	6%	N=12	1%	N=46	6%	N=832	100%
Sewer services	N=137	17%	N=360	44%	N=151	19%	N=16	2%	N=4	0%	N=147	18%	N=815	100%
Recycling drop off centers at City facilities	N=101	12%	N=277	33%	N=154	18%	N=41	5%	N=11	1%	N=251	30%	N=835	100%
Police traffic enforcement	N=137	17%	N=411	49%	N=191	23%	N=29	4%	N=11	1%	N=51	6%	N=830	100%
Police protection	N=171	20%	N=432	51%	N=128	15%	N=18	2%	N=16	2%	N=75	9%	N=838	100%
Fire protection	N=247	29%	N=389	46%	N=98	12%	N=5	1%	N=2	0%	N=97	12%	N=838	100%
Emergency medical/ambulance service	N=202	24%	N=332	40%	N=87	10%	N=4	1%	N=0	0%	N=207	25%	N=833	100%
Land use, planning and zoning	N=96	12%	N=266	32%	N=211	25%	N=42	5%	N=20	2%	N=196	24%	N=832	100%
City Code enforcement	N=65	8%	N=256	31%	N=174	21%	N=48	6%	N=20	2%	N=268	32%	N=832	100%
Animal management	N=98	12%	N=277	33%	N=198	24%	N=43	5%	N=11	1%	N=205	25%	N=831	100%
Economic development	N=68	8%	N=272	33%	N=236	29%	N=45	6%	N=19	2%	N=183	22%	N=825	100%
Parks maintenance	N=251	30%	N=437	52%	N=111	13%	N=13	2%	N=1	0%	N=25	3%	N=838	100%
Libraries	N=256	31%	N=350	42%	N=111	13%	N=4	0%	N=3	0%	N=112	13%	N=835	100%
Drinking water quality	N=298	36%	N=376	45%	N=105	13%	N=28	3%	N=9	1%	N=22	3%	N=839	100%
Recreation programs	N=249	30%	N=367	44%	N=109	13%	N=6	1%	N=1	0%	N=98	12%	N=830	100%
Recreation facilities	N=295	35%	N=359	43%	N=84	10%	N=15	2%	N=0	0%	N=80	10%	N=833	100%
Trails	N=269	32%	N=380	46%	N=84	10%	N=20	2%	N=0	0%	N=80	10%	N=834	100%
Appearance of parks and recreation facilities	N=311	37%	N=401	48%	N=94	11%	N=13	2%	N=1	0%	N=18	2%	N=838	100%
Preservation of natural areas (open space, greenbelts)	N=247	30%	N=397	48%	N=138	17%	N=6	1%	N=2	0%	N=43	5%	N=832	100%
Municipal Court	N=87	10%	N=209	25%	N=142	17%	N=12	1%	N=4	0%	N=375	45%	N=828	100%
Building permits/inspections	N=64	8%	N=186	22%	N=161	19%	N=16	2%	N=8	1%	N=393	47%	N=828	100%
Utility billing/meter reading	N=100	12%	N=309	37%	N=232	28%	N=25	3%	N=8	1%	N=157	19%	N=832	100%
Emergency preparedness	N=98	12%	N=227	27%	N=154	18%	N=11	1%	N=0	0%	N=343	41%	N=833	100%



Question 6 - Importance												
For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Snow removal	N=303	46%	N=294	45%	N=54	8%	N=0	0%	N=5	1%	N=656
Street repair	N=261	40%	N=338	52%	N=50	8%	N=0	0%	N=6	1%	N=655	100%
Street cleaning	N=84	13%	N=252	39%	N=278	43%	N=23	4%	N=9	1%	N=646	100%
Sewer services	N=287	45%	N=276	43%	N=49	8%	N=0	0%	N=30	5%	N=642	100%
Recycling drop off centers at City facilities	N=117	18%	N=240	37%	N=211	32%	N=30	5%	N=57	9%	N=655	100%
Police traffic enforcement	N=249	38%	N=241	37%	N=134	21%	N=11	2%	N=13	2%	N=648	100%
Police protection	N=469	72%	N=147	23%	N=23	3%	N=2	0%	N=12	2%	N=653	100%
Fire protection	N=489	75%	N=140	21%	N=13	2%	N=0	0%	N=12	2%	N=655	100%
Emergency medical/ambulance service	N=485	74%	N=130	20%	N=14	2%	N=1	0%	N=24	4%	N=653	100%
Land use, planning and zoning	N=142	22%	N=306	47%	N=136	21%	N=8	1%	N=56	9%	N=648	100%
City Code enforcement	N=105	16%	N=283	44%	N=182	28%	N=12	2%	N=63	10%	N=646	100%
Animal management	N=92	14%	N=282	44%	N=211	33%	N=16	2%	N=46	7%	N=647	100%
Economic development	N=201	31%	N=269	42%	N=119	18%	N=5	1%	N=54	8%	N=648	100%
Parks maintenance	N=158	24%	N=366	56%	N=115	18%	N=3	0%	N=10	2%	N=652	100%
Libraries	N=186	29%	N=298	46%	N=137	21%	N=9	1%	N=21	3%	N=650	100%
Drinking water quality	N=502	77%	N=132	20%	N=14	2%	N=0	0%	N=6	1%	N=655	100%
Recreation programs	N=107	16%	N=317	49%	N=189	29%	N=11	2%	N=29	4%	N=653	100%
Recreation facilities	N=133	20%	N=327	50%	N=153	24%	N=11	2%	N=24	4%	N=648	100%
Trails	N=154	24%	N=273	42%	N=183	28%	N=13	2%	N=29	5%	N=652	100%
Appearance of parks and recreation facilities	N=121	18%	N=352	54%	N=161	25%	N=7	1%	N=12	2%	N=653	100%
Preservation of natural areas (open space, greenbelts)	N=234	36%	N=280	43%	N=111	17%	N=6	1%	N=21	3%	N=652	100%
Municipal Court	N=164	25%	N=247	38%	N=136	21%	N=6	1%	N=97	15%	N=651	100%
Building permits/inspections	N=117	18%	N=228	35%	N=182	28%	N=24	4%	N=98	15%	N=649	100%
Utility billing/meter reading	N=130	20%	N=260	40%	N=192	29%	N=6	1%	N=64	10%	N=652	100%
Emergency preparedness	N=365	56%	N=166	25%	N=66	10%	N=2	0%	N=56	9%	N=655	100%

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

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

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

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

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

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

Question 12													
To what degree, if at all, are the following problems in Westminster?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total		
	Crime	N=98	12%	N=312	39%	N=246	31%	N=40	5%	N=111	14%	N=807	100%
Vandalism	N=98	12%	N=308	38%	N=234	29%	N=50	6%	N=116	14%	N=806	100%	
Graffiti	N=138	17%	N=287	36%	N=200	25%	N=79	10%	N=98	12%	N=803	100%	
Drugs	N=94	12%	N=171	21%	N=190	24%	N=83	10%	N=267	33%	N=805	100%	
Too much growth	N=303	38%	N=173	21%	N=137	17%	N=44	5%	N=149	19%	N=806	100%	
Lack of growth	N=320	40%	N=155	19%	N=112	14%	N=41	5%	N=170	21%	N=798	100%	
Run down buildings	N=202	25%	N=290	36%	N=175	22%	N=65	8%	N=69	9%	N=801	100%	
Taxes	N=224	28%	N=249	31%	N=145	18%	N=66	8%	N=121	15%	N=804	100%	
Availability of convenient shopping	N=520	64%	N=147	18%	N=95	12%	N=35	4%	N=16	2%	N=813	100%	
Juvenile problems	N=129	16%	N=254	32%	N=136	17%	N=42	5%	N=243	30%	N=804	100%	
Availability of affordable housing	N=244	30%	N=174	22%	N=147	18%	N=68	8%	N=172	21%	N=804	100%	
Availability of parks	N=591	73%	N=147	18%	N=41	5%	N=14	2%	N=17	2%	N=810	100%	
Traffic safety on neighborhood streets	N=370	46%	N=272	34%	N=90	11%	N=57	7%	N=21	3%	N=810	100%	
Traffic safety on major streets	N=323	40%	N=281	35%	N=123	15%	N=55	7%	N=22	3%	N=804	100%	
Maintenance and condition of homes	N=217	27%	N=309	38%	N=180	22%	N=52	6%	N=50	6%	N=808	100%	
Condition of properties (weeds, trash, junk vehicles)	N=190	23%	N=326	40%	N=177	22%	N=75	9%	N=41	5%	N=810	100%	
Resources to support education (reading materials, access to information)	N=270	34%	N=178	22%	N=90	11%	N=40	5%	N=227	28%	N=805	100%	
Availability of trails or trail connections	N=494	61%	N=161	20%	N=73	9%	N=16	2%	N=66	8%	N=810	100%	

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

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

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

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

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

Question 18														
If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.*	Very good		Good		Neither good nor bad		Bad		Very bad		Don't know		Total	
	N	%	N	%	N	%	N	%	N	%	N	%		
Current information	N=98	23%	N=234	54%	N=77	18%	N=8	2%	N=1	0%	N=16	4%	N=435	100%
Appearance	N=97	22%	N=219	50%	N=91	21%	N=18	4%	N=2	1%	N=6	1%	N=434	100%
Online services offered	N=90	21%	N=200	46%	N=95	22%	N=30	7%	N=1	0%	N=15	3%	N=432	100%
Ease of navigation	N=86	20%	N=185	43%	N=111	25%	N=36	8%	N=12	3%	N=5	1%	N=434	100%
Search function	N=68	16%	N=164	38%	N=108	25%	N=45	10%	N=9	2%	N=40	9%	N=434	100%

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

## APPENDIX B: SURVEY RESULTS COMPARED BY RESPONDENT CHARACTERISTICS

### SELECT SURVEY RESPONSES COMPARED BY DEMOGRAPHIC CHARACTERISTICS

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

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

**Change in Neighborhood Quality Over Past 12 Months Compared by Respondent Demographics**

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

**Image of the City Compared by Respondent Demographics**

To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent “strongly” or “somewhat” agree)	Age group			Household income			Length of residency					Housing unit type		Overall
	18-34	35-54	55+	Less than \$25,000	\$25,000 to \$99,999	\$100,000 or more	0-4 years	5-9 years	10-14 years	15-19 years	20 or more years	Detached	Attached	
Financially sound	93%	90%	95%	94%	93%	91%	94%	91%	89%	91%	91%	91%	93%	92%
Business-friendly environment	86%	87%	90%	93%	88%	86%	91%	84%	86%	81%	88%	86%	89%	87%
Beautiful parks/open spaces	86%	95%	97%	94%	93%	92%	89%	92%	98%	96%	94%	95%	89%	93%
Innovative and progressive	65%	79%	87%	84%	76%	78%	70%	78%	82%	80%	82%	80%	72%	77%
Vibrant neighborhoods	73%	74%	82%	77%	80%	71%	74%	71%	78%	78%	77%	76%	75%	76%
Safe and secure	84%	78%	87%	80%	85%	82%	85%	81%	82%	83%	78%	81%	84%	82%
Environmentally sensitive	75%	84%	91%	81%	82%	86%	78%	80%	82%	89%	88%	86%	76%	83%
Healthy	88%	89%	94%	90%	89%	92%	89%	89%	89%	89%	94%	91%	88%	90%

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

### SELECT SURVEY RESPONSES COMPARED BY AREA OF RESIDENCE

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

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

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

Image of the City Compared by School District				
To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster? (Percent “strongly” or “somewhat” agree)	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Financially sound	89%	94%	94%	92%
Business-friendly environment	84%	89%	89%	87%
Beautiful parks/open spaces	95%	89%	94%	93%
Innovative and progressive	76%	74%	81%	77%
Vibrant neighborhoods	76%	78%	73%	76%
Safe and secure	83%	86%	78%	82%
Environmentally sensitive	85%	86%	76%	83%
Healthy	90%	91%	89%	90%

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

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

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

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

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

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

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

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

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

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

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

Ratings of City's Website Compared by School District				
If you used the City's website in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.* (Percent "very good" or "good")	School District			Overall
	Jefferson County	Adams 12	Adams 50	
Current information	81%	69%	90%	79%
Appearance	76%	68%	77%	74%
Online services offered	71%	60%	80%	70%
Ease of navigation	64%	59%	65%	63%
Search function	55%	62%	61%	59%

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

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

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



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

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

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

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

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

Overall Quality of Life Compared by School District Compared by Year				
Please rate the following aspects of quality of life in Westminster: Overall quality of life in Westminster. (Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	90%	88%	84%	87%
2012	89%	93%	80%	88%
2010	88%	90%	82%	87%
2008	93%	91%	82%	89%
2006	95%	97%	85%	93%
2004	96%	95%	86%	93%
2002	92%	93%	89%	91%
2000	92%	92%	88%	90%
1998	94%	92%	85%	90%
1996	91%	92%	84%	89%
1992	93%	91%	84%	89%

Overall Quality of Neighborhood Compared by School District Compared by Year				
Please rate the following aspects of quality of life in Westminster: Overall quality of your neighborhood.(Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	82%	86%	68%	79%
2012	79%	94%	62%	79%
2010	84%	90%	62%	80%
2008	80%	82%	59%	75%
2006	81%	89%	53%	76%
2004	83%	88%	68%	80%
2002	75%	86%	69%	76%
2000	83%	91%	70%	80%
1998	87%	91%	64%	80%
1996	86%	90%	65%	80%
1992	82%	89%	65%	77%

City Headed in Right Direction Compared by School District Compared by Year				
Overall, would you say the City is headed in the right direction or the wrong direction? (Percent "right direction")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	94%	95%	89%	93%
2012	89%	92%	86%	89%
2010	92%	93%	88%	91%
2008	90%	95%	83%	90%
2006	86%	88%	82%	86%
2004	92%	95%	93%	93%
2002	90%	89%	90%	90%

Overall Impression of City Employee (of Those Who Had Contact) Compared by School District Compared by Year				
What was your impression of the Westminster city employee in your most recent contact? (Percent "very good" or "good")	School District			
	Jefferson County	Adams 12	Adams 50	City as a Whole
2014	84%	79%	75%	79%
2012	79%	81%	75%	78%
2010	81%	85%	75%	81%
2008	80%	73%	70%	75%
2006	83%	82%	75%	80%
2004	81%	82%	79%	81%
2002	78%	83%	78%	79%
2000	79%	80%	74%	78%
1998	76%	82%	76%	77%
1996	77%	77%	78%	77%
1992	82%	81%	79%	81%

## APPENDIX C: BENCHMARK COMPARISONS

### UNDERSTANDING THE BENCHMARK COMPARISONS

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

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

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

### COMPARISON DATA

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

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

---

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

<sup>2</sup> Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331-341.

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

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

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

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

**EXAMPLE OF CONVERTING RESPONSES TO THE 100-POINT SCALE**

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step1: Remove “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply % by scale value	Step 4: Sum to calculate average rating
Very good	15%	=15÷(100-2)=	15.3%	100	=15.3% x 100 =	15.3
Good	53%	=53÷(100-2)=	54.1%	75	=54.1% x 75 =	40.6
Neither good nor bad	26%	=26÷(100-2)=	26.5%	50	=26.5% x 50 =	13.3
Bad	3%	=3÷(100-2)=	3.1%	25	=3.1% x 25 =	0.8
Very bad	0%	=0÷(100-2)=	0%	0	=0% x 0 =	0
Don’t know	2%		--			
Total	100%		100%			70

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



## INTERPRETING THE RESULTS

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

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

## NATIONAL BENCHMARK COMPARISONS

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

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

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

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

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

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

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



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

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

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

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

COMMUNITIES INCLUDED IN THE NATIONAL COMPARISONS

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

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

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

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

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

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

## FRONT RANGE BENCHMARK COMPARISONS

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

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

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

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



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

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

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



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

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

COMMUNITIES INCLUDED IN THE FRONT RANGE COMPARISONS

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

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

## APPENDIX D: SURVEY METHODOLOGY

### SURVEY INSTRUMENT DEVELOPMENT

General citizen surveys, such as this one, ask recipients for their perspectives about the quality of life in the city, their use of City amenities, their opinion on policy issues facing the City and their assessment of City service delivery. The 2014 Westminster Citizen Survey is the 12<sup>th</sup> iteration of the survey since it was first administered by National Research Center, Inc. (NRC) in 1992. To preserve trends over time, the 2012 survey served as the foundation for the 2014 citizen survey instrument. Questions that asked about topics found to be less salient in 2014 were eliminated and a list of topics for new questions was generated. All questions were prioritized and an optimal composition of topics and questions were selected to be included on the final survey. Through this iterative process between City staff and NRC staff, a final five-page questionnaire was created.

### SELECTING SURVEY RECIPIENTS

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

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

A stratified, systematic sampling method was used with the remaining addresses to create a mailing list of 3,000 Westminster households, so that the number of surveys sent to each of the three school districts was roughly equal to the proportion of all households in each district (Jefferson County=39%, Adams 12=31% and Adams 50=30%). Attached units within each district were oversampled to compensate for detached unit residents’ tendency to return surveys at a higher rate.

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

### SURVEY ADMINISTRATION AND RESPONSE

Each selected household was contacted three times. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was sent. Approximately one week after mailing the prenotification, each household was mailed a survey containing a cover letter signed by the Mayor enlisting participation. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive one week after the first survey was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The cover letters included a web link where respondents could complete the survey online if they preferred. Only 50 respondents opted to complete the survey via the web.

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

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

### 95% CONFIDENCE INTERVALS

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

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

### SURVEY PROCESSING (DATA ENTRY)

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

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

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

## WEIGHTING THE DATA

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

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

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

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

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

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

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

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

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

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

## ANALYZING THE DATA

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

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

## APPENDIX E: SURVEY INSTRUMENT

The survey instrument appears on the following pages.



WESTMINSTER

Dear City of Westminster Resident,

Your household has been randomly selected to participate in the **City of Westminster's 2014 Citizen Survey**. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Your feedback will help determine future decisions that will affect your community. Thank you in advance for helping us with this important project! If you have any questions, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.



WESTMINSTER

Dear City of Westminster Resident,

Your household has been randomly selected to participate in the **City of Westminster's 2014 Citizen Survey**. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Your feedback will help determine future decisions that will affect your community. Thank you in advance for helping us with this important project! If you have any questions, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.



WESTMINSTER

Dear City of Westminster Resident,

Your household has been randomly selected to participate in the **City of Westminster's 2014 Citizen Survey**. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Your feedback will help determine future decisions that will affect your community. Thank you in advance for helping us with this important project! If you have any questions, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.



WESTMINSTER

Dear City of Westminster Resident,

Your household has been randomly selected to participate in the **City of Westminster's 2014 Citizen Survey**. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Your feedback will help determine future decisions that will affect your community. Thank you in advance for helping us with this important project! If you have any questions, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.



WESTMINSTER

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

PRESORTED  
FIRST CLASS MAIL  
US POSTAGE  
PAID  
WESTMINSTER, CO  
PERMIT NO. 32



WESTMINSTER

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

PRESORTED  
FIRST CLASS MAIL  
US POSTAGE  
PAID  
WESTMINSTER, CO  
PERMIT NO. 32



WESTMINSTER

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

PRESORTED  
FIRST CLASS MAIL  
US POSTAGE  
PAID  
WESTMINSTER, CO  
PERMIT NO. 32



WESTMINSTER

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

PRESORTED  
FIRST CLASS MAIL  
US POSTAGE  
PAID  
WESTMINSTER, CO  
PERMIT NO. 32





## WESTMINSTER

Dear Westminster Resident:

The City of Westminster wants to know what you think about your community and municipal government. That is why you have been randomly selected to participate in Westminster's 2014 Citizen Survey.

City of Westminster  
Office of the  
Council

4800 West 92nd Avenue  
Westminster, Colorado  
80031

303-658-2006  
FAX 303-706-3921

Herb Atchison  
Mayor

Faith Winter  
Mayor Pro Tem

Bruce Baker  
Councillor

Bob Briggs  
Councillor

Alberto Garcia  
Councillor

Emma Pinter  
Councillor

Anita Seitz  
Councillor

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect your community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a scientifically reliable sample of Westminster residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope.

You may complete the survey online if you would prefer, at the following Web address: [www.n-r-c.com/survey/Westminster2014.htm](http://www.n-r-c.com/survey/Westminster2014.htm) (please be sure to type the address exactly as it appears here).

**Your responses will remain completely anonymous.** The City of Westminster has contracted with an independent firm, National Research Center, Inc., to conduct this survey.

Your participation in this survey is very important – especially since your household is one of only 3,000 households being surveyed. If you have any questions about this survey, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.

Please help us make Westminster the community of choice in the Denver Metro area! Thank you for your feedback and participation.

Sincerely,

Herb Atchison  
Mayor, on behalf of the City Council



## WESTMINSTER

Dear Westminster Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Westminster wants to know what you think about your community and municipal government. That is why you have been randomly selected to participate in Westminster's 2014 Citizen Survey.

City of Westminster  
Office of the  
Council

4800 West 92nd Avenue  
Westminster, Colorado  
80031

303-658-2006  
FAX 303-706-3921

Herb Atchison  
Mayor

Faith Winter  
Mayor Pro Tem

Bruce Baker  
Councillor

Bob Briggs  
Councillor

Alberto Garcia  
Councillor

Emma Pinter  
Councillor

Anita Seitz  
Councillor

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect your community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a scientifically reliable sample of Westminster residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope.

You may complete the survey online if you would prefer, at the following Web address: [www.n-r-c.com/survey/Westminster2014.htm](http://www.n-r-c.com/survey/Westminster2014.htm) (please be sure to type the address exactly as it appears here).

**Your responses will remain completely anonymous.** The City of Westminster has contracted with an independent firm, National Research Center, Inc., to conduct this survey.

Your participation in this survey is very important – especially since your household is one of only 3,000 households being surveyed. If you have any questions about this survey, please contact Ben Goldstein in the City Manager's Office at 303-658-2007.

Please help us make Westminster the community of choice in the Denver Metro area! Thank you for your feedback and participation.

Sincerely,

Herb Atchison  
Mayor, on behalf of the City Council



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

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

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

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

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

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

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

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

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

## Quality of Service

6. For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.

	Very good	Good	Neither good nor bad	Bad	Very Bad	Don't know	Essential	Very important	Somewhat important	Not at all important	Don't know
Snow removal.....	1	2	3	4	5	6	1	2	3	4	5
Street repair.....	1	2	3	4	5	6	1	2	3	4	5
Street cleaning.....	1	2	3	4	5	6	1	2	3	4	5
Sewer services.....	1	2	3	4	5	6	1	2	3	4	5
Recycling drop off centers at City facilities.....	1	2	3	4	5	6	1	2	3	4	5
Police traffic enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Police protection.....	1	2	3	4	5	6	1	2	3	4	5
Fire protection.....	1	2	3	4	5	6	1	2	3	4	5
Emergency medical/ ambulance service.....	1	2	3	4	5	6	1	2	3	4	5
Land use, planning and zoning.....	1	2	3	4	5	6	1	2	3	4	5
City Code enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Animal management.....	1	2	3	4	5	6	1	2	3	4	5
Economic development.....	1	2	3	4	5	6	1	2	3	4	5
Parks maintenance.....	1	2	3	4	5	6	1	2	3	4	5
Libraries.....	1	2	3	4	5	6	1	2	3	4	5
Drinking water quality.....	1	2	3	4	5	6	1	2	3	4	5
Recreation programs.....	1	2	3	4	5	6	1	2	3	4	5
Recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Trails.....	1	2	3	4	5	6	1	2	3	4	5
Appearance of parks and recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Preservation of natural areas (open space, greenbelts).....	1	2	3	4	5	6	1	2	3	4	5
Municipal Court.....	1	2	3	4	5	6	1	2	3	4	5
Building permits/inspections.....	1	2	3	4	5	6	1	2	3	4	5
Utility billing/meter reading.....	1	2	3	4	5	6	1	2	3	4	5
Emergency preparedness.....	1	2	3	4	5	6	1	2	3	4	5

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

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

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

- Right direction
- Wrong direction
- Don't know

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

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
I receive good value for the City of Westminster taxes I pay.....	1	2	3	4	5	6
The Westminster government welcomes citizen involvement.....	1	2	3	4	5	6
City Council cares what people like me think.....	1	2	3	4	5	6

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

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

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

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

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

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

## Communication with Citizens

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

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

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

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

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

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

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

- Too little     Right amount     Too much     Don't know

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

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

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

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

## Planning

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

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

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

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

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

- Strongly support  
 Somewhat support  
 Somewhat oppose  
 Strongly oppose

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

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





WESTMINSTER

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

PRESORTED  
FIRST CLASS MAIL  
US POSTAGE  
PAID  
WESTMINSTER, CO  
PERMIT NO. 32





## Staff Report

City Council Study Session Meeting  
June 2, 2014



**SUBJECT:** Potential Voter Registration/Voter Participation Promotion Program in Lieu of CB 12 Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning Voter Registration Information

**PREPARED BY:** Barbara Opie, Assistant City Manager  
Joe Reid, Communications & Outreach Manager  
Hilary Graham, Deputy City Attorney

### Recommended City Council Action

Provide direction to Staff on the proposed Voter Registration/Voter Engagement initiative as outlined in the background section of this Staff Report.

### Summary Statement

- Councillor's Bill No. 12 Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning Voter Registration Information ("CB") passed on first reading at the April 28 City Council meeting. A revised CB was approved on first reading and would require rental property owners/managers to provide voter registration information (i.e., how to register) to new tenants with an effective date of January 1, 2015.
- Since that time, City Council has heard from both those in favor and in opposition to this Councillor's Bill. Based on the feedback received, City Council discussed potential alternative options at the Post City Council meeting on May 12.
- City Council directed Staff to identify an alternative that would not require rental property owners/managers to distribute voter registration information but rather would focus on encouraging all residents to register and participate in elections. Per City Council direction, the proposed initiative focuses on City outreach to residents through a multifaceted approach, rather than relying on others to encourage citizen's to vote.
- The proposed initiative supports City Council's Strategic Plan goal of Comprehensive Community Engagement where community members are involved and empowered to address community needs and issues.
- Staff has prepared a proposed resolution for City Council's consideration as a replacement to CB No. 12 for the June 9 meeting for formal action. Staff also would like feedback on whether Council wishes to pursue a voter registration/voter engagement month yet this year or wait until next year to institute this.
- Staff will be in attendance at Monday's Study Session to receive feedback on these items and answer any questions.

Staff Report – Potential Voter Registration/Voter Participation Promotion Program in Lieu of CB 12  
Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning  
Voter Registration Information

June 2, 2014

Page 2

**Expenditure Required:** TBD

**Source of Funds:** General Fund

Staff Report – Potential Voter Registration/Voter Participation Promotion Program in Lieu of CB 12  
Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning  
Voter Registration Information

June 2, 2014

Page 3

### **Policy Issues**

- Does City Council support the proposed alternative to encourage voter registration and voter participation through a city-based initiative versus CB No. 12 as currently proposed?

### **Alternatives**

- Make no changes and proceed with the second reading of CB No. 12 scheduled for June 9.
- Amend CB No. 12 on second reading with some modifications to the requirements and/or change the effective date.

### **Background Information**

City Council approved on first reading at the April 28<sup>th</sup> meeting Councillor's No. Bill 12 Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning Voter Registration Information. The revised CB requires that rental property owners/managers provide voter registration information to new tenants effective January 1, 2015.

Leading up to the City Council meeting and since the April 28<sup>th</sup> meeting, City Council has received feedback from supporters of and opponents to the revised Councillor's Bill. City Council considered this feedback and discussed potential alternative options at the Post City Council meeting on May 12. An alternative was presented and discussed by City Council that would not require rental property owners/managers to distribute voter registration information as currently proposed through CB No. 12 but rather would focus on encouraging all residents to register and participate in elections. Based on City Council direction, the proposed initiative should focus on City outreach to residents through a multifaceted approach that may utilize direct mail, utility bills, websites, social media and events and activities where residents connect with the City. The City would also work to reach out to high schools to invite graduating seniors to register to vote. Having a City-based initiative to encourage voter registration and voter participation would address a key objective of the City to connect directly with all residents and not rely on other parties. This effort more closely aligns with City Council's Strategic Plan goal of Comprehensive Community Engagement where community members are involved and empowered to address important community issues.

Staff is currently identifying ways to launch this initiative through the various means identified and will return to City Council, should this direction be pursued, with a full proposed communications program at a later time.

Staff has prepared a proposed resolution for City Council's consideration as a replacement to CB No. 12 for the June 9 meeting for formal action. The proposed resolution is attached for consideration.

Staff is also seeking direction on when Council would like these efforts to begin. CB No. 12 would not have been implemented before January 1, 2015. Does Council wish to pursue this initiative beginning in 2015 or is there a desire to begin in 2014?

Staff will be in attendance at Monday's Study Session to receive feedback on these items and answer any questions.

Staff Report – Potential Voter Registration/Voter Participation Promotion Program in Lieu of CB 12  
Adding Section 19 to Title XI, Chapter 12, of the Westminster Municipal Code Concerning  
Voter Registration Information

June 2, 2014

Page 4

This proposed alternative voter registration and voter participation initiative supports City Council's Strategic Plan goals of Comprehensive Community Engagement where community members are involved and empowered to address important community issues.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment

**DRAFT**

RESOLUTION

RESOLUTION NO.

INTRODUCED BY COUNCILLORS

SERIES OF 2014

**A RESOLUTION PROMOTING VOTER REGISTRATION AND  
VOTER PARTICIPATION IN THE CITY OF WESTMINSTER**

WHEREAS, according to the U.S. Census, six million Americans did not vote in 2008 because they did not know how to register or they missed their state's voter registration deadline;

WHEREAS, the City Council has a Strategic Plan goal of Comprehensive Community Engagement whereby Westminster is represented by inclusive cultural, business, nonprofit and geographic participation;

WHEREAS, when members of the community are involved in activities; they are empowered to address community needs and important community issues; and

WHEREAS, the promotion of voter registration and voter participation is a high priority of City Council and supports the Strategic Plan goal for engagement.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WESTMINSTER THAT THE CITY COUNCIL HEREBY:

1. Designates the month of May 2015 as Voter Registration and Voter Participation month in the City of Westminster; and
2. Encourages ALL residents to get registered and participate in elections to have their voices heard; and
3. Implements a City-based initiative with a robust communications program to reach out to the community and encourage participation.

PASSED AND ADOPTED this 9<sup>th</sup> day of June, 2014.

\_\_\_\_\_  
Mayor

ATTEST:

APPROVED AS TO LEGAL FORM:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
City Attorney