



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: July 14, 2004

SUBJECT: Study Session Agenda for Monday, July 19, 2004

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.

CONSENT AGENDA

None at this time.

PRESENTATIONS

6:30 P.M.

1. Citizen Survey Presentation - Attachment
2. Health Insurance Update
3. City Council's Proposed 2005 and 2006 Budgets - Attachment
4. Proposed 2005 Operating Budget Priorities Review

CITY COUNCIL REPORTS

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

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

1. 2004 Business Appreciation Event Honorees
2. Monthly Residential Report – Attachment

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,

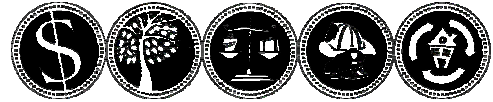
J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
July 19, 2004



SUBJECT: 2004 Westminster Citizen Survey Results

PREPARED BY: Emily Moon, Management Analyst

Summary Statement:

This report is for City Council information only and requires no action by City Council. The results from the recently completed 2004 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.

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 2004 Citizen Survey also incorporated questions that collect performance measurement data. As in previous years, the City contracted with the National Research Center, Inc. and Dr. Tom Miller to conduct this survey after soliciting cost quotes from other vendors.

In March, 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 2,835 eligible households, 1,175 completed the survey, providing a response rate of 41%. This response rate was similar to 2002 (43%) 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.

In 2004, the City of Westminster continued to rank above the national average in quality of service and quality of life. The following is a summary of some of the survey's key findings:

- As in previous years, City of Westminster residents rated their overall quality of life above the national average. In addition, 65% of respondents rated Westminster as a progressive community. Residents' response to the quality of neighborhoods also ranks within the range of the national average, not changing significantly since 1992.
- A majority of respondents felt safe in the six areas included in the survey (recreation centers, parks and playgrounds, neighborhoods, trail system, Westminster Mall and the Westminster Promenade). The greatest feelings of safety were reported for the recreation centers, city parks and playgrounds, and neighborhoods with 76% to 82% of respondents reporting feeling "very safe" or "safe" in these areas.
- The City's emphasis on providing high customer service continues to make a positive impact on residents. Over 80% of residents who interacted with Staff over the past twelve months reported that interaction as being either "good" or "very good." This rating continues to rank City of Westminster employees' customer service significantly higher than the national average.
- There was no significant change in residents' reported satisfaction with City government operations from previous years. However, in 2004, 81% of Westminster residents thought the City government operates "very well" or "well." Ninety-three percent of respondents believe that the City is "headed in the right direction."
- For 9 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 exemplary services were snow removal, street cleaning, code enforcement, recreation facilities, recreation programs, 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 fourth time in the 2004 survey. The number of Westminster residents who reported owning a computer in 2004 was 85%, an increase of 4% from 2002 and a 19% increase from 1998. Of those respondents owning computers, approximately 79% stated that they have Internet access, an increase of 5% from 2002. During the past twelve months, 34% of residents reported accessing the City's web site, an increase of 11% from 2002. 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 (7 % higher than in 2002).
- Residents reported using television news most frequently as a source of information about the City of Westminster. This was the second time since the question was first asked in 1998 that television news was cited as the premier source of City information. About 29% of respondents ranked City Edition as their number one or number two source of information about the City of Westminster, an increase of 1% from 2002. A reduced percentage of residents reported Channel 8 as a source of information while an increased percentage reported using the *Westminster Window* as a source of information.
- Thirty-four percent of respondents reported that they had watched the City's municipal cable television Channel 8 within the past year. This marks a 6% decrease in viewers from 2002. The most frequently watched programs were bulletin board information, Westminster community events and programs covering City departments/services.
- 24% of respondents reported being familiar with the Community Oriented Governance (GOG) program, which is a 1% increase from the 2002 survey, but is still below 1998's level of 29%. Of the 24% familiar with the COG Program, 59% rated it as a "good" or "very good" program.

In 2004, residents were asked questions designed to assess the quality of community amenities and the extent of neighborhood issues.

- Residents were asked to describe their reasons for shopping in Westminster and to note which items they frequently purchased. The most common reason (91%) Westminster residents cite for shopping in Westminster is convenience. Thirty-two percent of respondents also reported shopping in Westminster because they want their tax dollars to stay in Westminster. Groceries are the most commonly purchased items in Westminster, followed by clothes/personal items and meals and entertainment. Residents reported furniture as less frequently purchased in Westminster.
- Residents were asked to rate the extent to which "weeds, abandoned vehicles, graffiti, or dilapidated buildings" were a problem in their neighborhood. Almost half of the respondents (48%) did not think that these issues were problems. One-third of the respondents thought that these issues were minor problems.
- Residents' perception of traffic congestion was analyzed for a second time in the 2004 survey. Residents reported that traffic congestion on I-25 was most problematic, followed by congestion on U.S. Highway 36 and then City streets. However, the percent of residents reporting that traffic congestion on City streets is a problem rose significantly from 2002 to 2004.

As in past surveys, residents were asked one or more policy questions. Highlights of the responses to this year's only policy question follow:

- Residents' opinions on the Regional Transportation District's November 2004 ballot question concerning an increase in sales tax to support FasTracks improvements were solicited. Seventy-four percent of Westminster residents support the sales tax increase (35% "strongly" and 39% "somewhat support"). Only 14% reported strongly opposing the measure.

The survey results and analysis will be discussed at the July 19 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 Citizen Survey

Report of Results – June 2004



National Research Center, Inc. • 3005 30th St. • Boulder, CO 80301 • (303) 444-7863 • www.n-r-c.com

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Executive Summary

Background and Methods

This was the seventh survey since 1992 to monitor the quality of Westminster services and quality of community life. 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 these, 1,173 returned the mailed questionnaire giving a response rate of 41%. The margin of error was plus or minus 3 points around any given percentage point, and plus or minus 3 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.

Westminster Quality of Life

- ◆ The average rating for overall quality of life was 80 (or just above “good”) on the 100-point scale. These ratings have not changed significantly over the twelve years since the baseline survey. When compared to the nation and the Front Range, Westminster’s rating was considered above the norm for both areas.
- ◆ The average rating for neighborhood quality (75 on the 100-point scale) was similar to the norm for other communities across the nation, and has not changed significantly since the baseline survey in 1992. Residents of Adams 12 rated their neighborhoods most positively (79), followed by Jefferson County (75) and Adams 50 (69).
- ◆ Sixty-five percent of Westminster residents agreed with the statement, “Westminster is a progressive community.” Though similar to the 2002 rating (69), this year’s average rating of 67 was the lowest rating since the 1992 baseline survey.

Public Safety

- ◆ Respondents were asked to rate how safe they felt in a number of public places. A majority of respondents felt safe in each of the areas of inquiry. The greatest feelings of safety were reported at recreation centers, the Westminster Promenade, parks and playgrounds and in the respondents’ neighborhoods.

Quality of Service Delivery

- ◆ Overall, City government operations were given an average rating of 72 on the 100-point scale. The average ratings given by Westminster residents were noticeably higher than those given by residents across the nation.
- ◆ Each of the 19 Westminster services received a positive average rating above “neither good nor bad” on the 100-point scale. City services that were rated the most positively were recreation facilities, libraries, appearance of parks and recreation

facilities, recreation programs, fire protection, range of parks and recreation activities, emergency medical service, parks maintenance and trails. City services rated least positively were building permits/inspections, City code enforcement and street repair.

- ◆ For nine of the 19 services, the average rating given by Westminster residents was significantly higher than the average given by members of other communities: appearance of parks and recreation facilities, city code enforcement, drinking water quality, municipal court, range of parks and recreation activities, recreation facilities, recreation programs, snow removal and street cleaning. Fire protection, emergency medical service and utility billing/meter reading were rated below the norm, and the remaining seven services were rated similarly to other communities across the nation.
- ◆ Employee ratings have remained stable since 1992. When compared to average employee ratings across the nation, Westminster employees were rated significantly higher, but were rated similarly to employee ratings of the Front Range.

Public Trust

- ◆ About two-thirds of Westminster residents think the City is “headed in the right direction.”

Communication with Residents

- ◆ Residents reported using television most frequently to get information about the City of Westminster. *City Edition*, *Rocky Mountain News* and the *Denver Post* were also commonly used by survey respondents. About one in ten residents reported using City’s Web site (www.ci.westminster.co.us) as one of their primary sources of information about the City.
- ◆ Sixty-six percent of respondents reported watching Channel 8 in the last 12 months. The most popular programs watched on the channel were the bulletin board information and Westminster community events programs.
- ◆ About eight in ten Westminster residents had computers with Internet access. There was an increase in Internet access overall (79% in 2004 versus 44% in 1998), and since 2002 (79% versus 74%).
- ◆ Over one-third of respondents reported using the City’s Web site in the 12 months prior to the survey. Use of the City’s Web site increased between 2002 (23%) and 2004 (34%).
- ◆ Twenty-four percent of respondents reported “having heard or read about” the Community Oriented Governance (COG) program. Forty-three percent of the residents familiar with the program rated it as “good” or “very good.”

Community Amenities

- ◆ The most common reason why Westminster residents said that they shop in Westminster was because “it is convenient;” 91% of residents cited this explanation. Responses for the 2004 survey were similar to those from 2002.
- ◆ About one-quarter of residents in Westminster (26%) used the 76th Avenue Library, while almost twice as many (47%) used the College Hill Library in the last 12 months.

Policy Questions

FasTracks¹

- ◆ The majority of residents (74%) indicated that they would support a four-cents for every 10-dollar purchase for FasTracks improvements. Over one-third (35%) said they “strongly” support the sales tax increase, while 14% reported strong opposition.

¹ The complete question wording that appeared on the survey was as follows: *The Regional Transportation District (RTD) is working toward placing a sales tax increase on the November 2004 election ballot to raise \$4.7 billion for construction of the FasTracks transit improvements. FasTracks would include the addition of commuter rail, light rail, expansion of separated bus service and high occupancy vehicle lanes, and increased transit parking throughout the Denver metropolitan area, including improvements along US 36 and North I-25. To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?*

Survey Background and Methods

Survey Purposes

The Westminster Citizen Survey serves as a consumer report card for Westminster by providing residents the opportunity to rate their satisfaction with the quality of life in the City, the community's amenities and 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 seventh 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, Colorado during March and April of 2004. The survey instrument itself appears in *Appendix H: Survey Instrument*.

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*.)

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 3 percentage points around any given percent reported for the entire sample (1,175 completed surveys). 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 401 for Jefferson County, 352 for Adams 50 and 421 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 1 representing the best rating and 5 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 3 points on the 100-point scale.

Comparing Survey Results

Because this survey was the seventh in a series of citizen surveys, the 2004 results are presented along with the past ratings when available. National norms and the average ratings for other jurisdictions in the Front Range² have also been included when comparisons were applicable. 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: 2004 Survey Responses Compared by Area of Residence*.

Interpreting the Percentile Data

Where normative comparisons are available, three numbers are provided in the ratings table. The first is the rank assigned to Westminster's rating 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 ratings. Therefore, a rating at the 80th percentile would mean that Westminster's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

Alongside the rank and percentile appears a comparison: "above the norm," "below the

² The normative data are from National Research Center's database of local government service ratings. Front Range cities included Arvada, Boulder County, Boulder, Castle Rock, Colorado Springs, Englewood, Lafayette, Lakewood, Littleton, Longmont, Louisville, Loveland, Northglenn, Parker, and Thornton.

norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison between Westminster's rating and the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of three or more points on the 100-point scale between Westminster's 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 ratings and the national norms are less than 3 points, they are marked as "similar to" the norm.

The data 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.

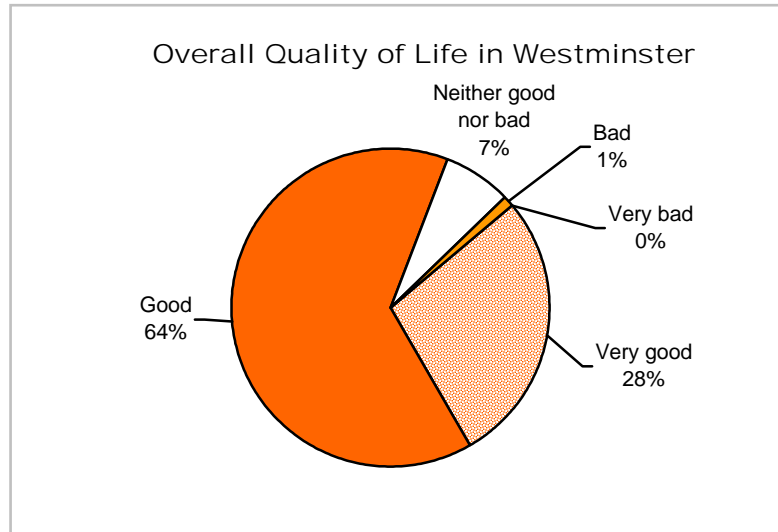
Report of Results

Quality of Life and Community

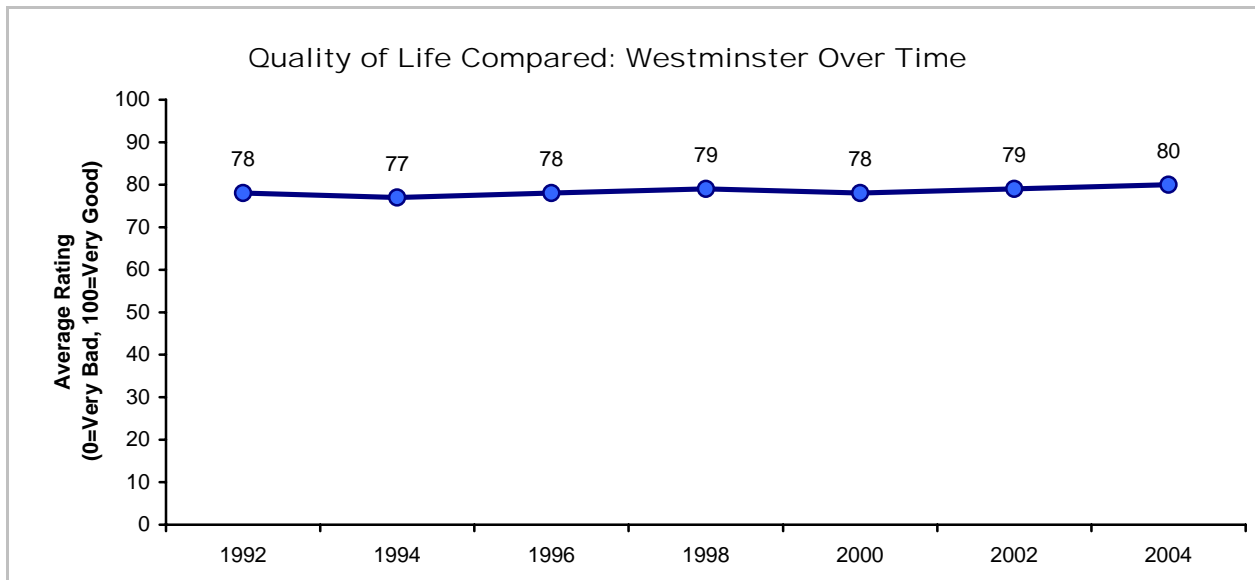
As in the past six citizen surveys, residents gave an overall rating to their quality of life in Westminster.

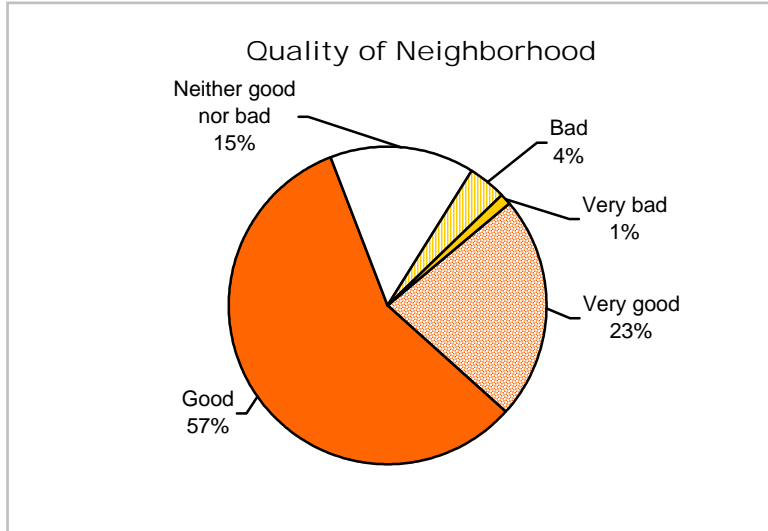
Over 90% of residents rated the local quality of life as “very good” or “good” in Westminster.

These ratings were converted to a 100-point scale where 0 = “Very bad” and 100 = “Very good” for comparison to past Westminster results and evaluations of residents in Colorado’s Front Range and the nation as a whole. These comparisons appear on page 9.



The average rating for overall quality of life was 80 (or just above “good”) on the 100-point scale. These ratings have not changed significantly over the twelve years since the baseline survey. When compared to the nation and the Front Range, Westminster’s rating was considered above the norm for both areas.

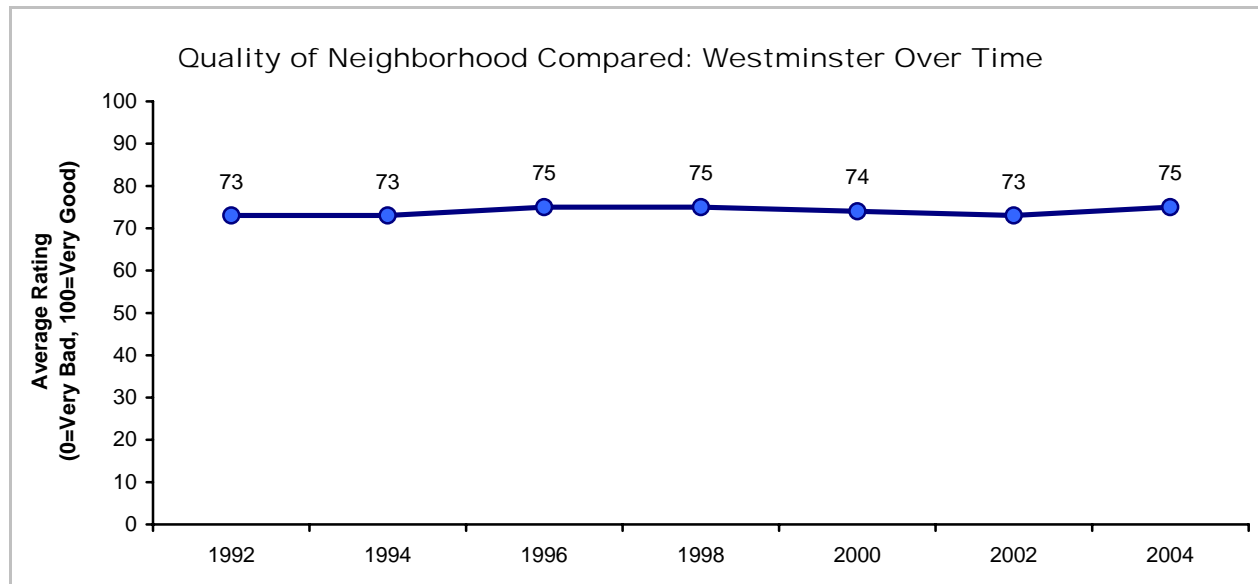




Eight in ten Westminster residents rated their neighborhood as “good” or “very good.” Five percent rated their neighborhood as “bad” or “very bad” and 15% rated their neighborhood as “neither good nor bad.”

These ratings were also converted to a 100-point scale (0 = “Very bad” and 100 = Very good”) for comparison.

Residents rated the quality of their neighborhood as a 75, or “good,” on the 100-point scale. This rating has not changed significantly since 1992.



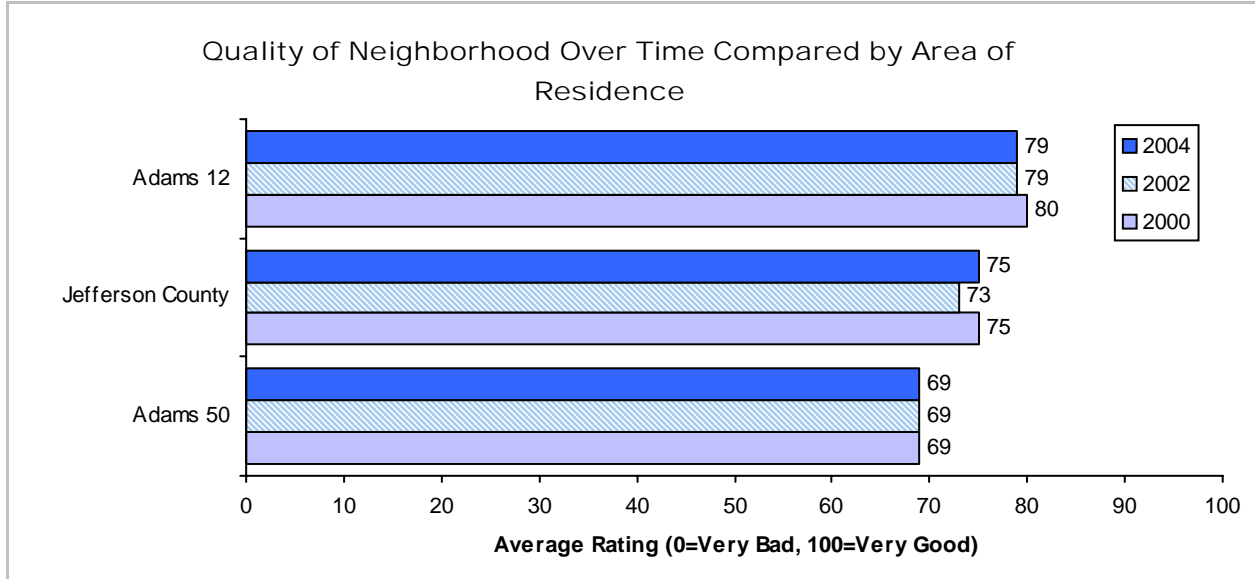
The average rating for neighborhood quality is similar to the norm for other communities across the nation. No norm was available for the Front Range. For additional information on how to interpret these charts, please see *Interpreting the Percentile Data* on page 5.



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 National Norm
The overall quality of life in Westminster	80	46	141	68%	Above the norm
The overall quality of neighborhood	75	11	26	62%	Similar to the norm

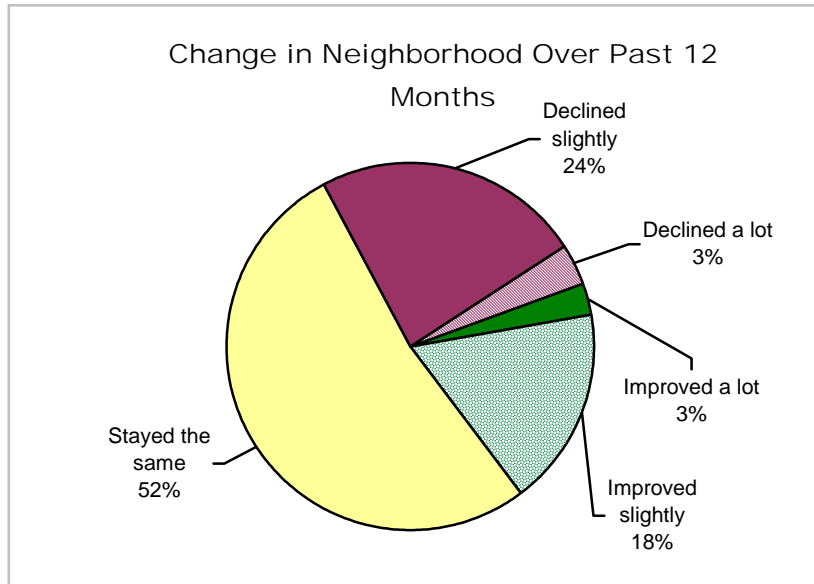
Quality of Life Ratings Compared: Westminster and the Front Range					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to Front Range Norm
The overall quality of life in Westminster	80	3	14	86%	Above the norm

Responses were also compared by area of residence (defined by school district boundary). Residents of Adams 12 rated their neighborhoods most favorably (79 on the 100-point scale), while residents of Adams 50 rated the quality of their neighborhood least positively (69 out of 100).

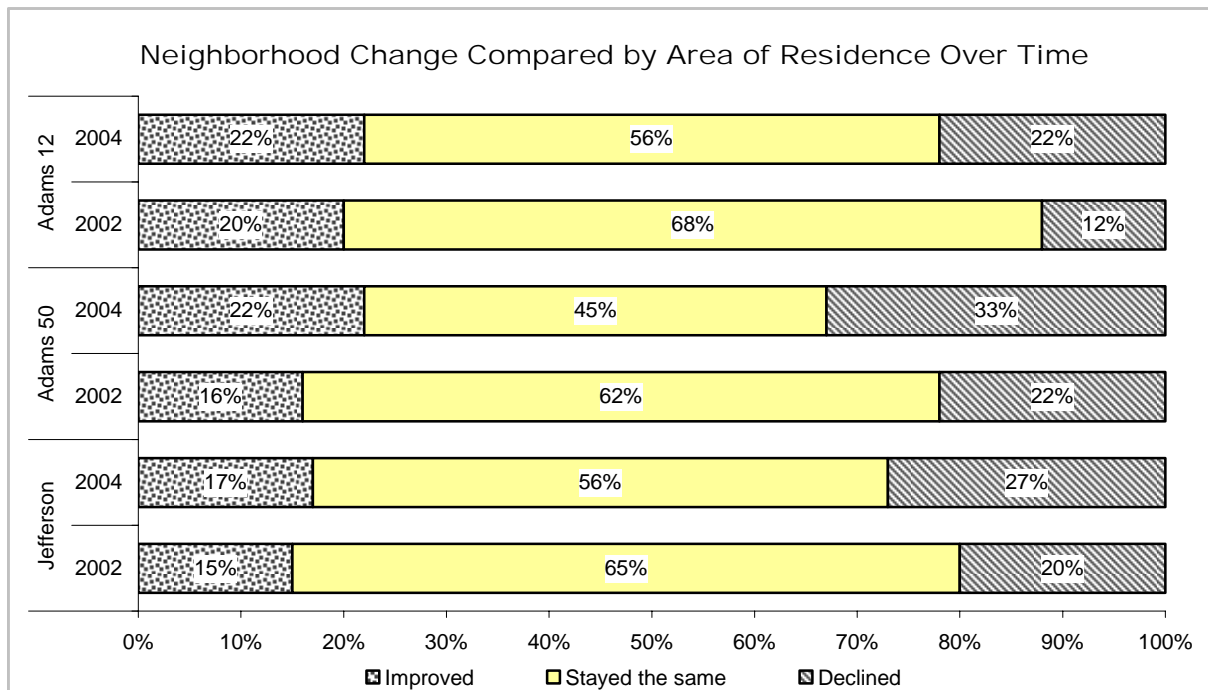


Additional comparisons by area of residence can be found in *Appendix B: 2004 Survey Responses Compared by Area of Residence* and *Appendix C: Survey Results by Area of Residence Compared Over Time*.

About half of residents reported that the quality of their neighborhood has stayed the same over the last twelve months. Twenty-one percent of respondents reported that the quality had improved, while 27% indicated that their neighborhood has declined over the last 12 months.



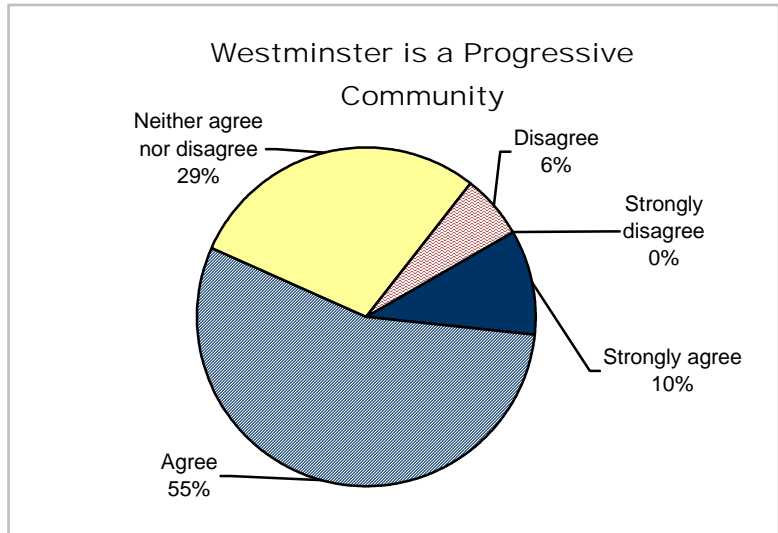
When comparing neighborhood change between the three school districts, Adams 12 and Adams 50 reported the most improvement in their neighborhoods. Adams 50 residents also reported the most decline in their neighborhoods compared to other districts.



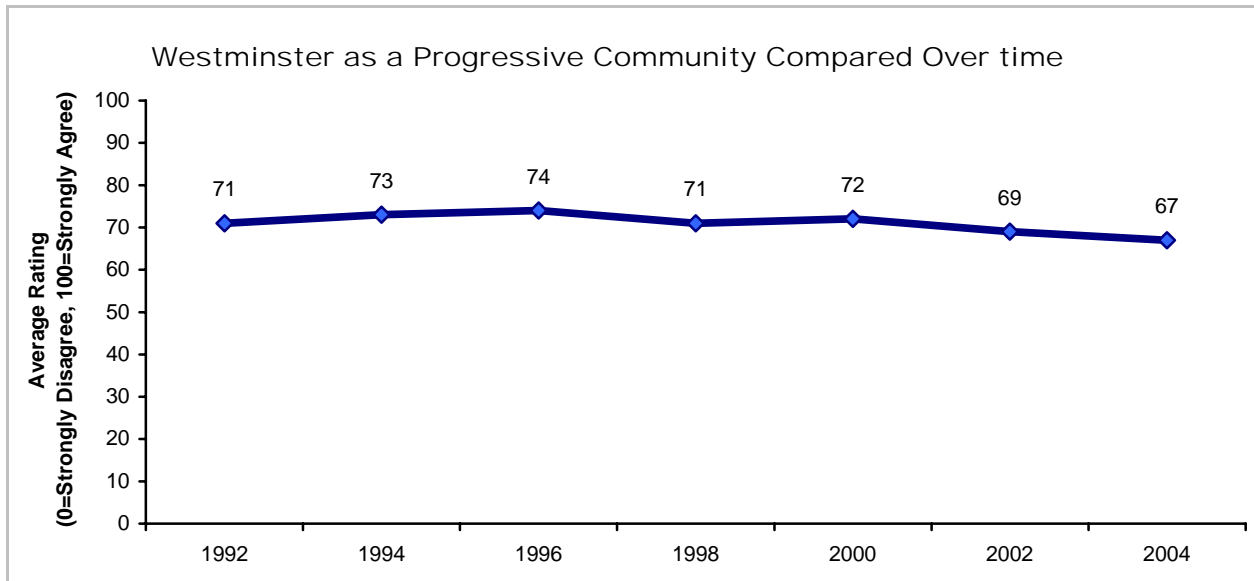
Westminster as a Progressive Community

Respondents have been asked to what extent they agree or disagree with the statement “Westminster is a progressive community” since the baseline survey in 1992.

In 2004, 65% of those responding to the survey agreed that Westminster is a progressive community. Only six percent disagreed with the statement.



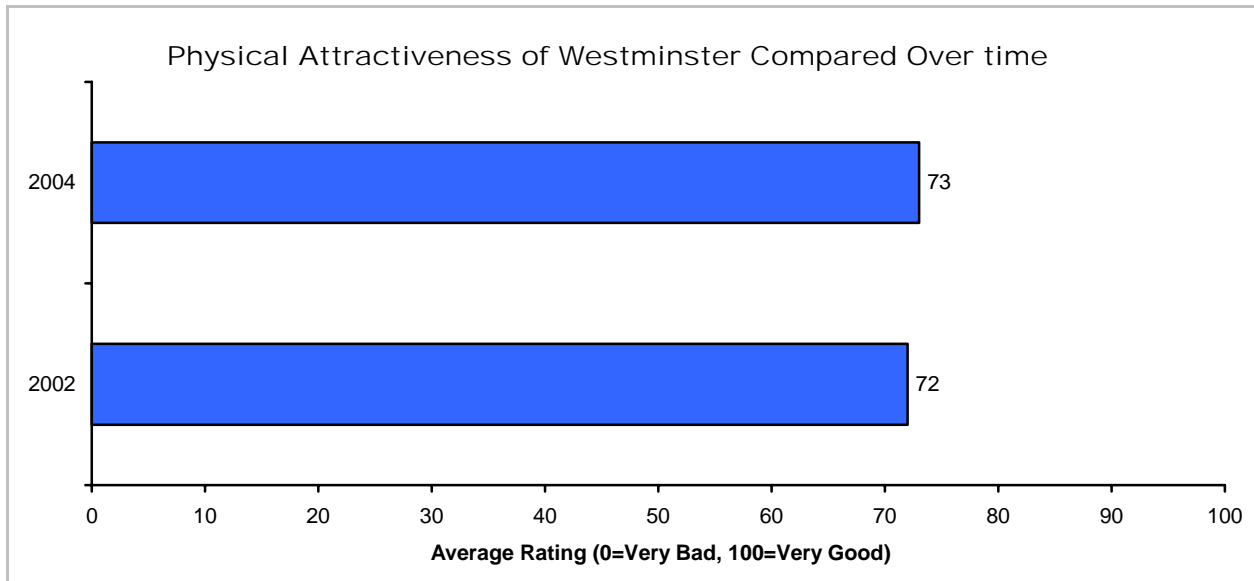
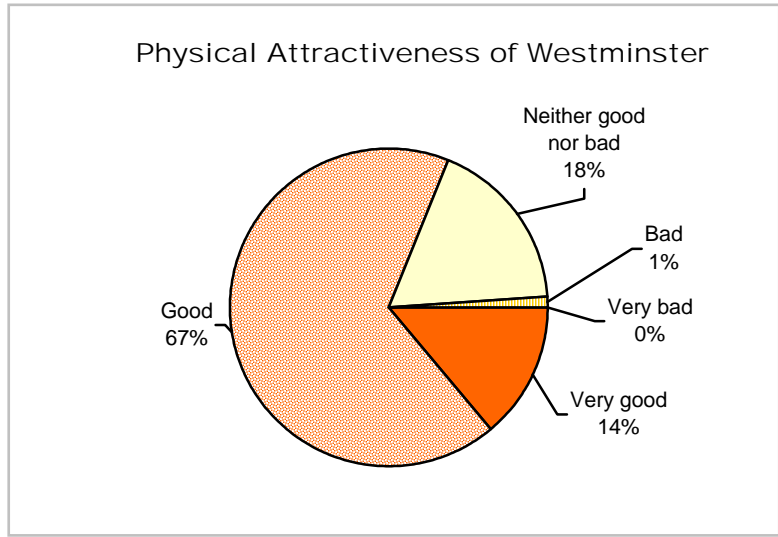
Though similar to the 2002 rating, this year’s average rating of 67 is the lowest rating since the 1992 baseline survey.



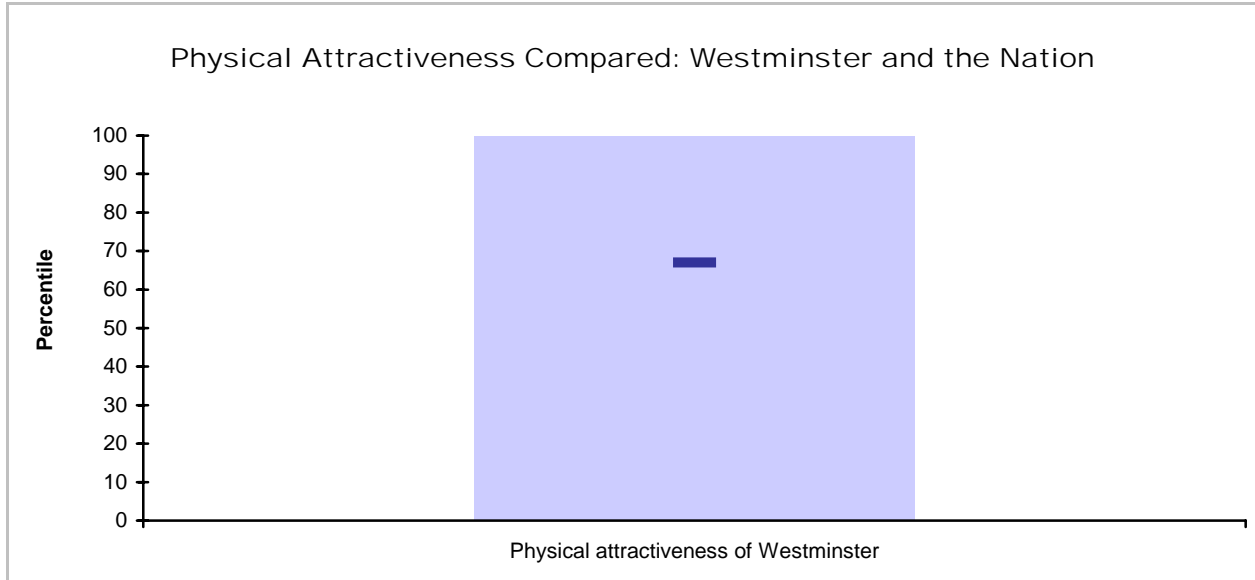
Physical Attractiveness of Westminster

Respondents were asked to rate the physical attractiveness of Westminster for the first time in 2002. The survey question was repeated for the 2004 survey, with over 80% of residents rating the physical attractiveness as either "good" or "very good."

Respondents rated the physical attractiveness of Westminster similarly in both survey years.



Westminster adults rated the physical attractiveness of their City higher than other adults across the nation and Front Range (see the following tables for comparisons).

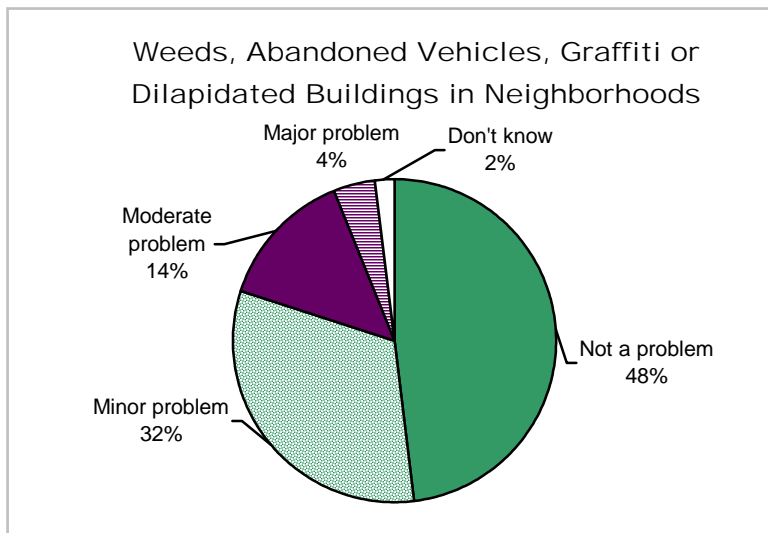


Physical Attractiveness Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Physical attractiveness of Westminster	73	26	90	72%	Above the norm

Physical Attractiveness 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 Front Range Norm
Physical attractiveness of Westminster	73	1	5	100%	Above the norm

Potential Problems

For the second survey in a row, respondents were asked how they rate the extent to which “weeds, abandoned vehicles, graffiti, or dilapidated buildings” were a problem in their neighborhood.



In 2004, about half (48%) said these issues were “not a problem” in their neighborhood, with only 4% reporting that they were a “major problem.”

In addition to rating this potential problem in their neighborhoods, respondents also were asked to rate a more comprehensive list of 18 potential problems. This list, presented for the first time in 2004, covered a wide variety of areas, ranging from the availability of bike paths to vandalism.

At least two-thirds of respondents reported that availability of recreation programs, lack of growth, availability of parks, availability of bike paths and availability of sidewalks were “not a problem.” The one of most problematic areas included too much growth, with 22% of respondents rating it as a “major problem.” Sixteen percent of respondents considered the availability of affordable housing and traffic congestion as a “major problem.”

To allow for comparison, the ratings were converted to a 100-point scale where 100= “not a problem” and 0= “major problem.” Availability of recreation programs, lack of growth, availability of parks, availability of bike paths, availability of sidewalks, run down buildings and maintenance and condition of homes were considered the least problematic. All of these areas have average ratings of 70 or higher, or between a “minor problem” and “not a problem.” Those areas having the lowest average ratings on the 100-point scale include availability of affordable housing, drugs, too much growth and traffic congestion. Each of these scored around 50 on the scale, between a “minor” and “moderate problem.”

Potential Problems in Westminster							
	Percent of Respondents						Average Rating (100=Not a problem, 0=Major Problem)
	Not a problem	Minor problem	Moderate problem	Major problem	Don't know	Total	
Availability of recreation programs	72%	11%	4%	1%	11%	100%	92
Lack of growth	69%	12%	6%	0%	13%	100%	91
Availability of parks	73%	11%	8%	1%	7%	100%	89
Availability of bike paths	67%	13%	7%	2%	11%	100%	87
Availability of sidewalks	67%	19%	6%	2%	6%	100%	87
Run down buildings	32%	37%	16%	4%	11%	100%	70
Maintenance and condition of homes	32%	43%	17%	2%	7%	100%	70
Condition of properties (weeds, trash, junk vehicles)	25%	47%	17%	6%	6%	100%	65
Taxes	24%	31%	26%	10%	10%	100%	59
Graffiti	14%	39%	27%	8%	12%	100%	56
Crime	9%	41%	32%	4%	14%	100%	55
Vandalism	11%	38%	30%	8%	14%	100%	53
Juvenile problems	10%	26%	23%	7%	34%	100%	53
Availability of affordable housing	20%	22%	23%	16%	20%	100%	52
Drugs	10%	21%	21%	8%	39%	100%	51
Too much growth	21%	21%	27%	22%	10%	100%	48
Traffic congestion	11%	33%	36%	16%	4%	100%	47
Other	11%	4%	16%	45%	23%	100%	24

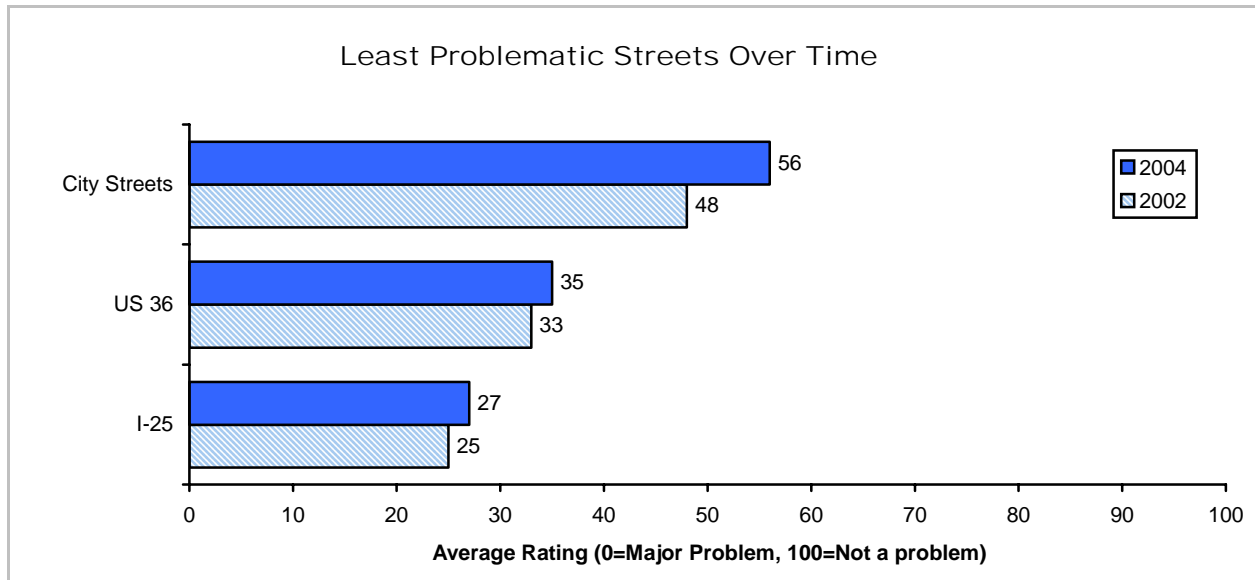
The only item to score between a “moderate” and “major problem” was the “other” category with an average rating of 24 on the 100-point scale. In an effort to further delineate some of the issues volunteered by the respondents, those items with similar themes were grouped together. Frequencies and average ratings are shown in *Appendix E: Other Potential Problems in Westminster*. Additional responses that could not be grouped together by theme have been included in *Appendix F: Verbatim Responses to Open-ended Questions*

Additionally, residents were asked to prioritize the list of potential problems in an effort to help the City determine where to invest limited resources. "Traffic congestion" elicited the greatest number of responses; over half of respondents ranked this issue within the top three concerns. "Too much growth" was the next most frequently ranked concern, with about one-third of respondents placing it within their top three priorities.

Preferences for Prioritization of Limited Resources		
	1st Biggest Concern	Percent of Times Reported as 1st, 2nd or 3rd Biggest Concern
Traffic congestion	20%	51%
Too much growth	15%	33%
Crime	13%	31%
Availability of affordable housing	9%	24%
Taxes	8%	20%
Vandalism	7%	23%
Drugs	5%	16%
Juvenile problems	4%	16%
Graffiti	3%	15%
Condition of properties (weeds, trash, junk vehicles)	3%	14%
Run down buildings	2%	9%
Maintenance and condition of homes	2%	9%
Lack of growth	1%	3%
Availability of parks	0%	3%
Availability of bike paths	0%	3%
Availability of sidewalks	0%	2%
Availability of recreation programs	0%	1%
Other	7%	11%
Total	100%	--

Again this year residents were asked to rate how much of a problem traffic congestion was on City streets, Interstate 25 and Highway 36. Thirty-one percent of residents saw congestion on City streets as a “minor problem,” and 31% saw them as a “moderate problem.” Congestion on Interstate 25 received the lowest average rating (27 on the 100-point scale), making it the most problematic of the three areas. The average rating of congestion on City streets has risen significantly since 2002; from 48 to 56 on the 100-point scale. Average ratings for traffic congestion on Highway 26 and I-25 were similar between 2002 and 2004.

Problem Ratings of Traffic Congestion							
	Percent of Respondents						Average Rating (0=Major problem, 100=Not a problem)
	Not a problem	Minor problem	Moderate problem	Major problem	Don't know	Total	
City streets	23%	34%	31%	11%	2%	100%	56
U.S. Highway 36	7%	21%	37%	29%	5%	100%	35
I-25	5%	14%	32%	42%	7%	100%	27



Perceptions of Safety in Public Places

Respondents were asked to rate how safe they felt in a number of public places. A majority of respondents felt safe in each of the areas of inquiry. The greatest feelings of safety were reported at recreation centers, the Westminster Promenade, parks and playgrounds and in the respondents' neighborhoods. For the first time in 2004, residents had the option of specifying an "other" area in which they could rate their feelings of safety. The responses have been provided in *Appendix F: Verbatim Responses to Open-ended Questions*.

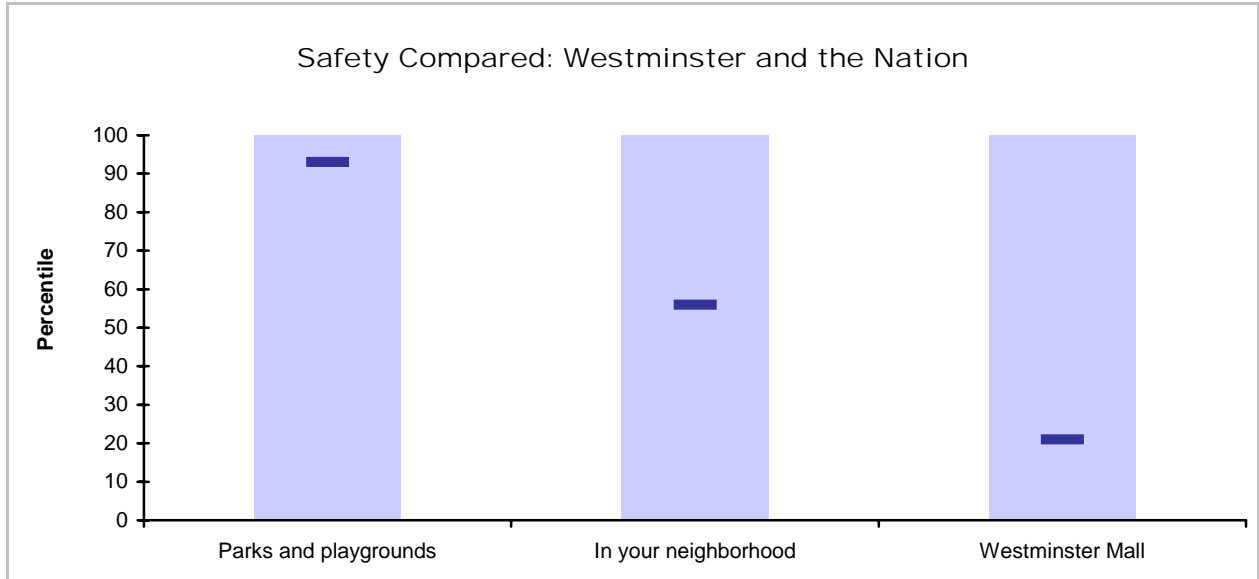
2004 Ratings of Safety in Public Areas								
Area	Percent of Respondents							Average Rating (0=Very Unsafe 100=Very Safe)
	Very Safe	Safe	Neither Safe Nor Unsafe	Unsafe	Very Unsafe	Don't Know	Total	
Recreation centers	34%	48%	7%	0%	0%	10%	100%	82
At the Westminster Promenade	24%	52%	14%	1%	1%	9%	100%	77
Parks and playgrounds	22%	56%	14%	1%	0%	7%	100%	76
In your neighborhood	25%	57%	14%	3%	1%	1%	100%	75
On the trail system	14%	41%	22%	6%	0%	17%	100%	69
Westminster Mall	13%	37%	29%	15%	4%	3%	100%	60
Other	7%	28%	5%	13%	9%	39%	100%	55

Perception of safety for recreation centers has increased from 1994 to 2004 (note: question wording has changed somewhat over the six survey administrations where the question was asked). Since 1996, the Westminster Mall has continued to be the location where residents reported feeling least safe. However, the Westminster Mall still received a relatively good rating for safety, a 60 on the 100-point scale (between "safe" and "neither safe nor unsafe").

Ratings of Safety in Public Areas Compared Over Time							
Area	Average Rating (0=Very Unsafe 100=Very Safe)						Change 1994 to 2004
	2004	2002	2000	1998	1996	1994	
Recreation center	82	81	79	76*	72*	75*	+7
Westminster Promenade	77	76	Not asked	Not asked	Not asked	Not asked	--
Parks and playgrounds	76	76	75	74*	77*	67*	+9
In your neighborhood	75	76	73	73	Not asked	Not asked	--
On the trail system	69	71	67	67	Not asked	Not asked	--
Westminster Mall	60	66	65	64	64	Not asked	--

* In 1998, the City parks and recreation centers were asked as one question and neighborhood parks as a second question. In 1996 and 1994 the responses are for neighborhood parks and the average of 3 different recreation centers.

When compared to the nation, safety at parks and playgrounds was considered above the norm, safety in the resident's neighborhood was considered similar to the norm, and safety at the Mall was below the norm. No norms were available for the other areas mentioned in the survey. Norms were not available for the Front Range.



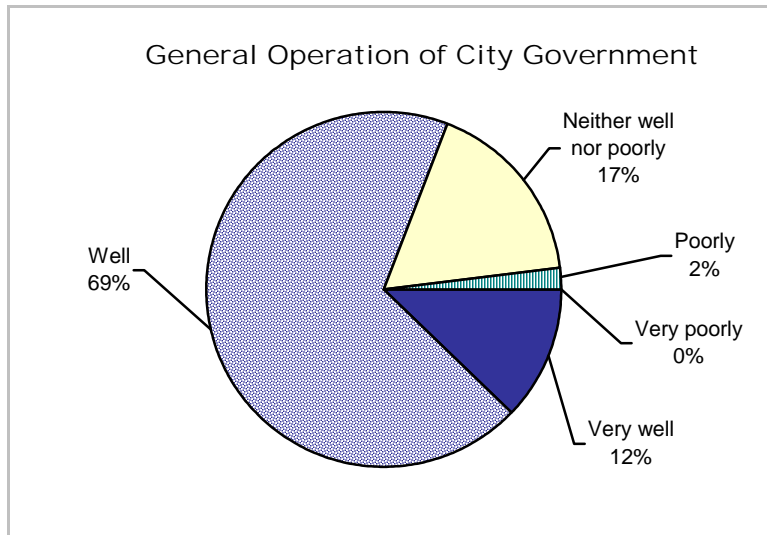
Ratings of Safety in Various Areas: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Parks and playgrounds	76	3	28	93%	Above the norm
In your neighborhood	75	29	63	56%	Similar to the norm
Westminster Mall	60	12	14	21%	Below the norm

Evaluation of City Services

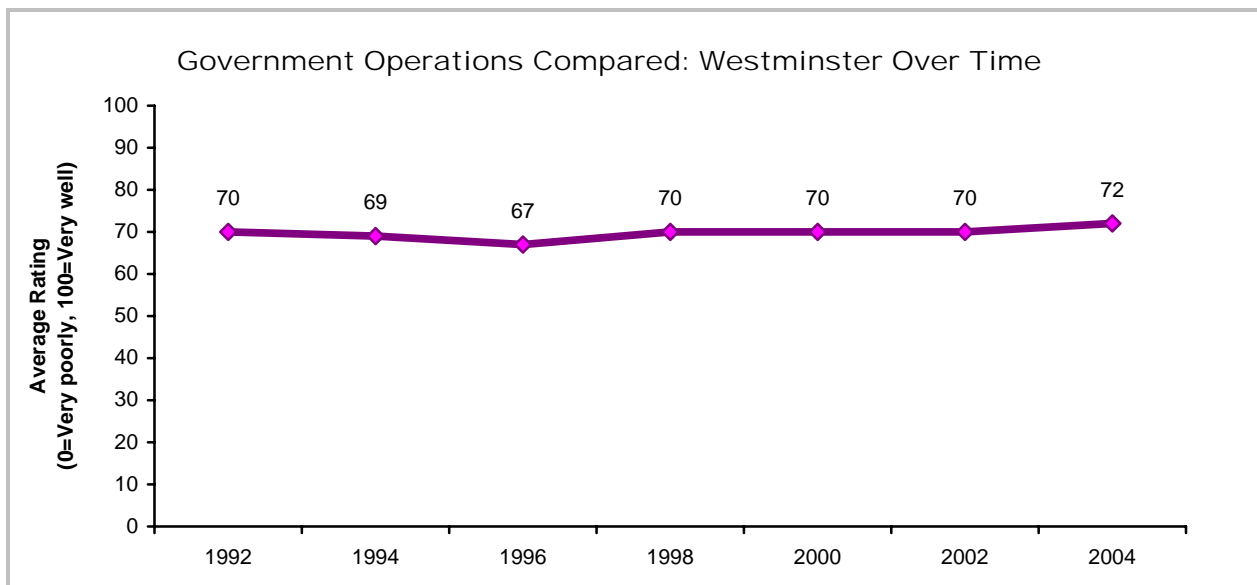
A list of 19 City-provided services was presented to residents for their opinions about service quality. General satisfaction with overall government operations was also assessed.

Rating of City Government Operations

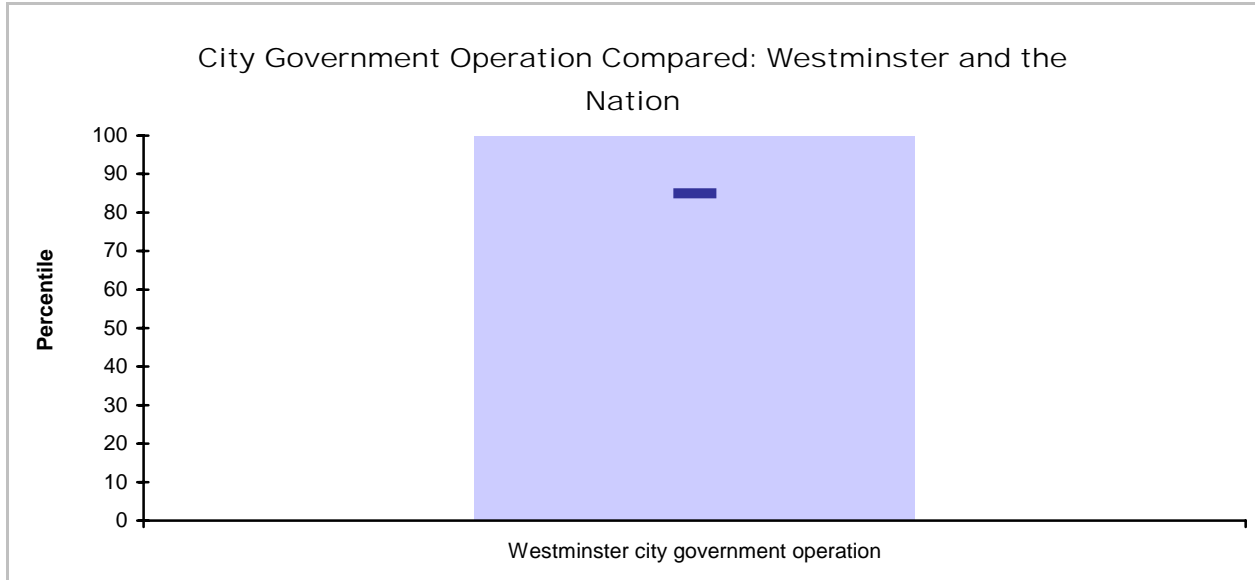
Eighty-one percent of Westminster residents thought the City government operates “very well” or “well.” Only 2% percent thought that it operates “poorly” or “very poorly.”



There have been no significant changes in government ratings over time.



The average ratings given by Westminster residents were noticeably higher than those given by residents across the nation. No norm was available for the Front Range.



City Government Operation Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Operation of Westminster City government	72	4	20	85%	Above the norm

Satisfaction with City Services

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

City services rated least positively were building permits/inspections, City code enforcement and street repair (all received ratings of 62 or lower on the 100-point scale). Although all of these services received average ratings less favorable than “good,” they were still rated somewhat more positively than neutral (50 points).

Satisfaction Ratings for Government Services								
	Percent of Respondents							Average Rating (100=Very good, 0=Very bad)
	Very good	Good	Neither good nor bad	Bad	Very bad	Unsure	Total	
Recreation facilities	34%	50%	9%	1%	0%	7%	100%	81
Libraries	28%	42%	10%	1%	0%	19%	100%	80
Appearance of parks and recreation facilities	28%	55%	12%	1%	0%	4%	100%	79
Recreation programs	26%	51%	10%	1%	0%	12%	100%	79
Fire protection	22%	48%	13%	0%	0%	17%	100%	78
Range of parks and recreation activities	24%	52%	13%	2%	0%	9%	100%	77
Emergency Medical Service	18%	44%	13%	0%	0%	25%	100%	76
Parks maintenance	21%	59%	11%	3%	0%	6%	100%	76
Trails	21%	49%	14%	4%	0%	12%	100%	75
Police protection	18%	51%	17%	3%	1%	10%	100%	72
Drinking water quality	21%	50%	16%	8%	2%	2%	100%	71
Snow removal	17%	54%	19%	6%	2%	1%	100%	70
Municipal Court	6%	29%	22%	1%	0%	42%	100%	66
Police traffic enforcement	12%	46%	27%	6%	2%	6%	100%	66
Street cleaning	11%	49%	30%	7%	1%	3%	100%	66
Utility billing/meter reading	8%	40%	28%	3%	1%	19%	100%	66
Building permits/inspections	5%	24%	23%	3%	2%	44%	100%	62
City code enforcement	6%	36%	32%	6%	2%	18%	100%	62
Street repair	6%	42%	31%	17%	3%	2%	100%	58

Comparison to Past Evaluations

Current service ratings were, on average, similar to those provided by Westminster residents since the baseline survey in 1992. Two services were rated noticeably higher in 2004 when compared to 1992 ratings: recreation facilities and library services. There was no significant change from 2002 to 2004 for any service.

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

Comparison of Ratings by District of Residence

Comparison of the three school districts' ratings for City services were fairly similar. (Results presented in *Appendix B: 2004 Survey Responses Compared by Area of Residence, Table 5.*)

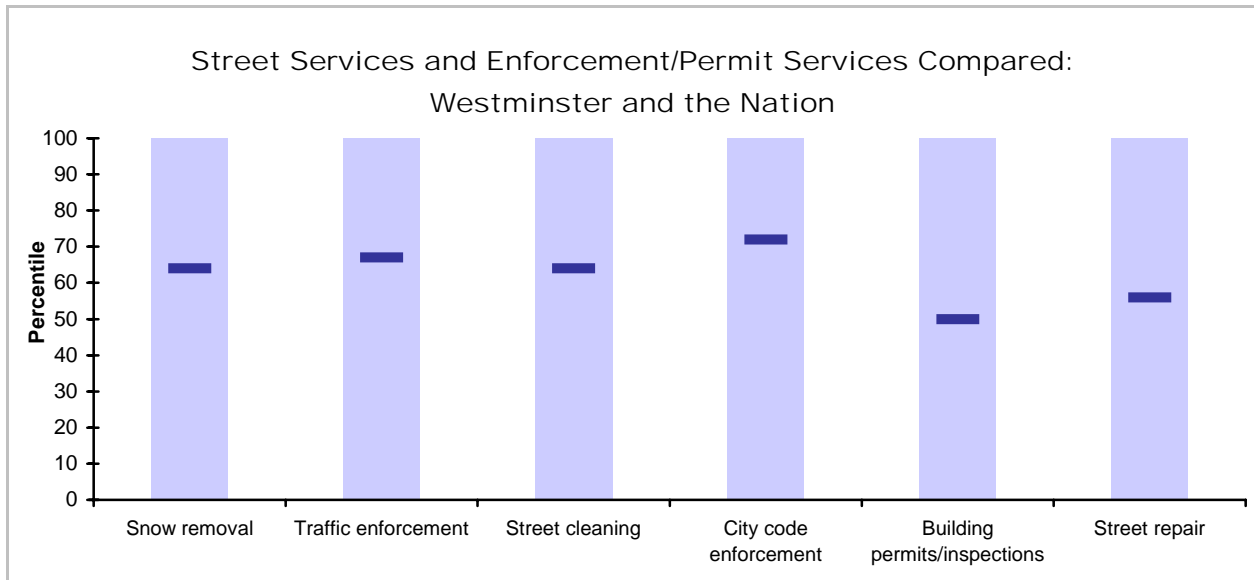
Comparison to National Normative Data

For nine of the 19 services, the average rating given by Westminster residents was significantly higher than the average given by members of other communities: appearance of parks and recreation facilities, City code enforcement, drinking water quality, municipal court, range of parks and recreation activities, recreation facilities, recreation programs, snow removal and street cleaning. Only three services were rated lower than the averages of other communities across the country: fire protection, emergency medical service and utility billing/meter reading. (Differences in ratings were considered significant if they were at least plus or minus 4 points from each other.) The remaining seven services (building permits/inspections, libraries, parks maintenance, police protection, police traffic enforcement, street repair and trails) were rated similarly to other communities across the nation.

Comparison to Front Range Normative Data

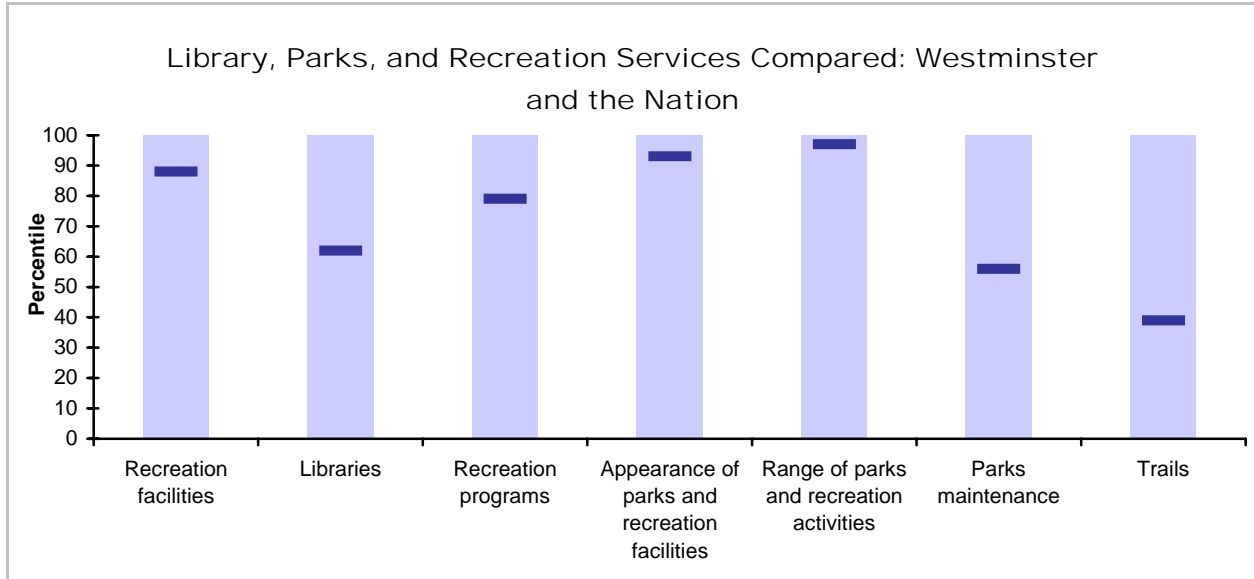
For eight of the 11 services for which Front Range normative comparisons were available, the average rating given by Westminster residents was higher than the average given by members of other Front Range communities. Those services rated above the norm were: City code enforcement, drinking water quality, police traffic enforcement, recreation facilities, recreation programs, snow removal, street cleaning and street repair. Emergency medical service was the only service rated lower than other Front Range communities. For the remaining two services, municipal court and parks maintenance, Westminster residents gave ratings similar to average ratings of residents of other Front Range communities. Front Range normative comparisons were not available for the appearance of parks and recreation facilities, building permits/inspections, fire protection, libraries, police protection, range of parks and recreation activities, trails and utility billing/meter reading.

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



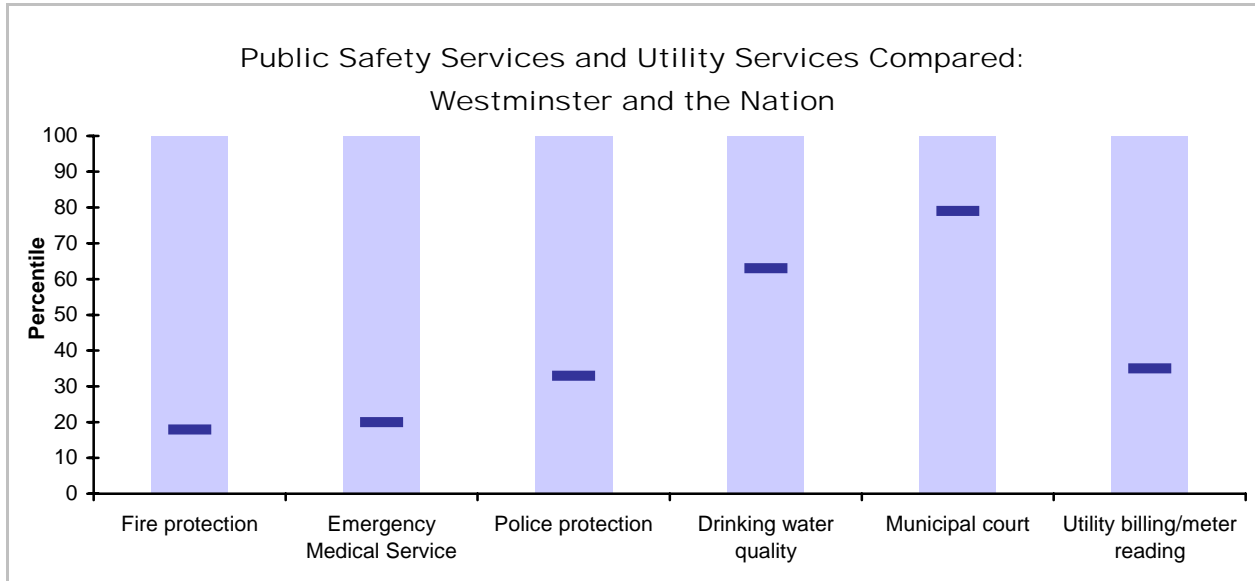
Street Services and Enforcement/Permit Services Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Snow removal	70	41	112	64%	Above the norm
Police traffic enforcement	66	42	125	67%	Similar to the norm
Street cleaning	66	51	140	64%	Above the norm
City code enforcement	62	41	145	72%	Above the norm
Building permits/inspections	62	11	20	50%	Similar to the norm
Street repair	58	101	227	56%	Similar to the norm

Street Services and 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 Front Range Norm
Snow removal	70	3	14	86%	Above the norm
Police traffic enforcement	66	3	13	85%	Above the norm
Street cleaning	66	1	11	100%	Above the norm
City code enforcement	62	2	15	93%	Above the norm
Street repair	58	3	14	86%	Above the norm



Library, Parks, and Recreation 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 National Norm
Recreation facilities	81	13	98	88%	Above the norm
Libraries	80	14	34	62%	Similar to the norm
Recreation programs	79	35	162	79%	Above the norm
Appearance of parks and recreation facilities	79	3	30	93%	Above the norm
Range of parks and recreation activities	77	2	38	97%	Above the norm
Parks maintenance	76	69	153	56%	Similar to the norm
Trails	75	12	18	39%	Similar to the norm

Library, Parks, and Recreation 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 Front Range Norm
Recreation facilities	81	1	9	100%	Above the norm
Recreation programs	79	1	10	100%	Above the norm
Parks maintenance	76	4	11	73%	Similar to the norm

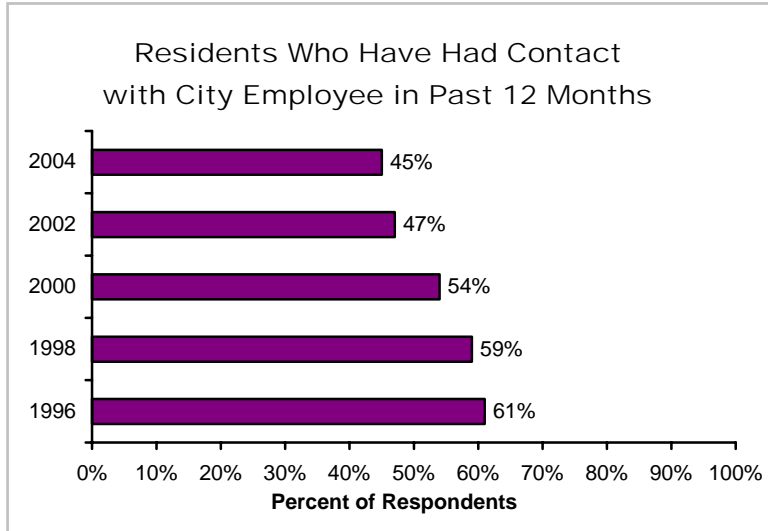


Public Safety Services and Utility Services Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Fire protection	78	55	66	18%	Below the norm
Emergency Medical Service	76	119	148	20%	Below the norm
Police protection	72	38	55	33%	Similar to the norm
Drinking water quality	71	25	64	63%	Above the norm
Municipal court	66	13	49	76%	Above the norm
Utility billing/meter reading	66	12	17	35%	Below the norm

Public Safety Services and Utility 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 Front Range Norm
Emergency Medical Service	76	5	7	43%	Below the norm
Drinking water quality	71	4	6	50%	Above the norm
Municipal court	66	2	5	80%	Similar to the norm

Contact with City Employees

Residents were asked if they had any contact with a City employee in the past year, and, if so, how they would rate the customer service they received.



Forty-five percent of residents reported having contact with a Westminster City employee in the last twelve months; similar to 2002.

Just over 80% of respondents that had contact with a city employee reported that the customer service they received was either "very good" or "good."



Employee ratings have remained stable since 1992; remaining around 76 on the 100-point scale.



When compared to average employee ratings across the nation, Westminster employees were rated significantly higher, but were rated similarly to employee ratings of the Front Range.

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.

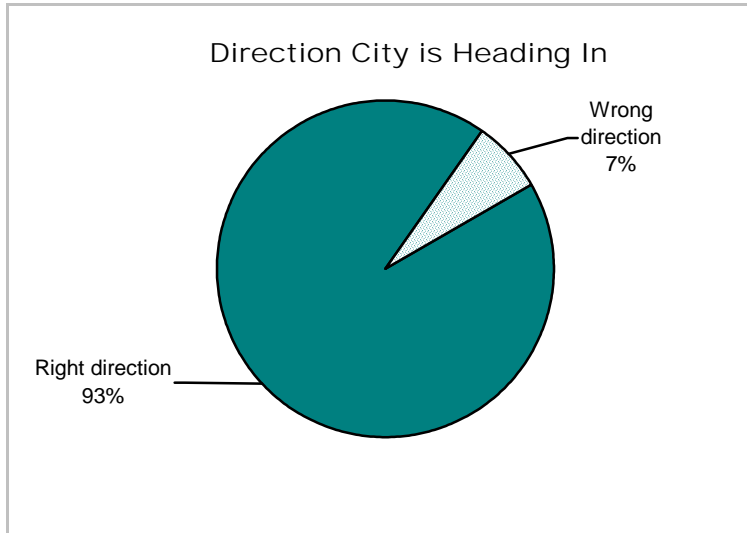


Employee Customer Service Compared: Westminster and the Nation					
	City of Westminster Rating	Rank	Number of Jurisdictions for Comparison	City of Westminster Percentile	Comparison of Westminster Rating to National Norm
Customer service received from Westminster employee	77	44	121	64%	Above the norm

Employee 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 Front Range Norm
Customer service received from Westminster employee	77	6	13	62%	Similar to the norm

Public Trust

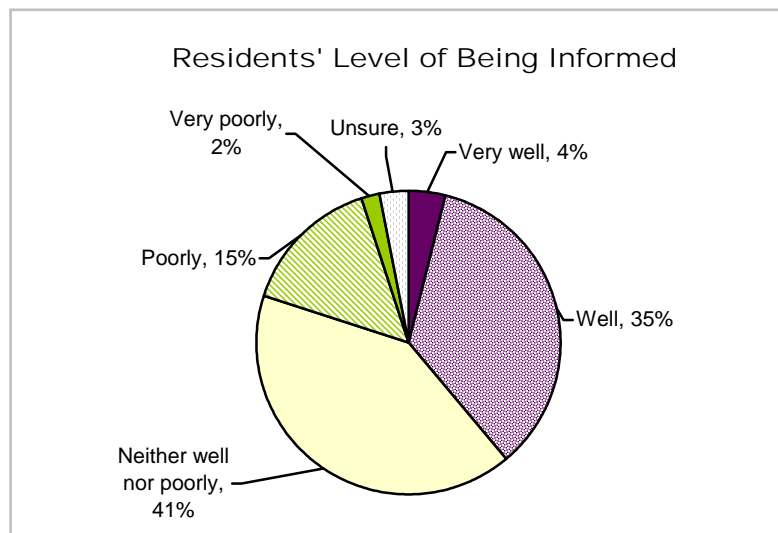
Over 90% of Westminster residents think the City is “headed in the right direction.” Seven percent said the City is “headed in the wrong direction.”



Communication with Citizens

Level of Information

While 35% of residents felt they were “well” informed about the City of Westminster, 41% believed they were “neither well nor poorly” informed. Fifteen percent said they were “poorly” informed.



Information Sources

Residents reported using television most frequently to get information about the City of Westminster. *City Edition*, *Rocky Mountain News* and the *Denver Post* were also commonly used by survey respondents. For the first time in 2004, the City's Web site (www.ci.westminster.co.us) was added to the list of possible information sources. About one in ten residents reported using the Web site as one of their primary sources of information about the City.

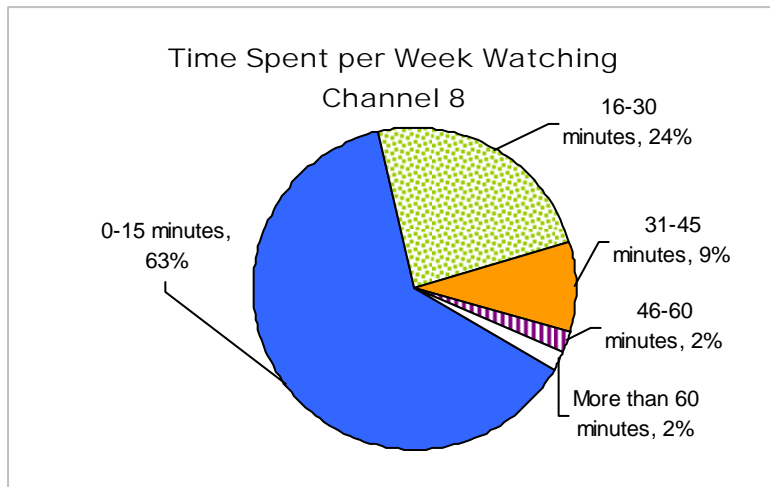
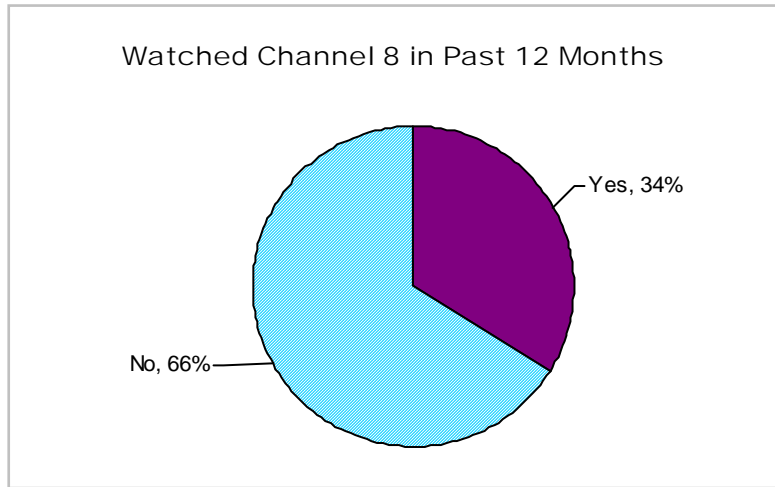
Information Sources Used by Residents			
Information Source	Percent of Respondents Ranking Information Source #1 or #2		Percent of Times Mentioned
	#1	#2	
Television News	18%	17%	35%
City Edition	18%	11%	29%
Rocky Mountain News	10%	14%	24%
Denver Post	12%	10%	22%
Westminster Window	12%	6%	18%
Neighborly News	8%	9%	17%
Word of Mouth	6%	10%	16%
City's Web site (www.ci.westminster.co.us)	4%	7%	11%
Cable TV Channel 8	4%	6%	10%
Westsider	4%	3%	7%
Radio News	2%	4%	6%
Water Matters Newsletter	0%	2%	2%
Other	2%	2%	4%

When compared to 2002, there were some differences in the use of information sources. In 2004, word of mouth increased (16% of respondents using it as one of the two top sources in 2004 versus 10% in 2002). The *Rocky Mountain News*, the *Denver Post* and the *Westminster Window* were identified by fewer respondents as top sources of information.

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

Channel 8

Survey respondents were asked if they had watched the City’s municipal TV cable Channel 8 in the 12 months prior to the survey. One-third (34%) of the residents surveyed reported that they had watched the channel.



Respondents who reported watching Channel 8 were asked how much time they spent watching per week and the programs they viewed. Close to two-thirds (63%) of the residents who watched Channel 8 reported watching it 15 minutes or less in an average week.

The most popular programs were the bulletin board information and Westminster community events programs.

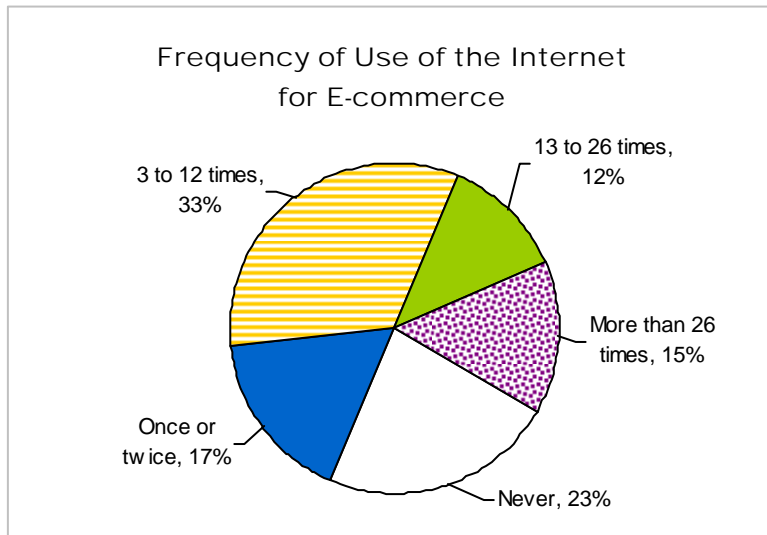
Programs Viewed on Channel 8		
Program	Percent of Channel 8 Viewers (N=385)	Percent of All Respondents
Bulletin Board Information (job listings, events, etc.)	58%	25%
Westminster Community Events Programs	48%	21%
City Departments/Services Programs	46%	20%
Environmental Programs	37%	16%
Election Programs	16%	7%
Metro Area Programs	15%	6%
Other	7%	3%
Do not know	6%	3%

Note: Percents may equal more than 100% as respondents could mark multiple responses.

Internet Use

In 2004, 79% of Westminster residents had computers with Internet access, 6% had computers without Internet access, and 15% had no computer. There was an increase in Internet access overall (79% in 2004 versus 44% in 1998), and since 2002 (79% versus 74%).

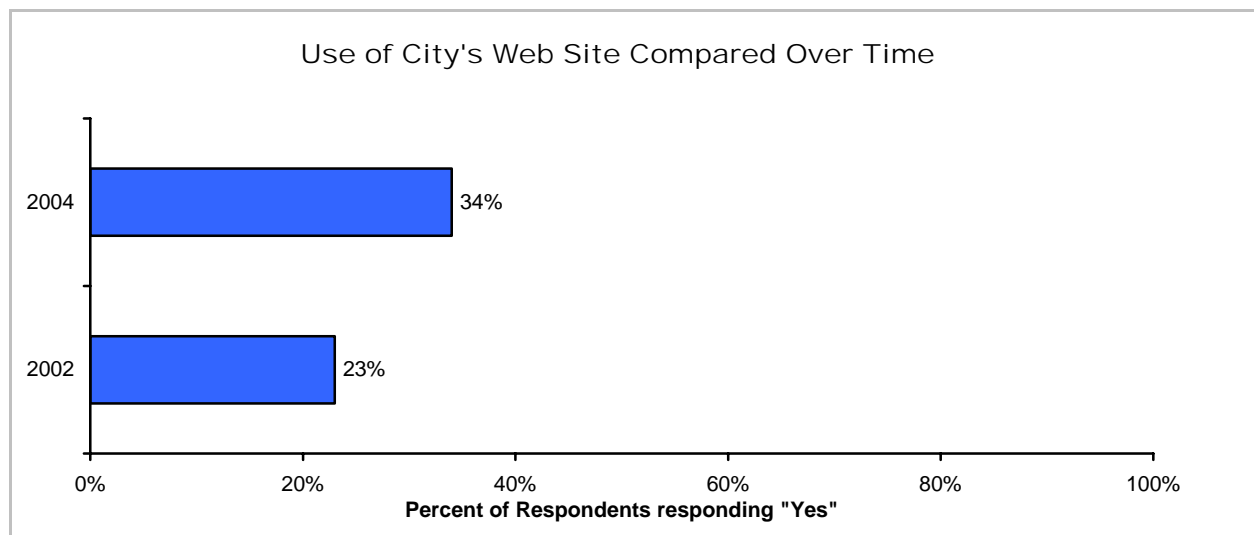
Computer and Internet Access				
	2004	2002	2000	1998
Computer with Internet	79%	74%	61%	44%
Computer without Internet	6%	7%	12%	22%
No computer	15%	19%	27%	34%



In 2004, respondents were asked how often members of the household used the Internet to make purchases or pay for services in the last 12 months.

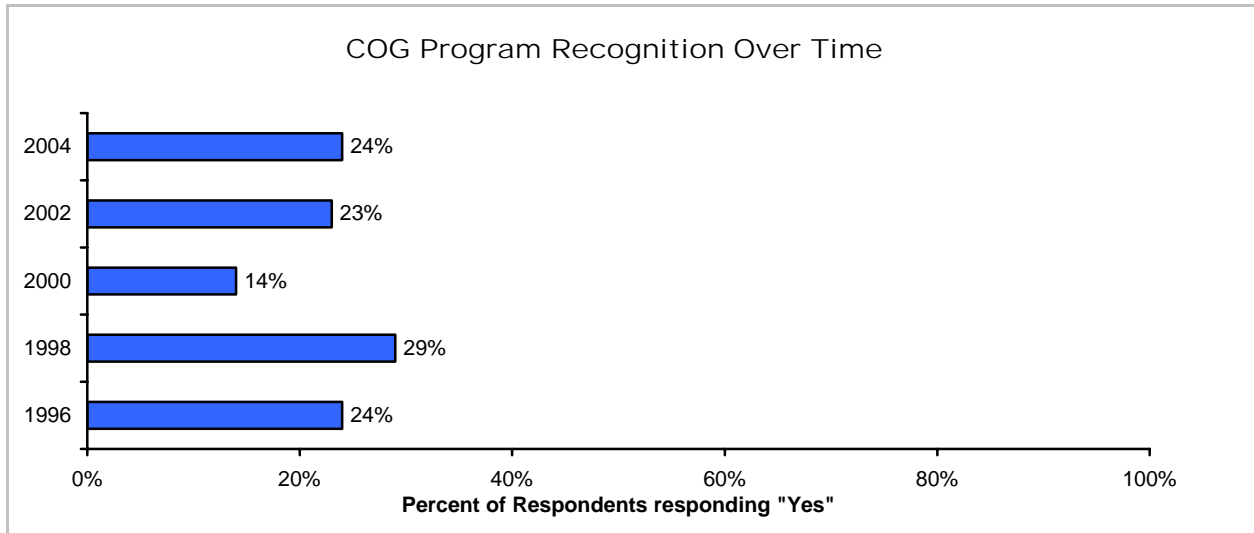
About three-quarters (77%) of residents reported using the Internet for e-commerce at least once in the last 12 months, with 27% saying they used the Internet at least every four weeks to make purchases or pay for services.

Over one-third of respondents reported using the City’s Web site in the 12 months prior to the survey. Use of the City’s Web site increased between 2002 (23%) and 2004 (34%).



Community Oriented Governance Program

Since 1996 residents have been asked if they had heard of the Community Oriented Governance (COG) program. Twenty-four percent of respondents reported “having heard or read about” the program, up from the all time low of 14% reported in 2000³, but similar to 2002 (23%).



Respondents familiar with the program were asked to rate its quality and their support for the City investing resources in it. Forty-three percent of the residents familiar with the program rated it as “good” or “very good.”

Quality of COG Program							
Based upon what you know about COG, how would you rate the quality of the program?	Percent of Respondents						Average Rating (100=Very good, 0=Very poor)
	Very good	Good	Neither good nor bad	Bad	Very bad	Total	
2004	6%	53%	36%	3%	1%	100%	65
2002	5%	41%	52%	2%	0%	100%	62

³ The low percentage reported in 2000 was probably due to a slight (but important) wording change. In 1996 and 1998, residents were asked if they had “heard of or read about” the COG program. In 2000, the question asked if residents were “familiar” with the COG program. Starting in 2002, the wording of the question was restored to the way it was asked in 1996 and 1998.

Community Amenities

Shopping in Westminster

The most common reason why Westminster residents said that they shop in Westminster was because “it is convenient;” 91% of residents cited this explanation. The next most common response, cited by 32% of respondents was “I want my sales tax dollars to stay in Westminster.” Responses for the 2004 survey were similar to those from 2002.

Reasons for Shopping in Westminster		
Reason	Percent of Respondents*	
	2004	2002
It is convenient; on my way to or from work or near my home	91%	91%
I want my sales tax dollars to stay in Westminster	32%	27%
I like the range and quality of goods and services	31%	33%
Desired item is only available in Westminster	3%	3%
Other	3%	3%

* Total may be greater than 100% as respondents were allowed to choose multiple responses.

Regarding purchases in Westminster by residents, groceries are the most commonly purchased items, with 52% of respondents saying that they “always” made such purchases in Westminster. Meals and entertainment (8%) and clothes/personal items (11%) were the next most common items to be “always” purchased in the City. Furniture was reported as rarely purchased in Westminster by residents with 37% saying they “never” purchase furniture in Westminster.

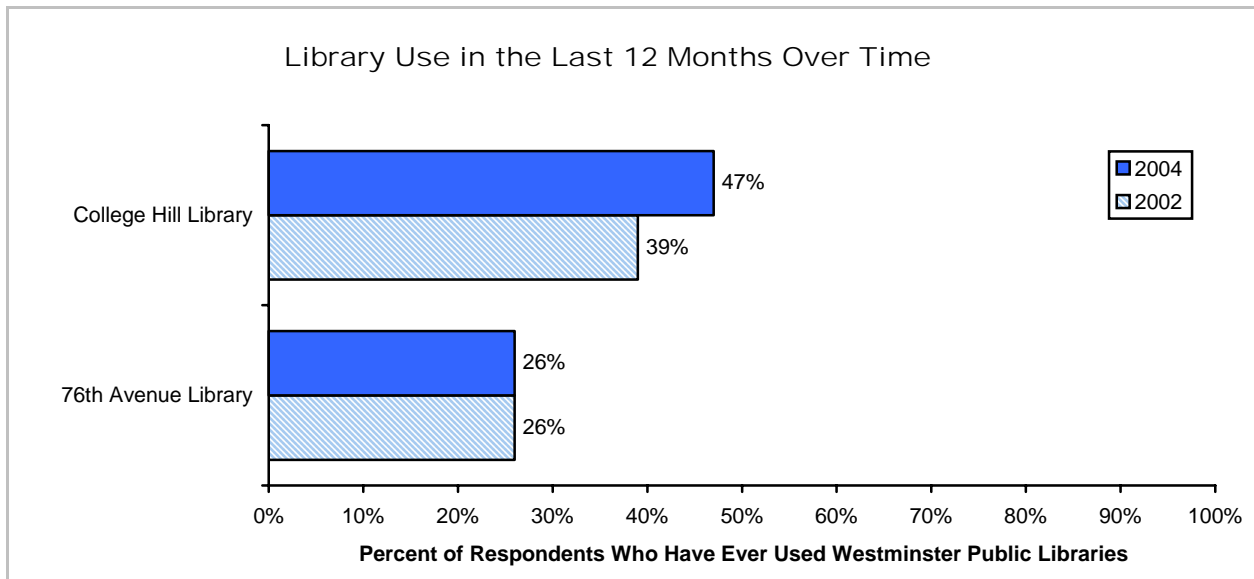
Frequency of Making Purchases in Westminster					
	Percent of Respondents				
	Never	Sometimes	Frequently	Always	Total
Grocery shopping	4%	13%	31%	52%	100%
Clothes/personal items	5%	38%	46%	11%	100%
Large household appliances	32%	43%	17%	8%	100%
Computers and electronics	25%	44%	23%	8%	100%
Meals and entertainment	1%	29%	62%	8%	100%
Other items	6%	46%	42%	6%	100%
Furniture	37%	46%	11%	5%	100%

Library Use

About one-quarter of residents in Westminster (26%) used the 76th Avenue Library, while almost twice as many (47%) used the College Hill Library in the last 12 months.

Frequency of Use of Westminster Public Libraries in the Last 12 months						
	Percent of Respondents					Total
	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	
College Hill Library	53%	16%	19%	7%	6%	100%
76th Avenue Library	74%	13%	8%	2%	2%	100%

The percent of respondents who have ever used the College Hill Library increased to 47% in 2004 from 39% in 2002. Use of the 76th Avenue Library remained the same in both survey years, with 26% of respondents reporting using the library at least once in the last 12 months.

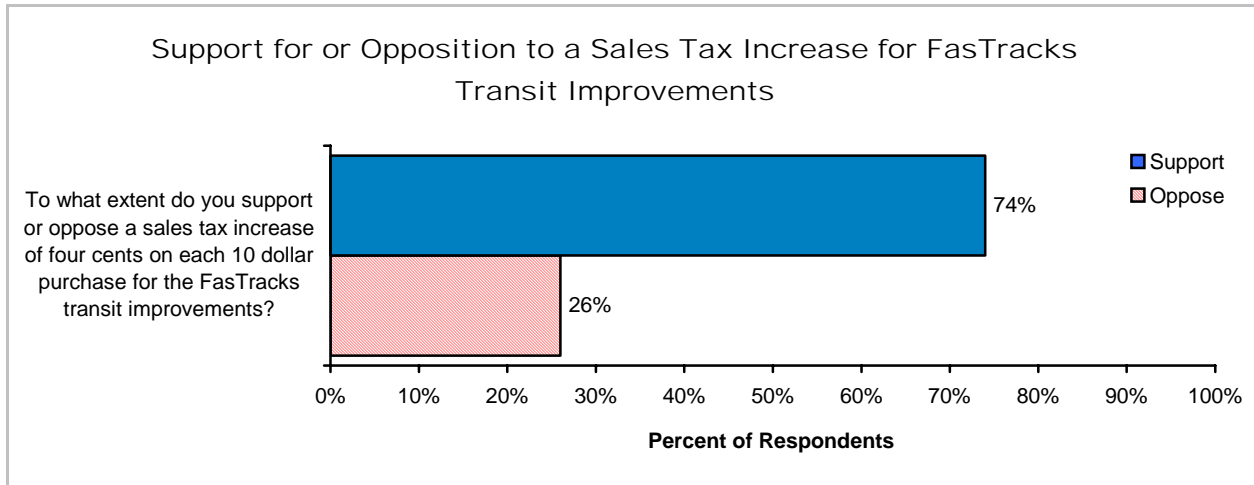


Policy Questions

With every administration of the Westminster Citizen Survey, a set of topical policy questions is asked for the purpose of assessing resident opinion on salient issues affecting the City government and the community. Over the years, topics have included the use of traffic calming devices, the legalization of certain fireworks and opinions about graffiti removal.

For 2004, the opinions regarding a sales tax increase to support FasTracks improvements for the Regional Transportation District (RTD) were solicited⁴.

The majority of residents (74%) indicated that they would support a four-cents for every 10-dollar purchase for these improvements. About one-third (35%) said they “strongly support” the sales tax increase, while 14% reported strong opposition to the sales tax increase. Overall, about three-quarters of residents either “strongly” or “somewhat” supported FasTracks improvements.



Support for or Opposition to a Sales Tax Increase for FasTracks Transit Improvements					
	Percent of Respondents				Total
	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	
To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?	35%	39%	12%	14%	100%

⁴ For the purposes of displaying the data in chart and table form, the question wording has been shortened. The complete question wording that appeared on the survey was as follows: *The Regional Transportation District (RTD) is working toward placing a sales tax increase on the November 2004 election ballot to raise \$4.7 billion for construction of the FasTracks transit improvements. FasTracks would include the addition of commuter rail, light rail, expansion of separated bus service and high occupancy vehicle lanes, and increased transit parking throughout the Denver metropolitan area, including improvements along US 36 and North I-25. To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?*

Appendix A: Survey Respondent Demographics

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

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

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

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

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

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

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

**This question has been asked using different brackets every year so the data are not comparable.*

Appendix A Table 8. Race of Respondent							
Race	Percent of Respondents						
	2004	2002	2000	1998	1996	1994	1992
White	92%	89%	90%	91%	91%	92%	95%
American Indian, Eskimo or Aleut	2%	1%	1%	1%	~0%	1%	~0%
Asian or Pacific Islander	4%	4%	3%	4%	4%	2%	2%
Black or African American	2%	1%	2%	1%	1%	1%	1%
Other	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						
	2004	2002	2000	1998	1996	1994	1992
Hispanic origin	11%	13%	9%	10%	8%	10%	10%
Non-Hispanic origin	89%	87%	92%	90%	92%	90%	90%
Total	100%	100%	100%	100%	100%	100%	100%

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

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

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

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

Appendix B: 2004 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 (100=Very good, 0=Very bad)			
	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?	77	80	82	80

Appendix B Table 2: Overall Quality of Neighborhood				
	Average Rating (100=Very good, 0=Very bad)			
	Adams 50	County	Adams 12	City as a Whole
How do you rate the overall quality of your neighborhood?	69	75	79	75

Appendix B Table 3: Westminster as a Progressive Community				
	Average Rating (100=Strongly agree, 0=Strongly disagree)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
To what extent do you agree or disagree with the following statement: Westminster is a progressive community.	65	67	70	67

Appendix B Table 4: Physical Attractiveness of Westminster				
	Average Rating (100=Very good, 0=Very bad)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
How would you rate the physical attractiveness of Westminster as a whole?	72	73	75	73

Appendix B Table 5: Satisfaction with Services				
How would you rate the quality of each of the following Westminster City services?	Average Rating (100=Very good, 0=Very bad)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Snow removal	72	69	68	70
Street repair	60	55	60	58
Street cleaning	66	66	67	66
Police traffic enforcement	66	66	66	66
City code enforcement	59	63	63	62
Parks maintenance	75	75	77	76
Libraries	80	79	82	80
Drinking water quality	68	72	72	71
Recreation programs	78	79	80	79
Recreation facilities	79	81	83	81
Police protection	73	72	72	72
Fire protection	78	78	77	78
Emergency Medical Service	78	76	75	76
Municipal court	68	66	66	66
Building permits/inspections	62	63	60	62
Utility billing/meter reading	65	65	67	66
Trails	69	76	78	75
Range of parks and recreation activities	74	77	78	77
Appearance of parks and recreation facilities	76	78	81	79

Appendix B Table 6: Operation of Westminster City Government				
	Average Rating (100=Very well, 0=Very poorly)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
In general, how well do you think Westminster City government operates?	73	72	72	72

Appendix B Table 7: Potential Problems in Westminster				
To what degree, if at all, are the following problems in Westminster?	Average Rating (100=Not a problem, 0=Major problem)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Crime	50	59	54	55
Vandalism	48	55	56	53
Graffiti	51	56	60	56
Drugs	45	54	54	51
Too much growth	47	47	50	48
Lack of growth	88	91	93	91
Run down buildings	65	74	72	70
Taxes	57	61	59	59
Traffic congestion	47	51	42	47
Juvenile problems	49	53	56	53
Availability of affordable housing	53	51	52	52
Availability of parks	85	90	91	89
Availability of bike paths	81	89	91	87
Availability of sidewalks	83	88	88	87
Availability of recreation programs	89	92	94	92
Maintenance and condition of homes	65	70	75	70
Condition of properties (weeds, trash, junk vehicles)	59	64	71	65
Other	21	28	22	24

Appendix B Table 8: Safety in Westminster				
The City of Westminster would like to know how safe you feel in the following public areas:	Average Rating (100=Very safe, 0=Very unsafe)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
Parks and playgrounds	73	77	79	76
Recreation centers	81	82	84	82
Westminster Mall	66	58	58	60
In your neighborhood	70	77	79	75
On the trail system	66	69	71	69
At the Westminster Promenade	77	76	77	77
Other	49	61	64	55

Appendix B Table 9: Support for or Opposition to a Sales Tax Increase for FasTracks Transit Improvements				
To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?	Average Rating (100=Strongly support, 0=Strongly oppose)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?	65	64	66	65

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.

Quality of Life				
How would you rate your overall quality of life?	Average Rating (100=Very good, 0=Very poor)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
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

Quality of Neighborhood				
How do you rate the overall quality of your neighborhood?	Average Rating (100=Very good, 0=Very poor)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
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

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 (100=Very good, 0=Very poor)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
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

Ratings of City Government				
In general, how well do you think the Westminster City government operates?	Average Rating (100=Very well, 0=Very poorly)			
	Adams 50	Jefferson County	Adams 12	City as a Whole
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 in the 1994, 1996, 1998, 2000, 2002 and the 2004 surveys to ensure comparable results.

Sample Selection

Approximately 3,000 Westminster households were selected to participate in the survey using a stratified, systematic sampling method⁵, 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 method⁶.

Survey Administration

Households received three mailings, one week apart beginning late March 2004. Completed surveys were collected over the following four weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The other 2 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 units⁷. Of the 2,835 eligible households, 1,175 completed the survey, providing a response rate of 41%. This year's response rate was similar to 2002 (43%), and higher than 1998's low of 34%, as well as those in 2000, 1996, 1994 and 1992 surveys (response rates were approximately 38%).

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.

⁵ Systematic sampling is a method that closely approximates random sampling by selecting every Nth address until the desired number of households are chosen.

⁶ 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.

⁷ In fact, research shows that many more than the number of surveys returned by mail were left undelivered. Consequently the estimate of 6% undelivered surveys makes for an estimated response rate that is likely to be somewhat lower than actual.

2004 Westminster Citizen Survey Weighting Table			
Characteristic	Percent in Population		
	Population Norm ⁸	Unweighted Data	Weighted Data
School District			
Adams 50	36%	30%	30%
Jefferson County	38%	33%	34%
Adams 12	26%	37%	36%
Housing			
Own home	70%	84%	70%
Rent home	30%	16%	30%
Detached unit	60%	70%	61%
Attached unit	40%	30%	39%
Race and Ethnicity			
Hispanic	15%	10%	11%
Not Hispanic	85%	90%	89%
White	87%	88%	86%
Non-white	13%	12%	14%
Sex and Age			
18-34 years of age	37%	17%	37%
35-54 years of age	45%	49%	45%
55+ years of age	18%	34%	18%
Female	50%	55%	50%
Male	50%	45%	50%
Females 18-34	18%	11%	18%
Females 35-54	22%	27%	22%
Females 55+	10%	17%	10%
Males 18-34	19%	6%	19%
Males 35-54	22%	22%	22%
Males 55+	8%	16%	8%

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

⁸ Source: 2000 Census

Appendix E: Other Potential Problems in Westminster

Other Potential Problems in Westminster							
	Percent of Respondents						Average Rating (100=Not a problem, 0=Major Problem)
	Not a problem	Minor problem	Moderate problem	Major problem	Don't know	Total	
Illegal parking on in residential areas (N=5)	0%	62%	8%	30%	0%	100%	44
Westminster Mall/empty retail space (N=9)	0%	0%	60%	40%	0%	100%	20
Lack of open space (N=5)	0%	0%	32%	68%	0%	100%	11
Poor police response time/lack of police presence (N=10)	0%	0%	27%	73%	0%	100%	9
Speeding and reckless/aggres- sive driving (N=17)	0%	0%	24%	76%	0%	100%	8
Condition of city streets/sidewalks (rough surface, trash, broken glass, etc.) (N=11)	0%	0%	24%	76%	0%	100%	8
Dogs (barking, lack of clean-up, etc.) (N=4)	0%	0%	11%	89%	0%	100%	4
Unfinished townhomes at 96th and Federal (N=7)	0%	0%	10%	90%	0%	100%	3
Water quality (N=4)	0%	0%	0%	100%	0%	100%	0
Other (N=184)	16%	4%	13%	34%	33%	100%	34

Appendix F: Verbatim Responses to Open-ended Questions

Question 13: To what degree, if at all, are the following problems in Westminster?

Responses to "other."

- Not enough land available for church use. Lack of churches will ultimately cause other problems like youth vandalism and crime.
- Lack of services and parks in NE portion of town - lost neighborhoods.
- Snow removal on sidewalks.
- Why do you allow garage sales on 92nd every weekend? This is terrible for the neighborhood.
- Used car lot [street address] Quigley park in front of other residences.
- Holly park.
- Somewhat limited in getting around.
- Economic development. Urban renewal.
- Children with disabilities.
- Light timing.
- Retail development - 92nd and Sheridan super target. Complexes poorly designed and "Las Vegas" in appearance.
- City/county of Denver improving on local communities.
- RTD-buses.
- Schools. Schools have only one entrance/exit - cause major traffic problem, e.g., Semper, Stanley Lake HS in the neighborhood.
- Standley Lake Regional Park.
- City of Westminster needs to take over the sewer and streets of silo complex. Seniors and low-income are being forced out of their homes due to the costs being levied on them.
- Lack of restrooms at parks.
- Too much commercial development, malls, retail everywhere. City is all about getting more retail at the expense of quality of living.
- Cost of golf is too high at the two city courses.
- Solicitors.
- Sprinklers along fence line.
- Communication with new resident.
- HOA fees.

- Auto boom-box noise.
- Too many people without green cards living in same household.
- School districting keeps my property value down. People won't buy in our neighborhood. They end up going over to Legacy Ridge or Ranch Reserve Island. We live in Hyland Green East.
- Noise/music in cars.
- Shrubs on corners creating a visibility problem.
- Schools are terrible and will most likely cause us to move!
- Older business properties.
- Clean city areas.
- Motorized vehicles on walking paths.
- Parking spaces for handicapped are very often extremely inconvenient and use of handicapped spaces without permits.
- Recruit good paying jobs.
- Lack of city center/downtown.
- Too much focus on business/new development vs. Beauty.
- Signal light timing on 120th.
- When they work on the water pipes, they should tell the people they are shutting off the water. I did not know. No water all day. After their work, they should clean the streets and pave the streets. Also, they should pay for the sewer pipes from house to the street like other places' cities. Thanks.
- Recreation in north area - around 135th and Huron. Need to make deal with Broomfield. Service us up north!
- Smoker friendly signs on businesses quite offensive! Near-abandoned strip malls are dangerous.
- Broken glass.
- Preying elderly.
- We need an entrance to the US highway between Federal and Sheridan. The exits are too far.
- People without health insurance!
- More than one family living in single family homes.
- Empty buildings.
- Lack of water conservation. Should continue watering restrictions in 2004. Too much focus on new retail business.

- Loud vehicles, car mufflers, stereos, motorized scooters.
- Redevelop existing property and buildings.
- School funding.
- Bushes and trees blocking sidewalks in my neighborhoods.
- Water supply.
- Recreation and fitness center facilities not keeping up equipment and not updating antiquated equipment to stay a notch above all the new private facilities in the area. Nothing is fixed until it is a problem.
- The swim and fitness center at 76th and Irving does not open up early enough on weekdays to service working people. The swim and fitness center should open up at 6:00 am, or even better, it should open up at 5:30 am. On Sunday it should open at 7:00 am.
- Please note that the Trandwood Village homes between Harlen and Pierce and 92nd to 95th Ave. must be looked at. This entire area has declined rapidly. Everybody is selling their homes and property value is dropping. This is due to too many rental homes and lack of code enforcement. In my neighborhood, the police have been called so many times on the neighbors, but nothing ever gets settled. Some will end up hurt over there and there is possible drug dealing as well. They know they neighbors and their teenagers have been causing problems and their dogs are always loose. How many calls does it take to get fines placed on them or some sort of consequences for their behavior and destruction of other's personal property? The police may come out, but who enforces the laws on the books of Westminster. In addition, cars are blocking the driveways at all times. This is due to the fact that there are multiple families living in one home. Westminster needs to look at what other cities are doing by limiting the number of families and occupants that can reside in one home. The park near Westminster Soccer Center and Betty Adams School - there is constant graffiti, trash in the river, dogs running without being on leashes, motor bikes and autos on the path when the sign says keep dogs on leashes and no motorized vehicles allowed. Maybe parks and recreation can patrol this area a little better, too. Neighbors - bringing bad element to neighborhood.
- Bikes on road.
- Lack of 2nd area snow removal.
- RTD buses.
- More trees.
- Lack of recycling centers.
- Eminent domain proclamations.
- Traffic light on 5800 W is always broken.

- Traffic signals. Need to study traffic flow and set lights to the flow of traffic. Thornton County has a traffic division and does a great job with adjusting to traffic flow.
- Stop building!
- I feel our police departments should be better trained on drug issues and handling of all offenders. A police officer should be permanently dismissed for not taking reports seriously or for using any drugs, including marijuana any time and they should be scheduled for regular drug testing on a demand, 10 minute to appear at the doctors. How can our young people have faith in law and our law makers when they hear every day that even our police officers do it. Is it any wonder the drugs and drug related incidents get worse all the time? I feel that residents need to report suspected homes without fear of being harassed, named or embarrassed. It is pretty obvious if you live close by with the pattern of traffic and actions of the people going to and coming from. I don't believe a citizen ought to have to prove that's what is going on. That is what we have drug enforcement and police for. We have many fine police officers on our force. I have had dealings with many, but also have dealt with officers who just don't care and seem to be more interested in flirting with the girls on their coffee breaks. Thank you.
- Many vacancies in affordable housing - owners losing money.
- Rec Center is needed in northeast part of the city.
- I recently moved from one area of Westminster that I felt very unsafe in, to an area that was newer and felt safer. That 20 block move more north doubled my taxes, but didn't change any of my city services. The areas south of 92nd no longer feel safe because of gangs - poor quality residents. But the higher income neighborhoods draw higher crime - like jewelry thieves.
- 94th and Federal. We need to clean that up - rebuild it.
- Prairie dog population growth in Standley Lake Area 3 off 120th Ave. Need to do something about the prairie dog population!! Or at least allow residents to do so.
- Destruction of prairie dog coterries.
- Pretty good overall.

Question 15: The City of Westminster would like to know how safe you feel in the following areas:

Responses to "other."

- South Westminster.
- Racing cars on streets.
- Driving at night.
- Far south side.
- Speeding on 81st Ave near cobble stone park.
- Intersection of 92th and Sheridan.
- At night.
- Near-abandoned strip malls (72nd and Federal).
- Walking on public sidewalk.
- Other drivers.
- Out in neighborhood at night.
- School.
- Loitering teenagers around malls and shopping centers.
- Lighting in parking lot in promenade is very bad!!
- The waterway from 5000 block of 73rd Ave to the 4000 block of 72nd Ave.

Question 19: What programs have you watched [on TV Cable Channel 8]?

Responses to "other."

- Miscellaneous.
- Cultural, ice skating.
- Jobs.
- Watering info.
- What plants do well here.
- Education info.
- Whatever is on.
- School news.
- Meth lab documentary. Police dog and police training. Citizen training.
- A time listing of programs would be helpful in window or neighborly news.
- Rocky Flats.
- Recreation programs.
- Water conservation and expansion projects.

Question 26: When you shop in Westminster, why do you shop in Westminster?*Responses to "other."*

- Variety of shops.
- I don't - I buy almost 100% outside of Westminster.
- Don't know what city I shop in, so it really does not matter where the store is, just if they have what I'm looking for.
- Sales tax has risen; no longer cheapest in area.
- Too much traffic to get out of Westminster.
- The stores here suck!!!!
- I would love to do all my shopping in Westminster, but many times go elsewhere (like Flatirons Mall) because I am unable to find what I want in Westminster.
- Too much tax.
- Northglenn Marketplace is closest, more convenient, but I try to shop in Westminster even if it is farther away.
- Costco/Sears/BestBuy/King Soopers/Kohls.
- No public transportation, so we go to stores within walking distance.

Question 31: What city do you work in or nearest to?*Responses to "other."*

Other Cities		
	Number of Respondents	Percent of Respondents
Brighton	8	10%
Commerce city	10	12%
Englewood	6	7%
Golden	9	12%
Lafayette	2	3%
Littleton	4	5%
Longmont	7	8%
Other ⁹	11	14%
Wheat Ridge	14	17%
All over Metro area	9	12%
Total	80	100%

⁹ Other non-coded response include: Blackhawk, Dacono, Fort Collins, Glendale, Greenwood Village, Henderson, Morrison, Parker, Rock Flats, Vail and work from home.

Appendix G: 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	322	28%
Good	756	65%
Neither good nor bad	77	7%
Bad	7	1%
Very bad	2	0%
Don't know	7	1%
Total	1172	100%

Question 2		
How do you rate the overall quality of your neighborhood?	Number of Respondents	Percent of Respondents
Very good	262	22%
Good	673	58%
Neither good nor bad	180	15%
Bad	42	4%
Very bad	6	0%
Don't know	6	1%
Total	1168	100%

Question 3		
During the past 12 months, the overall quality of my neighborhood	Number of Respondents	Percent of Respondents
Improved a lot	29	3%
Improved slightly	193	17%
Declined a lot	38	3%
Declined slightly	259	22%
Stayed the same	575	49%
Don't know	74	6%
Total	1170	100%

Question 4		
To what extent do you agree or disagree with the following statement: Westminster is a progressive community.	Number of Respondents	Percent of Respondents
Strongly agree	109	9%
Agree	604	52%
Neither agree nor disagree	314	27%
Disagree	61	5%
Strongly disagree	4	0%
Don't know	79	7%
Total	1171	100%

Question 5		
How would you rate the physical attractiveness of Westminster as a whole?	Number of Respondents	Percent of Respondents
Very good	166	14%
Good	772	66%
Neither good nor bad	203	17%
Bad	14	1%
Very bad	2	0%
Don't know	5	0%
Total	1161	100%

Question 6a-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	197	17%	73	6%	125	11%
Good	632	54%	484	42%	565	49%
Neither good nor bad	220	19%	359	31%	348	30%
Bad	71	6%	192	17%	79	7%
Very bad	24	2%	33	3%	6	1%
Unsure	17	1%	18	2%	33	3%
Total	1161	100%	1160	100%	1156	100%

Question 6d-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	144	12%	70	6%	239	21%
Good	537	46%	416	36%	686	59%
Neither good nor bad	313	27%	365	32%	131	11%
Bad	73	6%	70	6%	31	3%
Very bad	24	2%	18	2%	6	0%
Unsure	67	6%	208	18%	66	6%
Total	1158	100%	1149	100%	1158	100%

Question 6g-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	328	28%	249	21%	307	26%
Good	490	42%	584	50%	592	51%
Neither good nor bad	111	10%	191	16%	120	10%
Bad	11	1%	89	8%	9	1%
Very bad	2	0%	24	2%		
Unsure	216	19%	23	2%	134	12%
Total	1158	100%	1160	100%	1162	100%

Question 6j-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	390	34%	204	18%	255	22%
Good	574	50%	595	51%	560	48%
Neither good nor bad	102	9%	202	17%	150	13%
Bad	7	1%	37	3%	2	0%
Very bad			11	1%	1	0%
Unsure	81	7%	112	10%	191	17%
Total	1155	100%	1161	100%	1158	100%

Question 6m-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	208	18%	67	6%	53	5%
Good	507	44%	335	29%	271	24%
Neither good nor bad	149	13%	256	22%	261	23%
Bad	4	0%	12	1%	37	3%
Very bad	1	0%	6	0%	20	2%
Unsure	296	25%	482	42%	511	44%
Total	1165	100%	1158	100%	1151	100%

Question 6p-q				
Satisfaction Ratings for Government Services	Utility billing/meter reading		Trails	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Very good	95	8%	244	21%
Good	464	40%	560	49%
Neither good nor bad	319	28%	157	14%
Bad	33	3%	44	4%
Very bad	16	1%	5	0%
Unsure	221	19%	139	12%
Total	1148	100%	1149	100%

Question 6r-s				
Satisfaction Ratings for Government Services	Range of parks and recreation activities		Appearance of parks and recreation facilities	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Very good	273	24%	326	28%
Good	601	52%	645	55%
Neither good nor bad	147	13%	136	12%
Bad	29	2%	12	1%
Very bad			1	0%
Unsure	107	9%	47	4%
Total	1157	100%	1166	100%

Question 7		
In general, how well do you think Westminster City government operates?	Number of Respondents	Percent of Respondents
Very well	110	9%
Well	620	53%
Neither well nor poorly	154	13%
Poorly	22	2%
Very poorly	3	0%
Don't know	261	22%
Total	1169	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	772	67%
Wrong direction	55	5%
Don't know	334	29%
Total	1160	100%

Question 9		
Have you had contact with a Westminster City employee within the last 12 months?	Number of Respondents	Percent of Respondents
Yes	526	45%
No	635	55%
Total	1161	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	212	41%
Good	208	40%
Neither good nor bad	52	10%
Bad	36	7%
Very bad	12	2%
Don't know	2	0%
Total	522	100%

Question 11		
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	532	48%
Minor problem	355	32%
Moderate problem	159	14%
Major problem	43	4%
Don't know	25	2%
Total	1114	100%

Question 12						
To what extent is traffic a problem on...	City streets		I-25		U.S. Highway 36	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Not a problem	261	23%	61	5%	85	7%
Minor problem	392	34%	159	14%	237	21%
Moderate problem	356	31%	369	32%	431	37%
Major problem	126	11%	482	42%	338	29%
Don't know	18	2%	76	7%	58	5%
Total	1153	100%	1147	100%	1149	100%

Question 13a-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	104	9%	123	11%	162	14%
Minor problem	475	41%	444	38%	450	39%
Moderate problem	373	32%	346	30%	309	27%
Major problem	46	4%	89	8%	92	8%
Don't know	163	14%	157	14%	145	12%
Total	1161	100%	1159	100%	1158	100%

Question 13d-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	112	10%	236	21%	788	69%
Minor problem	244	21%	238	21%	134	12%
Moderate problem	242	21%	309	27%	65	6%
Major problem	95	8%	250	22%	5	0%
Don't know	451	39%	119	10%	148	13%
Total	1144	100%	1152	100%	1140	100%

Question 13g-i						
Potential Problems	Run down buildings		Taxes		Traffic congestion	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Not a problem	372	32%	275	24%	122	11%
Minor problem	431	37%	356	31%	387	33%
Moderate problem	180	16%	300	26%	423	36%
Major problem	41	4%	111	10%	186	16%
Don't know	130	11%	112	10%	41	4%
Total	1154	100%	1154	100%	1159	100%

Question 13j-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	116	10%	226	20%	843	73%
Minor problem	295	26%	258	22%	122	11%
Moderate problem	266	23%	261	23%	97	8%
Major problem	86	7%	185	16%	16	1%
Don't know	386	34%	225	20%	79	7%
Total	1149	100%	1155	100%	1157	100%

Question 13m-o						
Potential Problems	Availability of bike paths		Availability of sidewalks		Availability of recreation programs	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Not a problem	770	67%	778	67%	835	72%
Minor problem	153	13%	216	19%	130	11%
Moderate problem	76	7%	74	6%	51	4%
Major problem	27	2%	25	2%	7	1%
Don't know	126	11%	65	6%	131	11%
Total	1153	100%	1158	100%	1154	100%

Question 13p-r						
Potential Problems	Maintenance and condition of homes		Condition of properties (weeds, trash, junk vehicles)		Other	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Not a problem	366	32%	286	25%	29	11%
Minor problem	489	43%	536	47%	11	4%
Moderate problem	190	17%	195	17%	42	16%
Major problem	28	2%	67	6%	115	45%
Don't know	76	7%	64	6%	60	23%
Total	1151	100%	1149	100%	257	100%

Question 14						
Ranking of Concerns	1st biggest concern		2nd biggest concern		3rd biggest concern	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Crime	133	13%	88	9%	94	10%
Vandalism	66	7%	97	10%	70	8%
Graffiti	31	3%	46	5%	74	8%
Drugs	51	5%	67	7%	43	5%
Too much growth	149	15%	131	13%	59	6%
Lack of growth	9	1%	4	0%	15	2%
Run down buildings	17	2%	27	3%	45	5%
Taxes	80	8%	60	6%	69	7%
Traffic congestion	204	20%	196	20%	117	13%
Juvenile problems	41	4%	50	5%	72	8%
Availability of affordable housing	87	9%	69	7%	94	10%
Availability of parks	3	0%	12	1%	19	2%
Availability of bike paths	5	0%	8	1%	21	2%
Availability of sidewalks	1	0%	11	1%	10	1%
Availability of recreation programs	1	0%	3	0%	9	1%
Maintenance and condition of homes	23	2%	40	4%	31	3%
Condition of properties (weeds, trash, junk vehicles)	34	3%	44	5%	69	7%
Other	73	7%	24	2%	18	2%
Total	1011	100%	979	100%	928	100%

Question 15a-c						
Safety Ratings	Parks and playgrounds		Recreation centers		Westminster Mall	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Very safe	250	22%	387	34%	143	13%
Safe	628	56%	541	48%	419	37%
Neither safe nor unsafe	158	14%	79	7%	329	29%
Unsafe	14	1%	6	0%	165	15%
Very unsafe	1	0%	1	0%	43	4%
Don't know	80	7%	115	10%	33	3%
Total	1130	100%	1129	100%	1134	100%

Question 15d-e				
Safety Ratings	In your neighborhood		On the trail system	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Very safe	280	25%	153	14%
Safe	642	57%	466	41%
Neither safe nor unsafe	156	14%	246	22%
Unsafe	39	3%	63	6%
Very unsafe	8	1%	5	0%
Don't know	10	1%	194	17%
Total	1135	100%	1128	100%

Question 15f-g				
Safety Ratings	At the Westminster Promenade		Other	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Very safe	268	24%	12	7%
Safe	585	52%	47	28%
Neither safe nor unsafe	156	14%	8	5%
Unsafe	15	1%	21	13%
Very unsafe	6	1%	14	9%
Don't know	100	9%	67	39%
Total	1129	100%	170	100%

Question 16				
	Most relied upon information source		Second most relied upon information source	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Denver Post	135	12%	104	10%
Westsider	48	4%	36	3%
Word of Mouth	68	6%	110	10%
Television News	204	18%	176	17%
City's Web site (www.ci.westminster.co.us)	49	4%	72	7%
Rocky Mountain News	109	10%	148	14%
Neighborly News	92	8%	95	9%
Water Matters Newsletter	5	0%	16	2%
Cable TV Channel 8	40	4%	60	6%
Westminster Window	134	12%	62	6%
City Edition	201	18%	118	11%
Radio News	26	2%	47	4%
Other	18	2%	18	2%

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	389	34%
No	763	66%
Total	1151	100%

Question 18		
About how long on average do you spend watching Channel 8 per week?	Number of Respondents	Percent of Respondents
0-15 minutes	243	63%
16-30 minutes	91	24%
31-45 minutes	35	9%
46-60 minutes	8	2%
More than 60 minutes	9	2%
Total	386	100%

Question 19		
What programs have you watched?	Number of Respondents	Percent of Respondents
City Departments/Services Programs	178	46%
Environmental Programs	141	37%
Westminster Community Events Programs	186	48%
Election Programs	62	16%
Metro Area Programs	56	15%
Bulletin Board Information (job listings, events, etc.)	224	58%
Do Not Know	24	6%
Other	26	7%

Note: Percents may total more than 100%, as respondents could give multiple responses.

Question 20		
In general, how well informed do you feel about the City of Westminster?	Number of Respondents	Percent of Respondents
Very well	47	4%
Well	413	35%
Neither well nor poorly	482	41%
Poorly	169	15%
Very poorly	21	2%
Unsure	30	3%
Total	1163	100%

Question 21		
Have you heard or read about the City's Community Oriented Governance (COG) program?	Number of Respondents	Percent of Respondents
Yes	273	24%
No	884	76%
Total	1157	100%

Question 22		
Based upon what you know about COG, how would you rate the quality of the program?	Number of Respondents	Percent of Respondents
Very good	12	5%
Good	103	38%
Neither good nor bad	71	26%
Bad	6	2%
Very bad	3	1%
Don't know	74	27%
Total	269	100%

Question 23		
Do you have a personal computer in your home?	Number of Respondents	Percent of Respondents
Yes, computer with internet access	923	79%
Yes, computer with no Internet	71	6%
No	177	15%
Total	1171	100%

Question 24		
Please indicate how often you or others in your household have used the Internet to make purchases or pay for services in the last 12 months.	Number of Respondents	Percent of Respondents
Never	273	23%
Once or twice	197	17%
3 to 12 times	378	33%
13 to 26 times	145	12%
More than 26 times	168	15%
Total	1160	100%

Question 25		
Have you used the City's Web site in the last 12 months?	Number of Respondents	Percent of Respondents
Yes	391	34%
No	767	66%
Total	1159	100%

Question 26		
Reasons for Shopping in Westminster	Number of Respondents	Percent of Respondents
It is convenient; on my way to or from work or near my home	1053	91%
I like the range and quality of goods and services	362	31%
Desired item is only available in Westminster	30	3%
I want my sales tax dollars to stay in Westminster	367	32%
Other	31	3%

Note: Percents may total more than 100%, as respondents could give multiple responses.

Question 27a-b				
Frequency of making purchases	Grocery shopping		Clothes/personal items	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Never	46	4%	61	5%
Sometimes	147	13%	444	38%
Frequently	364	31%	532	46%
Always	607	52%	124	11%
Total	1164	100%	1161	100%

Question 27c-d				
Frequency of making purchases	Meals and entertainment		Furniture	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Never	9	1%	426	37%
Sometimes	343	29%	529	46%
Frequently	724	62%	132	11%
Always	87	8%	60	5%
Total	1164	100%	1146	100%

Question 27e-g						
Frequency of making purchases	Large household appliances		Computers and electronics		Other items	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Never	372	32%	286	25%	50	6%
Sometimes	494	43%	505	44%	393	46%
Frequently	191	17%	260	23%	363	42%
Always	87	8%	95	8%	49	6%
Total	1144	100%	1146	100%	855	100%

Question 28				
Frequency of library visits	College Hill Library		76th Avenue Library	
	Number of Respondents	Percent of Respondents	Number of Respondents	Percent of Respondents
Never	600	53%	795	74%
Once or twice	177	16%	143	13%
3 to 12 times	211	19%	83	8%
13 to 26 times	74	7%	26	2%
More than 26 times	70	6%	25	2%
Total	1132	100%	1071	100%

Question 29		
To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?	Number of Respondents	Percent of Respondents
Strongly support	378	32%
Somewhat support	427	36%
Somewhat oppose	128	11%
Strongly oppose	152	13%
Don't know	87	7%
Total	1172	100%

Question 30		
Length of Residency	Number of Respondents	Percent of Respondents
0-4	446	38%
5-9	270	23%
10-14	150	13%
15-19	80	7%
20 or more	219	19%
Total	1165	100%
Average length of residency		10.4 years

Question 31		
What city do you work in or nearest to?	Number of Respondents	Percent of Respondents
Arvada	60	5%
Denver	276	24%
Thornton	43	4%
Aurora	25	2%
Lakewood	28	2%
Westminster	184	16%
Boulder	94	8%
Louisville	17	1%
Broomfield	109	9%
Northglenn	26	2%
Other	152	13%
Do not work (student, homemaker, retired, etc.)	152	13%
Total	1167	100%

Question 32		
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	706	60%
Condominium or townhouse	222	19%
Apartment	237	20%
Mobile home	8	1%
Total	1173	100%

Question 33		
Do you rent or own your residence?	Number of Respondents	Percent of Respondents
Rent	823	70%
Own	350	30%
Total	1173	100%

Question 34		
Number of Household Members	Number of Respondents	Percent of Respondents
1	259	22%
2	441	38%
3	202	17%
4	159	14%
5	76	7%
6 or more	33	3%
Total	1170	100%
Average household size		2.5

Question 35		
Number of Household Members Under Age 18	Number of Respondents	Percent of Respondents
0	674	61%
1	182	16%
2	170	15%
3	67	6%
4 or more	11	1%
Total	1104	100%

Question 36		
About how much was your household's total income before taxes in 2003?	Number of Respondents	Percent of Respondents
Less than \$15,000	53	5%
\$15,000 to \$24,999	92	8%
\$25,000 to \$34,999	126	11%
\$35,000 to \$49,999	200	18%
\$50,000 to \$74,999	253	23%
\$75,000 to \$99,999	203	18%
\$100,000 to \$124,999	84	8%
\$125,000 or more	102	9%
Total	1113	100%

Question 37		
How much education have you completed?	Number of Respondents	Percent of Respondents
0-11 years	28	2%
High school graduate	184	16%
Some college, no degree	317	27%
Associate degree	110	10%
Bachelors degree	331	29%
Graduate or professional degree	190	16%
Total	1160	100%

Question 38		
What is your race?	Number of Respondents	Percent of Respondents
White/European American/Caucasian	1009	92%
Black or African American	14	1%
Asian or Pacific Islander	43	4%
American Indian, Eskimo, or Aleut	17	2%
Other	32	3%

Note: Percents may total more than 100%, as respondents could give multiple responses.

Question 39		
Are you Hispanic/Spanish/Latino?	Number of Respondents	Percent of Respondents
Yes	124	11%
No	1001	89%
Total	1125	100%

Question 40		
Which category contains your age?	Number of Respondents	Percent of Respondents
18-24	97	8%
25-34	337	29%
35-44	253	22%
45-54	266	23%
55-64	102	9%
65-74	67	6%
75 years or older	42	4%
Total	1164	100%

Question 41		
What is your gender?	Number of Respondents	Percent of Respondents
Female	579	50%
Male	578	50%
Total	1157	100%

Appendix H: Survey Instrument

The survey instrument appears on the following pages.

2004 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
- To what extent do you agree or disagree with the following statement: *Westminster is a progressive community.***
 Strongly agree Disagree
 Agree Strongly disagree
 Neither agree nor disagree Don't know
- 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

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

	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	Unsure
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 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

7. In general, how well do you think Westminster City government operates?

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

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

- Right direction
- Wrong direction
- Don't know

9. Have you had contact with a Westminster City employee within the last 12 months?

- Yes → go to question 10
- No → go to question 11

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.

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

11. 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

12. To what extent is traffic congestion a problem on...

	<u>Not a Problem</u>	<u>Minor Problem</u>	<u>Moderate Problem</u>	<u>Major Problem</u>	<u>Don't Know</u>
City streets?	1	2	3	4	5
I-25?.....	1	2	3	4	5
U.S. Highway 36?	1	2	3	4	5

13. 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>
a. Crime	1	2	3	4	5
b. Vandalism	1	2	3	4	5
c. Graffiti.....	1	2	3	4	5
d. Drugs	1	2	3	4	5
e. Too much growth.....	1	2	3	4	5
f. Lack of growth.....	1	2	3	4	5
g. Run down buildings	1	2	3	4	5
h. Taxes	1	2	3	4	5
i. Traffic congestion.....	1	2	3	4	5
j. Juvenile problems	1	2	3	4	5
k. Availability of affordable housing.....	1	2	3	4	5
l. Availability of parks	1	2	3	4	5
m. Availability of bike paths.....	1	2	3	4	5
n. Availability of sidewalks.....	1	2	3	4	5
o. Availability of recreation programs	1	2	3	4	5
p. Maintenance and condition of homes	1	2	3	4	5
q. Condition of properties (weeds, trash, junk vehicles)	1	2	3	4	5
r. Other _____ (please specify)	1	2	3	4	5

14. To help the City decide where to invest limited resources, please prioritize the above list (question 13) by placing the letter of the concern next to your first, second and third priority. For example, if you believe the biggest concern is vandalism, then place the letter "B" in the blank space by 1st biggest concern below, and so on.

_____ 1st biggest concern _____ 2nd biggest concern _____ 3rd biggest concern

15. The City of Westminster would like to know how safe you feel in the following public areas:

	Very Safe	Safe	Neither Safe Nor Unsafe	Unsafe	Very Unsafe	Don't Know
Parks and playgrounds.....	1	2	3	4	5	6
Recreation centers.....	1	2	3	4	5	6
Westminster Mall.....	1	2	3	4	5	6
In your neighborhood.....	1	2	3	4	5	6
On the trail system.....	1	2	3	4	5	6
At the Westminster Promenade.....	1	2	3	4	5	6
Other: _____.....	1	2	3	4	5	6

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 | <input type="checkbox"/> Rocky Mountain News | <input type="checkbox"/> Westminster Window |
| <input type="checkbox"/> Westsider | <input type="checkbox"/> Neighborly News | <input type="checkbox"/> City Edition |
| <input type="checkbox"/> Word of Mouth | <input type="checkbox"/> Water Matters Newsletter | <input type="checkbox"/> Radio News |
| <input type="checkbox"/> Television News | <input type="checkbox"/> Cable TV Channel 8 | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> City's Web site (www.ci.westminster.co.us) | | |

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

- Yes → go to question 18 No → go to question 20

18. About how long on average do you spend watching Channel 8 per week?

- 0-15 minutes 46-60 minutes
 16-30 minutes More than 60 minutes
 31-45 minutes

19. What programs have you watched? (Please check all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> City Departments/Services Programs | <input type="checkbox"/> Metro Area Programs |
| <input type="checkbox"/> Environmental Programs | <input type="checkbox"/> Bulletin Board Information (job listings, events, etc.) |
| <input type="checkbox"/> Westminster Community Events Programs | <input type="checkbox"/> Do Not Know |
| <input type="checkbox"/> Election Programs | <input type="checkbox"/> Other: _____ |

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

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

21. Have you heard or read about the City's Community Oriented Governance (COG) program?

- Yes → go to question 22 No → go to question 23

22. Based upon what you know about COG, how would you rate the quality of the program?

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

Internet Use

23. 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

24. Please indicate how often you or others in your household have used the Internet to make purchases or pay for services in the last 12 months.

- Never
- Once or twice
- 3 to 12 times
- 13 to 26 times
- More than 26 times

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

- Yes
- No

Use of Community Amenities

26. When you shop in Westminster, why do you shop in Westminster? (Please check all that apply.)

- It is convenient; on my way to or from work or near my home
- I like the range and quality of goods and services
- Desired item is only available in Westminster
- I want my sales tax dollars to stay in Westminster
- Other: _____

27. 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
Other items	1	2	3	4

28. 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
76th Avenue Library	1	2	3	4	5

29. The Regional Transportation District (RTD) is working toward placing a sales tax increase on the November 2004 election ballot to raise \$4.7 billion for construction of the FasTracks transit improvements. FasTracks would include the addition of commuter rail, light rail, expansion of separated bus service and high occupancy vehicle lanes, and increased transit parking throughout the Denver metropolitan area, including improvements along US 36 and North I-25. To what extent do you support or oppose a sales tax increase of four cents on each 10 dollar purchase for the FasTracks transit improvements?

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

Demographics

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

31. 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.)

32. 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

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

- Own
- Rent

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

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

36. About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES in 2003? 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

37. How much education have you completed?

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

38. 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 _____

39. Are you Hispanic/Spanish/Latino?

- Yes
- No

40. Which category contains your age?

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

41. 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 30th St., Boulder, CO 80301



WESTMINSTER

Staff Report

City Council Study Session Meeting
July 19, 2004



SUBJECT: Health Care Benefits

PREPARED BY: Matt Lutkus, Deputy City Manager for Administration

Recommended City Council Action:

View the presentation on cost trends in the health industry and the impact these are having on the City's ability to provide a viable healthcare benefit in the long term.

Summary Statement

- Earlier this year, several Councillors attended an Adams County Council of Governments meeting where they heard a presentation on the significant increases in the cost of providing health care coverage. After hearing this presentation, Councillors expressed an interest in reviewing these issues at a City Council study session. The specific concerns relate to whether or not the City can continue to provide comprehensive health care coverage for employees given the continuing double digit increases that have been experienced over the past several years.
- At Monday evening's Study Session, City Staff and the City's health benefits consultant Paulette Jerpe from Gallagher Benefit Services will provide a PowerPoint presentation addressing health market place trends, the impact these have had on City health plan costs, the steps that the City has already taken to contain rising health care costs and possible future strategies for addressing these trends.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue(s)

At some future point, City Staff may be asking Council to consider significant changes to the employee health care plan that could include reduced benefits and/or a plan where a higher proportion of the costs are paid by employees.

Alternative(s)

Staff believes that review of specific health plan alternatives should not be considered at the present time. Staff will continue to closely monitor health care costs and industry trends and will provide Council with specific recommendations as appropriate.

Background Information

The City currently provides three health care plan options for the City health care benefit: the Kaiser Health Maintenance Organization (HMO) and two self funded plans administered through Great West Insurance -- a Preferred Provider Option (PPO) and a Point of Service (POS) option. The cost of providing this benefit is approximately \$5,340,000 for the City and \$1,406,000 for employees for a total medical and dental premium expenditure of \$6,746,000 for 2004.

As will be shown in more detail during the presentation, the City's health care costs have increased steadily during the last five years. As an example, the combined employer/employee premium for family medical coverage has increased an average of 14.3% annually during this time.

It is important to point out that the City has been able to keep its health care cost increases below what many other employees have experienced. On the claims management side, this has been accomplished through a comprehensive Citywide Wellness Program and taking advantage of the disease management services available through Great West. Plan administrative costs have been kept to a minimum by the negotiation of favorable PPO and POS agreements with providers and reducing administrative costs through a self-insurance program.

Each budget cycle the City does a detailed benefits survey of other comparable front range cities. The The 2004 survey shows that the level of benefits that the City provides is comparable to the health insurance benefits available in the cities and districts that the City includes in its every other year salary and benefits survey.

Respectfully submitted,

J. Brent McFall
City Manager



W E S T M I N S T E R

Staff Report

City Council Study Session Meeting
July 19, 2004



SUBJECT: City Council's Proposed 2005 and 2006 Budgets

PREPARED BY: Barbara Opie, Assistant to the City Manager

Recommended City Council Action:

Direct Staff on any adjustments to be made to the City Council's Proposed 2005 and 2006 Budgets respectively.

Summary Statement

Staff is currently finalizing the 2005 and 2006 budgets for presentation to City Council in September. (The proposed budget document is scheduled for delivery to City Council at the beginning of September.) As part of the budget development process, Staff drafts a suggested budget for City Council based on historical spending and anticipated revenues. Staff is again preparing a two-year budget for official adoption by City Council this October. The proposed City Council budgets for 2005 and 2006 are attached for Council's review and comment.

Staff is requesting that City Council direct Staff with any adjustments Council would like to include in its 2005 and 2006 Budgets.

Expenditure Required: \$0 at this time

Source of Funds: n/a

Policy Issue

Does City Council wish to make changes to the proposed 2005 and 2006 Council Budgets?

Alternative

City Council could accept Staff’s recommended budgets for 2005 and 2006 as proposed.

Background Information

Each year, Staff prepares the annual budget for review and approval by the City Council. The City Council has a budget from which conferences, mileage, telephone, sponsorships, and other miscellaneous expenses associated with City Council are paid. The proposed 2005 budget for City Council is \$189,108, which is approximately a 0.45% increase from the 2004 City Council budget. The 2004 original budget for City Council is \$188,260. City Council’s budget was decreased by \$4,222 in June 2002 per City Council direction of a reduction similar to other City departments to address revenue shortfalls within 2002, bringing the revised 2002 budget to \$206,898. City Council took an additional \$533 reduction in 2003 when departments took an additional ½% reduction to their budgets. While the total budget in the attached spreadsheets reflects the total 2003 budget of \$184,163, note that \$533 was moved to a Budget Hold account that effectively freezes these funds and prevents them from being expended. Fortunately in 2004, no such measures have been necessary and therefore, the budget hold account reflects a budget of \$0.

The proposed 2006 budget for City Council is \$190,430 that is approximately a 0.7% increase from the proposed 2005 City Council budget. The details associated with each proposed budget are on the attached spreadsheets for 2005 and 2006 respectively (Attachments A and B).

City Council will note that a new item has been added to the Career Development (10001010.61800.0000) account. No additional funds are being proposed but Staff thought it was appropriate to note that Council has begun to take a more active role in lobbying efforts for the US 36 Corridor. As part of the US 36 Mayor and Commissioners Coalition (US 36 MCC), the Mayor or Mayor Pro Tem has participated in trips to Washington, DC, to lobby for federal assistance in transportation improvements to the US 36 corridor. City Council has essentially absorbed these costs within their budgets in 2003 and 2004; Staff is simply listing the trips to more accurately reflect Council’s travel expenses. The 2003 and 2004 City Council Travel Logs are attached for your information (Attachment C).

Staff is again proposing that the groups that annually request funding be individually listed within the other Contractual Services account (10001010.67800.0000). Because these groups will not be brought back to City Council during the budget year, Staff respectfully requests that City Council pay particular attention to the groups listed to ensure accurate reflection of those groups City Council wishes to support on an ongoing basis, as well as the dollar amount. Staff has attempted to identify the type of event/funding that City Council has provided in the past, and therefore the Special Promotions funding that was moved to the Other Contractual Services account are denoted under the following categories: Annual Sponsorships/Contributions, Banquets/Lunches, Golf Tournament Sponsorships, and After Prom Events. Should City Council approve this list of groups to be funded annually, Staff will utilize this City Council approved list for 2005 and 2006, not bring these requests back to City Council during the year, and fund them in the amount noted on this list. Only new groups or one-time requests would then be forwarded to City Council for a funding determination.

For the Proposed 2005 and 2006 Contractual Services Budgets, only one new group is proposed to be added to this list. The Westminster Public Safety Recognition Foundation was established in late 2002 and in 2003 hosted its first annual recognition banquet. One of the Foundation’s missions is to host an annual recognition banquet in appreciation of local individuals and City employees (both public safety and non-public safety) who have conducted heroic acts during the year. The City is represented on the Board by staff from the Police and Fire Departments as well as the City Manager’s Office. City Council contributed to the event in 2003 and 2004. Since this is an annual event focusing on Westminster employees and residents, Staff thought it appropriate to include it within Council’s Proposed 2005 and 2006 Budgets. No other modifications to the groups listed or the amounts funded in 2004 are being recommended for 2005 or 2006. A copy of the list of 2003 and 2004 City Council contributions is attached (Attachment D) for your review.

Lease Payments to Others (10001010.67700.0000) is a account added via the 2002 Budget process. This account is for the computer lease purchase program the City began in 2001 and reflects each department/division’s respective share of the total computer lease based on the computer inventory within the respective department/division. In City Council’s case, two laptops were purchased in 2001 (Councillor Hicks and former Mayor Moss), three laptops were purchased in 2002 (Councillors Dittman and Dixon and Mayor McNally), one desktop was purchased in 2002 (former Mayor Pro Tem Atchison), one laptop was purchased in 2003 (Councillor Price), and one laptop was purchased in 2004 (Councillor Kauffman). The lease cost allocated per computer is therefore included in this account. Obviously, as the membership changes in City Council, modifications may be necessary to the computer inventory; those adjustments are made on an as need basis. As computers are replaced and added to the citywide lease for computers, the respective cost will be charged back to the department/division utilizing the computer. The amount shown in this account reflects the City Council’s share of the citywide computer lease program. This computer replacement program is important to keep the City’s technologies up to date while minimizing Staff time necessary in maintaining outdated equipment that will not function with current software.

In the 2005 Supplies account (10001010.70200.0000), the budget is proposed to increase by \$1,000. These additional funds are proposed to provide supplies for any new Councillors that may join City Council in 2005. Year 2005 is a City Council election year. With term limits taking affect in 2005, it is anticipated that there will be at least two new members to City Council in 2005. These funds are proposed for their initial start up costs, such as name badge, business cards, paper supplies, fax machine, computer supplies, etc. The proposed 2006 budget is reduced by \$465.

The Budget is a planning tool and as such, represents a “best estimate” regarding actual expenditures. As actual expenditures are made throughout the year, budget revisions may be necessary to maintain balanced accounts and revise the Budget to match actual expenditures. Some budget revisions will be necessary to City Council’s 2004 Budget to address expenses during the year. Budget revisions may be required during 2005 and 2006 and will be addressed as necessary.

Staff Report – City Council’s Proposed 2005 and 2006 Budgets

July 19, 2004

Page 4

Staff requests that City Council review the attached City Council proposed budgets for 2005 and 2006 respectively and direct Staff on any adjustments that should be made.

Respectfully submitted,

J. Brent McFall

City Manager

Attachments:

Attachment A – Proposed City Council 2005 Budget

Attachment B – Proposed City Council 2006 Budget

Attachment C – 2003 and 2004 City Council Travel Log

Attachment D – 2003 and 2004 Contributions lists

PROPOSED CITY COUNCIL 2005 BUDGET

Account Number	Account Description & Proposed 2005 Budget Detail	2003 Revised Budget	2003 Actual Expenditures	2004 Revised Budget	2004 Spent/ Encumbered Year-To-Date (7/7/04)	2005 PROPOSED BUDGET	% Change (2004 Revised v. 2005 Proposed)
10001010.60800.0000	Salaries Mayor & City Councillor salaries \$72,000 Deferred Compensation Program (City match) \$5,500	77,500	71,003	77,500	34,721	77,500	0%
10001010.61200.0000	Mileage Reimbursement Based on expenditure history \$1,800	900	2,030	900	907	1,800	100%
10001010.61400.0000	Meeting Expense Annual Legislative Dinner \$1,600 Goal-Setting Retreat \$1,600 Annual Budget Retreat \$500 Boards and Commission Brunch \$1,300 Boards & Commissions Gift Certificates (1) \$3,750 Miscellaneous Meetings \$750 Rocky Flats meetings \$1,500	8,910	7,213	10,510	2,709	11,000	5%
10001010.61800.0000	Career Development NCL Legislative Conference (Washington, DC) \$14,000 NLC Congress of Cities \$14,000 CML Conference \$3,200 Energy Community Alliance membership \$2,500 US 36 Mayor & Commissioners Coalition (MCC) lobbying trips (Washington, DC) (2) \$1,400	31,667	30,489	35,104	18,678	35,100	0%
10001010.66900.0000	Telephone Councillors' fascimile lines (average \$40/line/month per Councillor) \$3,360 Cell phone allowance (\$35/month per Councillor) (3) \$2,940	5,767	2,811	6,300	1,866	6,300	0%
10001010.67600.0000	Special Promotions Unanticipated requests from community groups for contributions and/or sponsorships for events. \$6,000	6,000	4,405	6,000	3,850	6,000	0%
10001010.67700.0000	Lease Payments to Others (4) Payments for Leased PCs: 2004 - Kauffman laptop \$2,613 2005 - Hicks & new Councillor laptops 2006 - Dittman, Dixon, & McNally laptops; new Councillor desktop 2007 - Price laptop	5,291	5,291	4,351	4,351	2,613	-40%

ATTACHMENT A

Account Number	Account Description & Proposed 2005 Budget Detail	2003 Revised Budget	2003 Actual Expenditures	2004 Revised Budget	2004 Spent/ Encumbered Year-To-Date (7/7/04)	2005 PROPOSED BUDGET	% Change (2004 Revised v. 2005 Proposed)
10001010.67800.0000	Other Contractual Service Printing of misc materials (e.g., legislative booklet, organization charts, etc.) \$1,350 Goal Setting facilitator fee \$2,500 Councillor expenses for photos, badges, & nameplates \$2,500 Unanticipated maintenance services \$500 Misc. contractual services (e.g., internet line charges, etc.) \$3,580 Annual Sponsorships/Contributions: Adams County MMCYA \$300 Westminster Community Artist Series Contribution (includes B&C tickets) \$6,000 Westminster Spotlight Theater \$1,000 Community Education Foundation (CEF) (School Dist 50 - Close-Up) \$1,500 CEF Recreation for Education (Water World tickets) \$1,500 Brothers Redevelopment Inc - Paint-A-Thon \$500 Colorado Rapids - Kicks for Kids Program \$2,500 Westminster Rotary Foundation (noon club) \$2,500 Westminster 7:10 Rotary Club \$2,500 Martin Luther King Event Contribution \$300 Banquets/Lunches: MetroNorth Chamber Annual Banquet \$1,200 Adco School District 12 Five Star Gala \$1,000 Colorado Rapids Lunch Sponsorship \$500 DRCOG Awards Dinner Table Sponsorship \$500 The Jefferson Foundation Crystal Ball \$2,000 Adams County MMCYA banquet \$300 Westminster Public Safety Recognition Foundation - annual banquet (5) \$1,000 Golf Tournament Sponsorships: Front Range Community College Foundation \$500 Adams District 12 Education Foundation \$500 Hyland Hills Foundation \$500 MetroNorth Chamber of Commerce \$500 After Prom Events: Pomona High School \$200 Standley Lake High School \$600 Horizon High School \$200 Arvada High School \$200	38,730	27,523	38,730	19,648	38,730	0%

ATTACHMENT A

Account Number	Account Description & Proposed 2005 Budget Detail	2003 Revised Budget	2003 Actual Expenditures	2004 Revised Budget	2004 Spent/ Encumbered Year-To-Date (7/7/04)	2005 PROPOSED BUDGET	% Change (2004 Revised v. 2005 Proposed)
10001010.70200.0000	Supplies Office supplies \$2,665 Fax machine paper & ink \$1,800 Printer ink cartridges for PCs \$800 New Councillors in 2005 supplies (6) \$1,000	5,265	4,831	5,265	2,265	6,265	19%
10001010.70400.0000	Food Refreshments and dinners for City Council meetings, \$3,800 Study Sessions & other special Council events	3,600	3,666	3,600	1,780	3,800	6%
10001010.76800.0000	Budget Hold (7) \$0	533	0	0	0	0	-
TOTAL		\$184,163	\$159,261	\$188,260	\$90,775	\$189,108	0.45%

NOTE: Items detailed in each account are estimates only; actual costs for each item noted may vary.

(1) Per City Council direction (8/5/02), the Boards & Commissions dinner to be replaced with gift certificates to be distributed to all B&C members; proposed \$30/member [this line item reduced from \$9,000 to \$3,510]; [total of 117 projected = 80 members for B&C, 15 members for YAP, 12 members for BAG and 10 additional for potential transition of members off of the B&Cs during the identified period of recognition (i.e., the prior year).

(2) The Mayor and Mayor Pro Tem have taken more active roles in lobbying on behalf of the US 36 corridor in conjunction with the US 36 Mayor & Commissioners Coalition (US 36 MCC). Trips were taken in 2003 and 2004 on behalf of the US36 MCC (two per year). It is anticipated that these trips to Washington, DC, will continue in 2005 and 2006 as efforts continue to pursue federal assistance in achieving transportation improvements to the US 36 corridor. Council has essentially absorbed these costs within their budget in 2003 and 2004; Staff is simply listing the trips to more accurately reflect Council's travel expenses.

(3) Per City Council direction (8/5/02), the telephone account was broken out to better reflect expenses charged (i.e., facsimile versus cellular charges). Additionally, based on Council direction, a maximum amount per Council member of \$35/month for cellular service was established. Despite the City Council's current plan that only three members will utilize this \$35/month allowance, since City Council is officially adopting a two-year budget, Staff believes it prudent to budget for all seven members to utilize this allowance and therefore has budgeted the full amount (\$35/month times 12 months times 7 City Council members).

(4) This account reflects the amount associated with City Council computers that are included in the new citywide computer lease purchase program implemented in 2001. Please see the Background section of the attached Staff Report for additional information.

(5) The Westminster Public Safety Recognition Foundation was created in late 2002 and hosted the first annual banquet in 2003. One of the foundation's mission is to organize an annual banquet in appreciation of local individuals and City employees (both public safety and non-public safety) who have conducted heroic acts during the year. The City is represented on the Board by staff from the Police and Fire Departments as well as the City Manager's Office. City Council contributed to the event in 2003 and 2004.

(6) Year 2005 is a City Council election year. With term limits taking affect in 2005, it is anticipated that there will be at least two new members to City Council in 2005. These funds are proposed for new Councillor start up costs, such as name badge, business cards, paper supplies, fax machine, computer supplies, etc.

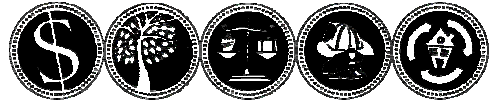
(7) The budget hold account is a depository in which funds previously authorized by City Council for expenditure have been moved into this account as a savings measure. The amount shown in 2003 reflects the 1/2% reduction City Council made to their budget in spring 2003 and not intended for expenditure.



WESTMINSTER

Staff Report

City Council Study Session Meeting
July 19, 2004



SUBJECT: Proposed 2005 Operating Budget Priorities

PREPARED BY: Steve Smithers, Assistant City Manager
Barbara Opie, Assistant to the City Manager
Emily Moon, Management Analyst
Christy Owen, Management Intern II

Recommended City Council Action:

Provide Staff with feedback Council members have on the items highlighted below as they relate to the proposed 2005 Operating Budget.

Summary Statement

- The Proposed Budget for 2005 will be submitted to City Council at the beginning of September for review. After reviewing the Proposed Budget for several weeks, City Council is scheduled to meet on the evenings of Friday, September 17 and Monday, September 20 for the Budget Retreat to deliberate on final funding decisions in regards to staffing levels, programs, services, and capital projects for both fiscal years 2005 and 2006.
- The intent for the discussion at Monday night's Study Session is to apprise City Council of what the City Manager will be proposing in the 2005 Budget assuming revenues are sufficient to fund the proposed priorities and, in turn, to provide Staff with any feedback regarding these recommendations. No specific decisions by City Council are expected since those will be made after all the public meetings/hearings and the Budget Retreat are held. Council's final decisions will be made with the adoption of the Budget in October.
- Most of the priorities and service reductions are the result of the need to maintain service levels in our growing City as well as to respond to specific needs identified by City Council and the community. Overall, a total of 16.8 full-time equivalent (FTE) additional employees are being recommended citywide. Of this total, 8.7 FTEs are being recommended in the General Fund, an additional 3.35 FTE are being recommended from the public safety tax in the General Fund and an additional 4.75 FTE are being recommended in the Utility Fund (of which, 1.5 FTE is recommended in the Stormwater Fund).
- The direction provided by City Council assists City Staff as they develop and review the proposed 2005 City Budget. Other considerations that go into developing a comprehensive budget are City Council's Strategic Plan goals, department priorities that strive to maintain existing service levels and citizen or neighborhood input.
- Staff continues to refine the proposed 2005 budget, therefore, City Council may see some minor modifications in the final proposed budget that is distributed in September.
- Department Heads will be in attendance at Monday night's Study Session to provide more details about these priorities and answer any questions that City Council may have with regard to any specific items.

Expenditure Required: None at this time

Source of Funds: General and Utility Funds

Policy Issue

Does City Council agree with the overall 2005 operating priorities as preliminarily proposed by Staff?

Alternative

City Council can provide Staff with alternative approaches to 2005 operating priorities as deemed appropriate.

Background Information

In April, City Council revisited their Strategic Plan and confirmed their goals and priorities for 2005 and 2006. The City Council Goals are listed below:

- Financially Sound City Government
- Balanced, Sustainable Local Economy
- Revitalized Aging Neighborhoods and Commercial Areas
- Beautiful City
- Safe and Secure Community

The direction provided by City Council through these Strategic Plan goals assists City Staff as they develop and review the proposed 2005 and 2006 City Budgets. Other considerations that go into developing a comprehensive budget are department priorities that strive to maintain existing service levels and citizen or neighborhood input.

In November of 2000, Westminster voters approved a City Charter amendment that allows the City Council to adopt a formal two-year budget. The first official biennial budget was adopted with the 2003/2004 Budget in October 2002; Staff recommends that the 2005/2006 City Budget be officially adopted as a biennial budget as well. Staff will return in August to review the proposed 2006 operating priorities with City Council at a Study Session.

The entire proposed Budget for fiscal years 2005 and 2006 will be submitted to City Council at the beginning of September for review. After reviewing the proposed Budget for several weeks, City Council is scheduled to meet on the evenings of Friday, September 17 and Monday, September 20 for the Budget Retreat to deliberate on final funding decisions on staffing levels, programs, services, and capital projects.

The City Manager's Staff has had an opportunity to review and make recommendations on operating budget priorities for the 2005 Budget. At the Department Head Budget Retreat held on May 4th, the revenue forecast and staffing issues were discussed. Since May, departmental personnel have prepared department proposals for 2005, ensuring coordination and support of City Council Strategic Plan goals for the upcoming year. Through the summer, departments develop and review the proposed 2005 and 2006 budgets to best maintain existing service levels and address citizen or neighborhood input on services.

This Staff Report highlights any enhancements or anticipated service changes that are a result of the slight increase in anticipated revenues for FY2005.

The significant majority of these operating priorities represent incremental changes to existing City programs. Some changes are proposed to current service levels in order to meet Council goals and are noted accordingly as a service modification. As a reminder for City Council, the operating budgets, according to current City fiscal policies, are funded by recurring revenue such as sales and property taxes in the General Fund and by monthly water and sewer charges in the Utility Fund. The Capital Improvement Program (CIP) priorities, which City Council is scheduled to discuss at the August 23rd Post City Council meeting, are funded by one-time revenues such as park development fees, building use taxes, utility tap fees and carryover funds.

THREE-YEAR BUDGET HISTORY:

Over the last three years, significant changes to the City's operating budget have been needed as a result of the economic downturn impacting the nation and the Front Range. This section provides a brief summary of the modifications made to the City's operating budget over the last three years.

FY2002 – Staff reduced FY2002 operating budgets by 2% and un-appropriated the funding of several Capital Improvement Program (CIP) projects. Three of the four periods in the 2002 Phased Spending Plan were not released since the revenues did not reach the set benchmarks for the new positions, studies, equipment, etc., to be filled or purchased (including 4.0 FTE). In addition, the City implemented a selective hiring freeze in May 2002, allowing for only those positions deemed critical to operations to be filled. Sales and use tax actual collections ended the year down 10.4% for FY2002 when compared to FY2001 actuals.

FY2003 – Departments prepared their original 2003 Budgets with an additional 3% reduction from their reduced 2002 budgets (with the exception of the Police and Fire Departments, who reduced their 2003 budgets only an additional 2% from 2002 reduced budgets). Despite these reductions, some enhancements were possible in 2003 as a result of shifting resources to these priority items, most notably new public safety personnel that were contingent upon City Council approval of modifications to the vendors fee.

However, in April 2003, based on the final FY2002 data, Staff revisited City Council with projections that sales and use tax collections could be down approximately 4% from budget in FY2003, equating to a \$2 million shortfall, which was projected to compound with FY2004 revenue projections another \$2 million. Staff identified \$4 million in reductions in FY2003 in both the operating (½% reduction) and capital budgets, established “Stopgap” funding (AKA: rainy day fund), continued the selective hiring freeze (\$655,000), and implemented new and increasing fees and charges to address the revenue shortfall projected in FY2003.

FY2004 – In October 2003, City Council adopted an amendment to the 2004 General Fund Budget which included a projected revenue reduction of \$1.6 million between what was originally included within the Adopted 2004 Budget (October 2002) versus what was included within the revised 2004 (October 2003) revenue projections. Prior to the elimination of the Utility Fund Split, the total reduction in the FY2004 General Fund was -\$1,135,578, which left approximately \$877,000 to address the projected revenue FY2004 difference. Staff recommended continuing the selective hiring freeze (which included approximately 35 FTE) and the remaining 4.0 FTE positions included within the 2002 Phased Spending Plan in 2004 to balance the General Fund. These reductions were

recommended to the regular salaries accounts via the October 2003 budget amendment process (funds were moved from the regular salaries accounts into each department's budget hold accounts).

However, in November 2003, Westminster voters approved a 0.6% sales and use tax increase for the purposes of enhancing public safety. Subsequently, in December 2003, a second budget amendment was made to FY2004 increasing the budgets of the Police (+\$2,566,897) and Fire (+\$1,980,210) Departments significantly (total increase to public safety +\$4,547,107), including the addition of 75.0 full-time equivalents (FTE) public safety personnel. 8.0 FTE support staff were added in other departments to assist with the workload the increase in Police and Fire personnel would generate. In addition, sixteen vehicles (+\$868,704) were added in the Police and Fire Departments, purchased through the General Capital Outlay Replacement Fund (GCORF).

During the first two quarters of FY2004, sales tax returns have improved allowing for the selective hiring freeze to end in April and have positively impacted the projections for FY2005. While the current FY2005 sales and use tax revenue projections are improved over projected year-end FY2004, they remain approximately \$5 million under FY2001 actual sales and use tax revenue collections.

FY 2005 – Departments prepared their 2005 proposed budgets with a 1% increase from their reduced 2004 budgets (with the exception of the Police and Fire Departments, who had an increase of 1% on their original General Fund budget and 3% on their public safety tax budget – i.e., 3% on their approximately \$4.5 million FY 2004 budget increase). It should be noted that departments primarily utilized the 1% increase in efforts to return funding levels back to prior years; clearly the 1% does not allow a full return to prior year funding levels in all accounts.

THREE-YEAR RE-STAFFING PLAN:

A significant change to the proposed FY2005 is the elimination of positions previously frozen per the 2002-2004 selective hiring freeze. When the selective hiring freeze was lifted in April 2004, those positions that were previously frozen remained so; these positions needed to remain frozen since they were utilized to help balance the FY2004 budget per the October 2003 amendment. There were approximately 33 FTE impacted (two positions were filled), including those positions never filled as part of the 2002 Phased Spending Plan (4.0 FTE).

In April, the Department Heads reviewed those positions frozen under the selective hiring freeze and compared them against their other departmental staffing needs. Departments had the opportunity to request that a frozen position be unfrozen, that a frozen position be swapped out for a new higher priority position, or request new staff. Based on the departmental submittals, the City Manager's Office prepared a proposed Three-Year Re-Staffing Plan for 2005-2007. The proposed re-staffing plan was reviewed with the Department Heads at the Department Head Budget Retreat in May and final adjustments were subsequently made.

A Five-Year Staffing Plan will not be created and the Three-Year Re-Staffing Plan will be included in the 2005/2006 Budget in its place. Should the economic rebound slow significantly by year-end, the City Manager's Office may recommend that new positions proposed in this Three-Year Re-Staffing Plan be hired in a phased manner.

Overall, a total of 16.8 full-time equivalent (FTE) additional employees are being proposed as part of the 2005 Budget. A total of 8.7 FTE are being recommended in the General Fund, an additional 3.35 FTE are being recommended from the public safety tax in the General Fund and an additional 4.75

FTE are being recommended in the Utility Fund (of which, 1.5 FTE is recommended in the Stormwater Fund). All positions are contingent upon sufficient revenues being available.

A summary of the changes, including the elimination of frozen positions, Phased Spending Plan positions, and new staff follows below. Please note that this excludes any mid-2004 staffing changes (such as the changes made in Public Works & Utilities for the laboratory testing and reclaimed water services). By eliminating the frozen and 2002 Phased Spending Plan positions, the proposed 2005 Staffing Plan results in a net change of -15.375 FTE when comparing FY2004 to FY2005.

Staffing	FTEs
1/1/04 Authorized Staffing Plan (includes the 83.0 FTE approved per the Public Safety Tax)	970.624
Elimination of Frozen Positions	- 28.175
Elimination of 2002 Phased Spending Plan Positions	- 4.000
Addition of Proposed New Staff – 2005 Budget	+ 16.800
Proposed New Staffing Plan – 2005 Budget	955.249

PROPOSED OPERATING PRIORITIES:

The operating priorities proposed for 2005, organized by Fund and Department, are as follows:

ALL FUNDS

Citywide

- All career development accounts were reduced by a minimum of 10% in 2003 and maintained that level during 2004. Many departments did reduce their career development accounts for training more substantially for 2003; the actual reductions in the General Fund averaged more than 50%. With the passage of the public safety tax in November 2003, additional funds were added to public safety and associated support departments for training in 2004. Thanks to a more positive revenue outlook for 2005, departments were able to return funding to career development/training budgets. The total career development budget for 2005 is proposed to increase from the amended 2004 budget in the all funds approximately \$51,072, an 8% increase.

GENERAL FUND

City Attorney’s Office

- 0.5 FTE Assistant Prosecuting Attorney I/II is proposed via public safety tax funds. This position will benefit the City by addressing a current gap in the Prosecutor’s Office by handling the increase in domestic violence cases and trials. Also, as a result of the new police officer hiring, it is anticipated that the Municipal Court will incur an increase in traffic and misdemeanor filings.

City Manager’s Office

- 0.1 FTE Senior Public Information Specialist in the Public Information Office. This position is part of the Public Information Office team and plays a critical role in carrying out the communications program. Currently, the work of a cable channel, a large website, the regular publication of City Edition and Weekly Edition is shared by a staff of 2.6 FTEs. The regular, authorized staffing includes one additional position, but that position is now vacant due to one half of it being frozen and the other half being vacated by a retiring staff member. A gradual unfreezing of this position is proposed starting with 0.1 FTE in 2005 and the other 0.4 FTE in 2006. This gives the City Manager's Office staff more flexibility to address the Public Information needs of the City.

Central Charges

- Medical insurance projected increase of approximately 17%, which totals an increase of approximately \$842,700 in the General Fund, excluding proposed new staff. The increases in the health insurance industry continue to impact the City and its employees. This estimated increase of 17% is based on the information available to Staff at this time; Staff will receive additional information in August about potential City rate adjustments.
- Funds are proposed for the US 36 Mayor and Commissioners Coalition (US 36 MCC) lobbyist for the first time in 2005 (\$20,000). The first year a lobbyist was hired on behalf of the US 36 MMC was in 2003 for half of the year; the cost (\$10,000) was absorbed within Central Charges. In 2004, carryover funds from 2003 were utilized to cover this expense (\$20,000). FY2005 will be the first year this expense is proposed to be budgeted, and it is anticipated that the funding for this lobbyist will continue through at least 2006.
- An additional \$5,000 is proposed to help fund the Human Services Board (HSB) from the General Fund. The HSB reviews outside human services agencies' funding requests and makes recommendations to City Council on funding levels each year. As City Council may recall, the HSB has a total budget of \$160,000, of which, \$100,000 is funded via the City's Community Development Block Grant (CDBG) funds. The proposed total of \$165,000 represents an increase of 3% to the HSB funding, which is higher than other departments in the General Fund received for 2005.
- Twelve new laptop computers are proposed for the new Main Level Training Room in City Hall. As part of the City Hall remodel project, several new conference rooms were added to City Hall, including a new training/conference room on the main level of City Hall (located in the old Fire Administration area). Laptops are proposed to enhance the room's flexibility; the room is not intended to be solely a computer lab but intended to be flexible to rearrange the set-up of the room for training and miscellaneous meetings, which means that any computers utilized in this room need to be easy to breakdown and set up. Total cost for the first year is \$12,000, which includes software (the second year costs drop to \$10,560).
- An additional \$5,000 is proposed for the employee holiday party for 2005. In prior years, the holiday party was funded at approximately \$20,000, partially from vending sales in City facilities and from the Pepsi sponsorship proceeds. However, with the economic slowdown, the budget was reduced to \$10,000. It is proposed that the holiday party funding be increased to \$15,000 for 2004, utilizing more of the Pepsi sponsorship proceeds.
- An increase of approximately \$375,600 in certificates of participation (COPs) payments in 2005 primarily associated with the 1998 capital facilities issue. This is part of the City's overall financing of various projects and this increase was planned for 2005 as part of the financing.
- A decrease in the General Capital Outlay Replacement Fund (GCORF) of approximately \$2.4 million from the 2004 revised budget; this is the fund in which all General Fund vehicles are purchased (with the exception of large fire apparatus that are lease-purchased). With the adoption of the public safety tax in November 2003, approximately \$1.8 million in additional funds was paid to the GCORF to develop a fund balance for future public safety needs. As part of this plan, any savings from public safety vehicle purchases will go into this fund balance and be available in future years as needs arise. If these additional funds added via the public safety tax in December 2003 are excluded from the 2004 figure, the payment to GCORF from the General Fund actually

increases in 2005 by \$109,990 (approximately \$19%), predominantly for public safety replacement vehicles.

General Services

- 1.0 FTE Building Repairworker is proposed for Building Operations and Maintenance Division. This position will take on many of the routine maintenance issues that have been placed on hold due to other large projects, such as general maintenance and upkeep of City Hall, the Municipal Court facility, the Public Safety Center and the other 27 City facilities.
- 0.5 FTE Secretary is proposed for Organizational Support Services Division. During the selective hiring freeze, the Deputy City Manager for Administration's Administrative Secretary retired, leaving the department head without direct clerical support. The Organizational Support Services (OSS) Division delegated half of their Secretary position to fill in during this period. This 0.5 FTE will allow an upgrade to a fulltime secretary in the Administration Division and the new 0.5 FTE position will remain in the Organizational Support Services Division.
- 0.5 FTE Probation Officer is proposed for the Municipal Court via public safety tax funds (increase 0.5 FTE to 1.0 FTE). Increasing this 0.5 FTE to a 1.0 FTE will assist in the supervision of juvenile cases, which continue to increase annually (from 2000 to 2003, the caseload of the current position has increased from an average of 58 cases to 93 cases per year). This position also supervises the Volunteer In Probation program and offers supervision support to the volunteers.
- Staff is recommending funds for the revitalization of the recycling program in city facilities in the amount of \$2,500. Staff research results state that 60-80% of office paper can be recycled, 100% of aluminum can be recycled, and plastics and all glass products are recyclable as well. An internal recycling team consisting of thirteen City employees is proposed to be established to coordinate desk side recycling efforts, promote and educate employees about recycling, and enhance the overall appearance of City facilities. These funds will be utilized primarily for promotional materials and supplies, such as recycling bins to be placed throughout the City.
- New funds in the amount of \$6,000 are being proposed to conduct a SPIRIT Symposium for the management team. As City Council will recall, the City Manager unveiled his SPIRIT (Service-Pride-Integrity-Responsibility-Innovation-Teamwork) organizational value's statement at the first ever all employee meeting in February 2003. In an effort to continue the focus on these organizational values, a symposium is proposed to continually reaffirm these values with the management team. A nationally ranked speaker is proposed to conduct the 2005 symposium and initiate discussion with the management team on how to weave these values throughout the activities of each department, division, and team.

Finance

- 1.0 FTE Financial Analyst is proposed in the Treasury Division. This position is proposed based on the increasing number and complexity of bond issues and special financing districts and the workload these projects create for the Treasury Division. This position will also assist in the bidding out, selection and implementation of the new Utility Billing system and assist in the design of the water/wastewater financial model.

Police

- In late 2003 and early 2004, the Police Department implemented a reorganization of staff and operations. As part of the proposed 2005 budget, an account restructuring has been included to reflect the department's reorganization. When the proposed budget document is distributed in September, City Council may notice several changes in the structuring of the Police Department budget as a result of this reorganization.
- 1.6 FTE Community Service Officers for the Promenade is proposed via public safety tax funds. Increasing the Community Service Officer (CSO) program to a total of 5.0 FTE CSOs will maximize police visibility and crime deterrence. These additional staff will be utilized not only at the Promenade but also in the Shops at Walnut Creek.
- 1.0 FTE Records Specialist is proposed via public safety tax funds. The workload has increased with additional police officers and the need for additional help in the Records section is needed to handle the increased volume of records generated by the additional police officers.
- Transition of the Computer Aided Dispatch/Records Management System (CAD/RMS) to a lease-purchase replacement schedule is proposed. This will allow the Police and Fire Departments to replace computers that are used in vehicles in a more efficient manner, staggering payments and replacements over a four-year cycle. (Police Department's portion: \$134,520; Grand total for both Police and Fire: \$168,150)
- A study of the Public Safety Center's power demands is proposed for 2005. An existing generator was moved from City Hall to the Public Safety Center when the Center opened and will most likely need to be replaced due to age in the next couple of years to meet the building's power needs. The Police Department's 2005 proposed budget includes \$20,000 to study and propose solutions to the Public Safety Center's needs. Additional funds will be proposed in the Capital Improvement Program proposed budget for the replacement generator in a future year.
- The Police Department's overall career development proposed budget for training increased approximately 56% over 2004 Revised and approximately 81% increase over 2004 original. This is a direct result of having additional funding available thanks to the public safety tax, which allows for enhanced training opportunities to ensure officer safety and responsiveness.
- The Police Department proposes a reduction in extra duty pay for police officers in an effort to better match projected revenues. The extra duty program is utilized by businesses needing security but prefers a sworn police officer to a security officer. Fewer businesses are expected to use extra-duty police officers as security at their facilities in 2004 and 2005. A corresponding decrease in revenues has also been included in the 2005 proposed budget (reduction of \$85,000).
- Funding totaling \$102,800 (excluding personnel costs) for the neighborhood traffic program's ongoing support and new enhancements is proposed. These expenses include mobile speed radar units, equipment for Traffic officers' motorcycles, educational materials and meeting supplies.
- Table Mountain Animal Shelter has requested a significant increase in funding for services it provides to the City via an Intergovernmental Agreement. The Police Department proposes increasing this budget item from \$40,000 to \$65,000 in 2005.

- Continued expenses (\$29,300) for the Harley Davidson traffic enforcement motorcycles, including special saddlebags for radar guns, lease costs, preventative maintenance and repair and conversion costs, are part of the proposed budget. City Council may recall that the City converted to Harley Davidson motorcycles as part of the 2004 budget, obtaining a lease program of \$1 per month per motorcycle. While there are significant savings in replacement vehicles, these ongoing changeover costs are required.
- A new prisoner transport van and related equipment are proposed for the Court Marshals (\$22,500).
- Several technological enhancements are included in the proposed budget, including such items as the following: computer hardware and software for accident reconstruction and investigation, replacement of the mug photo machine, improved motorcycle radios, video forensics equipment and training and a voice stress analyzer. The Police Department's proposed budget includes \$516,769 in capital outlay. This is a 388% increase over the Police Department's original 2004 Budget.
- Eleven Patrol Division police cars are proposed for replacement (\$248,490 plus conversion and equipment costs) in 2005. The funds for the vehicles are included within the payment to the General Capital Outlay Replacement Fund (GCORF) in the Central Charges budget.

Fire

- Transition of the Computer Aided Dispatch/Records Management System (CAD/RMS) to a lease purchase replacement schedule is proposed. This will allow The Police and Fire Departments to replace computers that are used in vehicles in a more efficient manner, staggering payments and replacements over a four-year cycle. (Fire Department's portion: \$33,630; Grant total for both Police and Fire: \$168,150)
- Replacement of an ambulance and one of the major pieces of fire apparatus are proposed. The Fire Department's proposed budget includes \$100,000 for a cash down payment for the replacement fire apparatus that will be lease purchased in 2005. The funding for the ambulance (\$102,000) is included within the payment to the General Capital Outlay Replacement Fund (GCORF) in the Central Charges budget.
- The Fire Department's overall career development budget for training decreased approximately 19% from 2004 Revised increased but 235% over the 2004 Original Budget. The costs associated with new personnel in the Fire Department are significant, especially when taking into account the need to conduct training academies. The proposed increase in training funds is a direct result of the public safety tax which allows for enhanced training opportunities to ensure department safety and responsiveness.
- The Fire Department proposes creating a National Incident Management Systems (NIMS) team to enhance the City's emergency management capabilities. The Fire Department will seek grants to fully fund the NIMS proposal. Some initial funds (\$10,024) are included in the proposed 2005 budget, but development of the NIMS team will be contingent upon receiving grants to outfit and train the team.
- Video testing of recruitment candidates and diagnostic scoring of the video testing are proposed. This program was first used by the Fire Department in 2004 to assist with hiring the positions authorized by the Public Safety tax.

- Paramedic training school for ten Fire Department employees at a cost of \$61,000 is proposed as part of the continued implementation of the Public Safety tax improvements. Upon successful completion of the training academy, the Fire Department will have placed all of the paramedics that were authorized through the Public Safety tax.
- The Fire Department's proposed budget includes \$210,568 for capital outlay such as equipment for reserve ambulances and apparatus, thermal imagers, a replacement boat motor and dry suits. This is a 387% increase over the Fire Department's original 2004 Budget.

Community Development

- 0.5 FTE Engineer/Sr. Engineer is proposed in the Engineering Division. This position will assist with the development review as well as implementing the National Pollutant Discharge Elimination Systems (NPDES) "Best Management Practices" as required by the federal government. Erosion control plans for both private development and City capital improvement projects will have to be carefully scrutinized during the design phase and during construction in order for the City to fulfill the requirements of the City's permit. A full 1.0 FTE Engineer (Indexed) is proposed, but the other half of the position is proposed to be funded via the Stormwater Fund and therefore is shown under the Utility Fund.
- 1.0 FTE Special Projects Engineer (Indexed) is proposed in the Engineering Division. This position will assist with development review as well as the additional workload created by the north I-25 development projects. It is proposed that this position be funded by the Westminster Economic Development Authority (WEDA) as its work directly relates to the project in the north I-25 corridor. If City Council concurs, an intergovernmental agreement with WEDA will be proposed whereby WEDA pays the City for this position to focus on development issues associated with the north I-25 corridor. This position will be indexed to the workload in the north I-25 corridor.
- 1.0 FTE General Building Inspector is proposed in the Building Division and will help assist with daily building inspections. Many of the new and redevelopment projects are more complex, requiring additional time and scrutiny of inspections, impacting workload within the division. This position will assist in keeping the turnaround on inspections timely.
- A survey of Westminster businesses by the Economic Development Division is being recommended as part of the 2005 budget. The last business survey was conducted in 1997; Staff recommends conducting the survey on a three to four year interval. In light of the recent economic recession and initial rebound, Staff has identified the survey as a priority. The City's annual retention visits only focus on about 10% of the City's total business community of approximately 3,000 businesses. The survey will provide a much broader perspective on any issues or concerns currently in the City's business community. The results will help the Economic Development Staff in developing program priorities for retaining existing City businesses. The survey is anticipated to cost \$15,000.

Public Works & Utilities

- In 2005, a new contracted temporary Construction Inspector is proposed in the Infrastructure Improvement account. This contracted help will aid in monitoring the quantity and quality of materials and workmanship purchased by the City. The cost of this contracted position is \$10,000. The contract will run from June 1-August 1. Additionally, by having the inspector onsite immediate hazards to the motoring public caused by a City contractor could be eliminated

prior to problems occurring. This could bring additional savings to the City by reducing areas of potential liability.

- Funds from the concrete replacement program have been reallocated into a different account per Council review. It is anticipated that the backlog of citizen requests will end in 2005 and the program will be able to focus on chipseal resurfacing and concrete replacement. The cost will remain at \$200,000 for the 2005 budget. The program plans to resurface 72.6 lane miles in 2005 as a part of the Street Improvement Project.
- In the street light account, Staff is proposing an increase of \$226,592 to cover the increase in charges that the City is facing. This account pays for the energy used and the maintenance needs for streetlights. It is difficult to predict the number of streetlights that will be damaged in any given year and at present, the account is running over budget in 2004 due to increased repair costs. In the past two years, the percentage increase for repairs is 41.7% and the increase for energy cost is 7.8%. Based on these numbers, Staff is recommending the proposed increase to this account.

Parks, Recreation & Libraries

- 1.0 FTE Parksworker I/II is proposed in the Park Services Division. This position assists the open space operations to be proactive in maintaining the City's open space. This position is part of a four-person crew that is responsible for the daily maintenance of the City's open space and rights-of-way. With over 2,500 acres of open space and rights-of-way, regular responsibilities include trail construction/maintenance, noxious weed control, right-of-way mowing, fence repair/installation, trash collection, wildlife management, erosion control, and vegetative plantings. This crew works alongside the Open Space Volunteer Program and supplies the necessary manpower to lead the volunteer events.
- 0.6 FTE Library Associate I/II is proposed in the Library Services Division. This position was originally added when the College Hill Library was construction to help with ongoing ordering and cataloging of materials for the library system more than twice the size of the one that existed prior to College Hill. This position was frozen as part of the City's hiring freeze. Currently, the interval from receiving new materials to the time they appear on the library's shelves has increased significantly; this position is needed to improve the shelving timetable.
- 1.0 FTE Equipment Operator I is proposed in the Design Development Section of the Parks Services Division. This position is part of a four-person crew that conducts several construction projects that would have otherwise been contracted out with a higher cost to the City. This position works on a wide variety of projects including the construction of entire parks, trails, sidewalks, irrigation systems, playgrounds, campgrounds, bridges, holiday displays, storage buildings, detention ponds and picnic shelters.
- 1.0 FTE Assistant Pool Manager is proposed in the Recreation Facilities and Programs Division (0.5 FTE for City Park Recreation Center and 0.5 FTE for Swim & Fitness Center). The primary duty of the Assistant Pool Manager is to assist the Recreation Specialist with the overall supervision of the aquatics area, staff supervision and programs. This position for both the City Park Recreation Center and Swim & Fitness Center will assist with guest services, pool supervision and staff training.

- The Library Division proposes an increased budget (\$39,577) for janitorial services and maintenance of College Hill Library due to contractual obligations with Front Range Community College.
- Replacement of the Library Division's Telecirc server, which notifies patrons of overdue books, is proposed at a cost of \$7,100.
- Standley Lake Division proposes using part of its existing temporary salaries budget to hire a full-time intern. (Net change to Standley Lake Division's budget will be \$0.)
- The Parks Division proposes maintaining 2004's enhanced funding of West Nile Virus prevention efforts for 2005. The City's 2005 mosquito control contract is proposed at a cost of \$46,000.

UTILITY FUND

Central Charges

- Medical insurance projected increase of approximately 17%, which totals an increase of approximately \$138,800, excluding proposed new staff. The increases in the health insurance industry continue to impact the City and its employees.

Community Development

- 1.0 FTE GIS Technician proposed in the Engineering Division. Currently, a GIS Intern position is utilized but it has a limit of two years; this position has been funded via the Stormwater Fund due to the additional GIS mapping needs created by the federally mandated National Pollutant Discharge Elimination Systems (NPDES). Staff is proposing to convert the GIS Intern position into a permanent 1.0 FTE GIS Technician. The use of the GIS system continues to grow within the City and the need for continuity in this area is critical.
- 0.5 FTE Engineer/Sr. Engineer is proposed in the Engineering Division (same position as identified in the General Fund). This position will assist with the development review as well as implementing the National Pollutant Discharge Elimination Systems (NPDES) "Best Management Practices" as required by the federal government. Erosion control plans for both private development and City capital improvement projects will have to be carefully scrutinized during the design phase and during construction in order for the City to fulfill the requirements of the City's permit. A full 1.0 FTE Engineer (Indexed) is proposed, but the other half of the position is proposed to be funded via the General Fund and therefore is shown above.

Public Works & Utilities

- 0.15 FTE Laboratory Aide is proposed in the Water Quality section of the Water Resources and Treatment Division. This position will assist staff in the water quality section with water quality testing. Staff reviewed a proposal with City Council in April 2004 to return required laboratory analysis in-house and City Council approved an increase of 1.0 FTE at the May 24 City Council meeting; this 0.15 FTE was included as part of the proposal to return the laboratory testing in-house.
- 1.0 FTE Engineer/Sr. Engineer is proposed in the Water Field Operations Division. This engineer will assist the management team and operational staff with system operations and design issues. This person would be a direct liaison between operating staff and outside consultants. Responsibilities would include developing scope of work documents and related supporting documents from outside consultants. The division requires a technically competent staff member

to work with operating staff, observe operational needs and devise solutions due to the aging water and wastewater infrastructure. This position should allow the City to use consultants less frequently and to get an additional benefit through improved understanding of problems or issues that arise.

- 1.0 FTE Maintenance worker is proposed in the Waterline Replacement section of the Water Field Operations Division. The division is requesting that this position be un-frozen in 2005 and refilled. This is the tenth member of the field service crew, including the foreman. This crew provides all the water main break repair, hydrant maintenance and valve maintenance for the City. The addition of the reclaimed system and growth of the distribution system has added to the crew's workload, and it has become difficult to maintain in-house standards. As the system ages, the demands on the crew will continue to grow, even without any additional pipe mileage or new connections.
- 0.5 FTE Water Resources Technician is proposed in the Wastewater Plants – Water Quality section of the Water Resources and Treatment Division. This position will work with the Water Quality Administrator, aiding in raw water testing and work to protect the raw water sources for the City and allow nutrient analysis for reclaimed and wastewater analysis to be performed in-house. Based on a comparison between contract laboratories and performing the work in-house, it was more economical and reliable to perform wastewater analytical work in-house.
- 2.0 Temporary Special Project Data Processing Technicians are proposed for assistance with the Maintenance Management System (MMS). The positions will start in mid-2004 and continue until mid-2006. They will aid staff in implementing the MMS.
- New pickup truck for the new 1.0 FTE ODP inspector, pending approval from Council. This new position is anticipated to be recommended in the fall of 2004 associated with the implementation of the City's new Landscape Regulations. The vehicle is needed so that the ODP Inspector may conduct field verification of compliance with the new regulations. The cost of the pick-up truck is \$15,400; the vehicle will not be included in the 2005 budget if the ODP inspector position is not approved.
- Major Tank Repair costs are proposed to be reallocated from the Utility Fund operating budget into a Capital Improvement Program (CIP) request. This amount of \$200,000 will be requested in CIP for the 2005 budget year. The original requested amount is \$275,000 for minor and major tank maintenance and \$75,000 will remain in the operating account for minor tank maintenance including cleaning, inspections, and touch-up painting. This will leave \$200,000 to provide for long-term capital maintenance projects such as structural repairs, complete tank painting, and seismic upgrades.
- A portion of the Thornton Water Purchases funding is also proposed to be moved to the CIP for 2005, resulting in a \$703,000 decrease in the Water Plants budget. As part of the renegotiated contract, the amount of water purchased from the City of Thornton was decreased. As part of the 2003 carryover, Thornton Water savings from last year's budget were transferred into the Utility Fund's CIP budget. These proposed CIP funds will be used to purchase additional water to replace the more expensive Thornton Water and to augment the City's buildout water supply.
- Water Conservation Kits are proposed for distribution to customers, students, and targeted geographic areas. The kits would be distributed at presentations, events such as the Westminster Fair, and potentially through groups such as the Boy Scouts or Rotary Club. Kits will include

water saving devices such as showerheads, aerators, toilet leak detection tablets, toilet displacement bag, replacement toilet flappers, and rain gauges. All devices included in the kits would produce water savings at cost effective levels (\$5,000).

- The first Water Festival was held in May of 2004 as a joint endeavor between Westminster, Northglenn, and Thornton. Forty-eight classes of 5th grade students (totaling 1,132 people), along with their associated teachers and parent helpers, attended this event. Over one-half of the students were from Westminster schools. Twenty-eight volunteer presenters gave presentations on topics ranging from water conservation and supply to wastewater and water rights. In 2005, funds for the festival were used to provide bus transportation to the schools, two specialty presentations that were not at no-cost, rental fees for Front Range Community College, and other miscellaneous expenses were absorbed within the department's budget (\$5,000).
- The gas recovery system maintenance cost is increasing by \$50,000 due to anticipated costs for technical support, testing and operations. This increase is due to the need for technical expertise on the project that cannot be provided internally. Staff reports that there have been positive changes in the gas recovery system over the past year and it is anticipated that improvements will continue.
- Staff is proposing an additional \$300,000 for street cut impact fees. City Council approved in November 2003 a new street cut impact fee that went into affect July 1, 2004 requiring that the City (General Fund) be paid for damages caused by street excavations. The Utilities Division (Utility Fund) has to make street cuts throughout the year for maintenance and emergency repairs to the water and wastewater pipelines throughout the City. This new expense is proposed to be split between the Water Field Operations and the Waterline Replacement sections' budgets. This operating cost increase is being factored into the proposed water and wastewater rate increase for 2005 and 2006; it is projected that this increase will offset this new expense.
- Staff is requesting \$5,000 for sodium monitoring for the reclaimed water system. These funds are to address soil sampling and monitoring costs and also a Colorado State University research project to address the effects of sodium on compacted clay soils. Since reclaimed water is high in sodium, it has a negative effect on turf grass that is planted in clay soils; in addition, compaction of the soil is a compounding problem. This is an issue (sodium, clay soils, compaction, and reclaimed water use) for City Park, The Heritage Golf course, Legacy Ridge Golf Course, and future athletic fields. The analytical work and the study are designed to track the extent of the build up of the sodium, evaluate cost effective remediation strategies, and track implementation of the strategies.

Information Technology

- 0.5 FTE Administrative Secretary is proposed (increase existing 0.5 FTE to 1.0 FTE). Currently, the department has 0.5 FTE Administrative Secretary providing support to the IT Director and other staff; 0.5 FTE was frozen with the hiring freeze since this position was set up as a job share. Increasing the 0.5 FTE back to a 1.0 FTE will allow more of the administrative functions to return to the Administrative Secretary and free up staff time to focus more on their primary job responsibilities.
- 0.1 FTE Network Administrator is proposed (increase existing 0.9 FTE to 1.0 FTE). In 2004, the Department added a 0.9 FTE Network Administrator position to help support the expanding data and voice network and to provide service for an increased number of employees and technology

within public safety. With the increase in technology and staff demands, this position is proposed to add four additional hours per week making it a 1.0 FTE.

- The recommended amount in the Information Technology hardware and software budget is proposed to increase by \$45,000 to centralize the replacement of all City computer servers on a standard four year replacement cycle. Previously, the servers used for the City's Financial/Human Resources servers, Utility SCADA servers, and Public Safety Computer Aided Dispatch and records management servers were budgeted in department budgets. Centralizing the funds for replacement of these servers within the IT budget will benefit the City by helping to stabilize the annual replacement budget, eliminate the spikes in other department operating budgets when servers are replaced, and help the Information Technology Department effectively time the server replacements and enhance technology standard compliance.
- Funds are requested to purchase a new tape backup powervault and fifty tapes that will provide for up to 28.8 terabytes (TB) of backup without IT staff intervention. This new tape backup system would be installed at the City's disaster recovery site and would hold 30 days of full backups without manual tape swapping. The new tape system will benefit the City in the several ways. It will provide the ability to backup data more rapidly, which is important as it is becoming increasingly difficult to complete the backup of large volumes of City data during off hours. Backups conducted during normal business hours impacts systems availability and performance for users causing an inefficiency. In addition, the cost of backup tapes is reduced. In accordance with best practices and vendor recommendations, backup tapes are replaced after twelve months. The new tapes used with this system hold a larger amount of data and cost \$40 less than the tapes used with the current backup system. The program will save 20 hours of staff time per week by eliminating the need for manually handling the backup tapes.
- Funds are proposed to re-wire the computer room at City Hall. Since moving into the new City Hall building in 1988, the City voice and data communication network has grown significantly. As a result, the data and voice systems wiring and patch panels within the computer room have reached a point where cable management is difficult, and the current configuration is unsightly and confusing. Funds proposed for the purchase of new cable management hardware and services to assist in the installation of a new cable management system. The cable system will benefit the City by increasing productivity of Network Administration staff responsible for maintaining and expanding the City network and will enable IT staff to provide more rapid services for employees requiring changes to network or telephone connections.

The above priorities represent the current proposed major incremental operating budget changes proposed in the 2005 Budget. Staff will be in attendance at Monday night's Study Session to provide more details about these priorities and answer any questions that City Council may have with regard to any of these items.

Respectfully submitted,

J. Brent McFall
City Manager



W E S T M I N S T E R

Staff Report

Information Only Staff Report
July 19, 2004



SUBJECT: 2004 Business Appreciation Event Honorees
PREPARED BY: Kim Snetzinger, Economic Development Aide

Summary Statement:

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

The annual Business Appreciation Event (BAE) is scheduled for Friday, October 29, 2004 from 10:30 a.m. to 1:30 p.m. at the Westin Westminster. 25 businesses will be honored for their longevity in business in Westminster. Attached is the list of businesses and a copy of the letter sent to each informing them that they will be honored at the 2004 BAE.



WESTMINSTER

Staff Report

Background Information

The annual Business Appreciation Event started in 1989 as a reception for Westminster businesses. In 1996 the event was transitioned to a luncheon event, which is the current format. The annual Business Appreciation Event is well received in the business community and is an opportunity for the City to thank city businesses for doing business in Westminster. It showcases the longevity of business by recognizing businesses that have been in existence in Westminster for 25 or more years (in increments of 5 years).

All licensed Westminster businesses are invited to the event. Participation has increased over the years with approximately 400 attendees in 2003.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment(s)



WESTMINSTER

Staff Report

2004 Business Appreciation Event list of businesses to be recognized/honored:

25 Years (1979)

Children's Dentistry
Dynamic Data Systems Inc
Mold Specialty Inc
North Metro Denver Realtor Assn.
Skyline Manufacturing Inc
Standley Lake Wines & Liquors
Steak & Ale Restaurant
Vehicle Service Center
Lercom Enterprises

30 years (1974)

Ace America's Cash Express #93
Barnacle, John MD PC
Hunter Company
La Conte Mini Warehouses
Perkins Restaurant & Bakery @ Sheridan
Pizza Hut # 202020
Stadium Foreign Auto Parts Inc
Tanglewood Taxidermy
Vinyl Sash Inc
Westminster Coin & Jewelry Ltd
AAA Aqua Distillers
AAA Home Service

35 Years (1969)

Colorado Orthodontics
Robert's Insurance Services

40 years (1964)

Answer All Secretarial
S & R Mechanical Inc



WESTMINSTER

Staff Report

Letter to honored/recognized businesses to notify them of the recognition.

June 25, 2004

Brad Smith
Dynamic Data Systems
1275 W. 124th Ave.
Westminster, CO 80234

Dear Mr. Smith:

Congratulations to you and your company for reaching your 25th anniversary of doing business in the City of Westminster. This is a significant milestone in today's highly competitive business world; especially with the mobility and degree of change in our society and businesses. It is companies like yours that create the positive business climate and stability within the City of Westminster.

The City of Westminster will be recognizing you and 24 other businesses who are celebrating similar anniversaries during the City's upcoming Business Appreciation Event, an annual event to show appreciation to our local businesses. A commemorative award will be presented to you recognizing your success in achieving this business milestone. Formal invitations to this event will be arriving by the middle of September, but **plan now to attend the Business Appreciation Event, Friday, October 29, 10:30 a.m. to 1:15 p.m.**

As one of the celebrants, an article about your business will appear in the fall issue of the Westminster City Edition, the Westminster Window and on the City's web site. You will be contacted soon by Kim Snetzinger, Economic Development Aide, to get more information about your business and the history of its success in Westminster. Stories about starting your business, what Westminster was like when you started, and why you located in the City would all be interesting.

Congratulations again for reaching this significant milestone.

Sincerely,

Susan F. Grafton
Economic Development Manager

cc: City Council



WESTMINSTER

Staff Report

Information Only Staff Report
July 19, 2004



SUBJECT: Monthly Residential Development Report

PREPARED BY: Shannon Sweeney, Planning Coordinator

Summary Statement:

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

- The following report updates 2004 residential development activity per subdivision...
The table below shows an overall increase (30.5%) in new residential construction for 2004 year-to-date compared to 2003 year-to-date totals.
Residential development activity so far in 2004 reflects increases in single-family detached (11.2%), single-family attached (63.1%), and multi-family, and no change in senior housing development when compared to last year at this time.

NEW RESIDENTIAL UNITS (2003 AND 2004)

Table with 7 columns: UNIT TYPE, JUNE (2003, 2004), % CHG., YEAR-TO-DATE (2003, 2004), % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

Background Information

In June 2004, service commitments were issued for 61 new housing units within the subdivisions listed on the attached table. There were a total of 44 single-family detached, 17 single-family attached, and no multi-family or senior housing building permits issued in June.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column increase as new residential projects (awarded service commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc. receive Official Development Plan (ODP) approval and are added to the list.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment: Active Residential Development Table

ACTIVE RESIDENTIAL DEVELOPMENT

Single-Family Detached Projects:

	May-04	Jun-04	2003 YTD	2004 YTD	# Rem.*	2003 Total
Asbury Park III (94th & Teller)	0	0	1	0	1	1
Bradburn (120th & Tennyson)	5	8	24	24	170	64
CedarBridge (111th & Bryant)	0	0	0	4	6	0
Covenant (115th & Sheridan)	0	0	19	6	0	40
Habitat for Humanity (two locations)	0	0	0	0	0	2
Hazelwood Annexation (147th & Huron)	0	0	0	1	0	0
Huntington Trails (144th & Huron)	0	0	0	0	210	0
Legacy Ridge (108th & Leg. Ridge Pky.)	0	0	0	0	2	1
Legacy Ridge West (104th & Leg. Ridge Pky.)	21	14	31	106	100	93
Lexington (140th & Huron)	0	0	0	0	5	1
Maple Place (75th & Stuart)	0	0	0	4	0	0
Meadow View (107th & Simms)	1	1	0	3	17	0
Quail Crossing (136th & Kalamath)	0	0	14	9	0	20
Ranch Reserve (114th & Federal)	0	0	6	1	5	10
Ranch Reserve II (114th & Federal)	1	2	12	5	19	18
Ranch Reserve III (112th & Federal)	0	3	9	6	5	16
Savory Farm (112th & Federal)	0	0	3	4	0	22
Various Infill	0	0	1	1	11	3
Village at Harmony Park (128th & Zuni)	7	16	30	40	162	61
Wadsworth Estates (94th & Wads. Blvd.)	0	0	11	5	1	13
Weatherstone (118th & Sheridan)	0	0	36	0	0	45
Winters Property (111th & Wads. Blvd.)	0	0	0	0	8	0
Winters Property South (110th & Wads. Blvd.)	0	0	0	0	10	0
<i>SUBTOTAL</i>	35	44	197	219	732	410
<u>Single-Family Attached Projects:</u>						
Alpine Vista (88th & Lowell)	0	0	0	0	84	0
Bradburn (120th & Tennyson)	5	5	0	53	112	0
CedarBridge (111th & Bryant)	0	0	0	0	2	0
Cottonwood Village (88th & Federal)	0	0	0	10	72	0
Highlands at Westbury (112th & Pecos)	0	0	0	0	171	30
Hollypark (96th & Federal)	0	0	0	0	20	0
Legacy Ridge West (112th & Leg. Ridge Pky.)	0	0	15	0	0	28
Ranch Creek Villas (120th & Federal)	0	0	16	16	16	40
Summit Pointe (W. of Zuni at 82nd Pl.)	0	0	0	0	63	12
Sunstream (93rd & Lark Bunting)	0	2	0	2	26	0
Walnut Grove (108th & Wadsworth)	4	10	34	25	5	46
<i>SUBTOTAL</i>	9	17	65	106	571	156
<u>Multiple-Family Projects:</u>						
Bradburn (120th & Tennyson)	0	0	0	0	54	0
Prospector's Point (87th & Decatur)	0	0	0	17	29	0
South Westminster (3 Harris Park projects)	0	0	0	0	27	23
<i>SUBTOTAL</i>	0	0	0	17	110	23
<u>Senior Housing Projects:</u>						
Covenant Retirement Village	0	0	0	0	32	0
Crystal Lakes (San Marino)	0	0	0	0	7	0
East Bay Senior Housing	0	0	0	0	59	0
<i>SUBTOTAL</i>	0	0	0	0	98	0
TOTAL (all housing types)	44	61	262	342	1511	589

* This column refers to the number of approved units remaining to be built in each subdivision.