



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: June 28, 2006

SUBJECT: Study Session Agenda for July 3, 2006

PREPARED BY: J. Brent McFall, City Manager

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

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

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

### CITY COUNCIL REPORTS

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

### PRESENTATIONS

1. Presentation by Sam Mamet, Colorado Municipal League
2. 2006 Citizen Survey Results Presentation
3. Reclassification of 4.0 FTE Senior Police Officer Positions to Police Sergeant

6:30 P.M.

### EXECUTIVE SESSION

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



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
July 3, 2006



**SUBJECT:** Presentation by Sam Mamet, Colorado Municipal League

**PREPARED BY:** Mary Joy Barajas, Executive Secretary

### **Recommended City Council Action:**

Sam Mamet, Executive Director of the Colorado Municipal League will make a brief presentation to Council regarding league programs and activities.

### **Summary Statement**

- Sam Mamet, Executive Director of the Colorado Municipal League, will make a brief presentation to Council concerning CML programs, upcoming legislation, future issues, and to touch base with Council.

**Expenditure Required:** \$0

**Source of Funds:** N/A

**Policy Issue**

None identified.

**Alternative**

None identified.

**Background Information**

Sam Mamet the executive director of the Colorado Municipal League has requested time on Monday night's agenda. Sam would like to stop in and update Council on CML programs, upcoming legislation, and future issues.

Respectfully submitted,

J. Brent McFall  
City Manager



# WESTMINSTER

## Staff Report

City Council Study Session Meeting  
July 3, 2006



**SUBJECT:** 2006 Westminster Citizen Survey Results

**PREPARED BY:** Aric Otzelberger, Management Intern II  
Barbara Opie, Assistant to the City Manager

### Summary Statement:

This report is for City Council information only and requires no action by Council. The results from the recently completed 2006 Westminster Citizen Survey, conducted by the National Research Center, are attached for City Council's review. Senior Analyst Shannon Hayden of the National Research Center will be in attendance to discuss the results of the survey and respond to City Council's questions.

Overall, the results of the Citizen Survey continue to be positive. In 2006, the City of Westminster once again ranked above the national average in quality of community and quality of service. 93% of residents rated the quality of life in Westminster as "good" or "very good." Also notable is the fact that 67% of residents "strongly agreed" or "somewhat agreed" that they receive good value for the taxes they pay. This rating places Westminster well above the national average (91<sup>st</sup> percentile).

Among the three policy questions asked in this year's survey, the strongest amount of support from residents was shown for extending the parks and open space tax; 77% of respondents were at least "somewhat" supportive. Additional information is available in the attached report of survey results document.

## Background Information

Every two years, the City conducts a citizen survey to measure residents' satisfaction level with City services and gather opinions on specific policy questions. In conjunction with the City's performance measurement program, the 2006 Citizen Survey also incorporated questions that collect performance measurement data. As in previous years, the City contracted with the National Research Center, Inc. (NRC) and Dr. Tom Miller.

In April, 3,000 Westminster households were selected to participate in the survey using a stratified, systematic sampling method. One thousand households in each of the City's three school districts received surveys. Of the 2,878 eligible households, 1,064 completed the survey, providing a response rate of 37%. This response rate was slightly lower than 2004 (41%) and higher than 1998's low of 34%. The margin of error was + or - 3 points on a 100-point scale, for any given rating for the entire sample. The survey sample was statistically weighted to reflect Westminster's 2000 Census estimates.

As City Council may recall, Staff notified City Council in an April 24<sup>th</sup> Staff Report about a sampling error in NRC's initial Westminster survey. Due to a mapping mistake, an unacceptably large number of non-Westminster residents were included in the initial sample. In response, NRC re-sampled Westminster's population and re-conducted the survey. The additional sampling, postage and mailing was paid for entirely by NRC at no expense to the City. City Staff is confident that with these changes, NRC conducted a scientifically reliable survey of Westminster's residents.

In 2006, the City of Westminster continued to rank above the national average in quality of service and quality of community. The following is a summary of some of the survey's key findings:

- 93% of residents rated the quality of life in Westminster as "good" or "very good." This is well above the national average.
- 76% of residents characterized the quality of their neighborhood as "good" or "very good." This rating is within the range of the national average, and it has not changed significantly since 1992. Over the past twelve months, 54% of residents said that the quality of their neighborhood has stayed the same. 15% reported that the quality of their neighborhood improved, while 31% indicated that the quality of their neighborhood declined.
- Regarding growth, well over half of residents thought the quality and variety of new residential, business, and retail development was either "good" or "very good."
- 78% of respondents rated the physical attractiveness of Westminster as either "good" or "very good." This rating has remained constant when compared to previous years.
- For the first time, residents were asked to choose a phrase or phrases that they felt described their image of Westminster. Almost two-thirds of residents (61%) said "beautiful parks and open spaces," while 35% of residents characterized Westminster as "safe and secure." More than one-quarter of respondents described Westminster as "environmentally sensitive," "financially sound," and "innovative and progressive."
- A majority of respondents reported feeling safe from fires, violent crimes, and property crimes. Eighty-five percent of residents felt safe from fires, while 81% reported feeling safe from violent crime. Sixty-one percent of residents felt at least "safe" from property crimes. These safety ratings were significantly above the national average. This was the first year this question was asked, and therefore no comparison data to prior years is available.

- The City's emphasis on providing excellent customer service continues to make a positive impact on residents. Eighty percent of residents who interacted with Staff over the past twelve months reported that interaction as being either "good" or "very good." The City of Westminster employees' customer service continues to rank higher than the national average.
- There was a slight decline in residents' reported satisfaction with City government operations from previous years. 68% of Westminster residents think the City government operates "very well" or "well;" 9% think the City government operates "very poor" or "poor." Given the recent development issues within the City, Staff anticipated a slight drop off in this area; Staff continues to have high expectations and continues to work to achieve high levels. On a 100 point scale, the City dropped to a 67 (with 100 being very good and 0 being very poor) whereas it was 72 in 2004. However, 86% of respondents believe that the City is "headed in the right direction."
- For the first time, the survey asked residents if they felt they received good value for the City taxes they pay. 67% of residents "strongly agreed" or "somewhat agreed" that they receive good value for the taxes they pay. This rating is well above the national average (91% percentile). Only 4% "strongly" disagreed that they receive good value for their city tax dollars.
- For 12 of the 19 City services evaluated, the average rating given by Westminster residents was significantly higher than the average given by members of other communities. These highly-rated services were snow removal, street repair, street cleaning, police traffic enforcement, code enforcement, recreation facilities, recreation programs, trails, appearance of parks and recreation facilities, range of parks and recreation activities, drinking water quality and municipal court. Every City service evaluated received a rating above the scale's mid-point of "neither good nor bad."
- Citizens' use of the Internet was evaluated for the fifth time in the 2006 survey. The number of Westminster residents who reported owning a computer in 2006 was 88%, an increase of 3% from 2004 and a 22% increase from 1998. Of those respondents owning computers, approximately 81% stated that they have Internet access, an increase of 2% from 2004. During the past twelve months, 39% of residents reported accessing the City's web site, an increase of 5% from 2004. In addition, nearly 77% of respondents stated they had used the Internet to make a purchase or pay for a service during the past year.
- Residents reported using television news most frequently as a source of information about the City of Westminster (32%). About 21% of respondents ranked City Edition as their number one or number two source of information about the City of Westminster, a decrease of 8% from 2004. Eighteen percent of respondents cited the City's Web site as their most frequent source of information; this was a 7% increase over 2004. Seven percent of respondents cited Cable Channel 8.
- Thirty-one percent of respondents reported that they had watched the City's municipal cable television Channel 8 within the past year. This marks a 3% decrease in viewers from 2004.
- Thirty five percent of respondents reported being familiar with the Community Oriented Governance (GOG) program, which is an 11% increase from the 2004 survey. Of the 35% familiar with the COG Program, 6% reported actually attending a COG meeting. This survey question has been slightly modified over the last several survey administrations but generally reflects a consistent level of familiarity with the COG program.

In 2006, residents were asked questions designed to assess the quality of community amenities and

the extent of neighborhood issues.

- Regarding shopping, residents were asked how frequently they made purchases in Westminster. More than half of residents (53%) said they “always” do their grocery shopping in Westminster. The most common purchases made in Westminster include groceries, meals, entertainment-related services, clothing, and personal items. Nearly all residents reported “sometimes” making these purchases in Westminster. Well over half of respondents said they made these types of purchases “frequently” or “always” in Westminster.
- Residents were asked to rate the extent to which “weeds, abandoned vehicles, graffiti, or dilapidated buildings” were a problem in their neighborhood. Forty-five percent of the respondents did not think that these issues were problems. One-third of the respondents thought that these issues were minor problems, while 22% thought these issues were moderate or major problems.
- Residents were asked how often they used Westminster public libraries in the previous 12 months. About half of respondents (52%) reported using the College Hill Library at least once, while about one-quarter (26%) said they had used the Irving Street Library.

As in past surveys, residents were asked one or more policy questions. Here is a summary of the three policy questions asked in 2006:

- Among the three questions, the strongest amount of support from residents was shown for extending open space tax with 77% of respondents at least “somewhat” supportive.
- Seventy-three percent of residents said they would at least “somewhat” support Westminster controlling the prairie dog population.
- Fifty-seven percent of respondents said they would at least “somewhat” support the City implementing traffic enforcement cameras (photo red and photo radar).

The survey results and analysis will be discussed at the July 3 Study Session. Senior Analyst Shannon Hayden of the National Research Center will be in attendance to discuss the results of the survey and respond to City Council's questions.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment



WESTMINSTER

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

# City of Westminster 2006 Citizen Survey

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**Report of Results**

**June 2006**



NATIONAL  
RESEARCH  
C E N T E R INC.



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## Executive Summary

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### Background and Methods

This was the eighth survey since 1992 to monitor the quality of Westminster services and quality of life in the community. The same systematic method for sampling residents and the same set of core questions has been used for each survey administration. A random sample of 3,000 households received surveys. Of the 2,878 eligible households, 1,064 completed the survey, providing a response rate of 37%. The margin of error was plus or minus three points around any given percentage point for the whole sample, and plus or minus two points around the mean on the 100-point scale. Overall results were divided into results for the Adams 12, Adams 50 and Jefferson County school districts in Westminster.

### Quality of Life and Community

- ◆ Ninety-three percent of respondents rated quality of life as “good” or “very” good in Westminster. The average rating for overall quality of life was 80 (or just above “good”) on the 100-point scale.
- ◆ Residents rated the quality of their neighborhood as a 73, or “good,” on the 100-point scale. This rating has not changed significantly since the baseline survey.
- ◆ Comparisons to the nation and the Front Range showed that Westminster’s quality of life rating was considered above the norm for both areas. The average rating for neighborhood quality was similar to the norm when compared to other communities across the nation. No norm was available for quality of neighborhood comparisons in the Front Range.
- ◆ Responses for quality of neighborhood were also compared by area of residence (defined by school district boundaries). In 2006, as well as the previous three survey administrations, residents of Adams 12 rated their neighborhoods most favorably (80 on the 100-point scale), while residents of Adams 50 rated the quality of their neighborhood least positively (61 out of 100).

### Image of Westminster

- ◆ Respondents were asked to choose the phrase or phrases that they felt described their image of Westminster. Nearly two-thirds (61%) of respondents said “beautiful parks/open spaces” described their image of the city. Thirty-five percent of residents reported “safe and secure” described Westminster. More than one-quarter of residents felt that “environmentally sensitive” (29%), “financially sound” (26%) and “innovative and progressive” (25%) expressed the image of the city. Seven percent of respondents gave “other” responses.

### **New Development**

- ◆ Residents were asked to rate the quality and variety of new development in Westminster. The quality of new residential development was rated as “good” or “very” good by 69% of respondents. Almost 6 in 10 reported that the quality and variety of new business/retail development was at least “good” (63% and 58%, respectively). More than half (54%) said that the variety of new residential development was “good” or “very” good.

### **Physical Attractiveness of Westminster**

- ◆ Over three-quarters of residents rated the physical attractiveness as either “good” or “very” good. No one identified it as “very” bad. Similar ratings were given in 2006 as in prior survey years when results were put on the 100-point scale.
- ◆ Westminster residents reported the physical attractiveness of their city higher than other adults across the nation and the Front Range, and were ranked first in physical attractiveness when compared to five jurisdictions across the Front Range.

### **Evaluation of City Services**

- ◆ Generally, ratings of government operations have remained stable over time, though the 2006 rating reflected a decline compared to 2004, or equivalent to just under “well” on the 100-point scale. Residents in Westminster gave a higher rating to city government operations than other residents across the nation. No norm was available for the Front Range.
- ◆ All 19 services that were evaluated received average ratings of above “neither good nor bad” (50 points on the 100-point scale). Services that received the most positive ratings were recreation facilities, libraries, recreation programs, appearance of parks and recreation facilities, fire protection, emergency medical service, trails, range of parks and recreation activities and parks maintenance; each received a rating of 75 points or higher on the 100-point scale. No significant changes were found between 2004 and 2006.
- ◆ More than two in five (45%) residents reported contact with a City of Westminster employee in the past 12 months. The same percentage was reported in 2004. Eight in 10 respondents that had contact with a City employee reported that the customer service they received was either “very” good or “good.” Westminster employees were rated higher when compared to ratings of other employees across the nation, but were rated below the average in comparison to other communities across the Front Range.

### **Public Trust**

- ◆ Eighty-six percent of respondents felt the City is headed in the “right” direction. This is a decrease from 2004 when 93% of residents responded “right” direction.

- ◆ Two-thirds of respondents said that they at least “somewhat” agreed that they receive good value for the City taxes they pay. Westminster residents rated the value for the city taxes they pay higher than the average for both the nation and the Front Range.

### **Perceptions of Safety in Westminster**

- ◆ Residents of Westminster were asked how safe they felt from fires and various types of crimes. More than 8 in 10 respondents reported feeling “safe” or “very” safe from fires and violent crimes (85% and 81%, respectively). Sixty-one percent of respondents said that they felt at least “safe” from property crimes. When comparing these safety ratings to other communities across the nation, Westminster was rated above the norm in all three areas.

### **Potential Problems**

- ◆ Respondents to the survey were asked to what extent weeds, abandoned vehicles, graffiti or dilapidated buildings are a problem in their neighborhood. Nearly half (45%) of all respondents reported that these were “not” a problem in their neighborhood. Comparisons over time remained fairly consistent.
- ◆ Residents of Westminster were asked to rate a list of 16 potential problems in Westminster. About three-quarters of respondents said that availability of parks, availability of convenient shopping and lack of growth were “not” a problem (81%, 79% and 73%, respectively). Too much growth, drugs, graffiti and availability of affordable housing were all considered to be a “major” problem by about one in five respondents (22%, 18%, 14% and 14%, respectively).
- ◆ When comparing the survey years, areas reported as significantly less problematic in 2006 than in 2004 include taxes, availability of affordable housing, juvenile problems, too much growth and “other” responses.

### **Communication with Citizens**

- ◆ Television was ranked as the most commonly used source of information by residents (32%). The next most commonly relied upon sources of information were the Denver Post, City Edition, Rocky Mountain News and the Westminster Window (22%, 21%, 20 and 19%, respectively). The least reported information source was Cable TV Channel 8, with only 7% mentioning this as a source.
- ◆ About one-third (31%) of respondents reported “yes,” when asked if they had watched the City’s TV Cable Channel 8 in the last year. Comparisons over time showed that in 2006, fewer Westminster residents reported that they watched Channel 8 than in 2004 and 2002.
- ◆ Over one-third of respondents (35%) felt that they were “well” or “very” well

informed about the City of Westminster. In 2006, residents felt that they were less informed than in prior survey years.

- ◆ Residents were asked if they were aware of and had participated in or attended certain types of programs and events in the City of Westminster. Over half of respondents were aware of public meetings in Westminster, while only 13% reported having attended a public meeting. More than 3 in 10 said they were aware of volunteer programs, Community Oriented Governance, Mayor and Council breakfast or advisory boards and commissions; attendance of these programs or events was reported by 11%, 6%, 4% and 3% of respondents, respectively. Only 6% of respondents were aware of We're All Ears and 2% had participated.
- ◆ The percent of residents with a computer and Internet access in 2006 was 81%, an increase from 2004 (79%). Eighteen percent of residents said they spent over \$1,000 on online purchases in the past year. About 43% reported spending between \$101 and \$1,000. More than 1 in 10 (15%) said they spent no more than \$100 and 23% said they made no online purchases in the past year.
- ◆ In 2006, nearly one in four respondents (39%) said they had used the City's Web site in the last year. Use of the Westminster's Web site has significantly increased since this question was asked in 2000.

### **Community Amenities**

- ◆ When asked how frequently they made purchases in Westminster, more than half of residents said they "always" do their grocery shopping in the City (53%). About one in five said they "always" purchase hardware/home improvement items (20%) and clothes/personal items (14%) in Westminster. When making comparisons to the three past survey administrations, nearly all respondents reported having "ever" made meals and entertainment, grocery shopping and clothing/personal item purchases in Westminster.
- ◆ About half of respondents said they have used the College Hill library at least once in the last year and one-quarter had used the Irving Street Library.

### **Policy Questions**

- ◆ Among the three policy questions asked in 2006, the strongest amount of support from residents was shown for extending open space tax with 77% of respondents at least "somewhat" supporting this policy. Seventy-three percent of residents said they would at least "somewhat" support Westminster controlling the prairie dog population. Just over half of survey respondents (57%) said they would at least "somewhat" support the City implementing traffic enforcement cameras.

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## Survey Background and Methods

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### 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 satisfaction with local government. The survey also permits residents an opportunity to provide feedback to government on what is working well and what is not, and to communicate their priorities for community planning and resource allocation.

Focus on the quality of service delivery and the importance of services helps Council, staff and the public to set priorities for budget decisions and lays the groundwork for tracking community opinions about the core responsibilities of Westminster City government, helping to assure maximum service quality over time.

This kind of survey gets at the key services that local government controls to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise.

The baseline Westminster Citizen Survey was conducted in 1992. This is the eighth iteration of the survey. This survey generates a reliable foundation of resident opinion that can be monitored periodically over the coming years, like taking the community pulse, as Westminster changes and grows.

### Methods

The Westminster Citizen Survey was administered by mail to a representative sample of 3,000 residents of Westminster. Each household received three mailings beginning in mid-April. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. A week after the prenotification postcard was sent, the first wave of surveys was mailed. The second wave was mailed one week after the first. The survey mailings contained a letter from the Mayor inviting the household to participate in the 2006 Westminster Citizen Survey, a five-page questionnaire and self-mailing envelope. The survey instrument itself appears in Appendix G: Survey Instrument.

Of the 2,878 eligible households, 1,064 completed the survey, providing a response rate of 37%. This year's response rate was slightly lower than in 2004 (41%).

Survey results were weighted so that the gender, age and housing tenure (owned or rented) of respondents were represented in the proportions reflective of the entire City. (For more information see the detailed survey methodology in Appendix D: Detailed Survey Methodology.)

### **“Don’t Know” Response and Rounding**

On many of the questions in the survey, respondents gave an answer of “don’t know” or “unsure.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix F: Complete Set of Survey Responses. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

## **Understanding the Results**

### **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 level for this survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample (1,064). For each of the three areas of Westminster (Jefferson, Adams 50 or Adams 12), the margin of error rises to approximately plus or minus 6% since sample sizes were approximately 404 for Jefferson County, 287 for Adams 50 and 374 for Adams 12.

### **Putting Evaluations onto a 100-point Scale**

Although responses to many of the evaluative or frequency questions were made on a 5-point scale with one representing the best rating and five the worst, the scales had different labels (e.g., "very satisfied," "very good," "most important"). To make comparisons easier, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported "very good," then the result would be 100 on the 0-100 scale. If the average rating for quality of life were right in the middle of the scale ("neither good nor bad"), then the result would be 50. The new scale can be thought of like the thermometer used to represent total giving to United Way. The higher the thermometer reading, the closer to the goal of 100 – in this case, the most positive response possible. The .95 confidence interval around a score on the 0-100 scale based on all respondents typically will be no greater than plus or minus two points on the 100-point scale. The 95% confidence interval increases to plus or minus four points when comparisons are made for each of the three school districts.

**Comparing Survey Results**

Because this survey was the eighth in a series of citizen surveys, the 2006 results are presented along with the past ratings when available. National and Front Range<sup>1</sup> normative comparisons have also been included when available. Data from past surveys and surveys conducted in other jurisdictions have been converted to the 100-point scale to allow for easier and fairer comparison. Finally, selected results for all Westminster residents were compared to results for each of the three school districts in Westminster and are presented as Appendix B: 2006 Survey Responses Compared by Area of Residence.

**Interpreting the Percentile Data**

While the national and regional averages are not displayed in the report, when normative comparisons are available, three numbers are provided in the ratings table. The first is the rank assigned to Westminster's average rating (on the 100-point scale) among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower average ratings. Therefore, a rating at the 80th percentile would mean that Westminster's average rating is equal to or better than 80 percent of the average ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher average ratings.

Alongside the rank and percentile appears a comparison: "above" the norm, "below" the norm or "similar to" the norm. This evaluation of "above," "below" or "similar to" comes from a statistical comparison between Westminster's average rating (on the 100-point scale) and the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of more than two points on the 100-point scale between Westminster's average ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between Westminster's average ratings and the norms are two points or less, they are marked as "similar to" the norm.

The data for national comparisons are represented visually in a chart that accompanies each table. Westminster's percentile among jurisdictions that asked a similar question is marked with a thick line on the chart.

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<sup>1</sup>The normative data are from National Research Center's database of local government service ratings. Front Range cities included Arvada, Boulder, Boulder County, Broomfield, Castle Rock, Denver (City and County), Douglas County, Englewood, Fort Collins, Golden, Greeley, Greenwood Village, Highlands Ranch, Jefferson County, Lafayette, Lakewood, Larimer County, Littleton, Longmont, Louisville, Loveland, North Jeffco Park and Recreation District, Northglenn, Parker, Thornton, West Metro Fire Protection District, Westminster and Wheat Ridge.



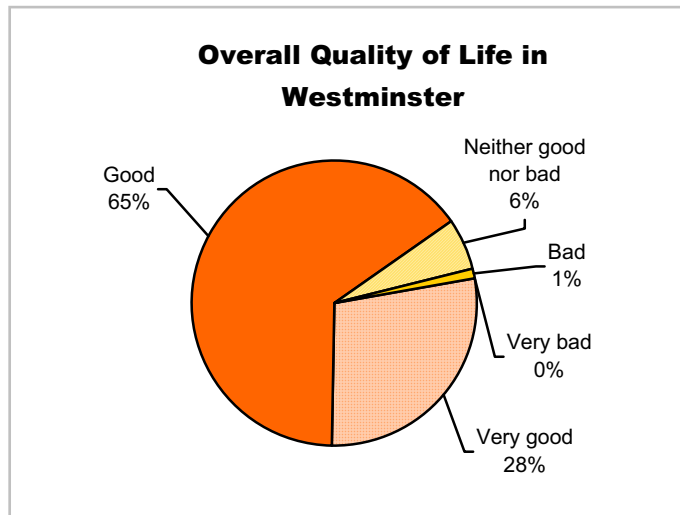
## Report of Results

### Quality of Life and Community

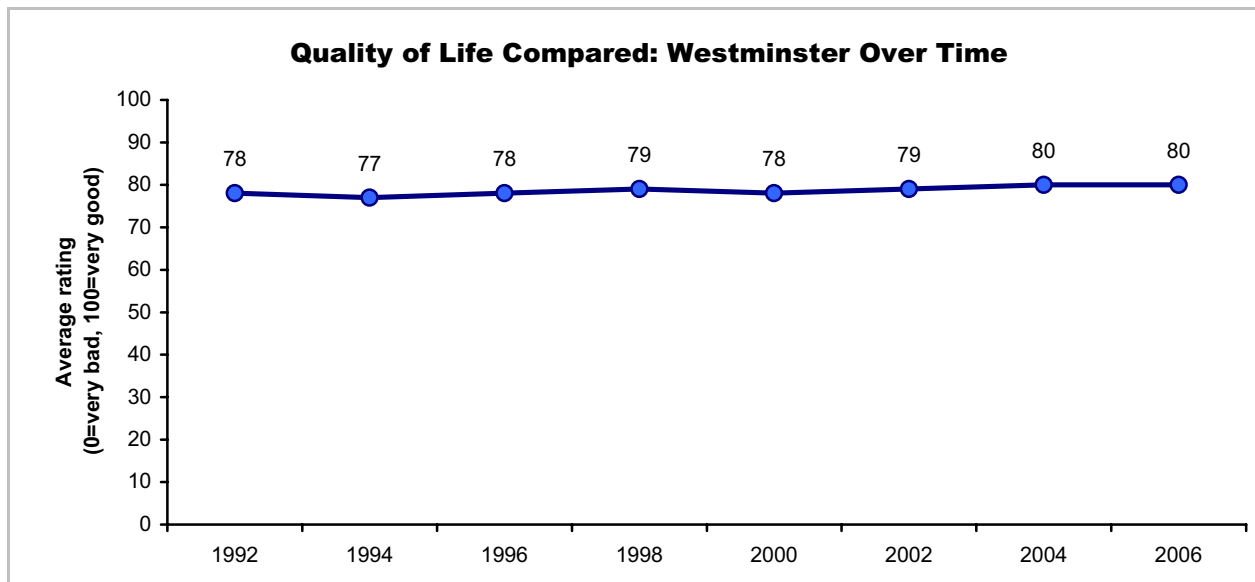
The overall quality of life in Westminster has been rated by residents in the past eight citizen surveys.

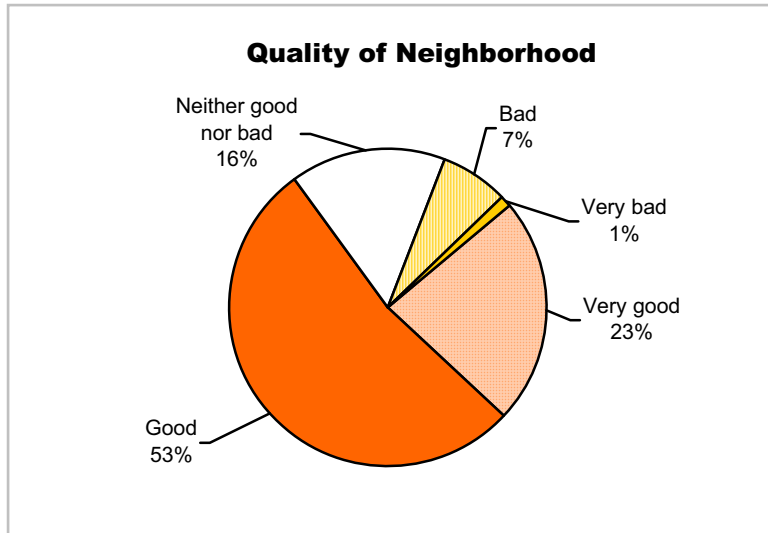
Ninety-three percent of respondents rated quality of life as “good” or “very” good in Westminster.

Comparisons to the Colorado’s Front Range and the nation were made by converting ratings to a 100-point scale where 0=“very” bad and 100=“very” good. (These comparisons appear on page 10.) This scale was also used to compare results across survey administration years.



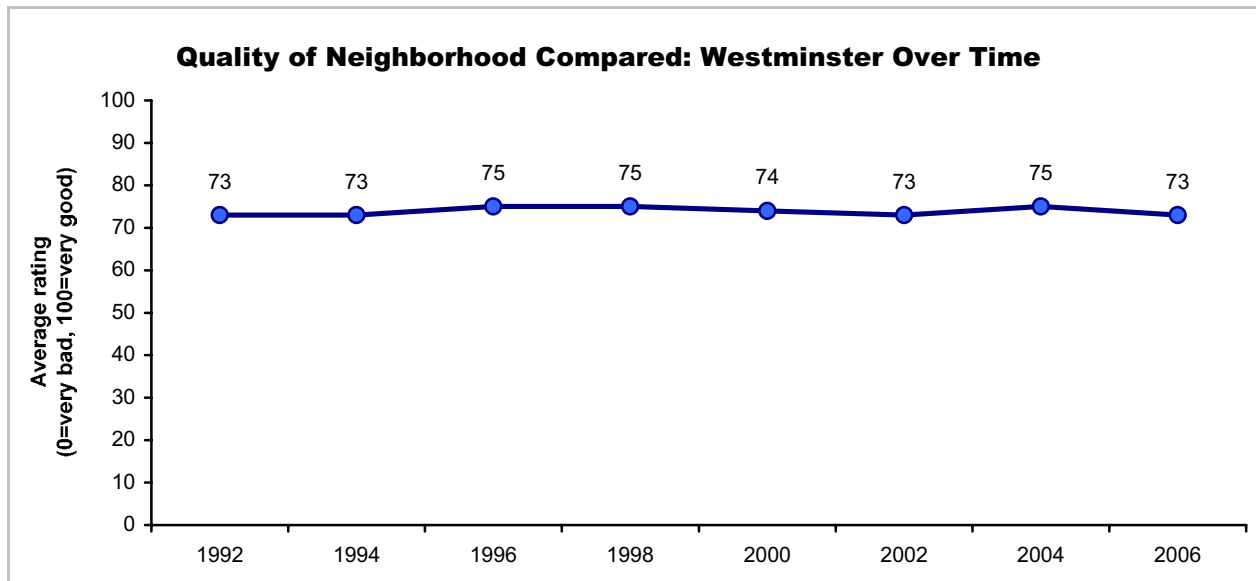
The average rating for overall quality of life was 80 (or just above “good”) on the 100-point scale. Over the 12 years since the first survey administration, the ratings have not significantly changed.





Nearly one-quarter of survey respondents said the quality of their neighborhood was “very” good and more than half of residents said (53%) it was “good.” Sixteen percent rated their neighborhood as “neither good nor bad” and 8% of residents reported it to be “bad” or “very” bad.

After being converted to a 100-point scale (0=“very” bad and 100=“very” good) for comparison, residents rated the quality of their neighborhood as a 73, or “good,” on the 100-point scale. This rating has not changed significantly since the baseline survey.



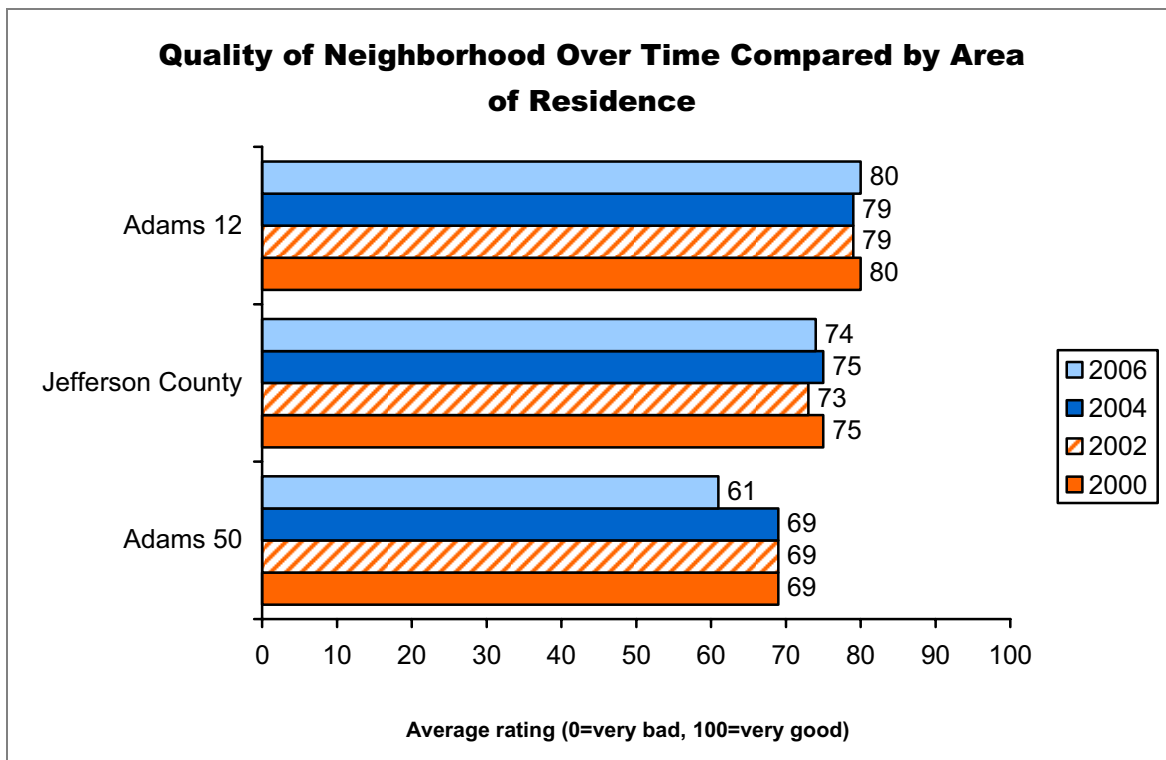
When compared to the nation and the Front Range, Westminster’s quality of life rating was considered above the norm for both areas. The average rating for neighborhood quality was similar to the norm when compared to other communities across the nation. No norm was available for quality of neighborhood comparisons in the Front Range. For additional information on how to interpret these charts, please see Interpreting the Percentile Data on page 7.



Quality of Life Ratings Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Overall quality of life in Westminster	80	56	178	69%	Above the norm
Overall quality of your neighborhood	73	15	25	44%	Similar to the norm

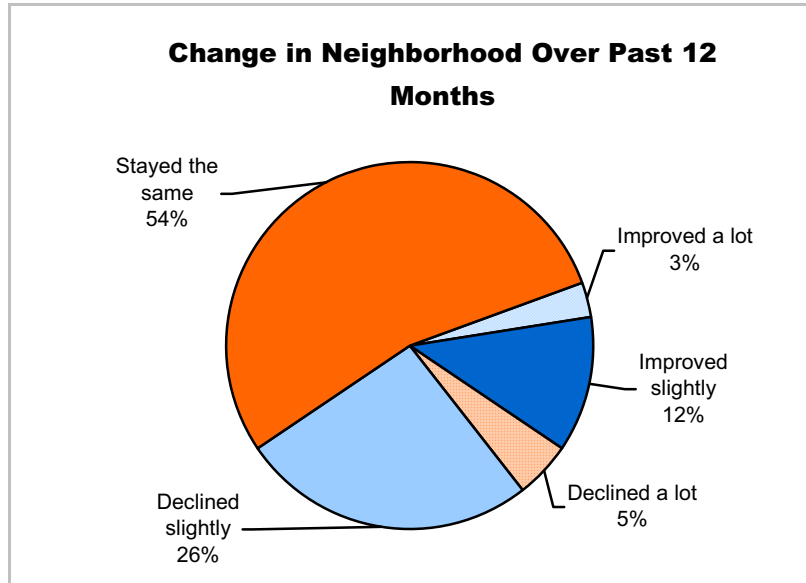
Quality of Life Ratings Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Overall quality of life in Westminster	80	10	17	47%	Similar to the norm

Responses for quality of neighborhood were also compared by area of residence (defined by school district boundaries). In 2006, as well as the previous three survey administrations, residents of Adams 12 rated their neighborhoods most favorably (80 on the 100-point scale), while residents of Adams 50 rated the quality of their neighborhood least positively (61 out of 100). The relative order of ratings in the three districts has remained stable over time.

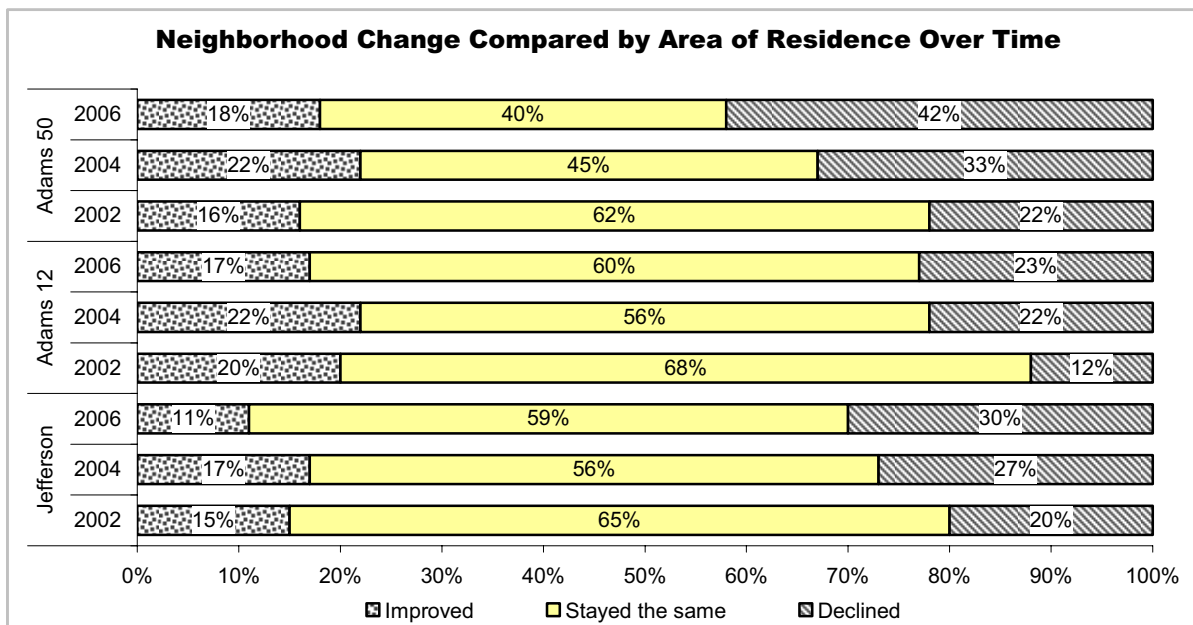


Additional comparisons by area of residence can be found in Appendix B: 2006 Survey Responses Compared by Area of Residence and Appendix C: Survey Results by Area of Residence Compared Over Time.

Over the past 12 months, more than half of residents (54%) said that the quality of their neighborhood has “stayed the same.” Fifteen percent of respondents reported that the quality had improved, while 31% indicated that their neighborhood has declined over the previous 12 months.

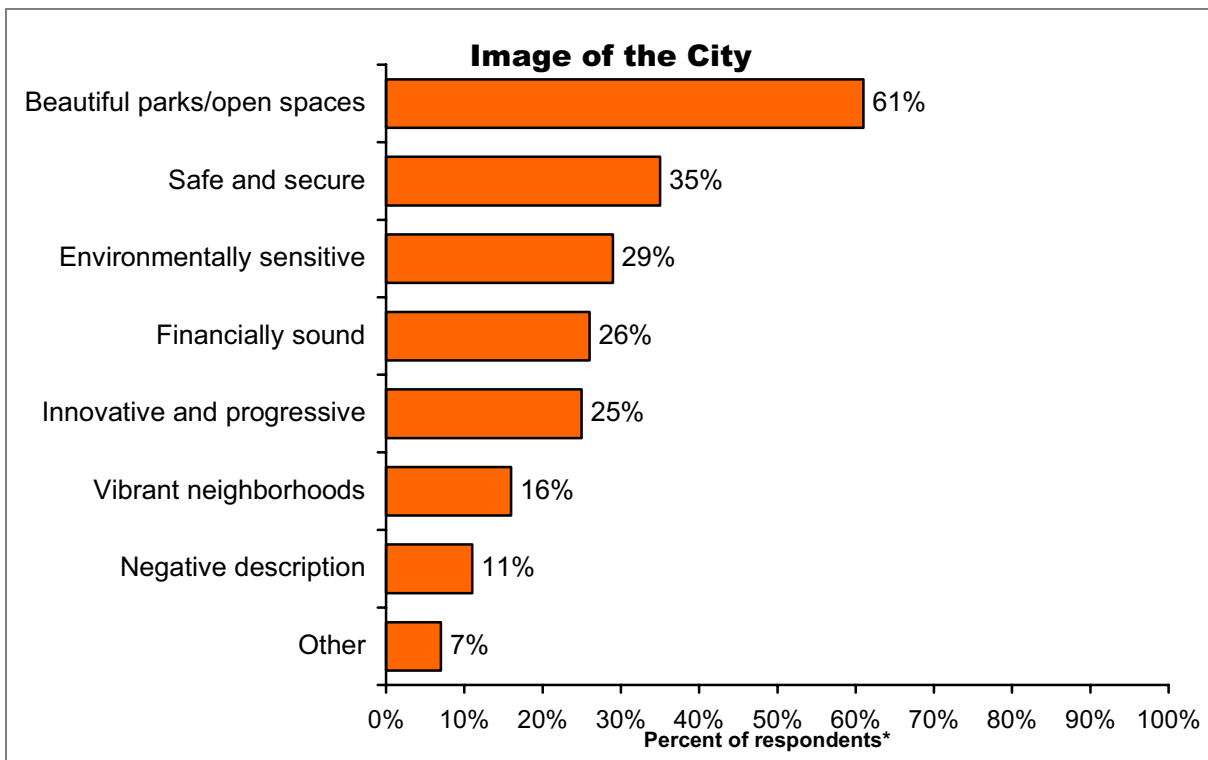


Change in quality of neighborhood was compared by area of residence over the past three survey administrations. Residents in Adams 50 and Adams 12 reported the most improvement in their neighborhoods (18% and 17%, respectively). Adams 50 residents also reported the most decline (42%) in their neighborhoods compared to other districts.



### Image of Westminster

For the first time on the Westminster Citizen Survey, residents were asked to choose the phrase or phrases that they felt described their image of Westminster. Nearly two-thirds (61%) of respondents said “beautiful parks/open spaces” described the image of the city. Thirty-five percent of residents reported “safe and secure” described Westminster. More than one-quarter of residents felt that “environmentally sensitive” (29%), “financially sound” (26%) and “innovative and progressive” (25%) expressed the image of the city. In addition to choosing from a list of descriptions on the survey, respondents could write in their own phrase. Eleven percent wrote in a phrase or comment that was critical of the city and 7% identified other miscellaneous statements which can be found in Appendix E.



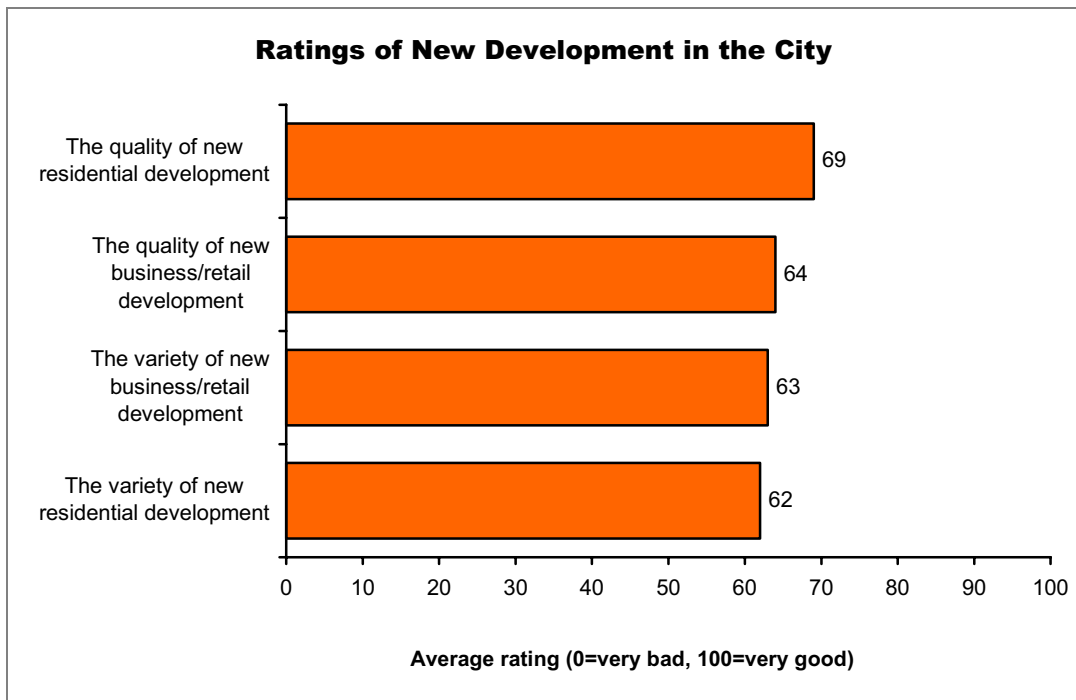
\*Percents total more than 100% as respondents could choose more than one answer.

**New Development**

Residents were also asked about the quality and variety of new development in Westminster. The quality of new residential development was rated as “good” or “very” good by 69% of respondents. Almost 6 in 10 reported that the quality and variety of new business/retail development was at least “good” (63% and 58%, respectively). More than half (54%) said that the variety of new residential development was “good” or “very” good.

When ratings were converted to a 100-point scale, quality of new residential development received the highest rating (69). This question was not asked in previous survey years.

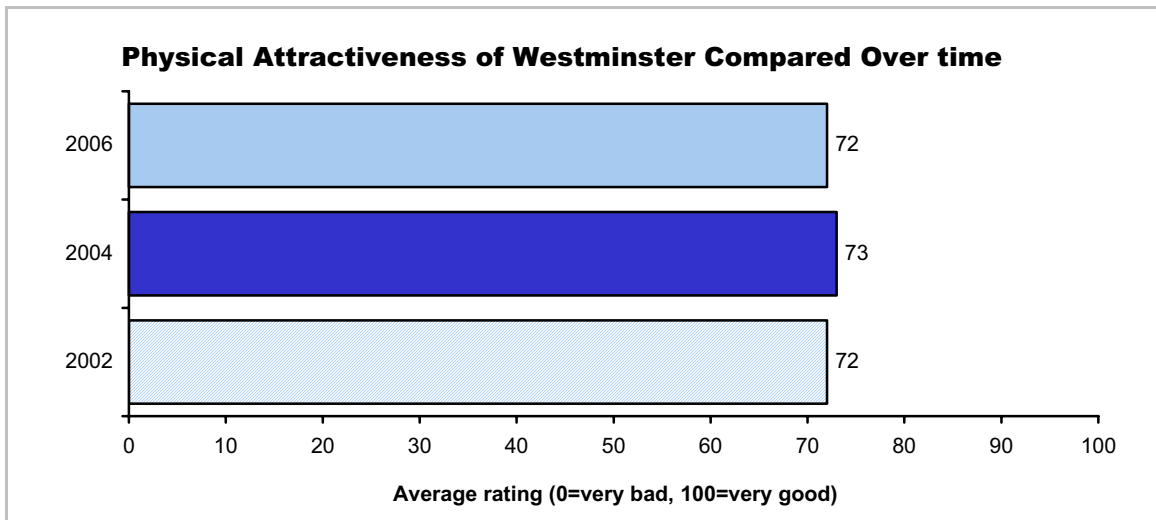
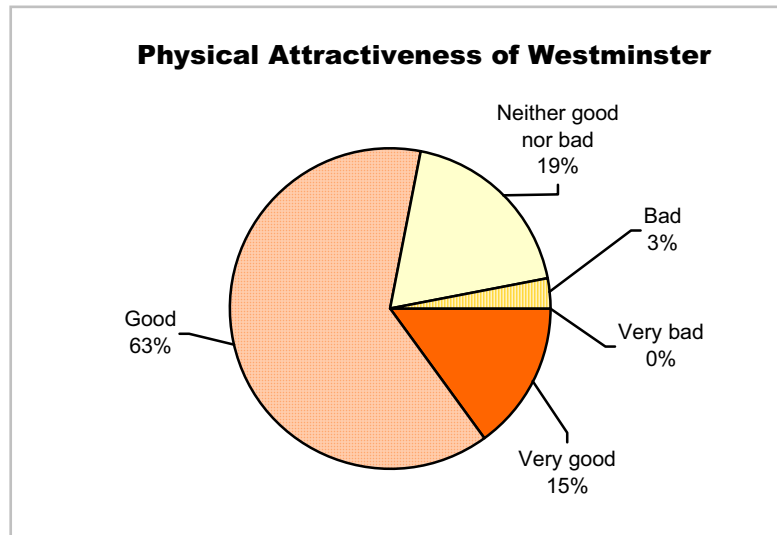
Ratings of New Development in the City							
Thinking about new development in the City of Westminster in the past few years, please rate each of the following:	Percent of respondents						Average rating (0=very bad, 100=very good)
	Very good	Good	Neither good nor bad	Bad	Very bad	Total	
The quality of new residential development	13%	56%	27%	3%	1%	100%	69
The quality of new business/retail development	10%	53%	26%	8%	4%	100%	64
The variety of new business/retail development	10%	48%	28%	9%	4%	100%	63
The variety of new residential development	7%	47%	37%	7%	2%	100%	62



### Physical Attractiveness of Westminster

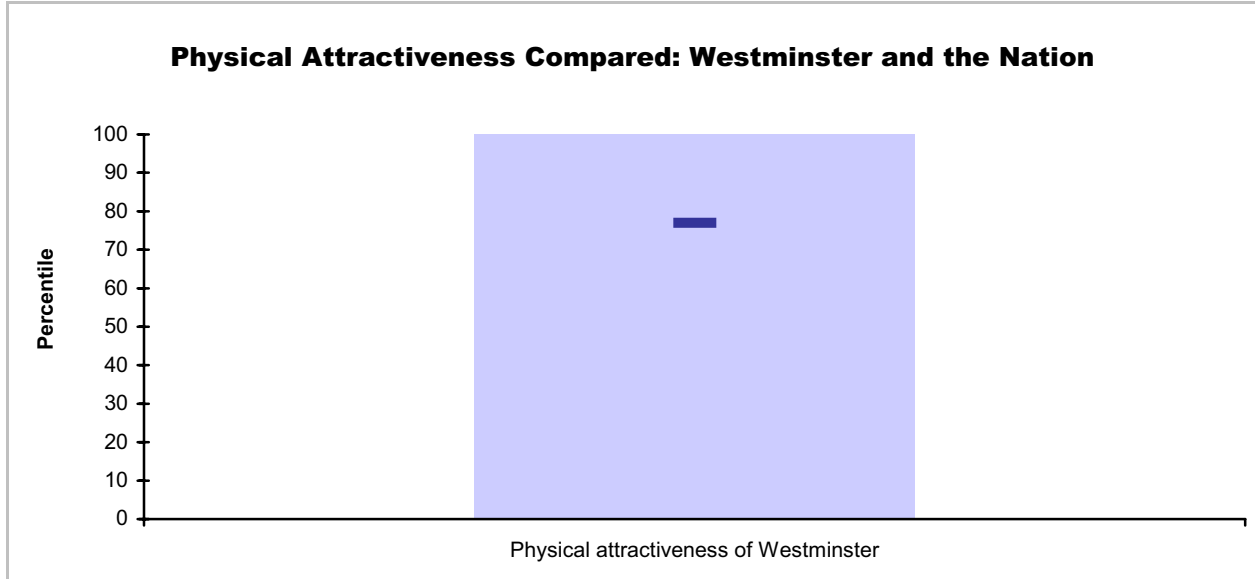
Respondents were asked to rate the physical attractiveness of Westminster. Over three-quarters of residents rated the physical attractiveness as either “good” or “very” good. No one identified it as “very” bad.

Similar ratings were given in 2006 as in prior survey years when results were put on the 100-point scale.





Westminster residents reported the physical attractiveness of their city higher than other adults across the nation and Front Range (see the following tables for comparisons). Westminster ranked first in physical attractiveness when compared to five jurisdictions across the Front Range.



Physical Attractiveness of City Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Physical attractiveness of Westminster	72	4	13	77%	Above the norm

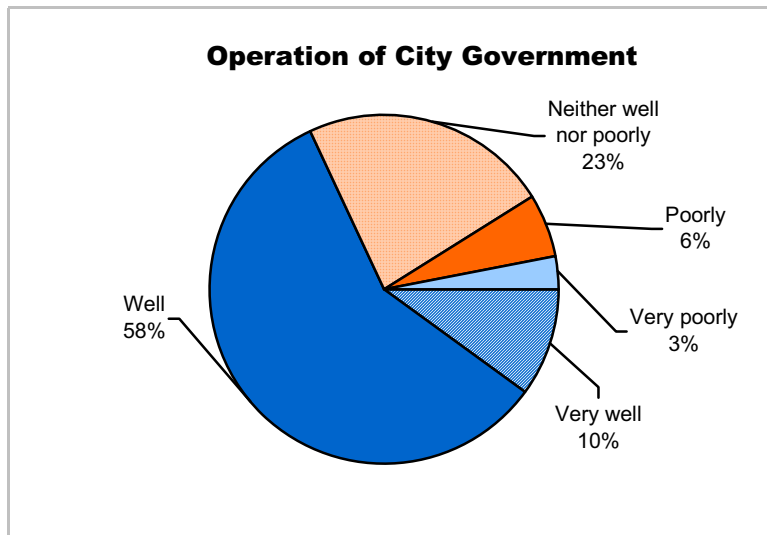
Physical Attractiveness of City Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Physical attractiveness of Westminster	72	1	5	100%	Above the norm

### Evaluation of City Services

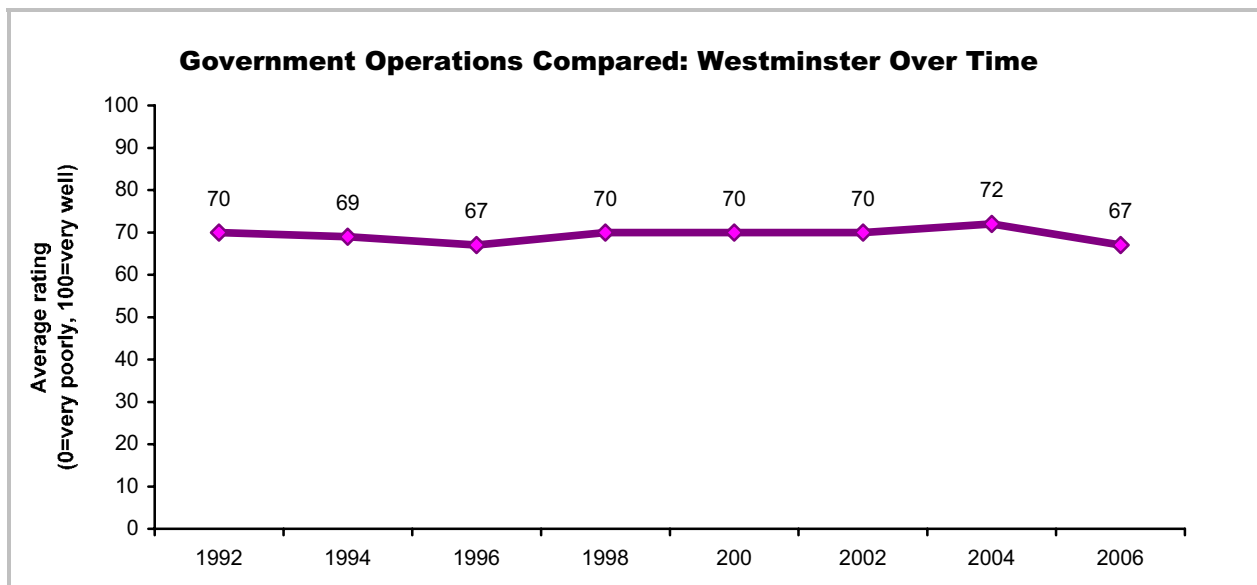
Residents were asked to rate their general satisfaction with Westminster city government operations. Citizen satisfaction with 19 City-provided services was also evaluated.

### Rating of City Government Operations

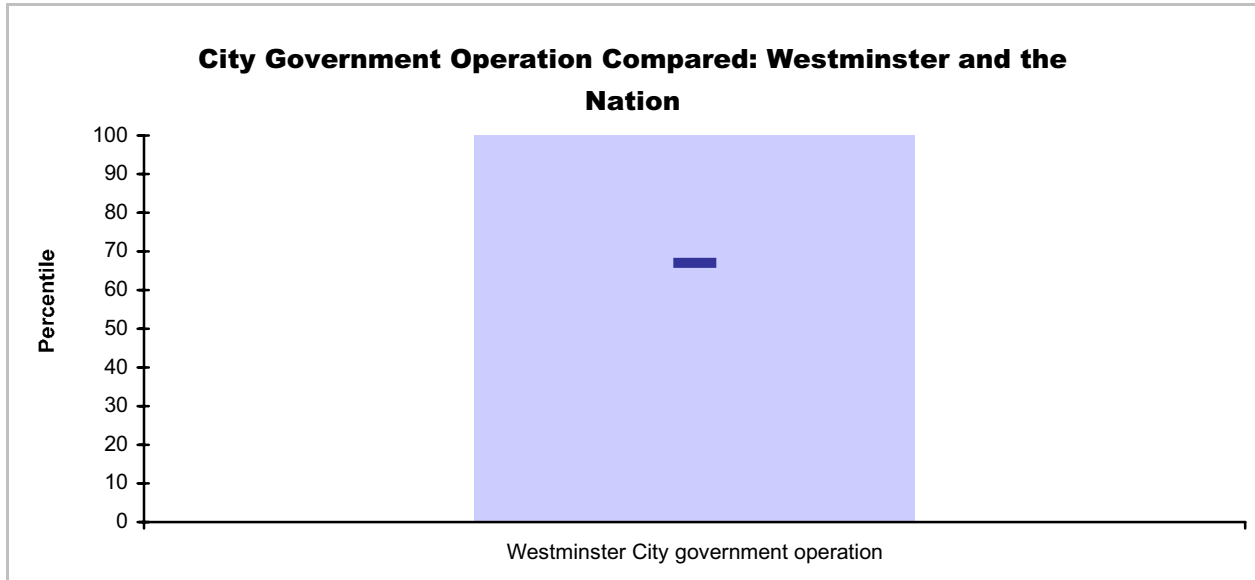
Two-thirds of respondents reported that the City government operates “very” well or “well.” Nearly 1 in 10 (9%) thought that it operates “poorly” or “very” poorly.



Generally, ratings have remained stable over time, though the 2006 rating reflected a decline compared to 2004, or equivalent to just under “well” on the 100-point scale.



Residents in Westminster gave a higher rating to city government operations than other residents across the nation. No norm was available for the Front Range.



Operation of City Government Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Westminster City government operation	67	4	9	67%	Above the norm

**Satisfaction with City Services**

Services that received the most positive ratings were recreation facilities, libraries, recreation programs, appearance of parks and recreation facilities, fire protection, emergency medical service, trails, range of parks and recreation activities and parks maintenance. All of these services received average ratings of at least 75 points, or equivalent to “good” or higher on the 100-point scale.

Police traffic enforcement, municipal court, utility billing/meter reading, street repair, building permits/inspections and City code enforcement were rated least positively (all received ratings of 66 or lower on the 100-point scale). While these services received a rating slightly less than “good,” they were still rated above “neither good nor bad” (50 points on the 100-point scale).

(Note: A large percentage of respondents answered “don’t know” to the following services: emergency medical services, municipal court and building permits/inspections. The percentages reported in the table are for those who had an opinion.)

Satisfaction Ratings for Government Services						
How do you rate the quality of each of the following Westminster City services?	Percent of respondents					Average rating (0=very bad, 100=very good)
	Very good	Good	Neither good nor bad	Bad	Very bad	
Recreation facilities	35%	54%	9%	1%	0%	81
Libraries	36%	51%	11%	2%	0%	80
Recreation programs	29%	58%	11%	1%	0%	79
Appearance of parks and recreation facilities	29%	61%	9%	2%	0%	79
Fire protection	27%	59%	13%	1%	0%	78
Emergency medical service	28%	54%	17%	1%	0%	77
Trails	27%	58%	12%	3%	1%	77
Range of parks and recreation activities	26%	58%	13%	2%	0%	77
Parks maintenance	22%	62%	13%	3%	0%	76
Drinking water quality	24%	55%	13%	7%	1%	74
Snow removal	17%	58%	15%	8%	1%	71
Police protection	21%	52%	21%	5%	1%	71
Street cleaning	13%	53%	27%	5%	2%	68
Police traffic enforcement	13%	53%	25%	6%	3%	66
Municipal court	10%	47%	39%	2%	2%	65
Utility billing/meter reading	8%	50%	37%	3%	1%	65
Street repair	8%	47%	30%	13%	3%	61
Building permits/inspections	9%	36%	44%	8%	3%	60
City code enforcement	7%	40%	39%	9%	5%	59

When compared to previous survey years, most 2006 ratings were similar to ratings provided by residents at baseline. Library services, street repair, drinking water quality and recreation facilities were higher in 2006 when compared to 1992 ratings. Between 2006 and 2004 there were no significant changes.

Satisfaction Ratings for Government Services Compared Over Time										
Service	Average rating (0=very bad 100=very good)								Change 1992 to 2006	
	2006	2004	2002	2000	1998	1996	1994	1992		
Recreation facilities	81	81	82	82	81	82	81	77	+4	
Libraries	80	80	80	79	79	74	74	68	+12	
Appearance of parks and recreation facilities	79	79	80	78	79	79	79	78	+1	
Recreation programs	79	79	not asked						NA	
Fire protection	78	78	80	78	78	77	78	78	0	
Range of parks and recreation activities	77	77	not asked						NA	
Emergency medical service	77	76	79	77	76	74	75	76	+1	
Trails	77	75	76	not asked						NA
Parks maintenance	76	76	76	77	78	77	78	78	-2	
Drinking water quality	74	71	72	72	69	71	71	71	+3	
Police protection	71	72	73	72	73	73	73	72	-1	
Snow removal	71	70	69	71	70	71	73	70	+1	
Street cleaning	68	66	63	62	62	63	65	66	+2	
Police traffic enforcement	66	66	64	64	64	64	65	65	+1	
Municipal court	65	66	68	65	not asked				NA	
Utility billing/meter reading	65	66	67	67	67	not asked			NA	
Street repair	61	58	56	56	56	55	56	56	+5	
Building permits/inspections	60	62	63	62	61	not asked			NA	
City code enforcement	59	62	62	60	not asked				NA	

Comparisons of the three school districts' ratings for City services were fairly similar. However residents in Adams 50 generally gave lower ratings than residents in the other two school districts. (Results are presented in Appendix B Table 7.)

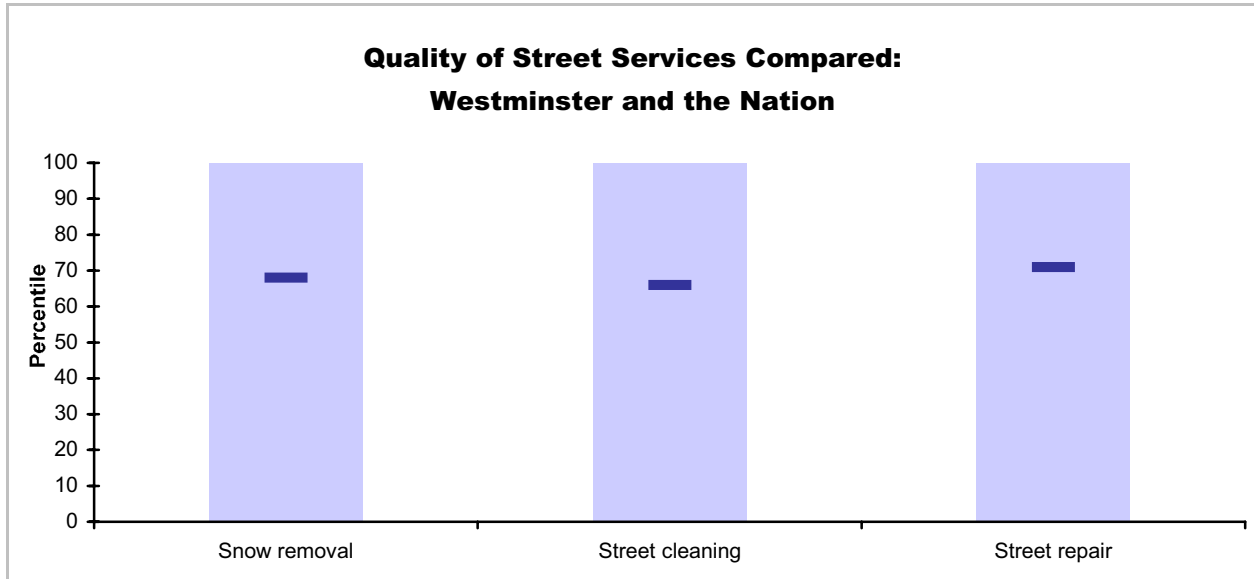
**Comparison to National Normative Data**

Ratings reported by residents in Westminster were above the national norm for 12 of the 19 services provided by the City: snow removal, street repair, street cleaning, police traffic enforcement, City code enforcement, recreation programs, recreation facilities, trails, range of parks and recreation activities, appearance of parks and recreation facilities, drinking water quality and municipal court. Similar ratings to other communities across the nation were given to building permits/inspections, parks maintenance, libraries and fire protection. The remaining three services were given ratings below the average for other jurisdictions across the country: police protection, emergency medical service and utility billing/meter reading. (Differences in ratings are considered significant if they were at least plus or minus two points from the national normative data.)

**Comparison to Front Range Normative Data**

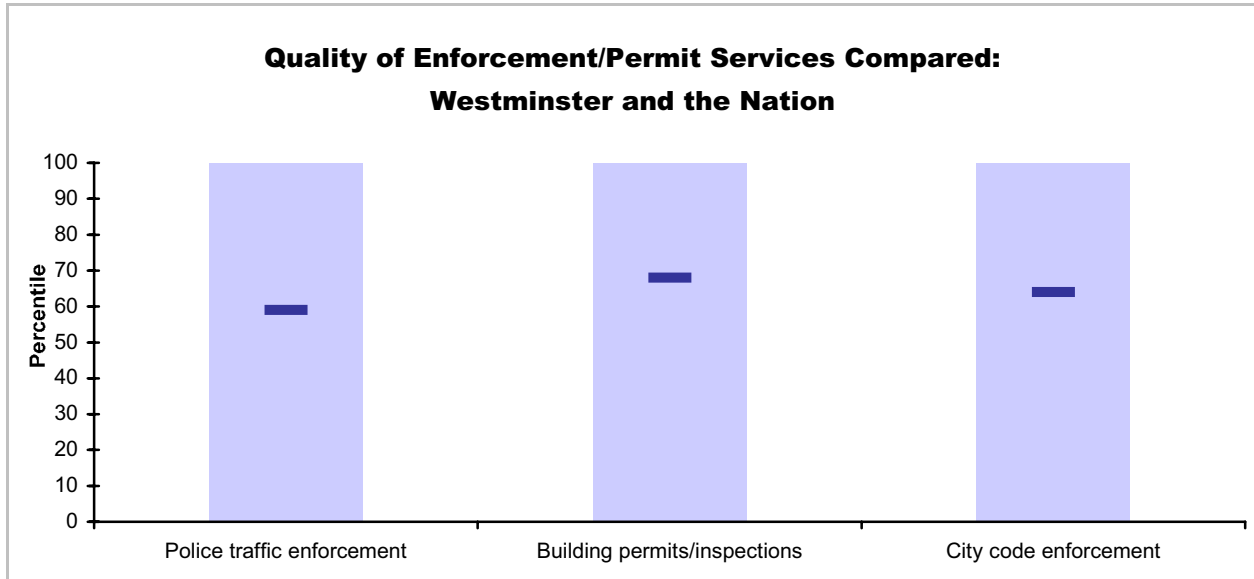
Higher than the average ratings were given by Westminster residents for 9 of the 12 services for which Front Range normative comparisons were available. Services rated above the norm were: snow removal, street repair, street cleaning, police traffic enforcement, City code enforcement, recreation facilities, recreation programs, trails and drinking water quality. Only one service was rated similar to the norm when compared to Front Range communities: parks maintenance. Municipal court and emergency medical services were given ratings below the average when compared to ratings reported by residents of other Front Range communities. Front Range normative comparisons were not available for building permits/inspections, libraries, range of parks and recreation activities, appearance of parks and recreation facilities, police protection, fire protection and utility billing/meter reading.

Detailed charts of these national and Front Range comparisons can be found on the following four pages.



Quality of Street Services Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Snow removal	71	43	133	68%	Above the norm
Street cleaning	68	51	149	66%	Above the norm
Street repair	61	63	213	71%	Above the norm

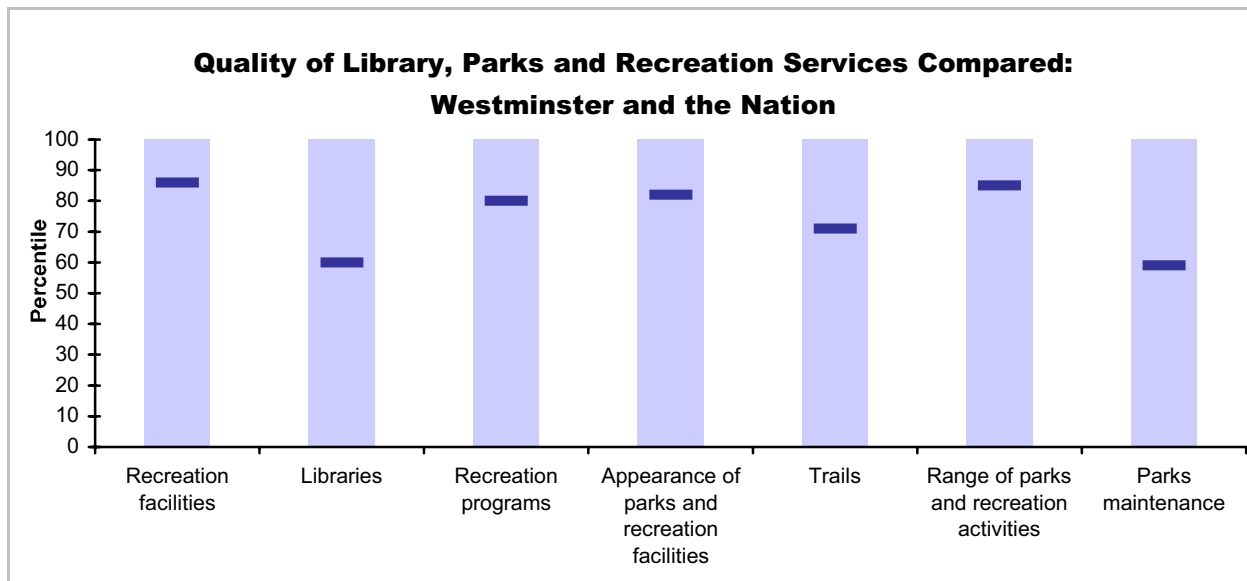
Quality of Street Services Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Snow removal	71	3	20	90%	Above the norm
Street cleaning	68	5	14	71%	Above the norm
Street repair	61	6	18	72%	Above the norm



Quality of Enforcement/Permit Services Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Police traffic enforcement	66	61	148	59%	Above the norm
Building permits/inspections	60	7	19	68%	Similar to the norm
City code enforcement	59	60	162	64%	Above the norm

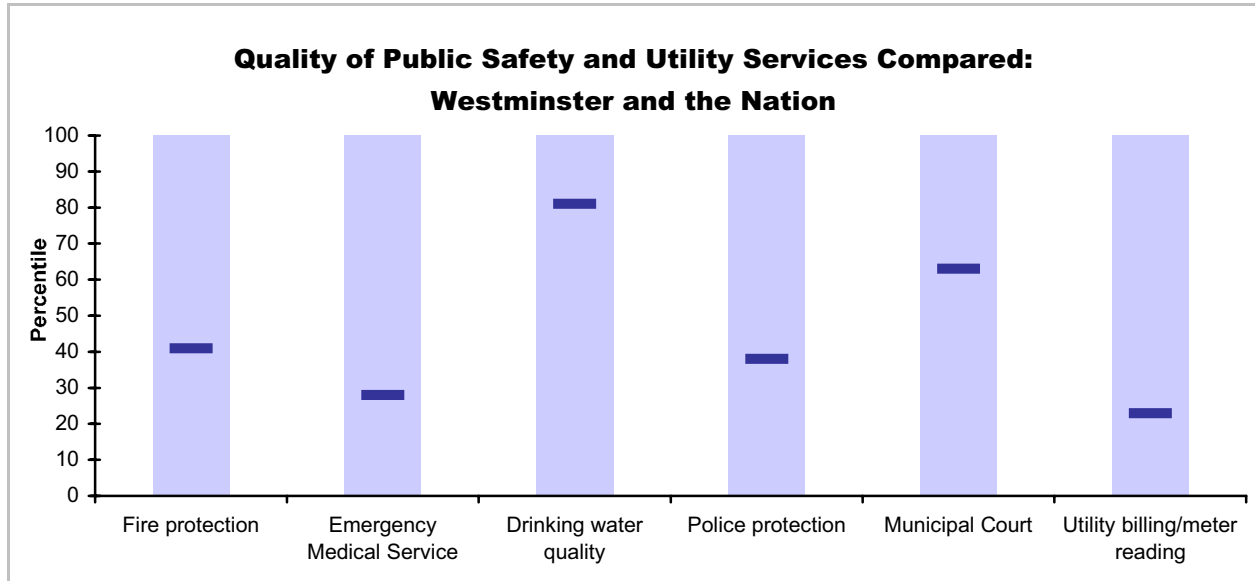
Quality of Enforcement/Permit Services Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Police traffic enforcement	66	6	14	64%	Above the norm
City code enforcement	59	6	15	67%	Above the norm





	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Recreation facilities	81	17	118	86%	Above the norm
Libraries	80	11	25	60%	Similar to the norm
Recreation programs	79	35	168	80%	Above the norm
Appearance of parks and recreation facilities	79	13	65	82%	Above the norm
Trails	77	7	21	71%	Above the norm
Range of parks and recreation activities	77	12	75	85%	Above the norm
Parks maintenance	76	65	157	59%	Similar to the norm

	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Recreation facilities	81	3	11	82%	Above the norm
Recreation programs	79	5	13	69%	Above the norm
Trails	77	3	5	60%	Above the norm
Parks maintenance	76	4	13	77%	Similar to the norm

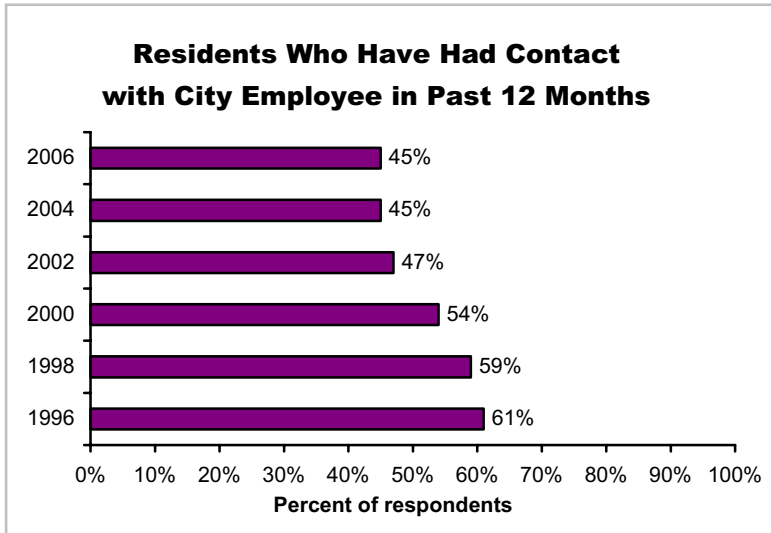


	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Fire protection	78	33	54	41%	Similar to the norm
Emergency medical service	77	120	166	28%	Below the norm
Drinking water quality	74	10	48	81%	Above the norm
Police protection	71	26	40	38%	Below the norm
Municipal Court	65	21	54	63%	Above the norm
Utility billing/meter reading	65	11	13	23%	Below the norm

	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Emergency medical service	77	7	8	25%	Below the norm
Drinking water quality	74	4	8	63%	Above the norm
Municipal Court	65	4	7	57%	Below the norm

### Contact with City Employees

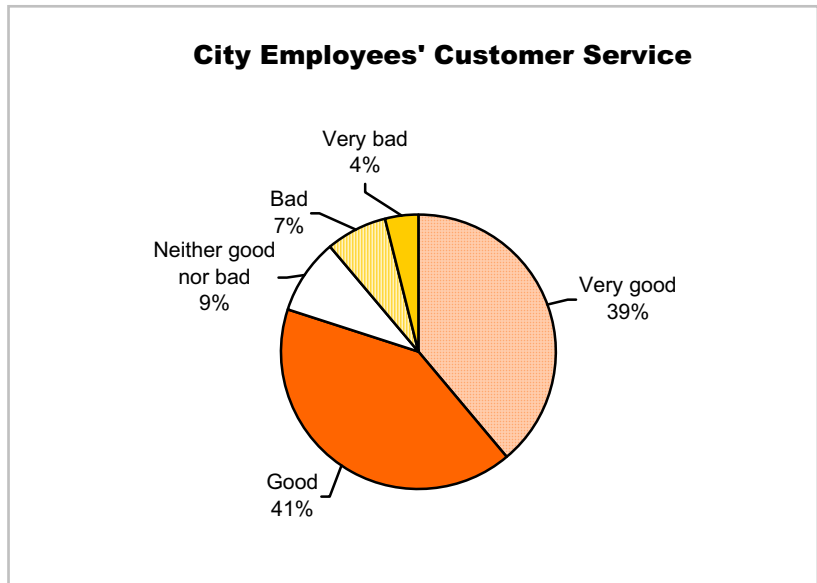
More than two in five (45%) residents reported contact with a City of Westminster employee in the past 12 months. The same percentage was reported in 2004. However, this



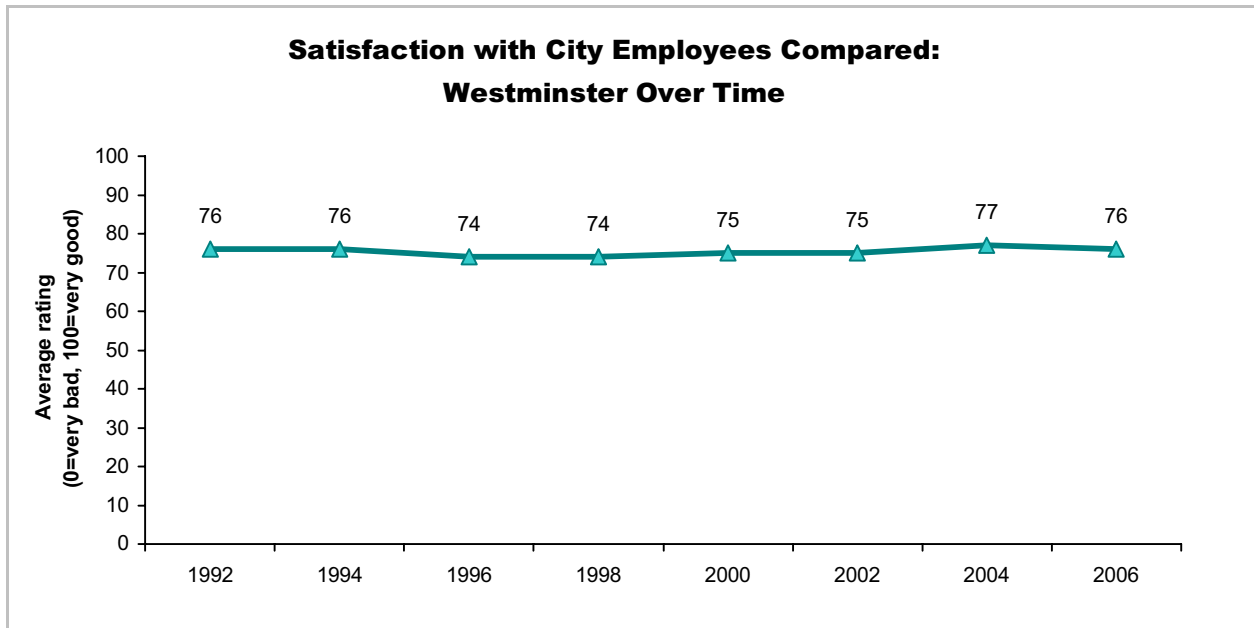
is a significant change from 1996, when this question was first asked of residents.

Respondents who had contact with a City employee in the past year were then asked to rate the quality of customer service they had received.

Eight in 10 respondents that had contact with a City employee reported that the customer service they received was either "very good" or "good." Eleven percent said the customer service they received was "bad" or "very bad."



No significant changes have been reported for employee customer service ratings since 1992<sup>2</sup>. The 2006 rating was 76 on the 100-point scale.



<sup>2</sup>From 1992 to 2000 employees were rated on a “very satisfied” to “very dissatisfied” scale. In 2002, the scale was changed to “very good” to “very bad.” The data presented for 1992 to 2000 in the graph above was converted to a “very good” to “very bad” to allow for easier and fairer comparison.

City employee ratings were compared to average employee ratings across the nation and the Front Range. Westminster employees were rated higher when compared to other employees across the nation, but were rated below the average in the Front Range.

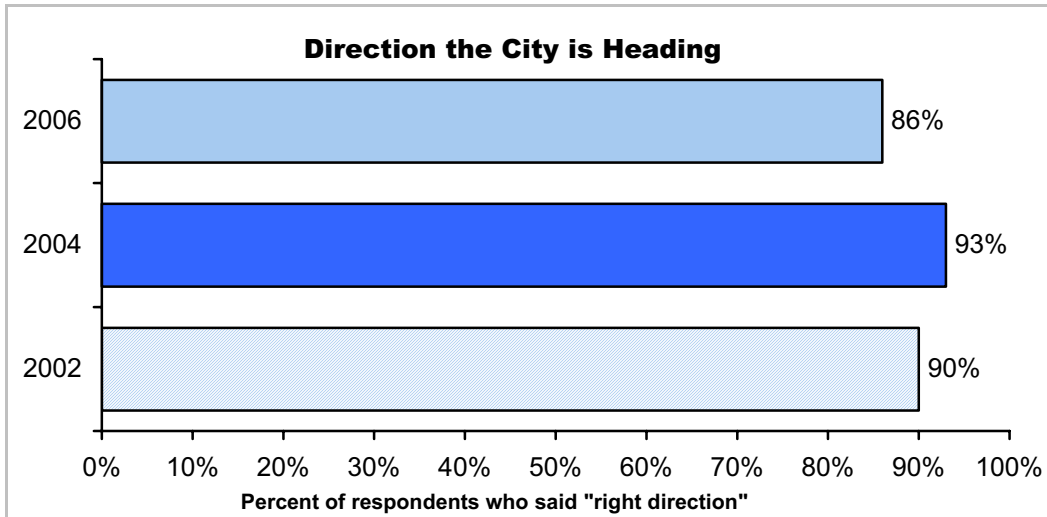


Quality of Customer Service Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Quality of customer service	76	65	156	59%	Above the norm

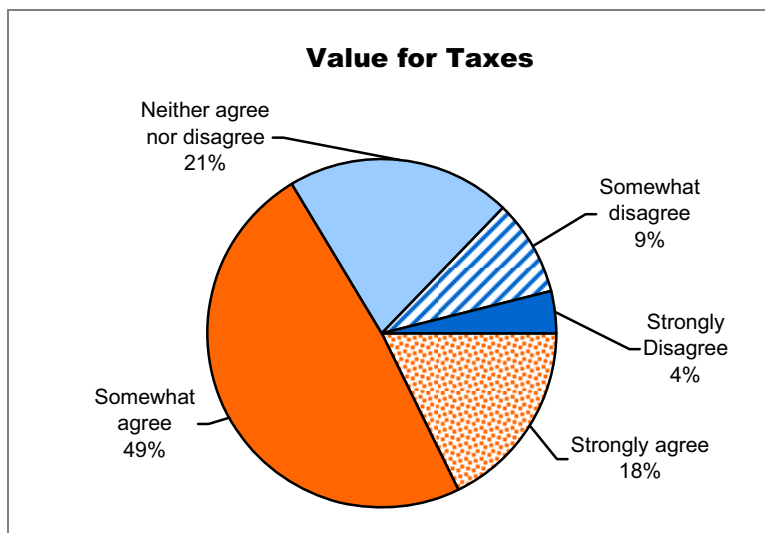
Quality of Customer Service Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Quality of customer service	76	9	15	47%	Below the norm

**Public Trust**

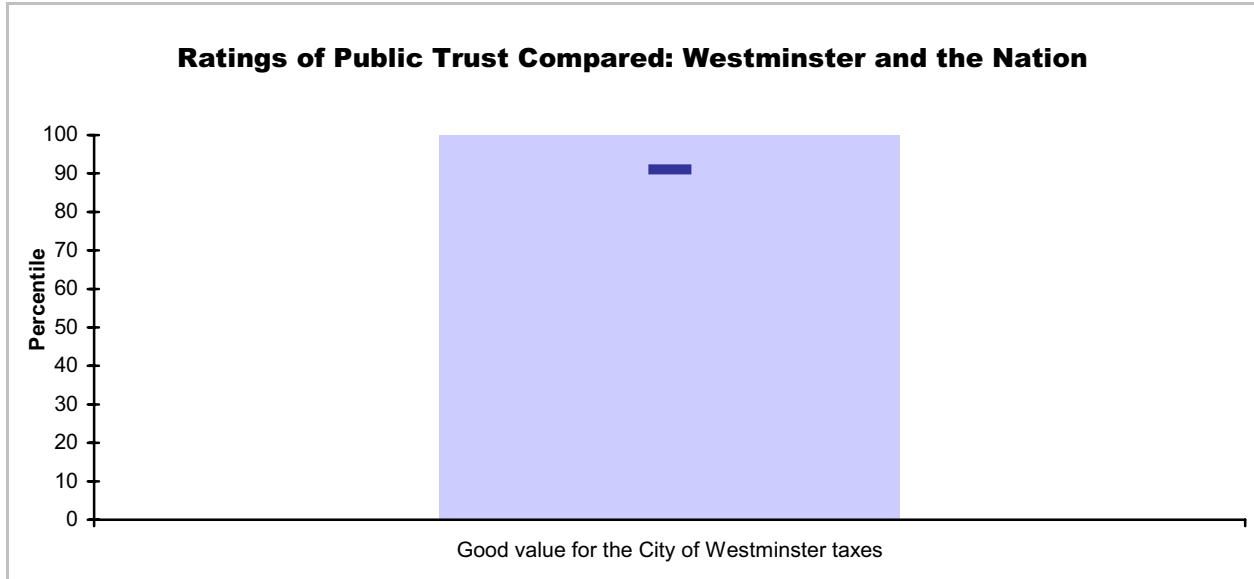
Westminster residents were asked if they believed the City is headed in the right or wrong direction. Eighty-six percent of respondents felt the City is headed in the “right” direction. This is a significant decrease from 2004 where 93% of residents responded “right” direction. More than 1 in 10 (14%) said the City is headed in the “wrong” direction. (Note: Thirty-one percent of residents answered “don’t know” to this question.)



The 2006 survey asked residents for the first time if they felt they received good value for the City taxes they pay. Two-thirds of respondents said that they at least “somewhat” agreed that they receive good value for the taxes they pay. Only 4% “strongly” disagreed with the statement.



Ratings of “tax value” were compared to the nation and the Front Range. Westminster residents rated the value for the city taxes they pay higher than the average for both the nation and the Front Range. Westminster ranked second out of nine jurisdictions in the Front Range.



Ratings of Public Trust Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Good value for the City of Westminster taxes	67	13	128	91%	Above the norm

Ratings of Public Trust Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Good value for the City of Westminster taxes	67	2	9	89%	Above the norm

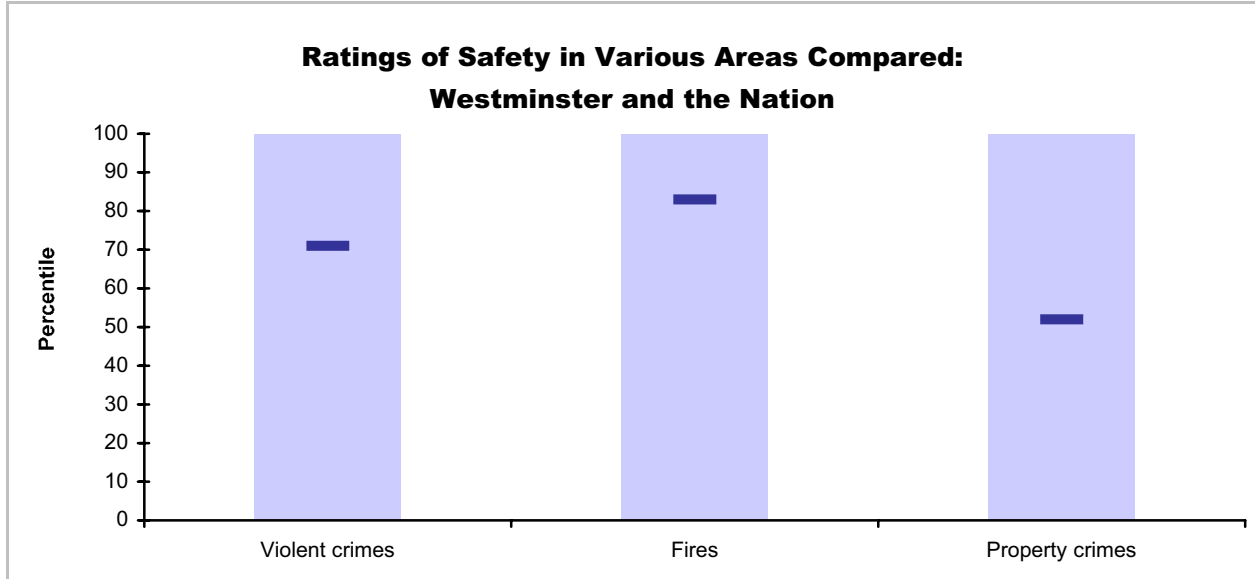
**Perceptions of Safety in Westminster**

Residents of Westminster were asked how safe they felt from fires and various types of crimes. More than 8 in 10 respondents reported feeling “safe” or “very” safe from fires and violent crimes (85% and 81%, respectively). Sixty-one percent of respondents said that they felt at least “safe” from property crimes. No one reported that they felt “very” unsafe from fires, violent crimes or property crimes. Comparisons to previous years were not available.

Safety Ratings							
Please rate how safe or unsafe you feel from the following:	Percent of respondents						Average ratings (0=very unsafe, 100=very safe)
	Very safe	Safe	Neither safe nor unsafe	Unsafe	Very unsafe	Total	
Fires	37%	48%	14%	2%	0%	100%	79
Violent crimes (e.g., rape, robbery, assault)	34%	47%	12%	8%	0%	100%	76
Property crimes (e.g., burglary, theft, vandalism, auto theft)	16%	45%	23%	16%	0%	100%	62



When comparing these safety ratings to other communities across the nation, Westminster was rated above the norm in all three areas. In comparison to other cities in the Front Range, Westminster ratings were above the average for safety from fires and violent crimes but below the norm for property crimes.

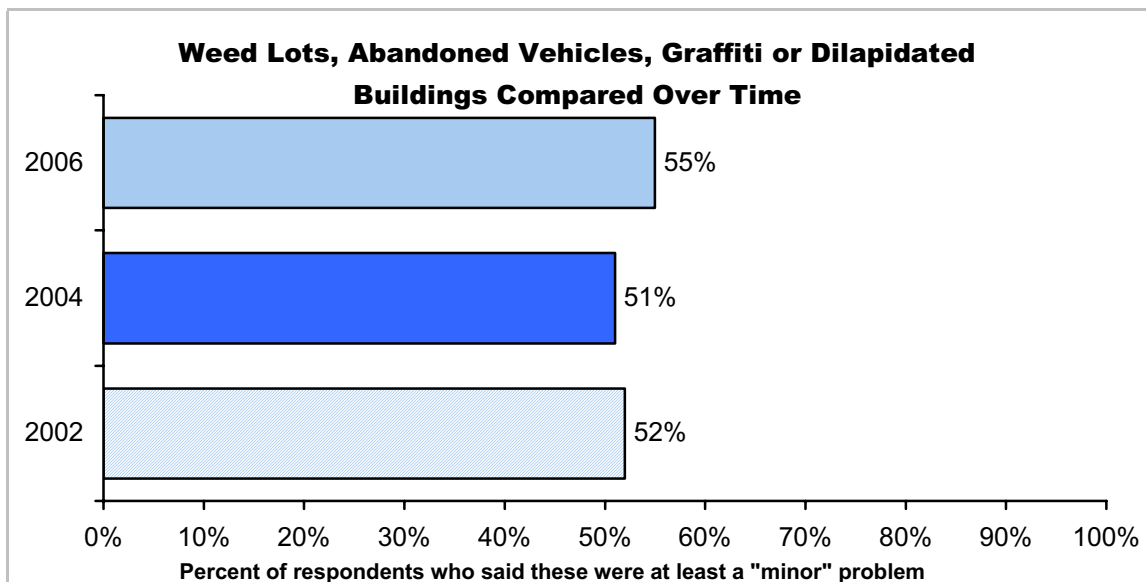
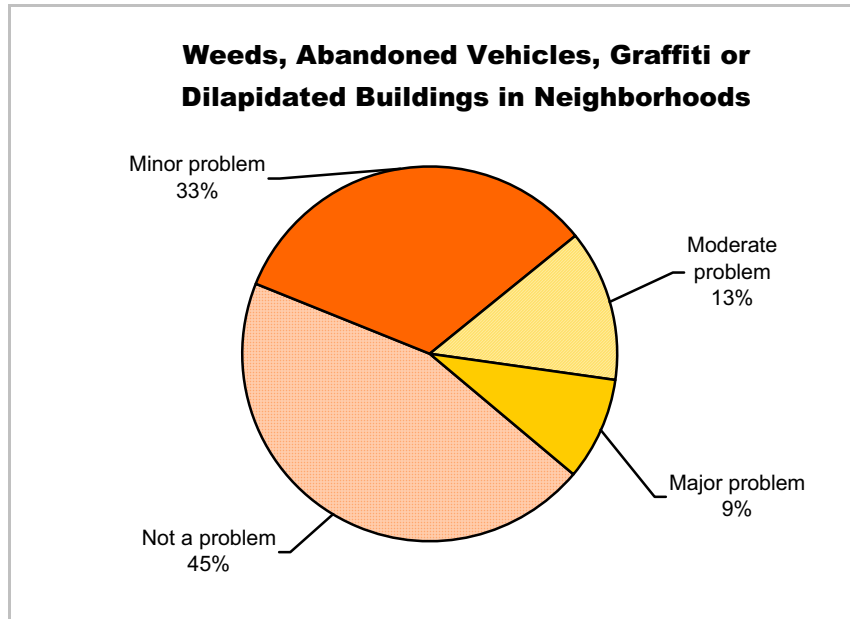


Ratings of Safety in Various Areas Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Fires	79	19	103	83%	Above the norm
Violent crimes	76	31	105	71%	Above the norm
Property crimes	62	52	106	52%	Above the norm

Ratings of Safety in Various Areas Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Norm
Fires	79	1	5	100%	Above the norm
Violent crimes	76	2	5	80%	Above the norm
Property crimes	62	4	5	40%	Below the norm

**Potential Problems**

Respondents to the survey were asked to what extent weeds, abandoned vehicles, graffiti or dilapidated buildings are a problem in their neighborhood. Nearly half (45%) of all respondents reported that these were “not” a problem in their neighborhood. One-third of residents said weeds, abandoned vehicles, graffiti or dilapidated buildings were a “minor” problem, while 22% said these were at least a “moderate” problem. When compared over time, there was an increase in the percent of respondents who said these were at least a “minor” problem; 51% in 2004 to 55% in 2006.



Residents of Westminster were also asked to rate a list of 16 potential problems in Westminster. About three-quarters of respondents said that availability of parks, availability of convenient shopping and lack of growth were “not” a problem (81%, 79% and 73%, respectively). Too much growth, drugs, graffiti and availability of affordable housing were all considered to be a “major” problem by about one in five respondents (22%, 18%, 14% and 14%, respectively).

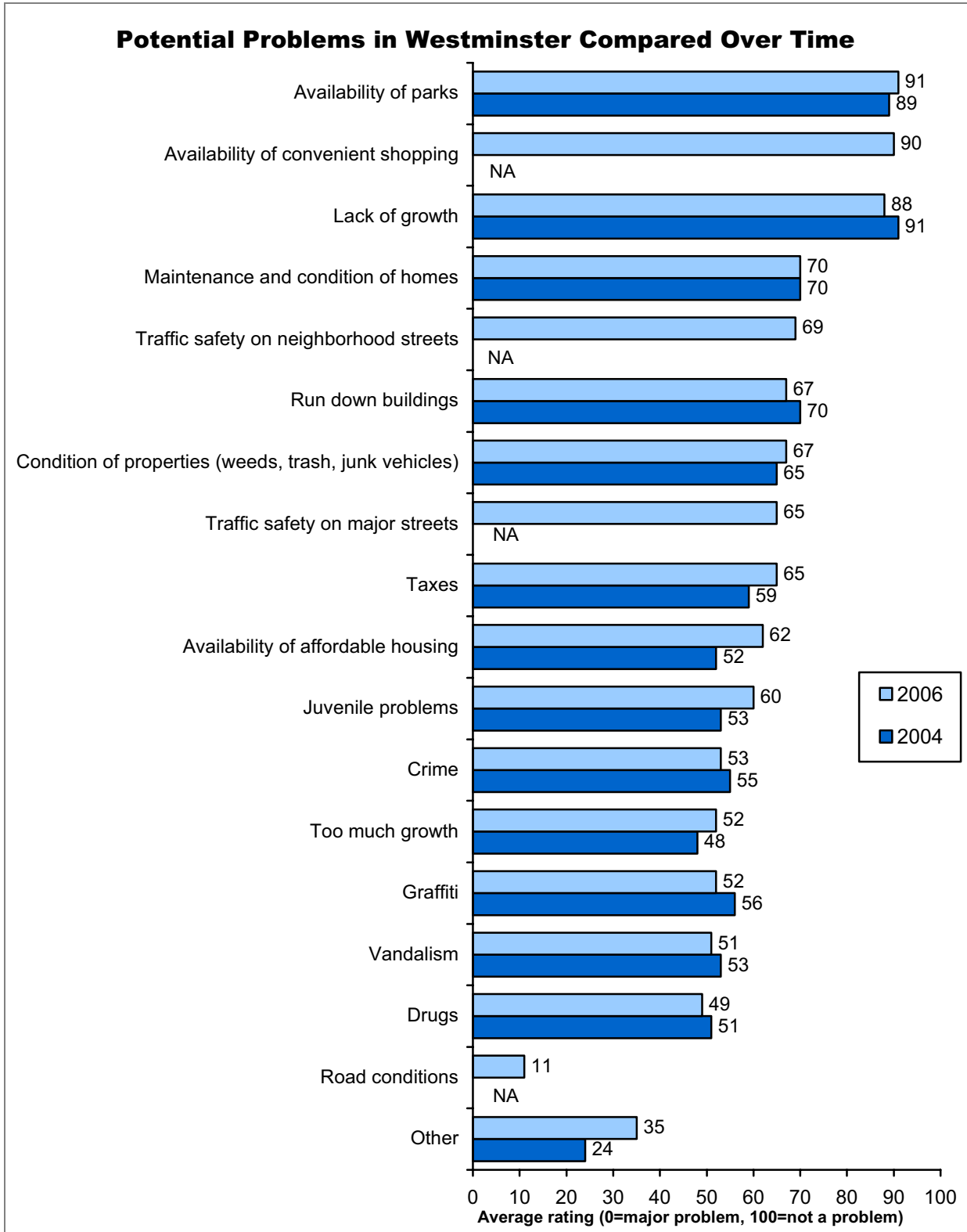
Ratings were converted to a 100-point scale where 0= “major” problem and 100= “not” a problem. The least problematic areas reported were availability of parks, availability of convenient shopping, lack of growth, maintenance and condition of homes, traffic safety on neighborhood streets, run down buildings and condition of properties; all receiving average ratings of 67 or higher and considered to be at most a “minor” problem. Areas with the lowest average ratings were graffiti, too much growth, vandalism and drugs. Each of these areas scored around 50 points on the 100-point scale. (Please see the table below.)

The lowest overall average rating was for one of the “other” categories; the 19 respondents who wrote in “road conditions” gave it a rating of 11 points on the 100-point scale. (For a complete list of “other” responses to this question, please see Appendix E.)

(Note: Twenty-nine percent of respondents said they didn’t know if drugs were a problem.)

Potential Problems in Westminster					
To what degree, if at all, are the following problems in Westminster:	Percent of respondents				Average rating (0=major problem, 100=not a problem)
	Not a problem	Minor problem	Moderate problem	Major problem	
Availability of parks	81%	13%	5%	2%	91
Availability of convenient shopping	79%	15%	5%	2%	90
Lack of growth	73%	20%	6%	2%	88
Maintenance and condition of homes	35%	46%	14%	5%	70
Traffic safety on neighborhood streets	43%	33%	15%	10%	69
Run down buildings	31%	43%	20%	6%	67
Condition of properties (weeds, trash, junk vehicles)	32%	45%	16%	7%	67
Taxes	35%	33%	22%	9%	65
Traffic safety on major streets	34%	36%	20%	10%	65
Availability of affordable housing	35%	28%	22%	14%	62
Juvenile problems	21%	46%	24%	9%	60
Crime	11%	44%	39%	6%	53
Graffiti	15%	39%	32%	14%	52
Too much growth	26%	26%	27%	22%	52
Vandalism	11%	43%	35%	11%	51
Drugs	18%	30%	35%	18%	49
Other: Road conditions	0%	7%	21%	72%	11
Other	32%	11%	4%	53%	35

This list of potential problems was presented for the first time in 2004 and modified slightly for the 2006 survey. When comparing the survey years, areas reported as significantly less problematic in 2006 than in 2004 include taxes, availability of affordable housing, juvenile problems, too much growth and “other” responses. (For a complete list of “other” responses, see Appendix E.) The more problematic areas in 2006 were lack of growth, run down buildings and graffiti. (Differences in ratings were significant if they were at least plus or minus two points between survey years.) Please see the chart on the following page.



## Communication with Citizens

To assess how well the City of Westminster communicates with its residents, respondents were asked what sources they rely upon to get information about the City, whether or not they watch the City's Cable Channel 8, how well informed they feel about the city and their awareness of and attendance of certain programs and events.

### Information Sources

Television was ranked as the most commonly used source of information by residents (32%). The next most commonly relied upon sources of information were the Denver Post, City Edition, Rocky Mountain News and the Westminster Window (22%, 21%, 20 and 19%, respectively). The least reported information source was Cable TV Channel 8, with only 7% mentioning this as a source.

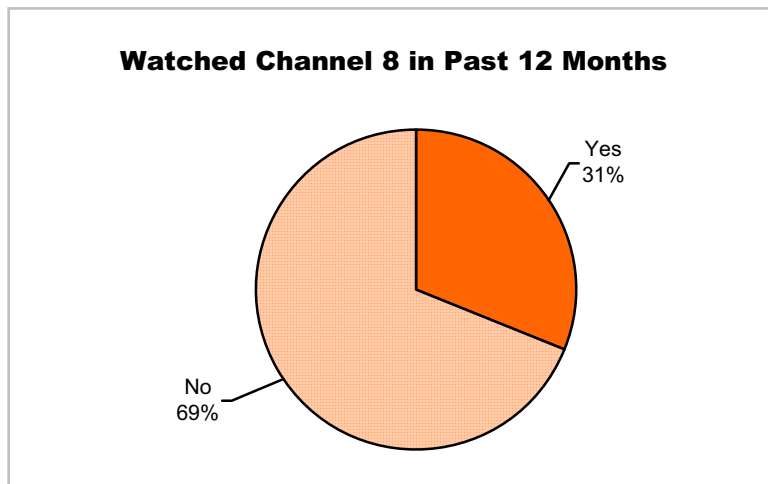
Information Sources Used by Residents			
Information Source	Percent of respondents ranking information source #1 or #2		Percent of Times Mentioned
	#1	#2	
Television News	18%	14%	32%
City Edition	12%	9%	21%
Rocky Mountain News (print version)	12%	8%	20%
Westminster Window	11%	8%	19%
Denver Post (print version)	9%	13%	22%
City's Web site (www.ci.westminster.co.us)	9%	9%	18%
Neighborly News	7%	11%	18%
Word of Mouth	6%	11%	17%
Westsider	6%	5%	11%
Other on-line news sources	3%	4%	7%
Your Hub	3%	4%	7%
Cable TV Channel 8	3%	4%	7%

Information sources that showed the largest changes between 2006 and 2004 were the City’s Web site (18% in 2006 vs. 11% in 2004) and the Westsider (11% in 2006 vs. 7% in 2004). Decreases were seen for City Edition, the Rocky Mountain News and Cable TV Channel 8.

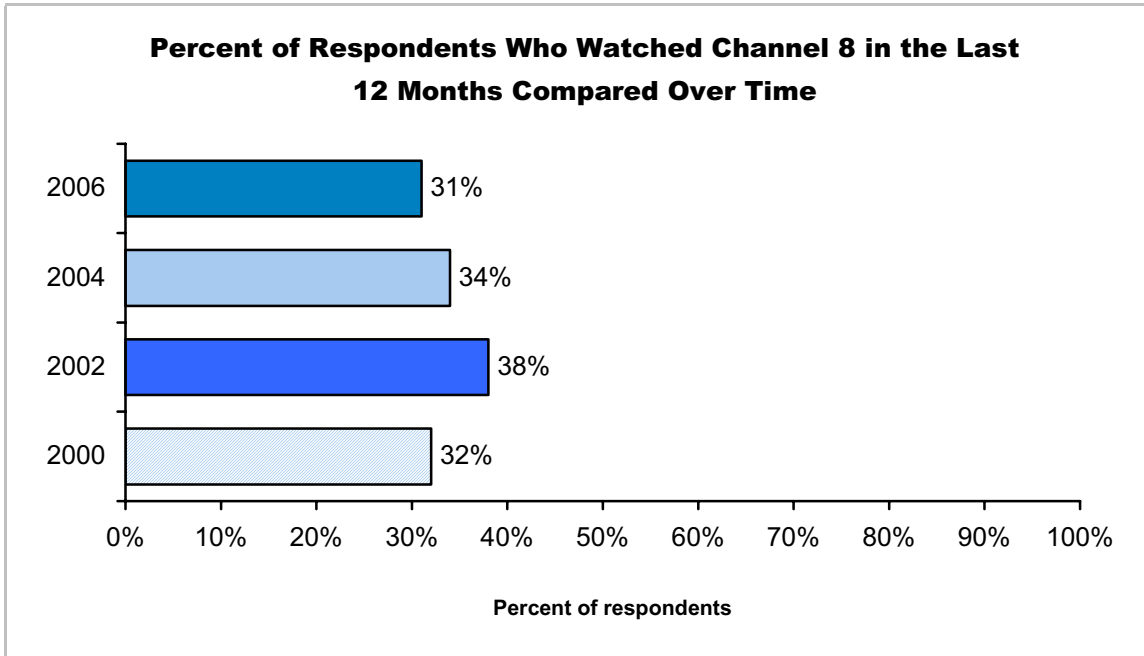
Information Sources Used by Residents Compared Over Time					
Information Source	Percent of times mentioned				
	2006	2004	2002	2000	1998
Television	32%	35%	36%	29%	32%
City Edition	21%	29%	28%	22%	28%
Rocky Mountain News	20%	24%	30%	35%	35%
Denver Post	22%	22%	27%	23%	29%
Westminster Window	19%	18%	15%	21%	13%
Neighborhood News	18%	17%	20%	16%	20%
Word of Mouth	17%	16%	10%	10%	15%
City's Web site (www.ci.westminster.co.us)	18%	11%	not asked		
Cable TV Channel 8	7%	10%	12%	12%	not asked
Westsider	11%	7%	7%	5%	not asked
Your Hub	7%	not asked			
Other online news sources	7%	not asked			
Radio	not asked	6%	9%	7%	9%
Water Matters	not asked	2%	2%	2%	not asked

**Channel 8**

When asked if they had watched the City’s TV Cable Channel 8 in the last year, about one-third (31%) of respondents reported “yes.”



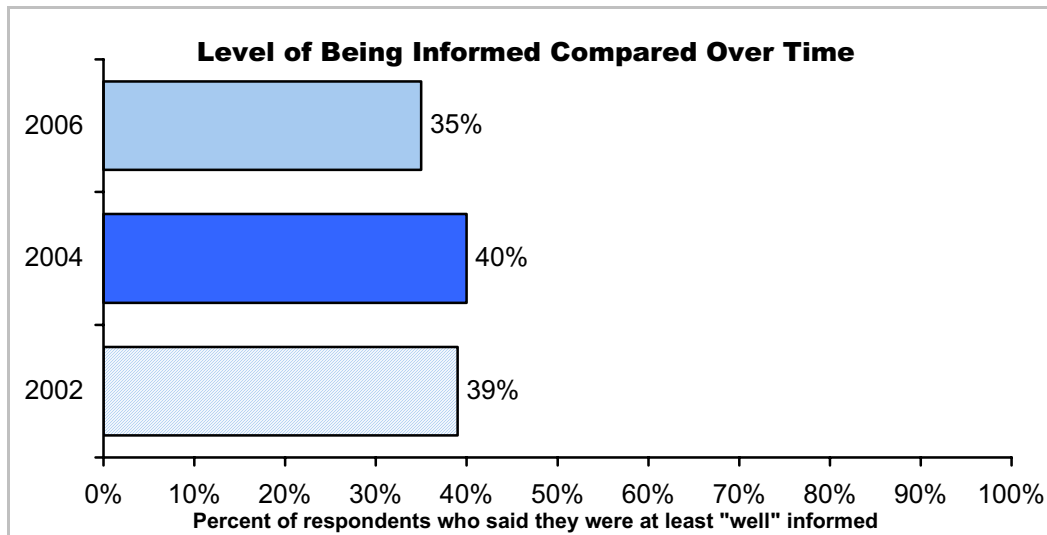
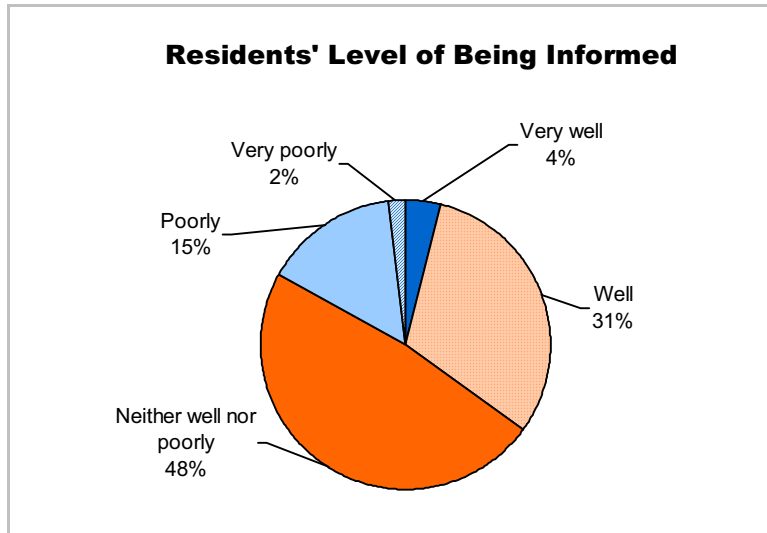
Comparisons over time showed that in 2006, fewer Westminster residents reported that they watched Channel 8 than in 2004 and 2002.





**Level of Information**

Over one-third of respondents (35%) felt that they were “well” or “very” well informed about the City of Westminster. About half of residents (48%) said they were “neither well nor poorly” informed and 17% reported being “poorly” or “very” poorly informed about the City. In 2006, fewer residents identified themselves as being “well” informed than in previous survey years.



**Community Programs and Events**

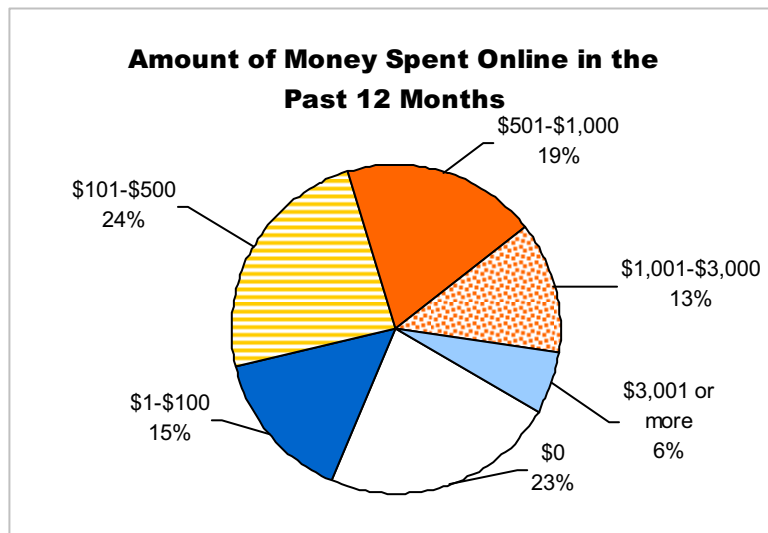
For the first time in 2006, residents were asked if they were aware of and had participated in or attended certain types of programs and events in the City of Westminster. Over half of respondents were aware of public meetings in Westminster, while only 13% reported having attended a public meeting. More than 3 in 10 said they were aware of volunteer programs, Community Oriented Governance, Mayor and Council breakfast or advisory boards and commissions; attendance of these programs or events was reported by 11%, 6%, 4% and 3% of respondents, respectively. Only 6% of respondents were aware of We're All Ears and 2% had participated.

Awareness of and Participation in Community Programs and Events		
From the following list of programs and events, please first indicate which you are aware of and then those which you have attended or participated in.	Percent of respondents who reported "yes"	
	Awareness	Attendance/ Participation
Public meetings (e.g., park design, Council meetings)	52%	13%
Volunteer program	44%	11%
Community Oriented Governance (COG)	35%	6%
Mayor and Council breakfasts	34%	4%
Advisory boards and commissions	33%	3%
We're All Ears	6%	2%

**Internet Use**

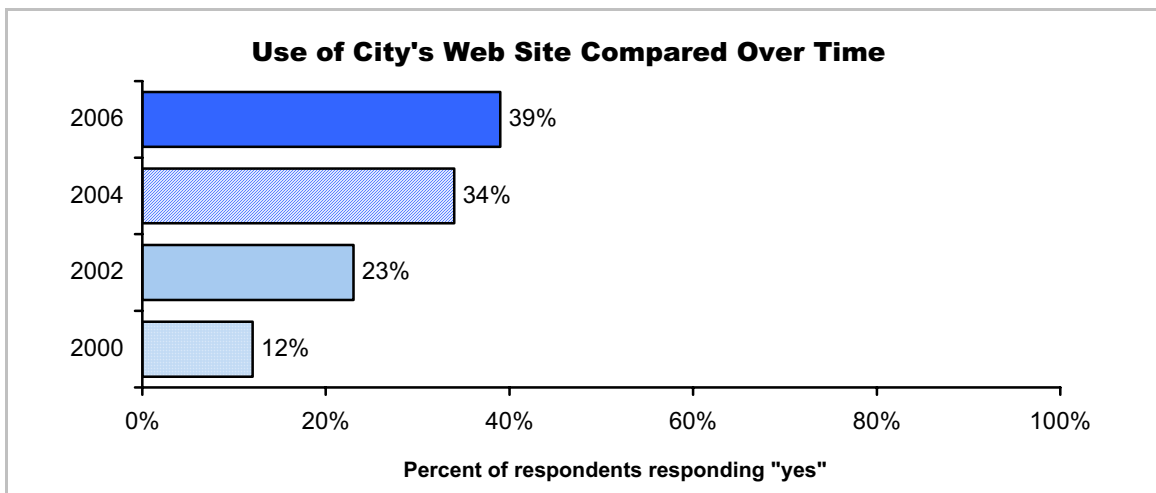
The percent of residents with a computer and Internet access in 2006 was 81%, an increase from 2004 (79%). When comparing the data across all years, the percent of residents that had a computer with Internet had steadily increased since 1998. Only 12% of respondents reported having no computer in 2006.

Computer and Internet Access					
Do you have a personal computer in your home?	2006	2004	2002	2000	1998
Computer with Internet	81%	79%	74%	61%	44%
Computer without Internet	7%	6%	7%	12%	22%
No computer	12%	15%	19%	27%	34%



Respondents were also asked approximately how much money, if any, their household spent on online purchases in the last 12 months. Eighteen percent of residents said they spent over \$1,000 in the past year. About 43% reported spending between \$101 and \$1,000. More than 1 in 10 (15%) said they spent no more than \$100 and 23% said they made no online purchases in the past year.

In 2006, nearly one in four respondents (39%) said they had used the City’s Web site in the last year. Use of the Westminster’s Web site has significantly increased since this question was asked in 2000.



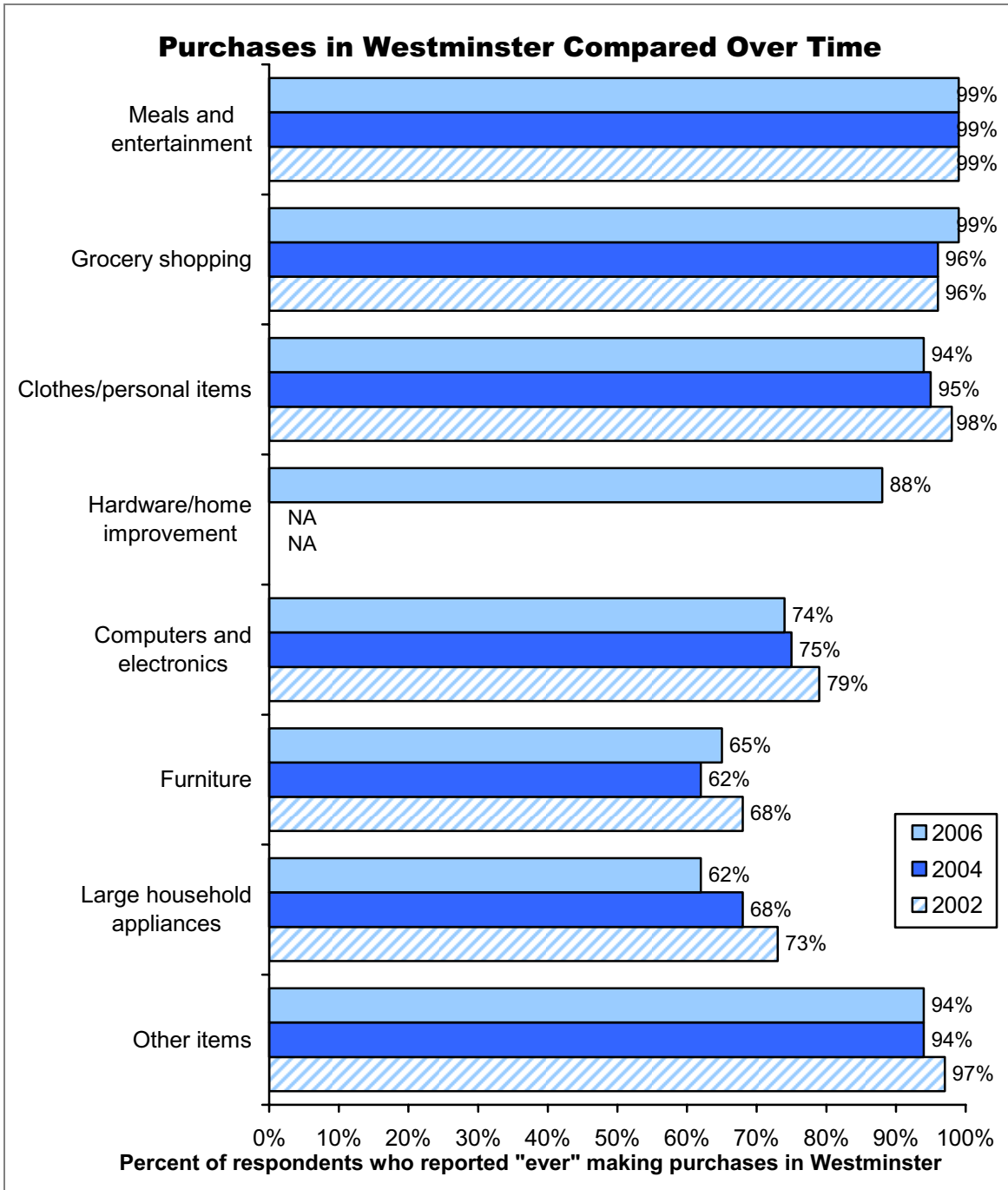
**Community Amenities**

**Shopping in Westminster**

When asked how frequently they made purchases in Westminster, more than half of residents said they “always” do their grocery shopping in the City (53%). About one in five said they “always” purchase hardware/home improvement items (20%) and clothes/personal items (14%) in Westminster. Large household appliances, furniture and computers and electronics were the items most residents reported “never” purchasing in the City (38%, 34% and 26%, respectively).

Frequency of Making Purchases in Westminster					
For each type of shopping, please estimate how frequently you make purchases in Westminster.	Percent of respondents				
	Never	Sometimes	Frequently	Always	Total
Meals and entertainment	2%	28%	60%	11%	100%
Grocery shopping	2%	12%	34%	53%	100%
Clothes/personal items	6%	38%	42%	14%	100%
Hardware/home improvement	13%	33%	35%	20%	100%
Computers and electronics	26%	44%	22%	8%	100%
Furniture	34%	47%	12%	6%	100%
Large household appliances	38%	40%	15%	7%	100%
Other items	6%	46%	40%	8%	100%

When making comparisons to the three past survey administrations, nearly all respondents reported having “ever” made meals and entertainment, grocery shopping and clothing/personal item purchases in Westminster. More than half of residents reported ever making purchases in the remaining categories: hardware/home improvement, computers and electronics, furniture, large household appliances and “other” items. (See the chart on the following page.)

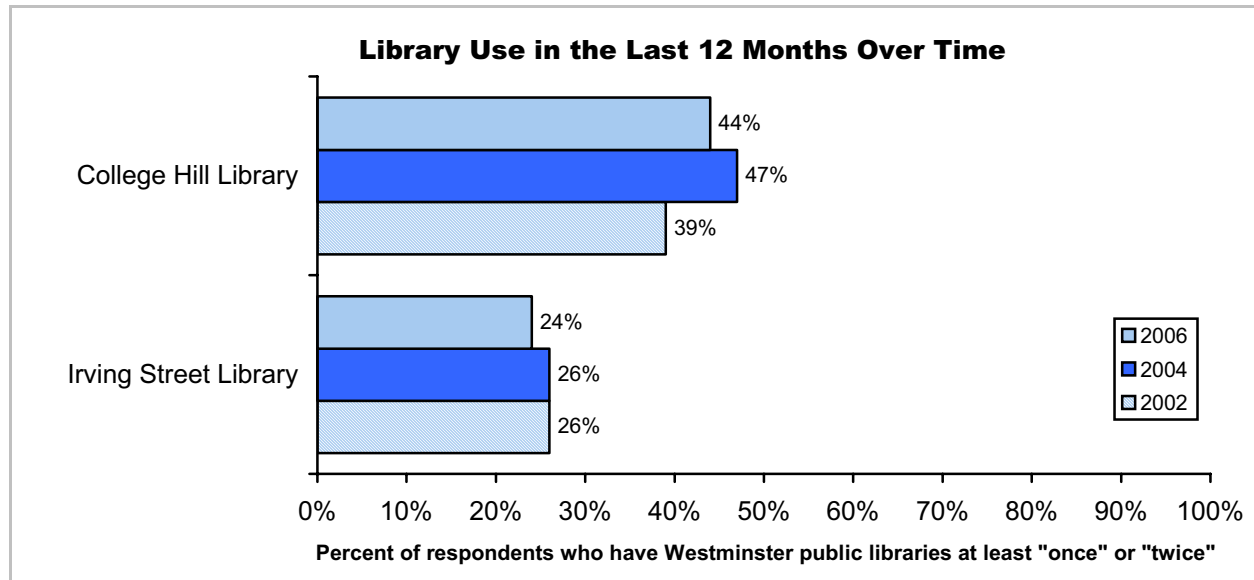


**Library Use**

Residents were asked how often they used Westminster public libraries in the previous 12 months. About half of respondents said they have used the College Hill library at least once in the last year. The Irving Street Library, formerly the 76<sup>th</sup> Avenue Library, had “never” been used by about three-quarters of respondents (74%).

Frequency of Use of Westminster Public Libraries in the Last 12 months						
Please indicate how often you or others in your household have used each of the following Westminster public libraries in the last 12 months.	Percent of respondents					
	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
College Hill Library	52%	16%	19%	7%	7%	100%
Irving Street Library	74%	11%	9%	3%	3%	100%

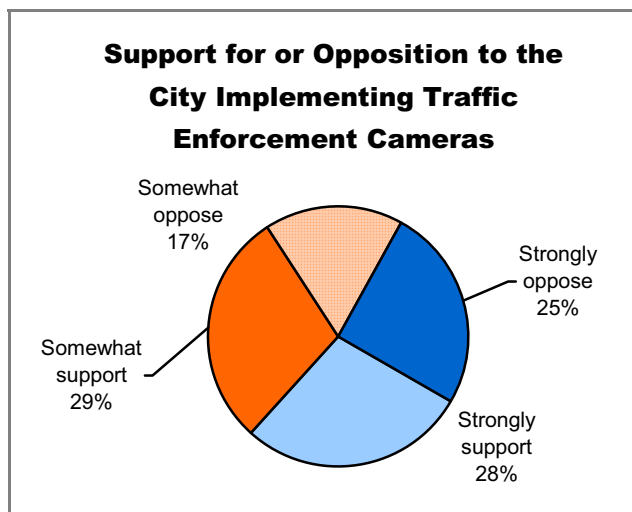
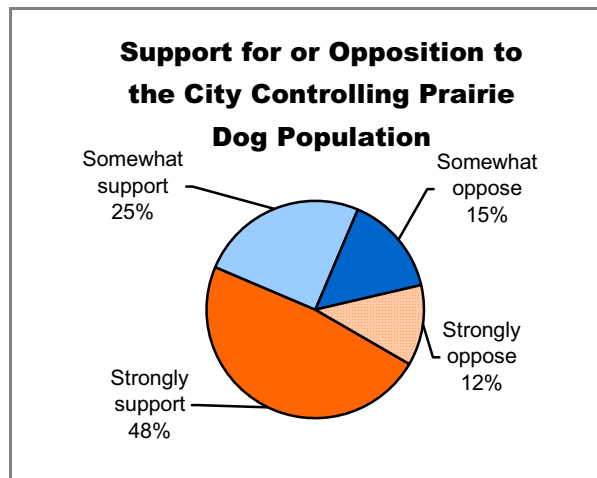
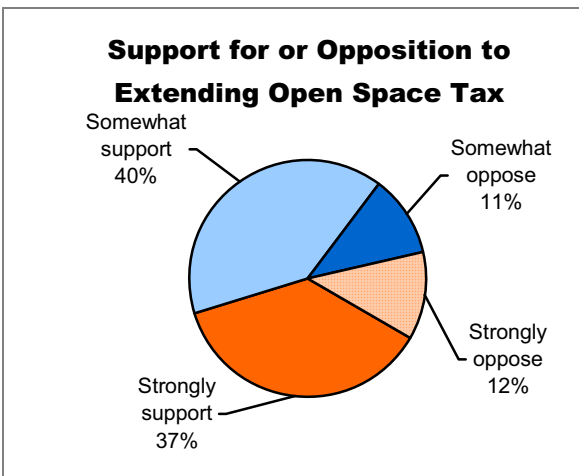
From 2004 to 2006, relatively the same percentage of respondents said they had used the College Hill and Irving Street libraries.



## Policy Questions

During the 2006 survey administration, a set of three policy questions were chosen to gauge resident opinion. Residents were asked to what extent they supported or opposed extending open space tax, the City controlling the prairie dog population and traffic enforcement cameras implemented by the City.

Among the three questions, the strongest amount of support from residents was shown for extending open space tax with 77% of respondents at least “somewhat” supporting this policy. Seventy-three percent of residents said they would at least “somewhat” support Westminster controlling the prairie dog population. Just over half of survey respondents (57%) said they would at least “somewhat” support the City implementing traffic enforcement cameras.



## Appendix A: Survey Respondent Demographics

Appendix A Table 1. Number of Years Living in Westminster					
Years	Percent of respondents				
	2006	2004	2002	2000	1998
0-4	39%	38%	43%	43%	45%
5-9	22%	23%	18%	21%	20%
10-14	12%	13%	15%	12%	12%
15-19	7%	7%	7%	8%	6%
20 and over	19%	19%	17%	18%	17%
Total	100%	100%	100%	100%	100%

Appendix A Table 2. Type of Housing Unit								
Housing Unit	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
Single family home	60%	60%	62%	55%	58%	59%	55%	61%
Apartment	19%	20%	18%	25%	25%	24%	23%	20%
Condo or Townhouse	22%	19%	19%	17%	17%	17%	21%	18%
Mobile home	0%	1%	1%	2%	~0%	~0%	1%	1%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Appendix A Table 3. Tenure								
Tenure	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
Own	70%	70%	71%	65%	65%	65%	65%	65%
Rent	30%	30%	29%	35%	35%	35%	35%	35%
Total	100%	100%	100%	100%	100%	100%	100%	100%



Appendix A Table 4. Number of Household Members					
Number	Percent of respondents				
	2006	2004	2002	2000	1998
1	26%	22%	20%	25%	22%
2	37%	38%	37%	40%	35%
3	14%	17%	17%	16%	18%
4	15%	14%	17%	13%	16%
5	5%	7%	6%	5%	6%
6 or more	2%	3%	4%	2%	3%
Total	100%	100%	100%	100%	100%

Appendix A Table 5. Number of Household Members 17 years or younger					
Number	Percent of respondents				
	2006	2004	2002	2000	1998
0	63%	61%	59%	63%	57%
1	15%	16%	17%	18%	18%
2	16%	15%	17%	15%	18%
3	4%	6%	5%	3%	6%
4 or more	2%	1%	2%	1%	1%
Total	100%	100%	100%	100%	100%

Appendix A Table 6. Household Income of Respondent					
Income	Percent of respondents				
	2006	2004	2002	2000	1998
Less than \$15,000	5%	5%	6%	7%	7%
\$15,000 - \$24,999	6%	8%	7%	9%	9%
\$25,000 - \$34,999	11%	11%	10%	12%	13%
\$35,000 - \$49,999	15%	18%	15%	19%	17%
\$50,000 - \$74,999	26%	23%	27%	26%	27%
\$75,000 - \$99,999	16%	18%	18%	14%	16%
\$100,000 to \$124,999	11%	8%	9%	6%	6%
\$125,000 or more	9%	9%	8%	6%	5%
Total	100%	100%	100%	100%	100%

Appendix A Table 7. Education Level of Respondent					
Education	Percent of respondents				
	2006	2004	2002	2000	1998
0 - 11 years, no diploma	2%	2%	4%	4%	4%
High school graduate	16%	16%	18%	20%	18%
Some college, no degree	25%	27%	27%	27%	27%
Associate degree	8%	10%	10%	10%	7%
Bachelors degree	29%	29%	28%	24%	26%
Graduate or professional degree	19%	16%	13%	15%	18%
Total	100%	100%	100%	100%	100%

Appendix A Table 8. Race of Respondent								
Race	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
White	90%	92%	89%	90%	91%	91%	92%	95%
American Indian, Eskimo or Aleut	2%	2%	1%	1%	1%	~0%	1%	~0%
Asian or Pacific Islander	4%	4%	4%	3%	4%	4%	2%	2%
Black or African American	2%	2%	1%	2%	1%	1%	1%	1%
Other	6%	3%	7%	4%	3%	4%	4%	2%
Total	*	*	*	100%	100%	100%	100%	100%

\*Starting in 2002, the race question was asked as a multiple response question, so the total may exceed 100%. This change reflects changes in the Census and allows comparisons to census data to be made.

Appendix A Table 9. Ethnicity of Respondent								
Ethnicity	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
Hispanic origin	8%	11%	13%	9%	10%	8%	10%	10%
Non-Hispanic origin	92%	89%	87%	92%	90%	92%	90%	90%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Appendix A Table 10. Age of Respondent								
Age	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
18 - 24	5%	8%	13%	7%	7%	6%	8%	8%
25 - 34	32%	29%	19%	20%	23%	23%	28%	27%
35 - 44	18%	22%	29%	24%	29%	29%	27%	29%
45 - 54	26%	23%	17%	21%	21%	20%	16%	17%
55 - 64	8%	9%	12%	13%	8%	10%	10%	12%
65 - 74	5%	6%	5%	9%	8%			
75 years or older	6%	4%	5%	7%	4%	12%	12%	8%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Appendix A Table 11. Gender of Respondent								
Gender	Percent of respondents							
	2006	2004	2002	2000	1998	1996	1994	1992
Female	50%	50%	50%	58%	56%	59%	56%	56%
Male	50%	50%	50%	42%	44%	41%	44%	45%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Appendix A Table 12. City Where Respondent Works					
City	Percent of respondents				
	2006	2004	2002	2000	1998
Denver	21%	24%	20%	26%	19%
Westminster	18%	16%	16%	16%	16%
Broomfield	12%	9%	9%	6%	5%
Boulder	8%	8%	8%	7%	7%
Arvada	5%	5%	7%	5%	8%
Thornton	2%	4%	3%	3%	4%
Aurora	2%	2%	2%	3%	5%
Lakewood	3%	2%	3%	2%	2%
Northglenn	2%	2%	2%	2%	2%
Louisville	2%	1%	3%	3%	2%
Other	14%	13%	14%	12%	10%
Do not work	13%	13%	13%	21%	21%
Total	100%	100%	100%	100%	100%

Appendix A Table 13. School District of Residence					
School District	Percent of respondents				
	2006	2004	2002	2000	1998
Jefferson	38%	34%	40%	38%	39%
Adams 50	27%	30%	37%	37%	36%
Adams 12	35%	36%	24%	25%	25%
Total	100%	100%	100%	100%	100%

## Appendix B: 2006 Survey Responses Compared by Area of Residence

The following appendix compares the key survey responses by area of residence (school district). Cells shaded grey indicate statistically significant differences ( $p \leq .05$ ).

Appendix B Table 1: Overall Quality of Life				
	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Taking all things into consideration, how would you rate your overall quality of life in Westminster?	75	81	82	80

Appendix B Table 2: Overall Quality of Neighborhood				
	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
How do you rate the overall quality of your neighborhood?	61	74	80	73

Appendix B Table 3: Ratings of New Development in the City				
Thinking about new development in the City of Westminster in the past few years, please rate each of the following:	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
The quality of new residential development	67	69	71	69
The variety of new residential development	60	62	65	62
The quality of new business/retail development	63	65	65	64
The variety of new business/retail development	60	63	64	63

Appendix B Table 4: Physical Attractiveness of Westminster				
	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
How would you rate the physical attractiveness of Westminster as a whole?	70	72	75	72

Appendix B Table 5: Operation of Westminster City Government				
	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
In general, how well do you think Westminster City government operates?	63	68	67	67

Appendix B Table 6: City Employees' Customer Service				
	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
If you have had contact with a Westminster City employee within the last 12 months, please rate the quality of customer service you received.	72	77	78	76

Appendix B Table 7: Satisfaction with Services				
How do you rate the quality of each of the following Westminster City services? Circle the number that best represents your opinion.	Average rating (0=very bad, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Snow removal	71	70	71	71
Street repair	58	62	63	61
Street cleaning	66	69	68	68
Police traffic enforcement	67	67	65	66
City Code enforcement	56	57	63	59
Parks maintenance	76	75	76	76
Libraries	81	79	81	80
Drinking water quality	70	74	76	74
Recreation programs	78	78	80	79
Recreation facilities	80	81	81	81
Police protection	71	72	71	71
Fire protection	78	78	78	78
Emergency Medical Service	78	77	77	77
Municipal Court	67	65	65	65
Building permits/inspections	59	62	59	60
Utility billing/meter reading	66	65	65	65
Trails	75	77	78	77
Range of parks and recreation activities	76	77	79	77
Appearance of parks and recreation facilities	79	78	79	79

Appendix B Table 8: Weeds, Abandoned Vehicles, Graffiti or Dilapidated Buildings in Neighborhoods				
	Average rating (0=major problem, 100=not a problem)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
To what extent are weed lots, abandoned vehicles, graffiti or dilapidated buildings currently a problem in your neighborhood?	55	73	82	71

Appendix B Table 9: Safety Ratings				
Please rate how safe or unsafe you feel from the following:	Average rating (0=very unsafe, 100=very safe)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Violent crimes (e.g., rape, robbery, assault)	58	73	73	69
Property crimes (e.g., burglary, theft, vandalism, auto theft)	43	55	58	54
Fires	71	74	74	73

Appendix B Table 10: Potential Problems in Westminster				
To what degree, if at all, are the following problems in Westminster:	Average rating (0=major problem, 100=not a problem)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Crime	44	57	56	53
Vandalism	44	51	57	51
Graffiti	41	51	62	52
Drugs	41	52	52	49
Too much growth	48	56	49	52
Lack of growth	86	86	91	88
Run down buildings	58	70	70	67
Taxes	58	67	68	65
Availability of convenient shopping	88	90	92	90
Juvenile problems	52	61	65	60
Availability of affordable housing	53	64	65	62
Availability of parks	91	91	92	91
Traffic safety on neighborhood streets	62	71	73	69
Traffic safety on major streets	60	66	67	65
Maintenance and condition of homes	63	71	74	70
Condition of properties (weeds, trash, junk vehicles)	59	69	72	67
Other	33	34	39	35

Appendix B Table 11: Level of Informedness				
	Average rating (0=very poorly, 100=very well)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
In general, how well informed do you feel about the City of Westminster?	54	55	55	55

<b>Appendix B Table 12: Support for or Opposition to Extending Open Space Tax</b>				
	<b>Percent “strongly” or “somewhat” support</b>			
	<b>Adams 50</b>	<b>Jefferson County</b>	<b>Adams 12</b>	<b>City as a Whole</b>
To what extent would you support or oppose the City of Westminster extending the existing 0.25 percent sales and use tax to fund the purchase of open space land and parks and recreation services for an additional 25 year period?	72%	78%	79%	77%

<b>Appendix B Table 13: Support for or Opposition to the City Controlling Prairie Dog Population</b>				
	<b>Percent “strongly” or “somewhat” support</b>			
	<b>Adams 50</b>	<b>Jefferson County</b>	<b>Adams 12</b>	<b>City as a Whole</b>
To what extent would you support or oppose the City of Westminster controlling prairie dog populations through a variety of techniques (including euthanizing) on City-owned land when deemed necessary in order to protect park land and trails, open space land, public health or balanced ecosystem for native vegetation and wildlife?	75%	74%	72%	73%

<b>Appendix B Table 14: Support for or Opposition to the City Implementing Traffic Enforcement</b>				
	<b>Percent “strongly” or “somewhat” support</b>			
	<b>Adams 50</b>	<b>Jefferson County</b>	<b>Adams 12</b>	<b>City as a Whole</b>
To what extent would you support or oppose the City of Westminster implementing traffic enforcement cameras to control speed and minimize the running of red lights?	59%	56%	58%	46%

## Appendix C: Survey Results by Area of Residence Compared Over Time

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

Appendix C Table 1: Quality of Life				
How would you rate your overall quality of life?	Average rating (0=very poor, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
2006	75	81	82	80
2004	77	80	82	80
2002	78	80	81	79
2000	78	78	79	79
1998	76	81	81	79
1996	76	79	79	78
1994	75	78	82	77
1992	75	80	80	78

Appendix C Table 2: Quality of Neighborhood				
How do you rate the overall quality of your neighborhood?	Average rating (0=very poor, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
2006	61	74	80	73
2004	69	75	79	75
2002	69	73	79	73
2000	69	75	80	74
1998	67	77	81	75
1996	68	77	80	75
1994	67	74	81	73
1992	66	75	79	73



Appendix C Table 3: Rating of City Employees				
If you have had contact with a Westminster employee in the last 12 months, please rate the quality of the customer service you received.	Average rating (0=very poor, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
2006	72	77	78	76
2004	77	77	78	77
2002	74	74	78	75
2000	71	73	76	73
1998	69	72	74	72
1996	73	71	72	72
1994	74	74	75	74
1992	73	75	73	74

Appendix C Table 4: Ratings of City Government				
In general, how well do you think the Westminster City government operates?	Average rating (0=very poor, 100=very good)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
2006	63	68	67	67
2004	73	72	72	72
2002	70	69	70	70
2000	71	69	69	70
1998	67	71	71	70
1996	66	68	68	67
1994	68	68	72	69
1992	68	68	70	70

## Appendix D: Detailed Survey Methodology

The Westminster Citizen Survey was originally administered in 1992. A similar methodology has been used for each survey, conducted in even years between 1992 and 2006 to ensure comparable results.

### Sample Selection

Approximately 3,000 Westminster households were selected to participate in the survey using a stratified, systematic sampling method<sup>3</sup>, with 1,000 surveys being sent to each of the three districts. Attached and detached units within each school district were sampled at a ratio of 5:3 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<sup>4</sup>.

### Survey Administration

Households received three mailings, one week apart beginning mid-April 2006<sup>5</sup>. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The other two mailings contained a letter from the mayor inviting the household to participate, a questionnaire and self-mailing envelope. About 6% of the postcards were returned as undeliverable because they either had incorrect addresses or were received by vacant housing units<sup>6</sup>. Of the 2,898 eligible households, 1,064 completed the survey, providing a response rate of 37%. This year's response rate was slightly lower than in 2004 (41%).

### Data Analysis and Weighting

The surveys were analyzed using SPSS (Statistical Package for the Social Sciences.) The demographic characteristics of the survey sample were compared to those found in the 2000 Census estimates and other population norms for the City of Westminster and were statistically adjusted to reflect the larger population when necessary. The largest differences in opinion were found among Westminster residents of different age, sex and tenure (rent versus own). Consequently, sample results were weighted using the population norms to reflect the appropriate percent of those residents in the Westminster population. The results of the weighting scheme are presented table on the following page.

<sup>3</sup> Systematic sampling is a method that closely approximates random sampling by selecting every Nth address until the desired number of households are chosen.

<sup>4</sup> The birthday method selects a random person within the household by asking the "person whose birthday has most recently passed" 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.

<sup>5</sup> Survey mailings were originally scheduled to begin at the end of March. Due to an error in sampling data collection was aborted. A new sample of households was drawn and mailings began mid-April.

<sup>6</sup> In fact, research shows that many more than the number of surveys returned by mail were left undelivered. Consequently the estimate of 4% undelivered surveys makes for an estimated response rate that is likely to be somewhat lower than actual.

2006 Westminster Citizen Survey Weighting Table				
Characteristic	Percent in Population			
	Population Norm <sup>7</sup>	Unweighted Data	Weighted Data	
<b>School District</b>				
Adams 50	36%	30%	27%	
Jefferson County	38%	36%	38%	
Adams 12	26%	35%	35%	
<b>Housing</b>				
Own home	70%	83%	70%	
Rent home	30%	17%	30%	
Detached unit	60%	68%	60%	
Attached unit	40%	32%	40%	
<b>Race and Ethnicity</b>				
Hispanic	15%	7%	8%	
Not Hispanic	85%	93%	92%	
White	87%	91%	87%	
Non-white	13%	9%	13%	
<b>Sex and Age</b>				
18-34 years of age	37%	15%	38%	
35-54 years of age	45%	44%	44%	
55+ years of age	18%	41%	18%	
Female	50%	56%	50%	
Male	50%	44%	50%	
Females 18-34	18%	9%	18%	
Females 35-54	22%	25%	22%	
Females 55+	10%	22%	10%	
Males 18-34	19%	6%	20%	
Males 35-54	22%	19%	22%	
Males 55+	8%	19%	8%	

\*Cells shaded grey indicate those areas used to weight the data.

<sup>7</sup>Source: 2000 Census

## Appendix E: Verbatim Responses to Open-ended Questions

**Question 4: When thinking about Westminster, which of the following phrases describes your image of the City? (Please check all that apply)**

*Responses to "other."*

- A city where politics are not interested in the people's vote!!
- A lot of drug use
- Allows special interest groups to override common sense
- Average
- Average
- Average
- Average
- Banality
- Becoming less safe
- Beholden to big box stores tax revenue
- Being taken over by minorities & graffiti
- Big brother---how can you pass a leash law for cats?
- Border line ghetto
- Bully cops
- Business over community
- But losing to development. The city seems against the rural element that gives variety
- Concern over southern Westminster area
- Crime at Skyline Vista park has increased
- Crime zone
- Decline
- Development for tax dollars without considering quality of life for residents
- Doesn't have a city council that listens to the citizens, i.e. Wal Mart on 72nd
- Don't listen to residents
- Dump
- Excessive development
- Financially wasteful
- Fiscally irresponsible
- Graffiti, unfinished buildings & trash
- Greedy
- Growing faster than infrastructure
- Growing too fast
- Has forgotten the original Westminster
- Heavy development
- High crime
- Home of Wal-Mart
- Hungry for sales tax revenue
- I wish all of the above would make it down to south Westminster
- Ignores older neighborhoods. Too many business closing around 88th-100th & Wadsworth
- In bed with Wal-Mart
- Inadequate facilities for wheelchair users at all adult recreation facilities
- Incompetent police department
- Increasing crime
- It seems Westminster spends money in higher income, new property areas and does not care about the area south of 104 and east of Federal
- Losing businesses - 17 stores empty in the mall. Will not shop in city, too many Wal Marts. Westminster is losing its quality of life. Police brutality increasing.
- Making decisions that are best for big box (Wal-Mart) retailers
- Merging ghetto
- Money hungry
- Need more recycling
- Needing more arts!
- Needs cosmetic improvement
- Needs some work on safety

- Neglectful
- No, the city buys open space just to sell it to developers for a profit
- None apply
- None of the above
- None of these
- None of these
- Not always honest with citizens
- Older neighborhoods getting less service overall
- One big Wal Mart
- Over crowded, becoming more so
- Over extended
- Overrun by immigrants. Declining in dept of health warnings. Food heath at restaurants & carniceria. Streets by post office on Meade are awful.
- Police everywhere
- Politically irresponsible
- Prairie dogs out of control
- Pretty average and plain-suburbia. There is nothing unique about Westminster to attract people - food and retail stores very poor quality
- Rapidly declining
- Road construction, traffic
- Run down & sense of neglect by my home, grafitti, train tracks
- Run down and financially declining
- Sad shopping mall
- Sells out to business interests
- Small thinking
- Some areas need renovation
- Some bad neighborhoods
- Spending too much on frills, bridges, sinage
- Spends money it does not have.
- Spent too much money on unneeded items!
- Too aggressive in promoting new development
- Too many empty, big box buildings
- Too many illegals taking over
- Too much crime
- Too much developing/retail
- Too much growth/retail!
- Traffic!
- Unintegrated (Whiteminster)
- Untrustworthy city officials
- Very poor traffic light timing
- WalMart driving out established businesses
- Wasting money
- We need more done in old Westmisnter. How about a Kohls? Our streets & curbing are bad.
- Zoning laws are not enforced
- Centrally located
- Convenient
- Easy access to Denver & Boulder
- Good emergency service
- Good libraries
- Good police presence
- Good streets & sidewalks
- Great libraries
- Great location for services
- Great location. Near Denver & Boulder
- Helpful public servants (police)
- Library system
- Nice rec center
- A nice place to live
- Becoming aware finally
- Built out (I like the new look in old Westminster).
- Business friendly
- Civic minded
- Diverse population
- Diverse
- Fine
- Friendly
- Nice people

- Okay
- On the upswing
- Pleasant city
- Tree city
- Well planned!
- Well rounded
- Aging
- Family business-Westminster mall, 97th & Sheridan shops
- Growing
- Has water rights
- Home
- Housing development
- Politically correct
- Suburb
- Suburban
- Suburbia
- We have lived here only 8 months so I don't know
- Northwest part of city is newer & nice. The south eastern part is bad

**Question 15: To what degree, if at all, are the following problems in Westminster:**

*Responses to "other."*

- City voting for Wal Mart against constituents wishes
- Too many Wal Marts
- Too many Wal Marts
- Too many Wal Marts
- Too many Wal-Marts
- Wal Mart
- Wal-Mart
- Empty retail
- Unwanted businesses, inadequate streets, hard water
- Westminster mall
- Westminster mall exterior - not much attention to shrubery, garbage, papers on outside
- Abandon house at 96th and Federal
- Abandoned buildings and housing developments
- Abandoned homes
- Defunk condo/townhouses unfinished and abandonment of developments
- Deserted development at 96th & Federal
- Holly Park townhome failure
- Holly Park
- Run down apartments
- Uncompleted construction on Federal or unkept empty buildings
- Vacant homes
- 80th at Raleigh traffic is always over speed limit
- Drunk drivers
- Lack of enforcement of speed limits (ties into traffic safety)
- Race cars
- Speed on streets
- Speeding down residential streets!
- Speeding in neighborhood
- Speeding on residential streets. We need speed bumps
- Traffic near high schools. Teens don't yield. Should be close campus.
- Loud music in cars in front of homes
- Motor homes and trucks on neighborhood streets
- Parking crown point
- Parking on street not in driveway
- Use of driveway for a garage
- Animal control. No leash. No cleanup enforced

- Barking dogs
- Barking dogs
- Barking dogs
- Dogs
- Dogs at large
- Dogs barking and their protection under current ordinances
- Dogs using vacant lots, not on leashes
- Dogs
- Dog park?
- Open space, maintenance, mowing, spray for weeds
- Open spaces-weeds
- Park upkeep
- Bad cops - corrupt government
- Police brutality
- Police incompetence
- Police patrol
- Sales tax too high! Too many traffic cops (marked/unmarked) not enough coverage of residential/business
- Willingness of police department to respond to concerns
- 72nd Ave Lowell-Sheridan needs appearance improvement (Old Town)
- 92nd and Sheridan is a mess, poorly planned
- Accurate street directional signs. Control signals at school crossing at 112th Ave are inadequate
- Curb and gutter
- Curb/street repair
- Dangerous implementation of traffic calming
- Desperately need turn signal at Wadsworth and Independence
- Excessive traffic, calming resulting in dangerous streets
- Need a traffic light at 120th and Zuni - 3 deaths from accidents
- Need to monitor Wadsworth & 104th Ave speed limits. All major streets-people drive 50 mph or more
- Need traffic light coming in & out of our apartments on federal blvd
- Poor street repair in Home Farm
- Red left turn arrows
- Residential street repair
- Road composites
- Rough streets
- Sidewalks
- Snow removal
- The streets in the countryside have weeds growing up in the middle of the roads. The pavement is cracked, separating & it needs to be replaced
- Timing of traffic signals
- Timing traffic lights
- Too many people speed down my street on West 166th Place
- Too much traffic congestion. Too much traffic noise
- Traffic congestion
- Traffic lights timing
- Accountability in police/government
- Again, Southern Westminster.
- Big box stores driving out local businesses
- Building inspectors
- Building not gone
- Cat leash law
- Cats not on leashes! If my dog wasn't on a leash, I'd get a ticket. Why don't you do the same for the cats who are using yards & flower beds for litter boxes?!
- City council unaccountability
- City counsel is not forthcoming or honest
- City gave up mowing greenbelt
- City in good condition overall
- Communication
- Cruising with bass
- East is bad

- Feedback from citizens
- Fitness areas of recreation facilities are too small (weight training areas)
- Government kickbacks to big corporation
- I don't feel like I know what is happening in Westminster, what council is doing. We need better communication! Regular paper like enterprise
- Increased city debt
- Lack of diversity in youth sports activities
- Lack of water for population growth
- Litter
- Lot size approved for new homes. Too small
- Many public areas have no parking!
- More bike-friendly areas with bike racks!
- Mosquitos/geese
- Need new schools
- Needs cosmetic improvement
- No curbside recycling, as in Denver
- Our neighborhood is fine. South of us is problematic
- Overenforcement of traffic rules. Poor traffic regulation, especially with regard to left turn issues
- Please replace the mail boxes in front of the post office on Meade. How would you like to go down a dark alley at night in the winter? It is not safe
- Poor planning
- Prairie dogs
- Pro-business government
- Recycling availability particularly in condo developments
- Renewing boat permit at Standley Lake
- Renters and 2 families in a single dwelling
- Schools
- Sewer water smell
- Sonic - noise nuisance on Federal and 95th
- South Westminster
- Too many cars or people per house
- Too many people living at one address
- Too many prairie dogs
- Too many tax districts. Too much city involvement. Trying to fix everything. Love those fences along major thoroughfares & streets
- Trash in vacant lots and open space fields and canals
- Trash mouths in cars
- Trash removal is done by private companies
- Trashy
- Westminster (old) looks tired & forgotten. It's getting a little better
- Westminster needs a Call-n-Ride
- Would like more attractive & facilities for theatre & visual artists
- Young children unattended running into side streets



**Question 30: What city do you work in or nearest to?**

*Responses to "other."*

Question 30		
What city do you work in or nearest to?	What city do you work in or nearest to?	
	Number of Respondents	Percent of Respondents
Brighton	1	0%
Commerce City	16	2%
Englewood	6	1%
Golden	24	2%
Lafayette	3	0%
Littleton	16	2%
Longmont	8	1%
Wheat Ridge	8	1%
Blackhawk	4	0%
Glendale	3	0%
Greenwood village	7	1%
All over Metro area	10	1%
Other*	23	2%
Total	1052	100%

*\*Other non-coded response include: Castle Rock, Centennial, Federal Heights, Henderson, Highlands Ranch, Lone Tree, Loveland, Parker, Superior and Tokyo.*

**Question 37: What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

*Responses to "other."*

- Indonesian/Dutch
- Mixed race
- American
- Continental Indian

## Appendix F: Complete Set of Survey Responses

Question 1		
Taking all things into consideration, how would you rate your overall quality of life in Westminster?	Number of respondents	Percent of respondents
Very good	293	28%
Good	686	65%
Neither good nor bad	64	6%
Bad	13	1%
Don't know	1	0%
Total	1057	100%

Question 2		
How do you rate the overall quality of your neighborhood?	Number of respondents	Percent of respondents
Very good	243	23%
Good	568	53%
Neither good nor bad	169	16%
Bad	76	7%
Very bad	6	1%
Don't know	0	0%
Total	1062	100%

Question 3		
During the past 12 months, the overall quality of my neighborhood	Number of respondents	Percent of respondents
Improved a lot	27	3%
Improved slightly	124	12%
Declined a lot	49	5%
Declined slightly	259	24%
Stayed the same	540	51%
Don't know	63	6%
Total	1062	100%

Question 4		
When thinking about Westminster, which of the following phrases describe your image of the City?	Number of respondents	Percent of respondents*
Environmentally sensitive	290	29%
Financially sound	265	26%
Beautiful parks/open spaces	619	61%
Innovative and progressive	247	24%
Vibrant neighborhoods	159	16%
Safe and secure	355	35%
Other	183	18%

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

Question 5								
Thinking about new development in the City of Westminster in the past few years, please rate each of the following:	The quality of new residential development		The variety of new residential development		The quality of new business/retail development		The variety of new business/retail development	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	113	11%	64	6%	98	9%	98	9%
Good	506	49%	420	41%	503	49%	453	44%
Neither good nor bad	249	24%	335	33%	247	24%	268	26%
Bad	28	3%	60	6%	72	7%	87	8%
Very bad	9	1%	20	2%	36	4%	40	4%
Unsure	127	12%	126	12%	75	7%	82	8%
Total	1031	100%	1025	100%	1031	100%	1027	100%

Question 6		
How would you rate the physical attractiveness of Westminster as a whole?	Number of respondents	Percent of respondents
Very good	152	15%
Good	652	63%
Neither good nor bad	198	19%
Bad	35	3%
Very bad	1	0%
Don't know	5	0%
Total	1042	100%

Question 7		
In general, how well do you think Westminster City government operates?	Number of respondents	Percent of respondents
Very well	84	8%
Well	490	46%
Neither well nor poorly	196	18%
Poorly	51	5%
Very poorly	24	2%
Don't know	215	20%
Total	1060	100%

Question 8		
Overall, would you say the City is headed in the right direction or the wrong direction?	Number of respondents	Percent of respondents
Right direction	620	59%
Wrong direction	104	10%
Don't know	327	31%
Total	1051	100%

Question 9		
Have you had contact with a Westminster City employee within the last 12 months?	Number of respondents	Percent of respondents
Yes	469	45%
No	574	55%
Total	1043	100%

Question 10		
If you have had contact with a Westminster City employee within the last 12 months, please rate the quality of customer service you received.	Number of respondents	Percent of respondents
Very good	179	39%
Good	192	41%
Neither good nor bad	42	9%
Bad	32	7%
Very bad	18	4%
Don't know	1	0%
Total	464	100%

Question 11a-c						
Satisfaction Ratings for Government Services	Snow removal		Street repair		Street cleaning	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	173	16%	81	8%	134	13%
Good	586	56%	477	45%	526	50%
Neither good nor bad	150	14%	304	29%	273	26%
Bad	82	8%	132	13%	47	4%
Very bad	12	1%	26	3%	17	2%
Unsure	43	4%	29	3%	49	5%
Total	1047	100%	1048	100%	1044	100%

Question 11d-f						
Satisfaction Ratings for Government Services	Police traffic enforcement		City Code enforcement		Parks maintenance	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	125	12%	60	6%	222	21%
Good	523	50%	320	31%	616	59%
Neither good nor bad	253	24%	311	30%	125	12%
Bad	64	6%	71	7%	29	3%
Very bad	27	3%	43	4%	4	0%
Unsure	54	5%	232	22%	51	5%
Total	1046	100%	1037	100%	1048	100%

Question 11g-i						
Satisfaction Ratings for Government Services	Libraries		Drinking water quality		Recreation programs	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	299	29%	247	23%	264	25%
Good	430	41%	554	53%	524	50%
Neither good nor bad	96	9%	133	13%	103	10%
Bad	15	1%	70	7%	8	1%
Very bad	0	0%	9	1%	4	0%
Unsure	199	19%	41	4%	148	14%
Total	1038	100%	1054	100%	1051	100%

Question 11j-l						
Satisfaction Ratings for Government Services	Recreation facilities		Police protection		Fire protection	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	328	31%	198	19%	241	23%
Good	505	48%	497	47%	528	50%
Neither good nor bad	83	8%	204	19%	117	11%
Bad	11	1%	51	5%	6	1%
Very bad	3	0%	13	1%	0	0%
Unsure	117	11%	87	8%	153	15%
Total	1047	100%	1051	100%	1045	100%

Question 11m-o						
Satisfaction Ratings for Government Services	Emergency medical service		Municipal Court		Building permits/inspections	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	216	21%	56	5%	49	5%
Good	421	40%	253	24%	187	18%
Neither good nor bad	133	13%	215	21%	234	23%
Bad	6	1%	10	1%	40	4%
Very bad	1	0%	9	1%	17	2%
Unsure	271	26%	494	48%	504	49%
Total	1049	100%	1038	100%	1031	100%

Question 11p-s								
Satisfaction Ratings for Government Services	Utility billing/meter reading		Trails		Range of parks and recreation activities		Appearance of parks and recreation facilities	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very good	65	6%	244	23%	251	24%	288	27%
Good	399	39%	516	50%	552	53%	616	58%
Neither good nor bad	297	29%	107	10%	127	12%	87	8%
Bad	27	3%	23	2%	17	2%	17	2%
Very bad	10	1%	8	1%	3	0%	4	0%
Unsure	237	23%	143	14%	95	9%	43	4%
Total	1034	100%	1039	100%	1045	100%	1054	100%

Question 12		
To what extent are weed lots, abandoned vehicles, graffiti or dilapidated buildings currently a problem in your neighborhood?	Number of respondents	Percent of respondents
Not a problem	465	44%
Minor problem	338	32%
Moderate problem	134	13%
Major problem	93	9%
Don't know	29	3%
Total	1059	100%

Question 13		
I receive good value for the City of Westminster taxes I pay	Number of respondents	Percent of respondents
Strongly agree	170	16%
Somewhat agree	466	45%
Neither agree nor disagree	204	20%
Somewhat disagree	84	8%
Strongly Disagree	34	3%
Don't know	81	8%
Total	1040	100%

Question 14						
Safety Ratings	Violent crimes (e.g., rape, robbery, assault)		Property crimes (e.g., burglary, theft, vandalism, auto theft)		Fires	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Very safe	354	33%	158	15%	385	36%
Safe	489	46%	444	43%	500	47%
Neither safe nor unsafe	126	12%	227	22%	142	13%
Unsafe	79	7%	160	15%	22	2%
Very unsafe	10	1%	49	5%	6	1%
Total	1058	100%	1037	100%	1055	100%

Question 15a-c						
Potential Problems	Crime		Vandalism		Graffiti	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	101	10%	99	10%	142	14%
Minor problem	397	39%	393	39%	367	35%
Moderate problem	356	35%	315	31%	298	29%
Major problem	57	6%	99	10%	130	13%
Don't know	116	11%	114	11%	98	9%
Total	1026	100%	1019	100%	1034	100%

Question 15d-f						
Potential Problems	Drugs		Too much growth		Lack of growth	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	129	13%	233	23%	634	62%
Minor problem	212	21%	234	23%	172	17%
Moderate problem	249	25%	241	24%	52	5%
Major problem	127	13%	197	19%	15	2%
Don't know	296	29%	110	11%	144	14%
Total	1013	100%	1015	100%	1017	100%

Question 15g-i						
Potential Problems	Run down buildings		Taxes		Availability of convenient shopping	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	293	29%	317	31%	794	77%
Minor problem	403	39%	298	30%	146	14%
Moderate problem	187	18%	199	20%	50	5%
Major problem	53	5%	81	8%	18	2%
Don't know	84	8%	114	11%	21	2%
Total	1020	100%	1010	100%	1028	100%

Question 15j-l						
Potential Problems	Juvenile problems		Availability of affordable housing		Availability of parks	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	173	17%	305	30%	788	77%
Minor problem	368	36%	247	24%	125	12%
Moderate problem	192	19%	192	19%	45	4%
Major problem	73	7%	123	12%	15	1%
Don't know	216	21%	154	15%	46	5%
Total	1022	100%	1022	100%	1019	100%

Question 15m-o						
Potential Problems	Traffic safety on neighborhood streets		Traffic safety on major streets		Maintenance and condition of homes	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	420	41%	341	33%	338	33%
Minor problem	323	31%	351	34%	440	43%
Moderate problem	143	14%	198	19%	138	13%
Major problem	98	10%	98	10%	52	5%
Don't know	43	4%	41	4%	59	6%
Total	1026	100%	1030	100%	1027	100%



Question 15p-q						
Potential Problems	Condition of properties (weeds, trash, junk vehicles)		Road Conditions		Other	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Not a problem	318	31%	0	0%	54	20%
Minor problem	442	43%	1	7%	21	8%
Moderate problem	161	16%	4	21%	14	5%
Major problem	68	7%	14	72%	117	44%
Don't know	46	4%	0	0%	61	23%
Total	1035	100%	19	100%	266	100%

Question 16 - Source #1		
Information Sources	Number of respondents	Percent of respondents
Denver Post (print version)	70	9%
Rocky Mountain News (print version)	98	12%
City's Web site (www.ci.westminster.co.us)	69	9%
Other online news sources	27	3%
Westminster Window	86	11%
Westsider	49	6%
City Edition	97	12%
Neighborly News	59	7%
Your Hub	21	3%
Television News	143	18%
Cable TV Channel 8	23	3%
Word of Mouth	47	6%
Total	789	100%

Question 16 - Source #2		
Information Sources	Number of respondents	Percent of respondents
Denver Post (print version)	96	13%
Rocky Mountain News (print version)	63	8%
City's Web site (www.ci.westminster.co.us)	70	9%
Other online news sources	30	4%
Westminster Window	58	8%
Westsider	35	5%
City Edition	70	9%
Neighborly News	82	11%
Your Hub	33	4%
Television News	102	14%
Cable TV Channel 8	33	4%
Word of Mouth	83	11%
Total	754	100%

Question 17		
Have you watched the City's municipal TV Cable Channel 8 in the last 12 months?	Number of respondents	Percent of respondents
Yes	325	31%
No	715	69%
Total	1040	100%

Question 18		
In general, how well informed do you feel about the City of Westminster?	Number of respondents	Percent of respondents
Very well	41	4%
Well	315	30%
Neither well nor poorly	489	47%
Poorly	151	14%
Very poorly	22	2%
Unsure	27	3%
Total	1045	100%

Question 19a-c Awareness						
City Programs and Events	Community Oriented Governance (COG)		We're All Ears		Mayor and Council Breakfasts	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Yes	354	35%	64	6%	347	34%
No	668	65%	946	94%	673	66%
Total	1022	100%	1010	100%	1020	100%

Question 19a-c Participated						
City Programs and Events	Community Oriented Governance (COG)		We're All Ears		Mayor and Council Breakfasts	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Yes	52	6%	14	2%	34	4%
No	834	94%	838	98%	851	96%
Total	885	100%	852	100%	885	100%

Question 19d-f Awareness						
City Programs and Events	Public Meetings (e.g., park design, Council meetings)		Volunteer Program		Advisory Boards and Commissions	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Yes	521	52%	446	44%	332	33%
No	490	48%	571	56%	678	67%
Total	1012	100%	1017	100%	1009	100%

Question 19d-f Participated						
City Programs and Events	Public Meetings (e.g., park design, Council meetings)		Volunteer Program		Advisory Boards and Commissions	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Yes	117	13%	96	11%	26	3%
No	800	87%	804	89%	859	97%
Total	917	100%	899	100%	885	100%

Question 20		
Do you have a personal computer in your home?	Number of respondents	Percent of respondents
Yes, computer with Internet access	855	81%
Yes, computer without Internet	76	7%
No	128	12%
Total	1059	100%

Question 21		
Please estimate the total amount of money, if any, that your household spent on online purchases during the last 12 months.	Number of respondents	Percent of respondents
\$0	232	23%
\$1-\$100	157	15%
\$101-\$500	249	24%
\$501-\$1,000	190	19%
\$1,001-\$3,000	134	13%
\$3,001 or more	66	6%
Total	1027	100%

Question 22		
Have you used the City's Web site in the last 12 months?	Number of respondents	Percent of respondents
Yes	402	39%
No	637	61%
Total	1040	100%

Question 23a-d								
Purchases in Westminster	Grocery shopping		Clothes/personal items		Meals and entertainment		Furniture	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Never	20	2%	65	6%	20	2%	357	34%
Sometimes	126	12%	395	38%	290	28%	494	47%
Frequently	354	34%	438	42%	625	60%	124	12%
Always	556	53%	150	14%	113	11%	67	6%
Total	1056	100%	1048	100%	1049	100%	1042	100%

Question 23e-h								
Purchases in Westminster	Large household appliances		Computers and electronics		Hardware/home improvement		Other items	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Never	397	38%	274	26%	133	13%	41	6%
Sometimes	414	40%	457	44%	345	33%	338	46%
Frequently	152	15%	224	22%	364	35%	292	40%
Always	77	7%	83	8%	205	20%	56	8%
Total	1040	100%	1039	100%	1048	100%	727	100%

Question 24				
Library Use	College Hill Library		Irving Street Library	
	Number of respondents	Percent of respondents	Number of respondents	Percent of respondents
Never	527	52%	734	74%
Once or twice	160	16%	110	11%
3 to 12 times	188	19%	86	9%
13 to 26 times	66	7%	32	3%
More than 26 times	68	7%	30	3%
Total	1009	100%	992	100%

<b>Question 25</b>		
<b>To what extent would you support or oppose the City of Westminster extending the existing 0.25 percent sales and use tax to fund the purchase of open space land and parks and recreation services for an additional 25 year period?</b>	<b>Number of respondents</b>	<b>Percent of respondents</b>
Strongly support	362	34%
Somewhat support	382	36%
Somewhat oppose	106	10%
Strongly oppose	117	11%
Don't know	91	9%
<b>Total</b>	<b>1058</b>	<b>100%</b>

<b>Question 26</b>		
<b>To what extent would you support or oppose the City of Westminster controlling prairie dog populations through a variety of techniques (including euthanizing) on City-owned land when deemed necessary in order to protect park land and trails, open space land, public health or balanced ecosystem for native vegetation and wildlife?</b>	<b>Number of respondents</b>	<b>Percent of respondents</b>
Strongly support	480	45%
Somewhat support	246	23%
Somewhat oppose	146	14%
Strongly oppose	118	11%
Don't know	68	6%
<b>Total</b>	<b>1059</b>	<b>100%</b>

<b>Question 27</b>		
<b>To what extent would you support or oppose the City of Westminster implementing traffic enforcement cameras to control speed and minimize the running of red lights?</b>	<b>Number of respondents</b>	<b>Percent of respondents</b>
Strongly support	290	27%
Somewhat support	295	28%
Somewhat oppose	177	17%
Strongly oppose	260	25%
Don't know	39	4%
<b>Total</b>	<b>1061</b>	<b>100%</b>

<b>Question 28</b>		
<b>About how long have you lived in Westminster?</b>	<b>Number of Respondents</b>	<b>Percent of Respondents</b>
0-4 years	417	39%
5-9 years	235	22%
10-14 years	129	12%
15-19 years	79	7%
20 or more years	200	19%
<b>Total</b>	<b>1061</b>	<b>100%</b>

Question 29		
What is your home zip code?	Number of Respondents	Percent of Respondents
80003	37	4%
80005	9	1%
80020	75	7%
80021	282	27%
80030	123	12%
80031	340	32%
80234	185	18%
Total	1053	100%

Question 30		
What city do you work in or nearest to?	Number of Respondents	Percent of Respondents
Arvada	53	5%
Denver	220	21%
Thornton	24	2%
Aurora	20	2%
Lakewood	29	3%
Westminster	186	18%
Boulder	86	8%
Louisville	22	2%
Broomfield	124	12%
Northglenn	17	2%
Brighton	1	0%
Commerce City	16	2%
Englewood	6	1%
Golden	24	2%
Lafayette	3	0%
Littleton	16	2%
Longmont	8	1%
Wheat Ridge	8	1%
Blackhawk	4	0%
Glendale	3	0%
Greenwood village	7	1%
Work from home	3	0%
All over Metro area	10	1%
Do not work (student, homemaker, retired, etc.)	140	13%
Other	23	2%
Total	1052	100%

Question 31		
Please check the appropriate box indicating the type of housing unit in which you live.	Number of Respondents	Percent of Respondents
Detached single family home	633	60%
Condominium or townhouse	196	19%
Apartment	230	22%
Mobile home	0	0%
Total	1060	100%

Question 32		
Do you rent or own your residence?	Number of Respondents	Percent of Respondents
Own	747	70%
Rent	314	30%
Total	1061	100%

Question 33		
How many people (including yourself) live in your household?	Number of Respondents	Percent of Respondents
1	276	26%
2	395	37%
3	146	14%
4	162	15%
5	57	5%
6 or more	22	2%
Total	1056	100%

Question 34		
How many of these household members are 17 years or younger?	Number of Respondents	Percent of Respondents
0	653	63%
1	158	15%
2	168	16%
3	37	4%
4 or more	19	2%
Total	1035	100%

Question 35		
About how much was your household's total income before taxes in 2005? Be sure to include income from all sources.	Number of Respondents	Percent of Respondents
Less than \$15,000	50	5%
\$15,000 to \$24,999	63	6%
\$25,000 to \$34,999	109	11%
\$35,000 to \$49,999	147	15%
\$50,000 to \$74,999	263	26%
\$75,000 to \$99,999	160	16%
\$100,000 to \$124,999	113	11%
\$125,000 or more	90	9%
Total	995	100%

Question 36		
How much education have you completed?	Number of Respondents	Percent of Respondents
0-11 years	26	2%
High school graduate	171	16%
Some college, no degree	262	25%
Associate degree	88	8%
Bachelors degree	312	29%
Graduate or professional degree	200	19%
Total	1059	100%

Question 37		
What is your race?	Number of Respondents	Percent of Responses
White/European American/Caucasian	955	92%
Black or African American	22	2%
Asian or Pacific Islander	38	4%
American Indian, Eskimo, or Aleut	20	2%
Other	41	4%
Total	1075	104%

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

Question 38		
Are you Hispanic/Spanish/Latino?	Number of Respondents	Percent of Respondents
Hispanic	82	8%
Non-Hispanic	945	92%
Total	1027	100%



<b>Question 39</b>		
<b>Which category contains your age?</b>	<b>Number of Respondents</b>	<b>Percent of Respondents</b>
18-24	56	5%
25-34	342	32%
35-44	189	18%
45-54	274	26%
55-64	80	8%
65-74	53	5%
75 years or older	59	6%
Total	1053	100%

<b>Question 40</b>		
<b>What is your gender?</b>	<b>Number of Respondents</b>	<b>Percent of Respondents</b>
Female	526	50%
Male	525	50%
Total	1051	100%

## **Appendix G: Survey Instrument**

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The survey instrument appears on the following pages.

# 2006 Westminster Citizen Survey

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

## Quality of Community

- Taking all things into consideration, how would you rate your overall quality of life in Westminster?  
 Very good     Good     Neither good nor bad     Bad     Very bad     Don't know
- How do you rate the overall quality of your neighborhood?  
 Very good     Good     Neither good nor bad     Bad     Very bad     Don't know
- During the past 12 months, the overall quality of my neighborhood:  
 Improved a lot                       Declined slightly  
 Improved slightly                     Stayed the same  
 Declined a lot                         Don't know
- When thinking about Westminster, which of the following phrases describe your image of the City?  
(Please check all that apply.)  
 Environmentally sensitive             Innovative and progressive  
 Financially sound                         Vibrant neighborhoods  
 Beautiful parks/open spaces         Safe and secure  
 Other \_\_\_\_\_
- Thinking about new development in the City of Westminster in the past few years, please rate each of the following:

	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	Unsure
The <b>quality</b> of new <i>residential</i> development.....	1	2	3	4	5	6
The <b>variety</b> of new <i>residential</i> development.....	1	2	3	4	5	6
The <b>quality</b> of new <i>business/retail</i> development.....	1	2	3	4	5	6
The <b>variety</b> of new <i>business/retail</i> development.....	1	2	3	4	5	6

- 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

## Quality of Service

- In general, how well do you think Westminster City government operates?  
 Very well  
 Well  
 Neither well nor poorly  
 Poorly  
 Very poorly  
 Don't know
- Overall, would you say the City is headed in the right direction or the wrong direction?  
 Right direction  
 Wrong direction  
 Don't know
- Have you had contact with a Westminster City employee within the last 12 months?  
 Yes → go to question 10  
 No → go to question 11
- If you have had contact with a Westminster City employee within the last 12 months, please rate the quality of customer service you received.  
 Very good  
 Good  
 Neither good nor bad  
 Bad  
 Very bad  
 Don't know

11. How do you rate the quality of each of the following Westminster City services? Circle the number that best represents your opinion.

	<u>Very Good</u>	<u>Good</u>	<u>Neither Good Nor Bad</u>	<u>Bad</u>	<u>Very Bad</u>	<u>Unsure</u>
Snow removal .....	1	2	3	4	5	6
Street repair .....	1	2	3	4	5	6
Street cleaning .....	1	2	3	4	5	6
Police traffic enforcement.....	1	2	3	4	5	6
City Code enforcement.....	1	2	3	4	5	6
Parks maintenance.....	1	2	3	4	5	6
Libraries .....	1	2	3	4	5	6
Drinking water quality .....	1	2	3	4	5	6
Recreation programs .....	1	2	3	4	5	6
Recreation facilities.....	1	2	3	4	5	6
Police protection .....	1	2	3	4	5	6
Fire protection.....	1	2	3	4	5	6
Emergency Medical/ Ambulance Service .....	1	2	3	4	5	6
Municipal Court.....	1	2	3	4	5	6
Building permits/inspections.....	1	2	3	4	5	6
Utility billing/meter reading.....	1	2	3	4	5	6
Trails.....	1	2	3	4	5	6
Range of parks and recreation activities .....	1	2	3	4	5	6
Appearance of parks and recreation facilities .....	1	2	3	4	5	6

12. To what extent are weed lots, abandoned vehicles, graffiti or dilapidated buildings currently a problem in your neighborhood?

- Not a problem
- Minor problem
- Moderate problem
- Major problem
- Don't know

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

	<u>Strongly Agree</u>	<u>Somewhat Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Somewhat Disagree</u>	<u>Strongly Disagree</u>	<u>Don't Know</u>
I receive good value for the City of Westminster taxes I pay .....	1	2	3	4	5	6

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

	<u>Very Safe</u>	<u>Somewhat Safe</u>	<u>Neither safe nor Unsafe</u>	<u>Somewhat Unsafe</u>	<u>Very Unsafe</u>
Violent crimes (e.g., rape, robbery, assault) .....	1	2	3	4	5
Property crimes (e.g., burglary, theft, vandalism, auto theft) .....	1	2	3	4	5
Fires .....	1	2	3	4	5

15. To what degree, if at all, are the following problems in Westminster:

	<u>Not a Problem</u>	<u>Minor Problem</u>	<u>Moderate Problem</u>	<u>Major Problem</u>	<u>Don't Know</u>
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 <u>neighborhood</u> streets .....	1	2	3	4	5
Traffic safety on <u>major</u> 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
Other (please specify).....	1	2	3	4	5

**Communication with Citizens**

16. 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"/> Denver Post (print version)                | <input type="checkbox"/> Westminster Window | <input type="checkbox"/> Your Hub           |
| <input type="checkbox"/> Rocky Mountain News (print version)        | <input type="checkbox"/> Westsider          | <input type="checkbox"/> Television News    |
| <input type="checkbox"/> City's Web site (www.ci.westminster.co.us) | <input type="checkbox"/> City Edition       | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> Other online news sources                  | <input type="checkbox"/> Neighborly News    | <input type="checkbox"/> Word of Mouth      |

17. Have you watched the City's municipal TV Cable Channel 8 in the last 12 months?

- Yes  No

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

- Very well  Well  Neither well nor poorly  Poorly  Very poorly  Unsure

19. From the following list of programs and events, please first indicate which you are aware of and then those which you have attended or participated in.

	<u>Aware of</u>		<u>Have attended/participated in</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
Community Oriented Governance (COG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We're All Ears	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mayor and Council Breakfasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Meetings (e.g., park design, Council meetings)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advisory Boards and Commissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Internet Use**

20. Do you have a personal computer in your home? (Please check only one.)

- Yes, have a computer at home with Internet access
- Yes, have a computer at home but without Internet access
- No

21. Please estimate the total amount of money, if any, that your household spent on online purchases during the last 12 months.

- \$0
- \$1-\$100
- \$101-\$500
- \$501-\$1,000
- \$1,001-\$3,000
- \$3,001 or more

22. Have you used the City's Web site in the last 12 months?

- Yes
- No

**Use of Community Amenities**

23. For each type of shopping, please estimate how frequently you make purchases in Westminster.

	<u>Never</u>	<u>Sometimes</u>	<u>Frequently</u>	<u>Always</u>
Grocery shopping .....	1	2	3	4
Clothes/personal items .....	1	2	3	4
Meals and entertainment.....	1	2	3	4
Furniture .....	1	2	3	4
Large household appliances .....	1	2	3	4
Computers and electronics.....	1	2	3	4
Hardware/home improvement .....	1	2	3	4
Other items .....	1	2	3	4

24. Please indicate how often you or others in your household have used each of the following Westminster public libraries in the last 12 months.

	<u>Never</u>	<u>Once or Twice</u>	<u>3 to 12 Times</u>	<u>13 to 26 Times</u>	<u>More than 26 Times</u>
College Hill Library .....	1	2	3	4	5
Irving Street Library .....	1	2	3	4	5

**Policy Topics**

25. To what extent would you support or oppose the City of Westminster extending the existing 0.25 percent sales and use tax to fund the purchase of open space land and parks and recreation services for an additional 25 year period? By extending the tax, the City would be able to purchase additional open space sooner and at a lower cost, and to improve and maintain parks and recreation services.

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

26. To what extent would you support or oppose the City of Westminster controlling prairie dog populations through a variety of techniques (including euthanizing) on City-owned land when deemed necessary in order to protect park land and trails, open space land, public health or balanced ecosystem for native vegetation and wildlife?

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

27. To what extent would you support or oppose the City of Westminster implementing traffic enforcement cameras to control speed and minimize the running of red lights?

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

## Demographics

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

29. What is your home zip code?

- |                                |                                |
|--------------------------------|--------------------------------|
| <input type="checkbox"/> 80003 | <input type="checkbox"/> 80030 |
| <input type="checkbox"/> 80005 | <input type="checkbox"/> 80031 |
| <input type="checkbox"/> 80020 | <input type="checkbox"/> 80234 |
| <input type="checkbox"/> 80021 |                                |

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

- Arvada
- Denver
- Thornton
- Aurora
- Lakewood
- Westminster
- Boulder
- Louisville
- Broomfield
- Northglenn
- Other \_\_\_\_\_
- Do not work (student, homemaker, retired, etc.)

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

- Detached single family home
- Condominium or townhouse
- Apartment
- Mobile home

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

- Own
- Rent

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

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

35. About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES in 2005? Be sure to include income from all sources. Please check the appropriate box below.

- Less than \$15,000
- \$15,000 to \$24,999
- \$25,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$124,999
- \$125,000 or more

36. How much education have you completed?

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

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

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

38. Are you Hispanic/Spanish/Latino?

- Yes
- No

39. Which category contains your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75 +

40. What is your gender?

- Female
- Male

Thank you very much for completing this survey!

\*\*\*\*

Please return the survey in the enclosed pre-addressed, postage-paid envelope to:  
National Research Center, Inc., 3005 30<sup>th</sup> St., Boulder, CO 80301



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
July 3, 2006



**SUBJECT:** Reclassification of 4.0 FTE Senior Police Officer Positions to  
Police Sergeant

**PREPARED BY:** Dan Montgomery, Chief of Police

### **Recommended City Council Action:**

Direct Staff to prepare a resolution for Council action to adopt an amendment to the 2006 Staffing and Pay Plans to reflect a reclassification of 4.0 FTE Senior Police Officer positions to the Police Sergeant position classification in the Police Department

### **Summary Statement**

- Staff proposes a resolution to adopt an amendment of the 2006 Staffing and Pay Plans to reflect a reclassification of 4.0 FTE Senior Police Officer positions to the positions of Police Sergeant in the Police Department.
- Since the passage of the public safety sales tax in 2003, there have been 28 additional Police Officers hired by the Police Department, but no additional Police Sergeants. The number of sergeants and lieutenants working each shift in comparison to officers on duty has dropped significantly in the past 2.5 years. This is below the average of 6.7 among the eight law enforcement agencies Westminster is compared to for salary and fringe benefit purposes. If Council concurs with Staff's recommendation it means that on the average, a Police Sergeant in Westminster would be responsible for 7.9 Police Officers per shift instead of 10.3.
- In staff's opinion, it is absolutely essential and critical to have high quality and adequate shift supervision of personnel. This is especially true in the police arena where police actions are under the public magnifying glass at all times and often police decisions, whether they are good or bad, result in time-consuming and sometimes expensive litigation.
- Staff will be in attendance on Monday night to answer questions regarding these issues.

**Expenditure Required:** \$20,000

**Source of Funds:** Police Department General Fund Budget



### **Policy Issue**

- Should an additional \$20,000 be spent to achieve an increase in front line supervision in the Police Department?

### **Alternatives**

Do not to approve the increase in police supervision and save the additional \$20,000 expense. It is staff's opinion that the additional \$20,000 that it would take to increase the volume of police supervision in our uniformed division is well worth the expense. The nine Patrol Sergeants now assigned to patrol work a total of approximately 18,720 hours each year. With three additional Police Sergeants in Patrol, the total number of sergeant hours worked each year would jump to 24,960 - a 33.3 percent increase.

A secondary alternative would be to fund 4.0 FTE additional Sergeants without going through the reclassification process. While such an approach would be beneficial, the cost of \$425,000 is prohibitive at this point in time and staff would not recommend such a strategy.

### **Background Information**

In November of 2003, the citizens of Westminster approved the Public Safety Sales Tax (PST) increase providing for 26 additional Police Officers and 14 police civilian personnel. Commencing in early 2004, and ending in early 2005, all 40 additional positions were hired and on staff, 2.0 FTE additional officers were authorized in the 2006 budget and have been hired in 2006, bringing the total number of additional Police Officers hired since the adoption of the PST to 28 and the total number of new employees to 42.

The current level of police supervision in the Patrol Division is three Police Sergeants and one commander assigned to each patrol watch. Most often, because of deployment schedules, days off, court, vacation days, compensatory days, training days, etc., there is only one or two, Police Sergeants on duty at any one time. Consequently, situations arise where there is one or two sergeants responsible for supervising 15 to 18 regularly-scheduled Police Officers, as well as another five to ten Police Officers assigned to extra-duty jobs throughout the City. Asking one Sergeant to supervise from 20-28 officers on a given shift is simply asking too much. Even having two Sergeants supervising from 20-28 officers is problematic. For example, it is extremely difficult to provide the appropriate level of supervision with too large of a span of control, and if one or two major incidents erupt, one Sergeant can be tied up for several hours, leaving only one to generally supervise. And, if one Sergeant is on duty and gets tied up on a major incident, one or two officers often are called upon to be, "acting supervisors."

Research recently conducted by Staff show several noteworthy trends:

- Since 1997, the number of Police Officers has increased by 74 percent, while the number of sergeants has increased by only seven percent.
- Today, due to attrition and PST hiring, 48 percent of the officers in the uniformed patrol and Traffic Division were hired since January 1, 2003, and of this total, approximately 33 percent had no prior police experience.
- National research indicates that based on a random analysis of police departments throughout the United States, the average span of control for police sergeants is seven.

- The Toronto Police Department recently completed an analysis concerning, “effective police supervision,” and determined that to be truly effective, a police sergeant assigned to the patrol function should be on the road during their tour of duty, at least 65 percent of the time.
- In Westminster, Patrol Sergeants spend an average of 40 percent of their time on the road. This is due to the fact that they deal with administrative duties, roll calls, employee meetings and performance evaluations, report review, and dealing with citizens.

By having 4.0 FTE additional Police Sergeants through a reclassification of 4.0 Senior Police Officers, the on duty span of control will drop to 7.9 vs. 10.3, and we will essentially see a 33 percent increase in the quantity of first line police supervision in the Patrol and Traffic Division. This 33 percent increase will be realized with 3.0 additional FTE Police Sergeants being added to the 9.0 FTE Police Sergeants and 4.0 Commanders already assigned to the three patrol watches. The fourth Police Sergeant will be assigned to the North Metro Drug Task Force where we have three detectives assigned to work with other detectives from the Adams County law enforcement agencies. While the Police Department has only three detectives assigned to the drug task force, this sergeant would also supervise detectives from other agencies assigned to the task force. Specialty units such as vice/narcotics task forces universally require even smaller spans of control due to the unique and high risk nature of these operations.

The total cost involved to hire 4.0 FTE additional Police Sergeants would be approximately \$425,000 per year. At the present time, such an expense is just not practical. A better alternative is to simply reclassify 4.0 FTE Police Officers to the position of Police Sergeant, allowing the accomplishment of this objective, for an additional cost of only \$18,000 to \$20,000, which can be absorbed in the Police Department budget.

At the present time, there are three individuals on the police sergeant eligibility list. It is staff’s intent, contingent on Council’s approval of this resolution, to immediately promote all three of these outstanding individuals and assign them to the three patrol watches. Staff will then conduct another Police Sergeant promotional process and promote the fourth new sergeant off the new list, and assign a Sergeant to the North Metro Drug Task Force.

In summary, there is a significant opportunity with this proposed resolution to:

- Promote four outstanding individuals to the position of Police Sergeant by reclassifying their positions.
- Improve the quality and quantity of street supervision.
- Reduce the span of control for the Police Sergeants, from an average of 10.3 to 7.9.
- Accomplish staff’s objectives for an increased cost of only \$20,000.

Respectfully submitted,

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City Manager