



TOWN BOARD WORK SESSION

August 5, 2013 – 6:00 P.M.

Town Board Chambers, 301 Walnut Street, Windsor, CO 80550

The Town of Windsor will make reasonable accommodations for access to Town services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call (970) 674-2400 by noon on the Thursday prior to the meeting to make arrangements.

GOAL of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.

Members of the public in attendance who have a question related to an agenda item are requested to allow the Town Board to discuss the topic and then be recognized by the Mayor prior to asking their question.

AGENDA

1. Citizen's Survey review – P. Garcia & K. Unger
2. Water Service Agreement with North Weld County Water District – D. Wagner
3. Future Meetings Agenda



MEMORANDUM

Date: August 5, 2013
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Patti Garcia, Town Clerk & Kelly Unger, Management Assistant
Re: 2013 NCS Survey
Item #: Work session - 1

Background / Discussion:

The National Citizen Survey is a collaborative effort between the National Research Center, Inc. (NRC) and the International City/County Management Association. The survey was developed by the NRC to provide a statistically valid survey of resident opinions about community and services provided by the local government. The results help to identify community and service strengths and weaknesses.

This is the second time that the Town of Windsor has participated in the National Citizen Survey; the first year was in 2011. The 2013 report provides comparisons to the 2011 data; the survey findings indicate that the Town has improved or has stayed the same in most areas. The survey response rate was 42% which is the same as 2011 - there were 495 surveys returned out of the 1,200 that were mailed out. The web survey response was 69 which is an increase from the 2011 number of 44 responses.

Financial Impact:

The Citizen Survey came in under budget at \$10,950. The expense was included in the 2013 Town Board budget at \$12,000.

Attachments:

Presentation - 2013 National Citizen Survey
2013 National Citizen Survey results
2013 Benchmark Report
2013 Web Results



National Citizen Survey Results 2013

Town Board Work Session

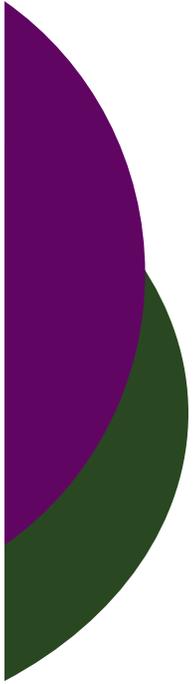
Agenda Item: 1

August 5, 2013



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- V. From Data to Action
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 - Windsor's Action Chart
- VI. Custom Question Results
- VII. Benchmark and Web Results
 - Benchmark Report
 - Web Results Information
- VIII. Survey Results + Strategic Plan



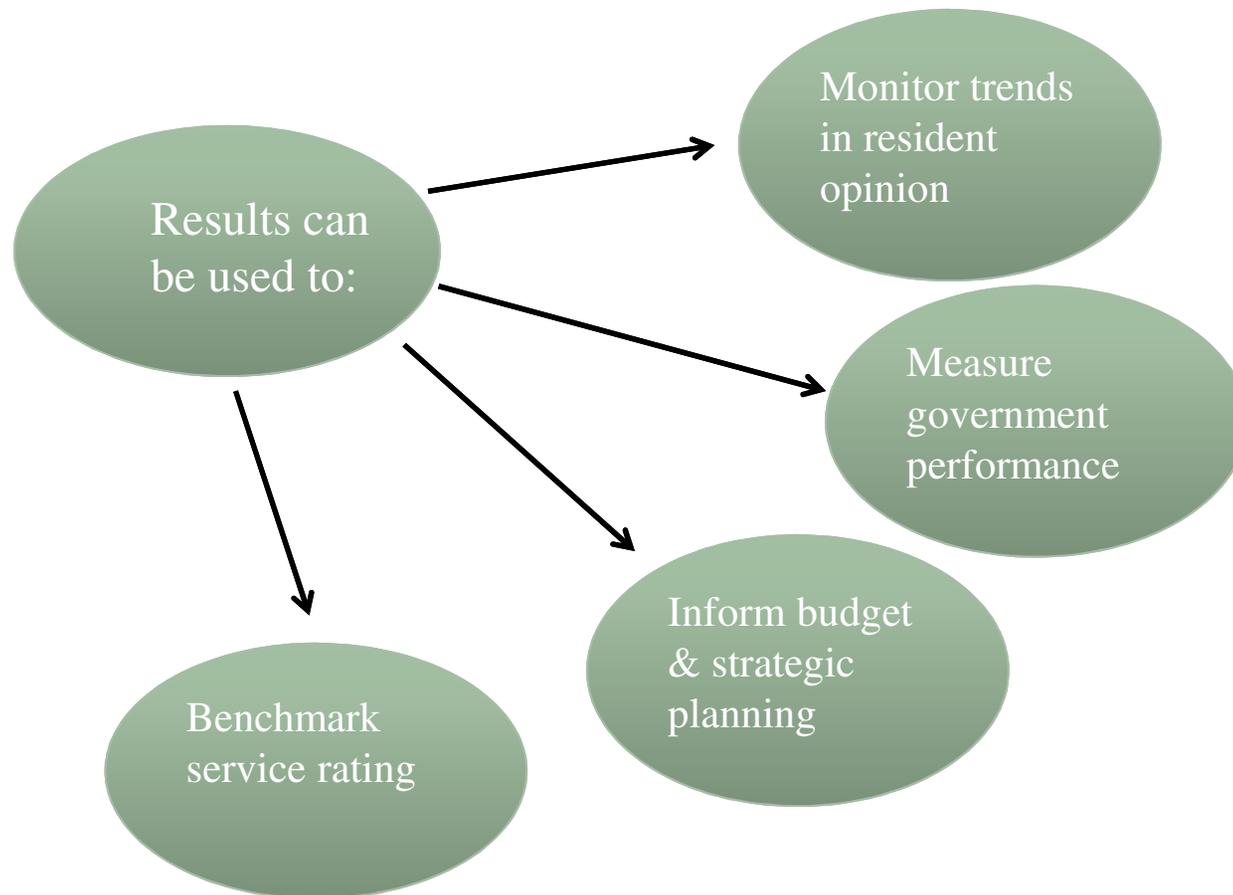
Section I

ABOUT THE SURVEY

About the National Citizen Survey



Uses of Survey Results

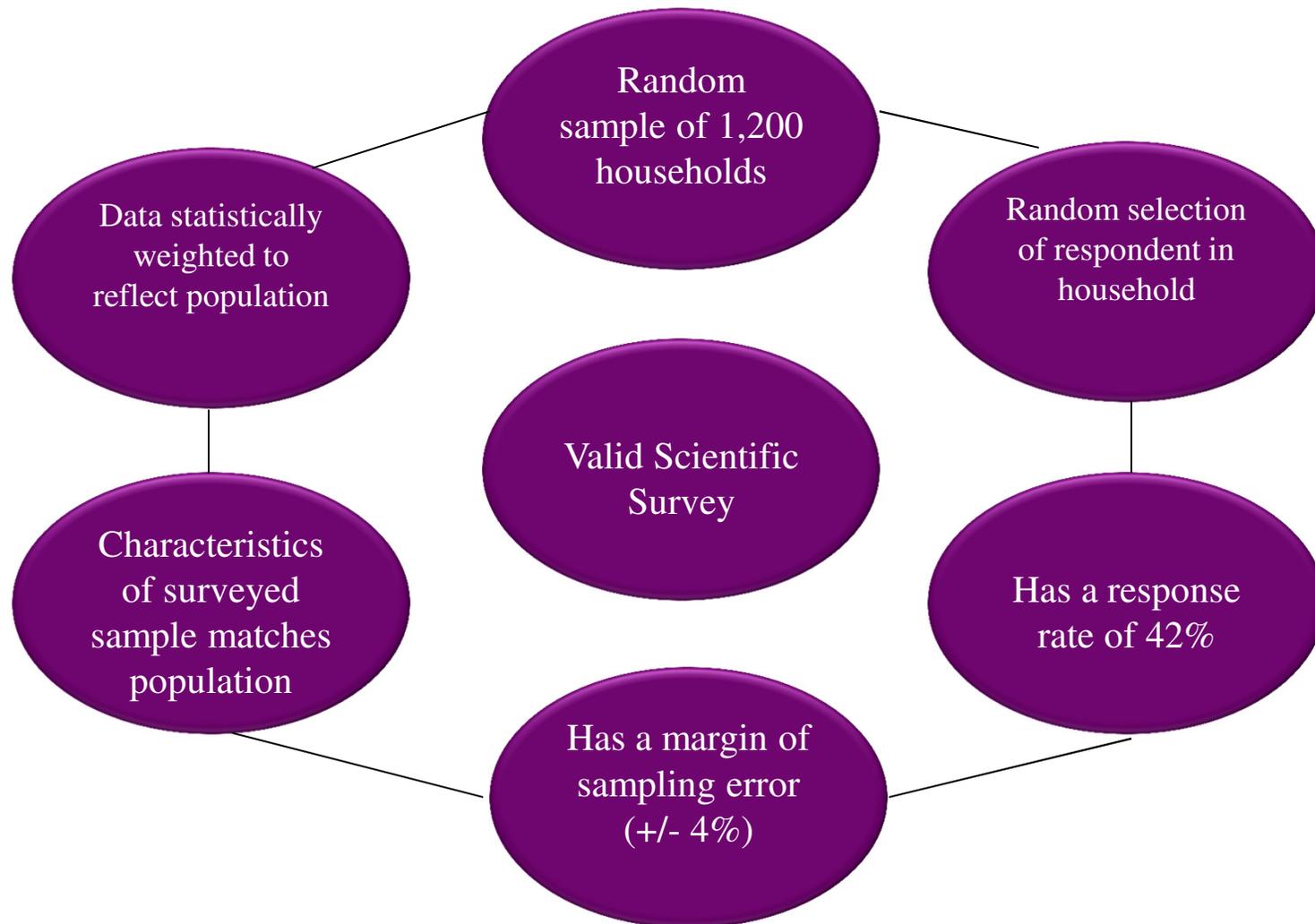




Section II

UNDERSTANDING THE RESULTS

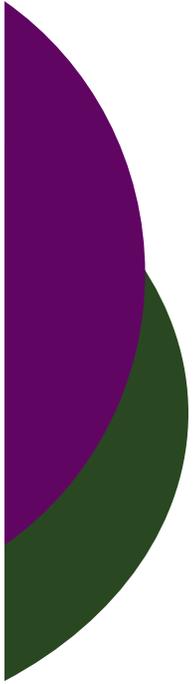
Survey Background



Eight Focus Areas

- Community Quality
- Community Design
- Public Safety
- Environmental Safety
- Recreation and Wellness
- Community Inclusiveness
- Civic Engagement
- Public Trust





Section III

EXECUTIVE SUMMARY

Executive Summary

- The overall quality of life in the Town of Windsor was rated “good” or “excellent” by 93% of respondents (2% increase from 2011.)
- Three highest rated characteristics:
 - Cleanliness of Windsor
 - Overall appearance
 - Overall image/reputation of Windsor





Executive Summary

○ Key Driver Analysis (KDA)

- Examined the relationship between ratings of each service and ratings of the Town of Windsor's service overall.
- Those driver services that correlated most strongly with residents' perceptions about overall Town service quality have been identified
- By targeting improvement in key services, the Town can focus on the services that have the greatest likelihood of influencing resident opinions about overall service quality.

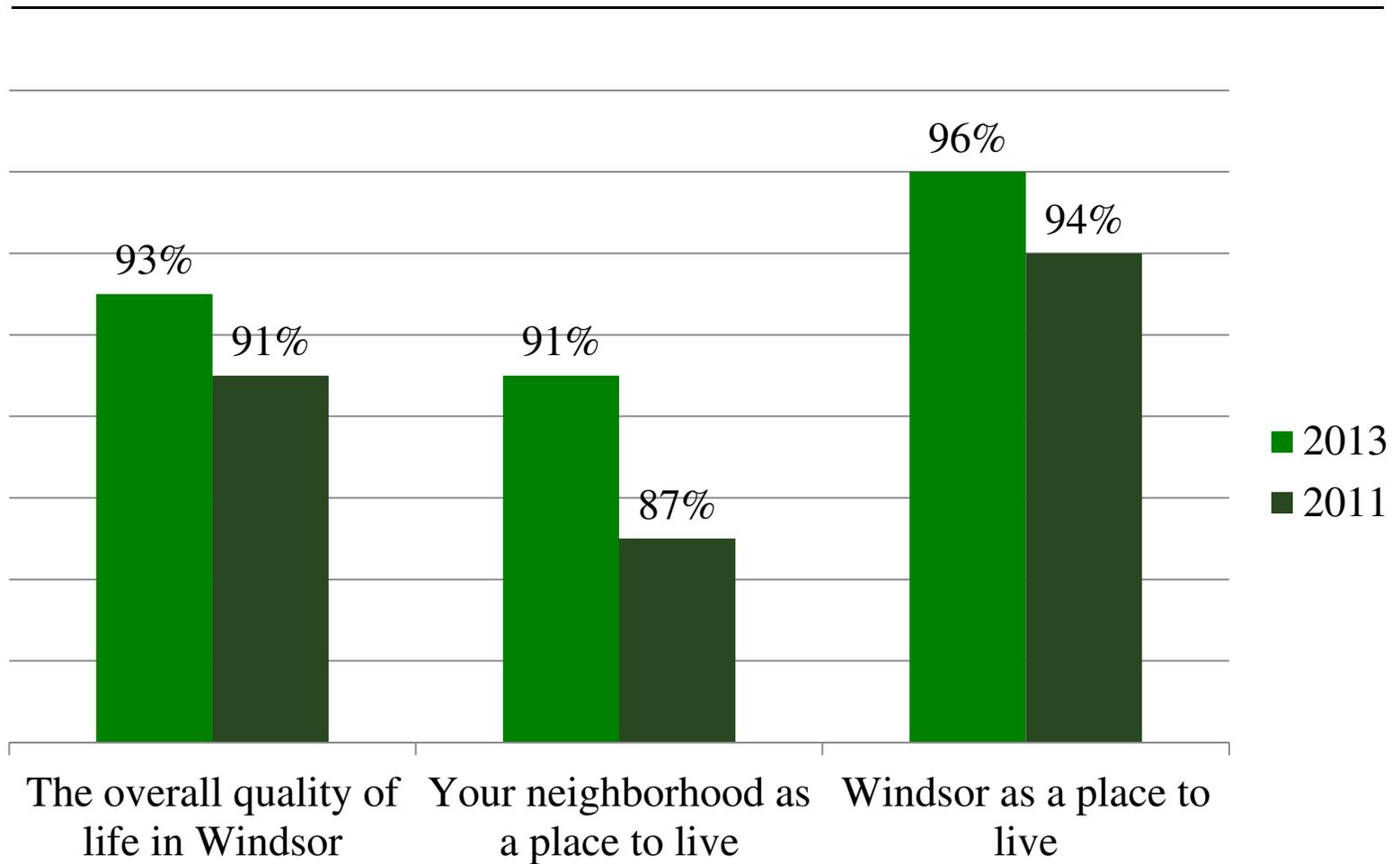


Section IV

COMMUNITY RATINGS



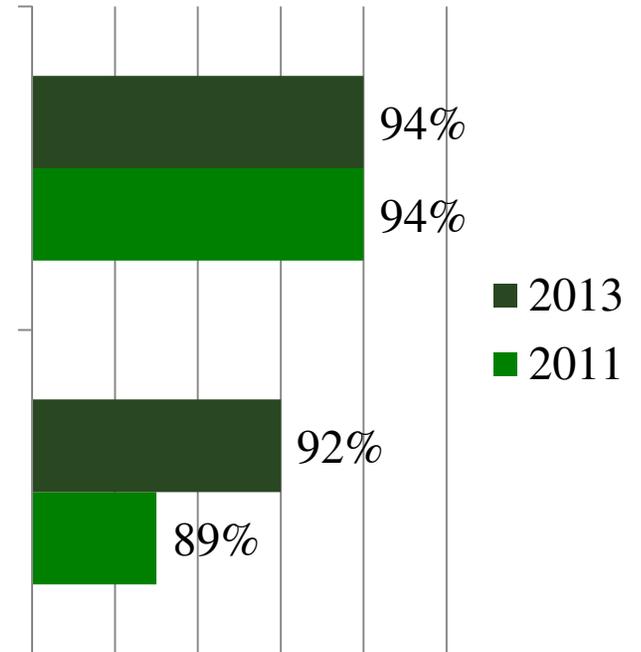
Overall Community Quality



Overall Community Quality

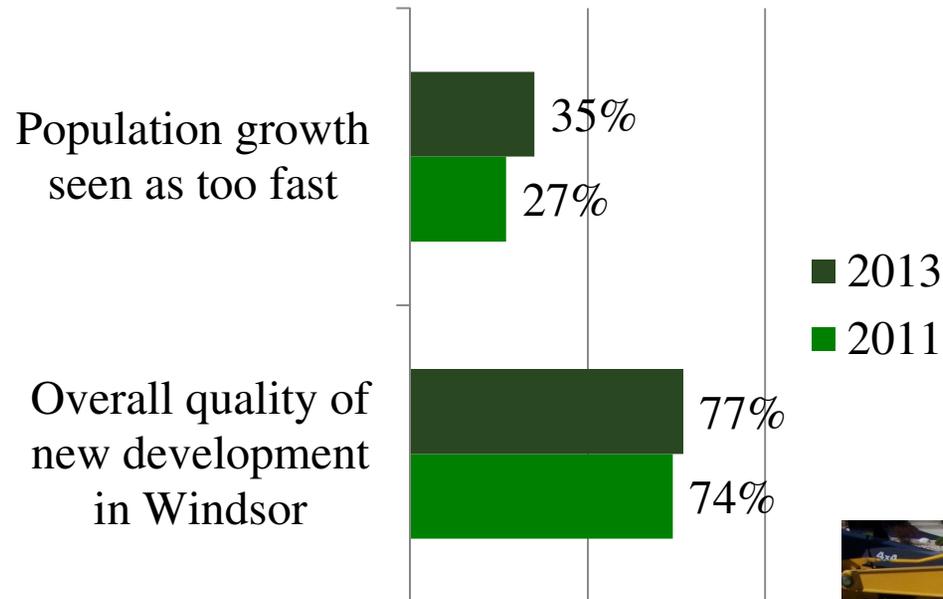


Recommend living
 in Windsor to
 someone who asks

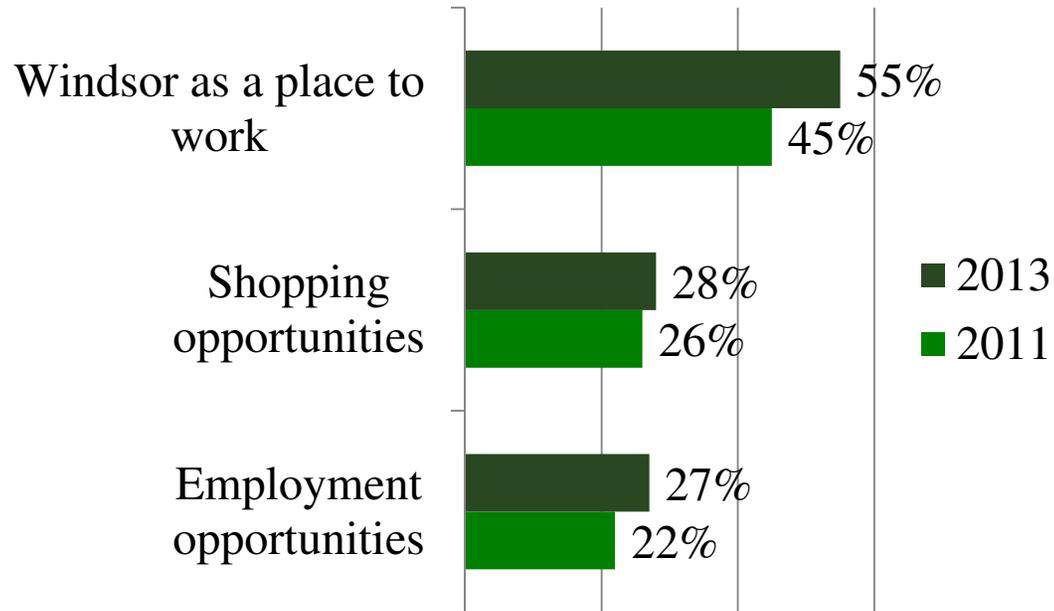


Remain in Windsor
 for the next five
 years

Land Use and Zoning

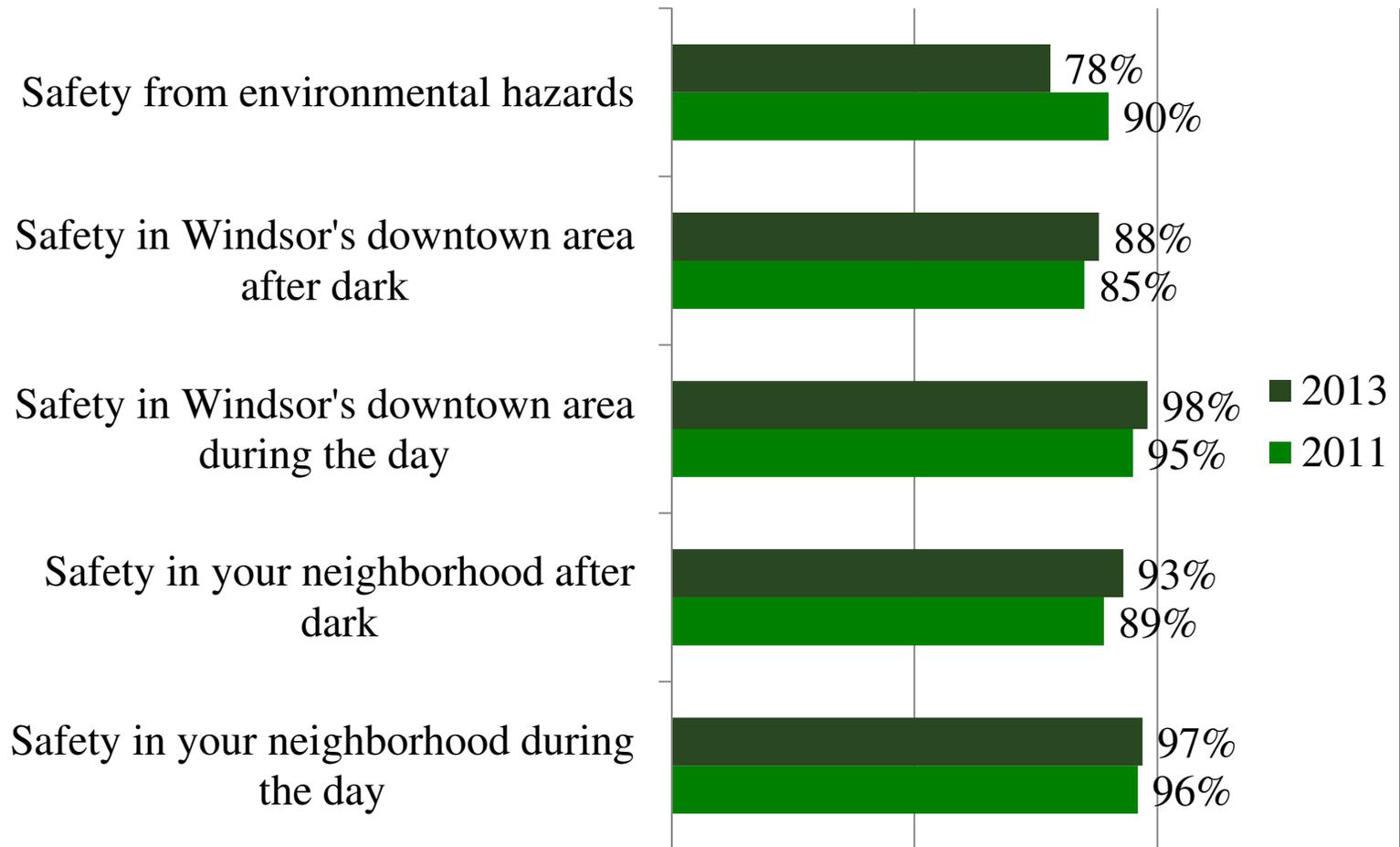


Economic Sustainability





Public Safety

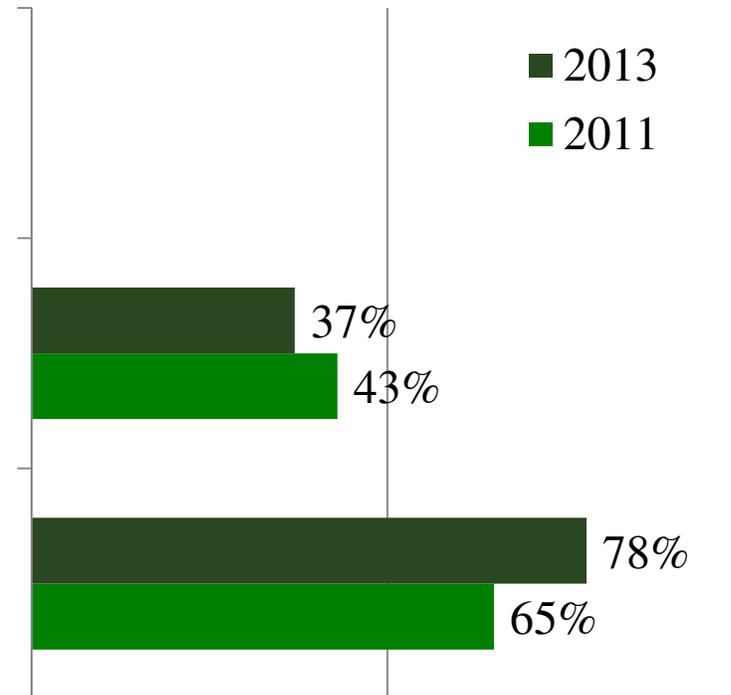


Police Department



Had contact with the police department

Ratings of contact with police department



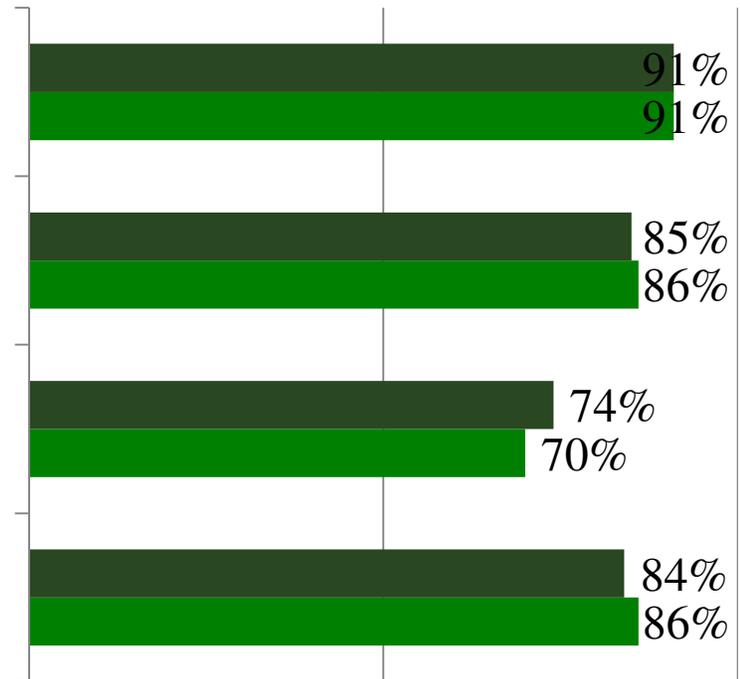
Environmental Sustainability

■ 2013
 ■ 2011

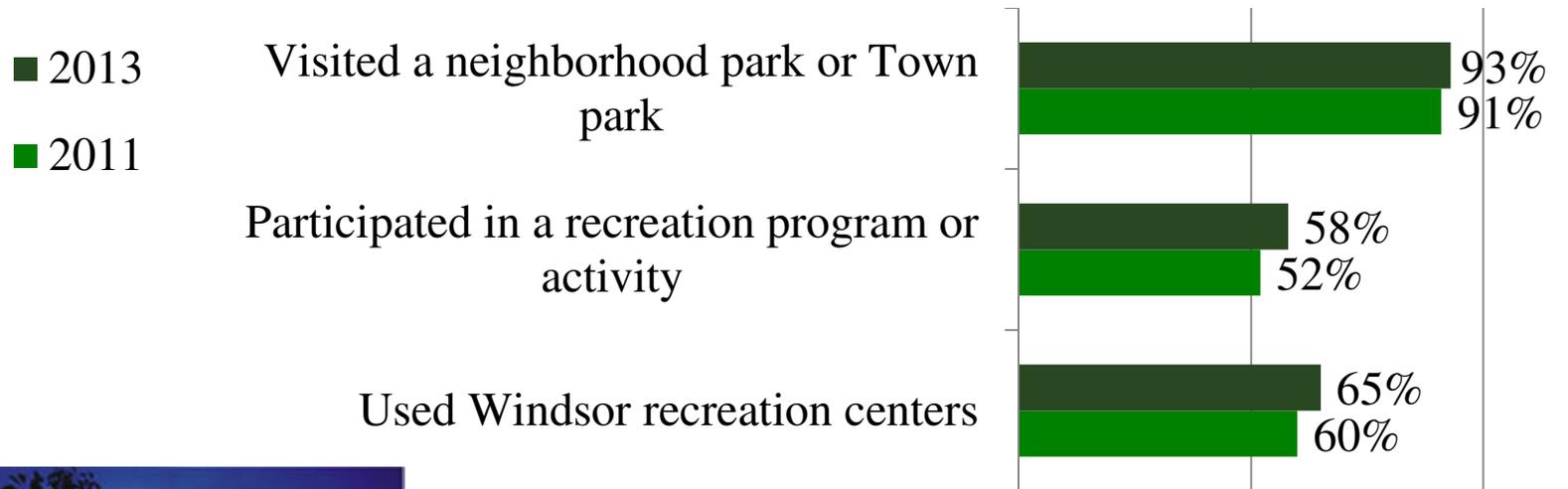
Cleanliness of Windsor

Quality of natural environment

Preservation of natural areas

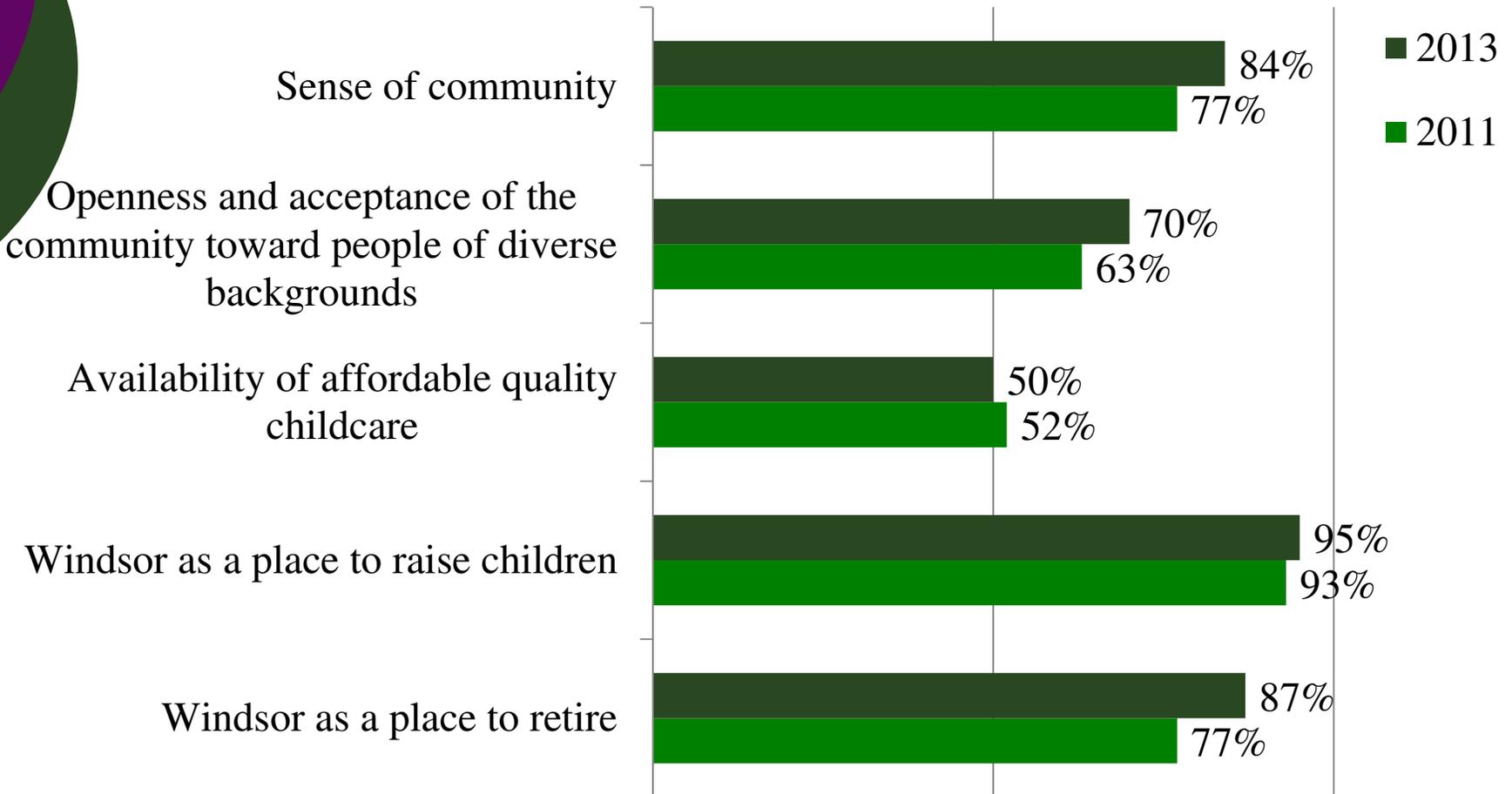


Parks & Recreation



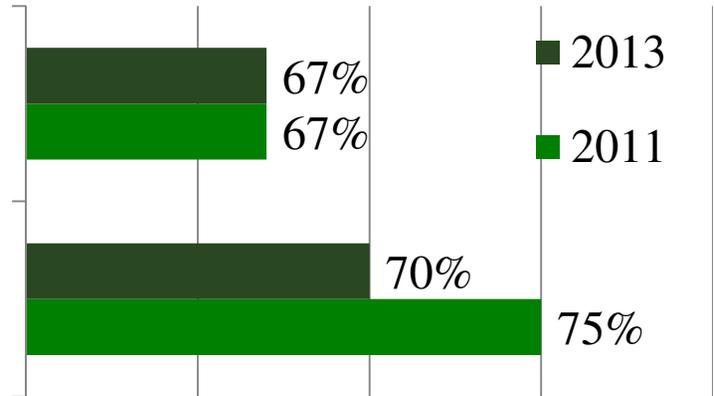


Community Inclusiveness



Civic Activity

Opportunities to participate in community matters



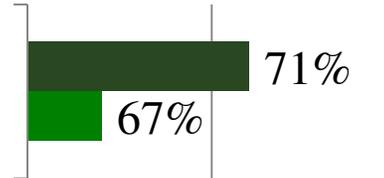
Opportunities to volunteer





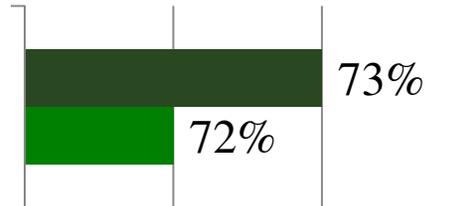
Information and Awareness

Visited the Town of Windsor website at least once in the past 12 months (at www.windsorgov.com)



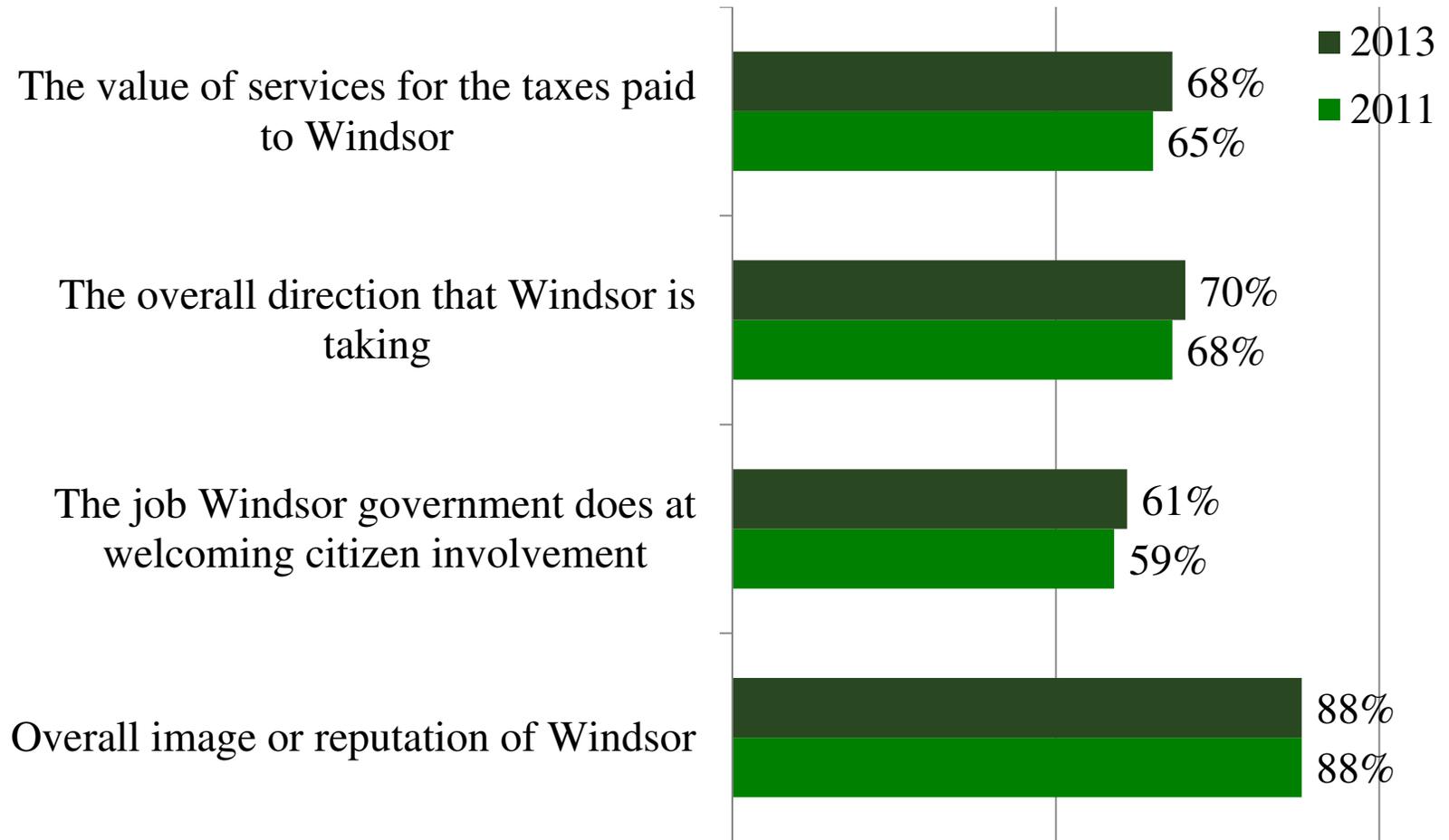
■ 2013
■ 2011

Ratings of local government media services and information - Cable television



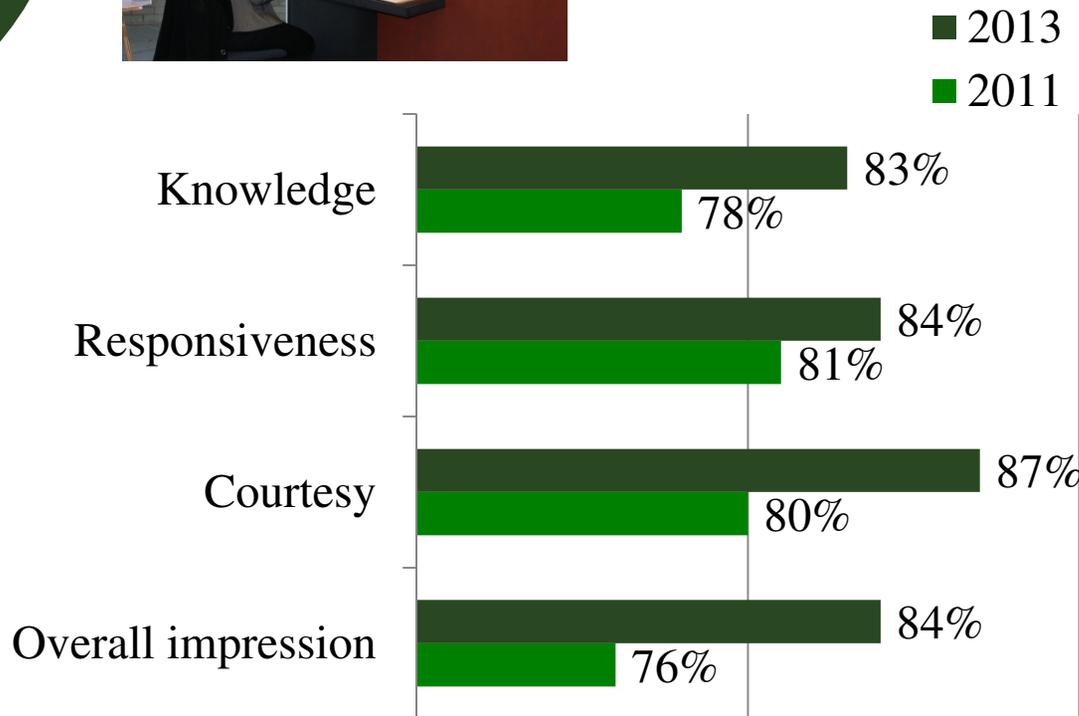


Public Trust





Town of Windsor Employees





Section V

FROM DATA TO ACTION



Core Services and Key Drivers

- ❑ Core Services
 - ❑ Local Government services that are most commonly found to be important to citizens across the country (safety services, etc.)

- ❑ Key Driver Analysis (KDA)
 - ❑ A process used in Market Research that identifies the most important characteristics of a transaction or product.



Definitions

○ Key driver

- Derived from KDA, key drivers are good predictors of overall resident opinion
- For Windsor, KDA was conducted by examining the relationship between ratings of each service and ratings of the Town's overall services.

Key Driver Analysis

Those services that correlated most highly with residents' perceptions about overall Town service quality were identified to be Key Drivers.

- Windsor Key Drivers:
 - Fire services
 - Traffic enforcement
 - Preservation of Natural Areas



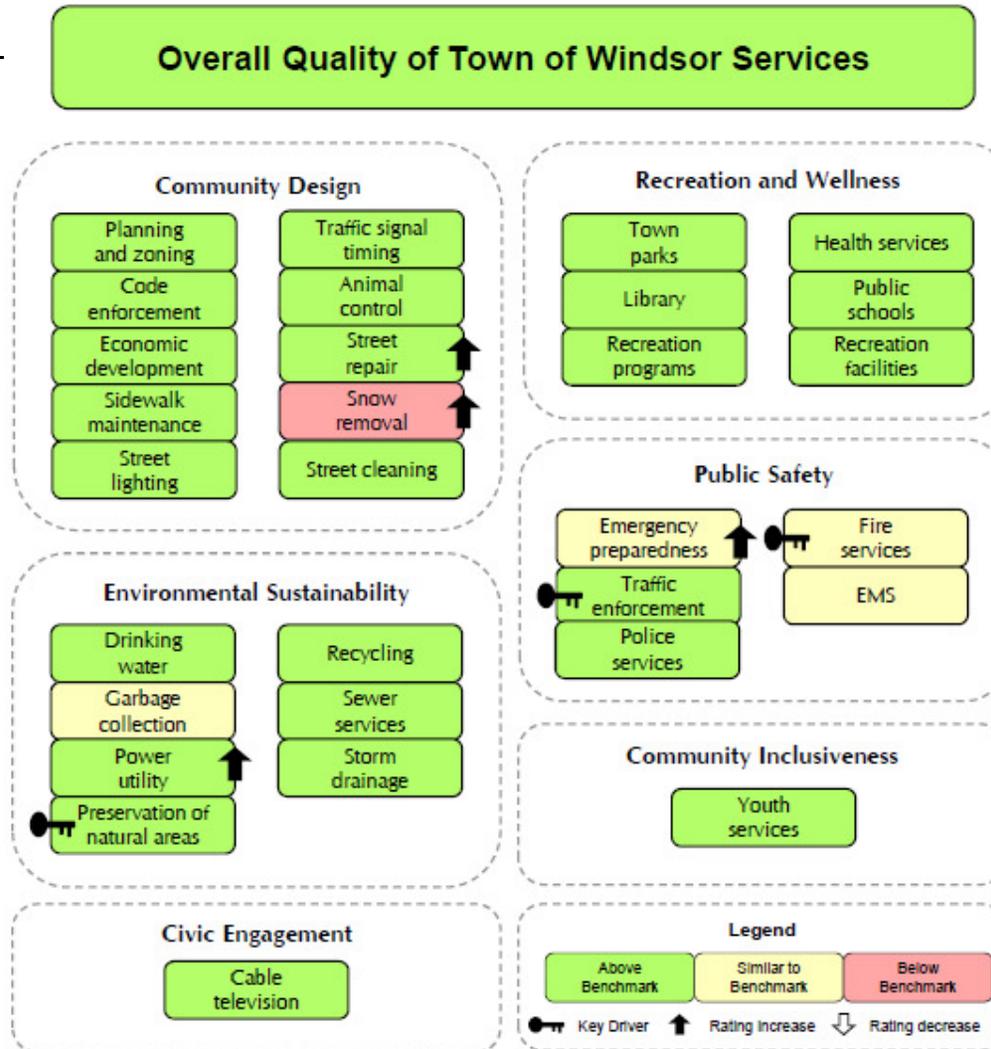


Town of Windsor Action Chart

- Action chart combines two dimensions of performance:
 1. **Comparison to resident evaluations from other communities.** When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (**green**), similar to the benchmark (**yellow**) or below the benchmark (**red**).
 2. **Identification of key services.** A black key icon() next to a service box indicates it as a key driver for the town.



FIGURE 89: TOWN OF WINDSOR ACTION CHART™



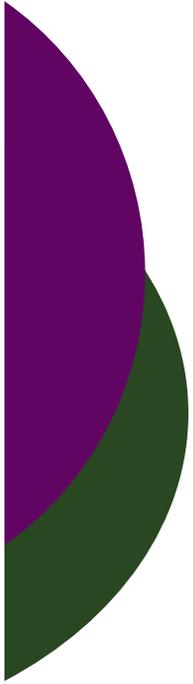


Key Driver Comparison Chart

Service	Town of Windsor Key Driver	National Key Driver	Core Service
Police services		✓	✓
• Fire services	✓		✓
Ambulance and emergency medical services			✓
Traffic enforcement	✓		
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Snow removal			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
Power (electric and/or gas) utility			✓
◦ Town parks			
◦ Recreation programs or classes			
◦ Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
Health services			✓
◦ Services to youth			
◦ Public library			
Public schools		✓	
◦ Cable television			
◦ Emergency preparedness			
Preservation of natural areas	✓		

•Key Driver overlaps with national and/or core service

◦Service may be targeted for reductions. It is not a key driver or a core service.



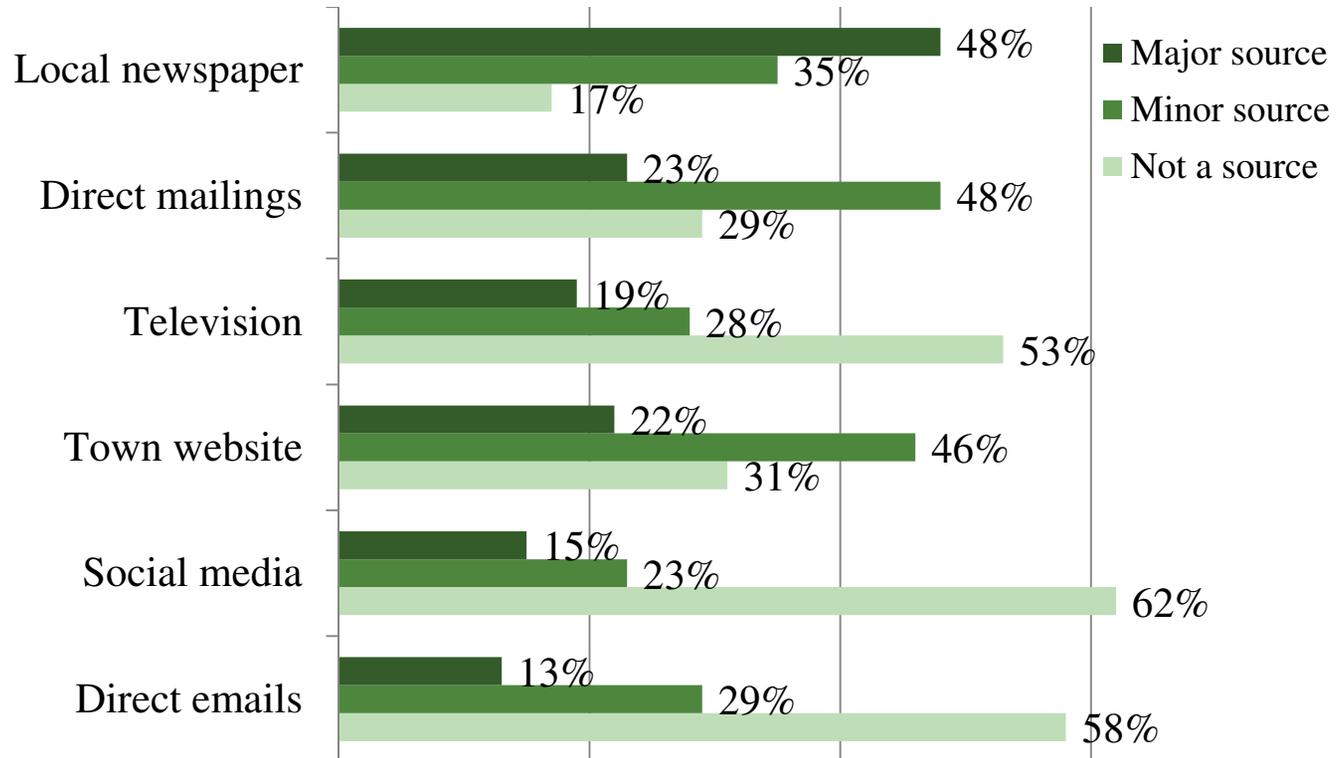
Section VI

CUSTOM QUESTION RESULTS



Town of Windsor Custom Question - 1

Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor.



Town of Windsor Custom Questions – 2 & 3

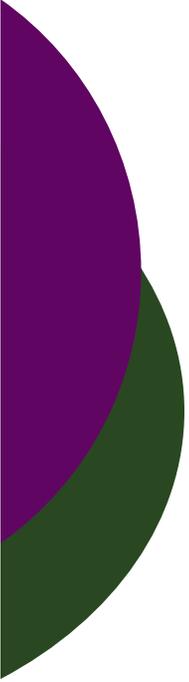
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert & Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5 k races?

Very familiar	47%
Somewhat familiar	45%
Not at all familiar	7%

How likely, if at all, are you to participate in any of the events listed above in the next twelve months?

Very likely	54%
Somewhat likely	37%
Not at all likely	9%

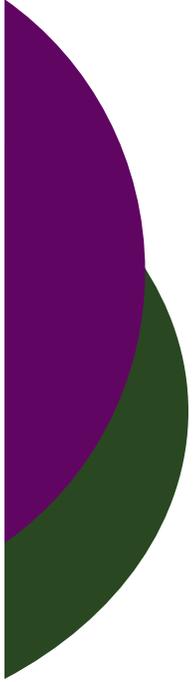




Town of Windsor Custom Question - 4

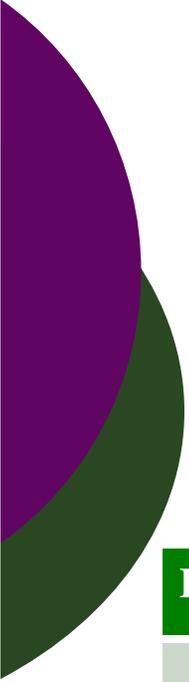
Please indicate how important, it at all, each of the following projects will be to the Town of Windsor over the next five years:

	Essential	Very important	Somewhat important	Not at all important
Water treatment and storage	33%	48%	18%	1%
Street resurfacing and repair	23%	47%	29%	2%
Community Recreation Center expansion	21%	33%	31%	15%
Storm water projects	20%	43%	33%	5%
Public Works/Parks service center	12%	46%	35%	7%



Section VII

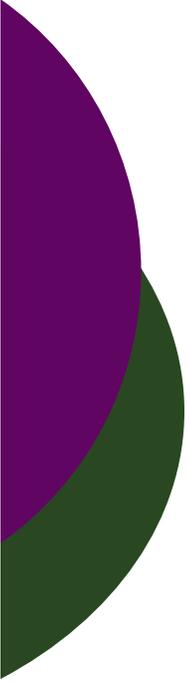
BENCHMARK & WEB RESULTS



Benchmark Report

The Benchmark Report provides national benchmark comparisons. Several nearby jurisdictions are included in the national benchmark comparisons such as Erie, Fort Collins, and Greeley.

Public Trust Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Value of services for the taxes paid to Windsor	59	61	329	Much above
The overall direction that Windsor is taking	58	74	273	Much above
Job Windsor government does at welcoming citizen involvement	55	69	257	Much above
Overall image or reputation of Windsor	73	60	285	Much above



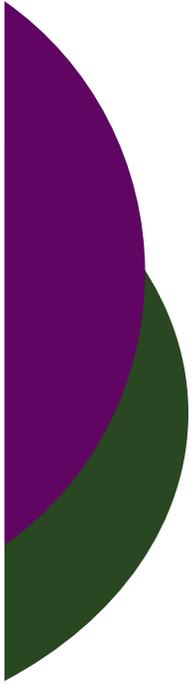
Web Results

The web survey was made available through the Town's website during late May and early June. The web survey was identical to the survey that had been mailed to the representative sample of 1,200 households.

2013 web surveys received: 69

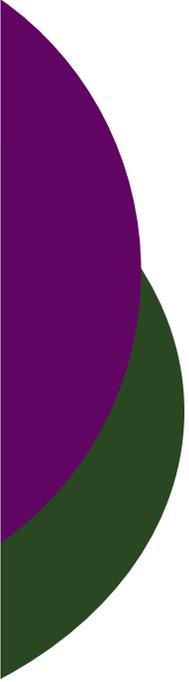
2011 web surveys received: 44

- The web results are similar to statistically valid survey results
- The 2013 web results were not compared to 2011.



Section VIII

STRATEGIC PLAN



Strategic Plan + Survey Results

Build Community Spirit and Pride

- Survey: Community quality benchmarks are much above.
- Survey: Community quality & inclusiveness benchmarks are much above or above.

Diversify, Grow and Strengthen the Local Retail and Industrial Economy

- Survey: Economic sustainability results improved from 2011.
- Survey: Personal economic future benchmark is much above.

Promote, Manage, and Facilitate an Effective Infrastructure System in Town and the Northern Colorado Region

- Survey: Community transportation benchmarks are much above.



TOWN OF WINDSOR, CO 2013



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777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

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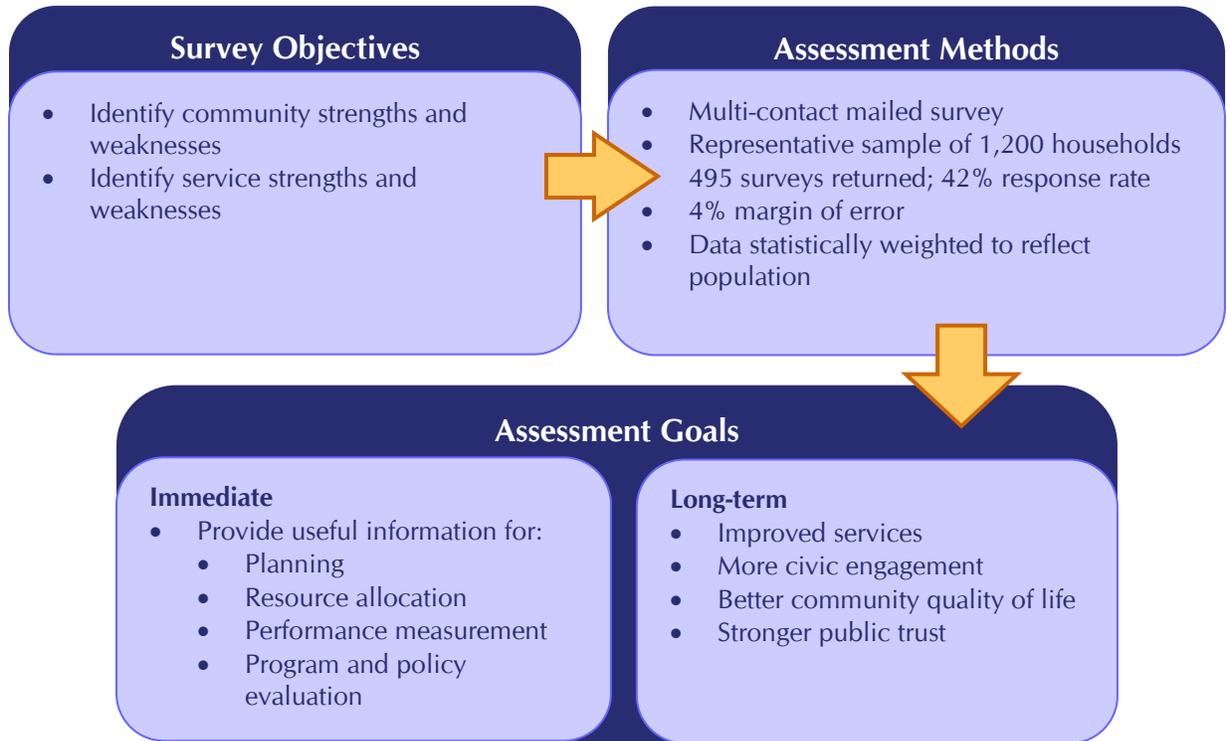
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 495 completed surveys were obtained, providing an overall response rate of 42%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the Town of Windsor was developed in close cooperation with local jurisdiction staff. Windsor staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. Town of Windsor staff also augmented The National Citizen Survey™ basic service through a variety of options including several custom questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the Town of Windsor Survey (495 completed surveys) is plus or minus four percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 56-64% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the Town of Windsor, but from Town of Windsor services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years can be considered "statistically significant" if they are greater than six percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Benchmark Comparisons

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

The Town of Windsor chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the Town of Windsor survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the Town of Windsor results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of the Town of Windsor's rating to the benchmark.

“Don’t Know” Responses and Rounding

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

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

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the Town of Windsor survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Almost all residents experienced a good quality of life in the Town of Windsor and believed the Town was a good place to live. The overall quality of life in the Town of Windsor was rated as “excellent” or “good” by 93% of respondents. Further, almost all reported they plan on staying in the Town of Windsor for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were the cleanliness of Windsor, its overall appearance and the overall image and reputation of Windsor. The two characteristics receiving the least positive ratings were employment opportunities and shopping opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 30 characteristics for which comparisons were available, 21 were above the national benchmark comparison, six were similar to the national benchmark comparison and three were below.

Residents in the Town of Windsor were somewhat civically engaged. While only 23% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 95% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the Town of Windsor, which was much lower than the benchmark.

In general, survey respondents demonstrated strong trust in local government. Most rated the overall direction being taken by the Town of Windsor as “good” or “excellent.” This was much higher than the benchmark. Those residents who had interacted with an employee of the Town of Windsor in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave very favorable ratings to local government services. Town services rated were able to be compared to the benchmark database. Of the 35 services for which comparisons were available, 30 were above the benchmark comparison, four were similar to the benchmark comparison and one was below.

Respondents were asked to rate how frequently they participated in various activities in Windsor. The most popular activities included providing help to friends and neighbors and visiting parks; while the least popular activities were attending or watching public meetings. Generally, participation rates in the various activities in the community were similar to or lower than other communities.

In almost all cases, survey results in 2013 stayed the same or improved compared to 2011. Community characteristics that improved over time were: ease of bicycle travel, Windsor as a place to work, Windsor as a place to retire, safety from property crimes, availability of preventive health services, sense of community, openness toward people of diverse backgrounds and opportunities for recreation, cultural and social events and activities. In contrast, residents’ feeling of safety from environmental hazards saw a downward trend.

More residents than before perceived a fast rate of growth in the community; more respondents in 2013 viewed population growth as too fast, while fewer viewed jobs or retail growth as too slow.

Several Town services also improved since the previous survey. These services included street repair, snow removal and power utilities. A number of public safety services improved and these were police services, crime prevention and fire prevention and education. Among those who had contact, ratings of the courtesy and overall impression of Town employees and the overall impression of contact with the police department also improved in 2013.

A Key Driver Analysis was conducted for the Town of Windsor which examined the relationships between ratings of each service and ratings of the Town of Windsor's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall Town service quality have been identified. By targeting improvements in key services, the Town of Windsor can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Fire services
- Traffic enforcement
- Preservation of natural areas

Of these services, the one deserving the most attention may be that which was similar to the benchmark comparison: fire services. For traffic enforcement and preservation of natural areas, the Town of Windsor was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the Town of Windsor – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to the Town of Windsor. Residents were asked whether they planned to move soon or if they would recommend the Town of Windsor to others. Intentions to stay and willingness to make recommendations provide evidence that the Town of Windsor offers services and amenities that work.

Almost all of the Town of Windsor’s residents gave high ratings to their neighborhoods and the community as a place to live. Further, almost all reported they would recommend the community to others and plan to stay for the next five years. Ratings remained stable over time.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

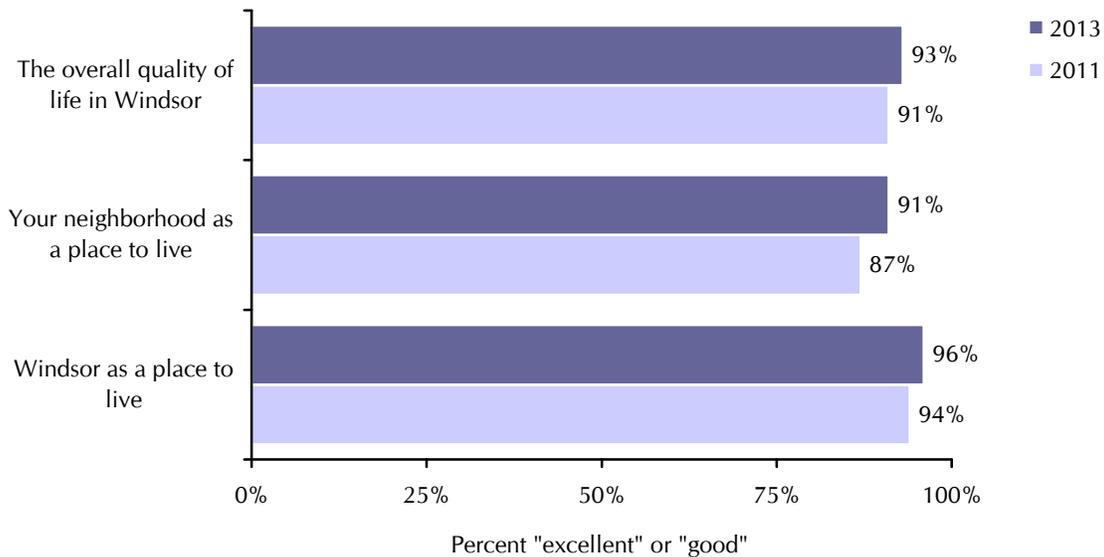


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

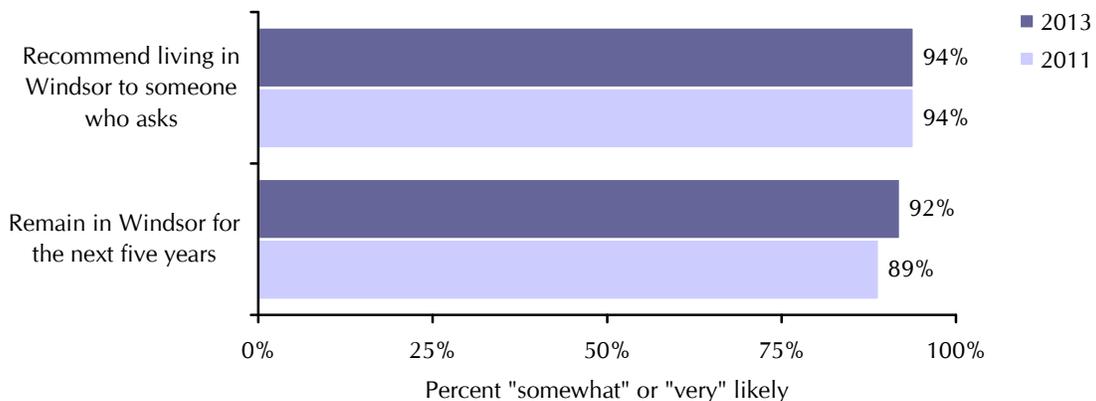


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Windsor	Much above
Your neighborhood as place to live	Much above
Windsor as a place to live	Much above
Recommend living in Windsor to someone who asks	Much above
Remain in Windsor for the next five years	Much above

COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of walking was given the most positive rating, followed by the availability of paths and walking trails. These ratings tended to be much higher than the benchmark and similar to the previous survey.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

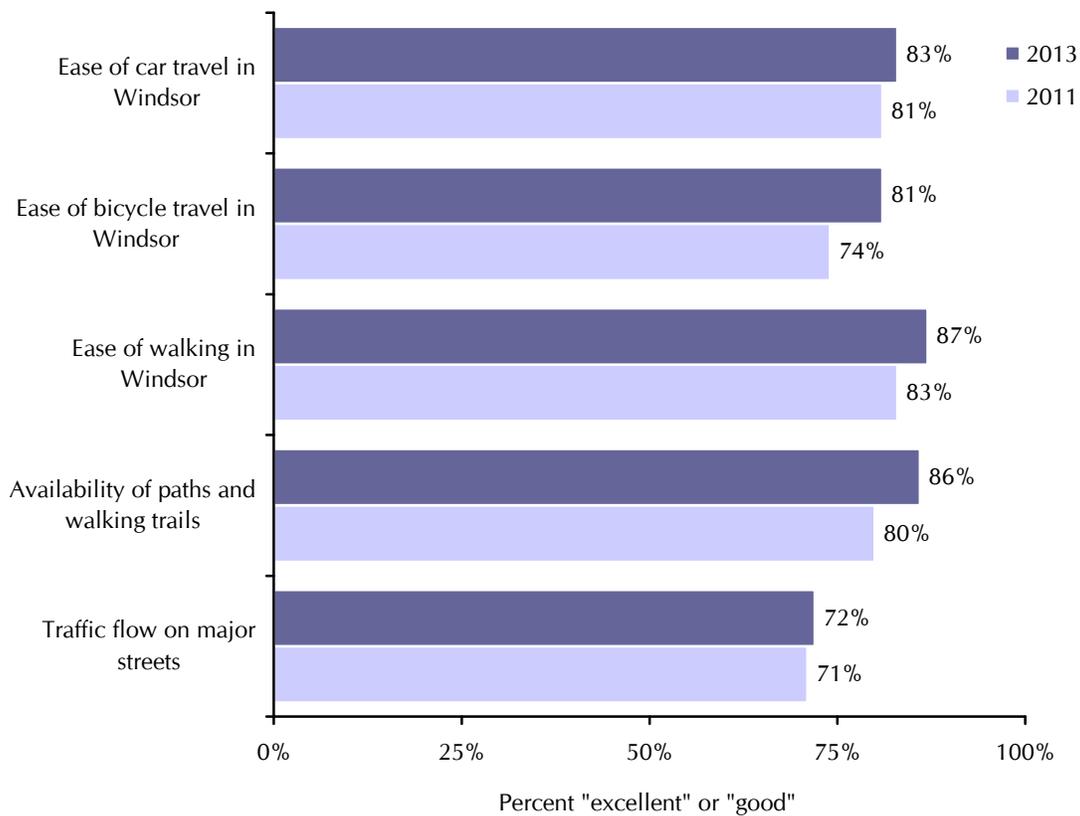


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Windsor	Much above
Ease of bicycle travel in Windsor	Much above
Ease of walking in Windsor	Much above
Availability of paths and walking trails	Much above
Traffic flow on major streets	Much above

Seven transportation services were rated in Windsor. As compared to most communities across America, ratings tended to be favorable. Six were above the benchmark and one, snow removal, was below the benchmark. Ratings for street repair and for snow removal improved from 2011 to 2013.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

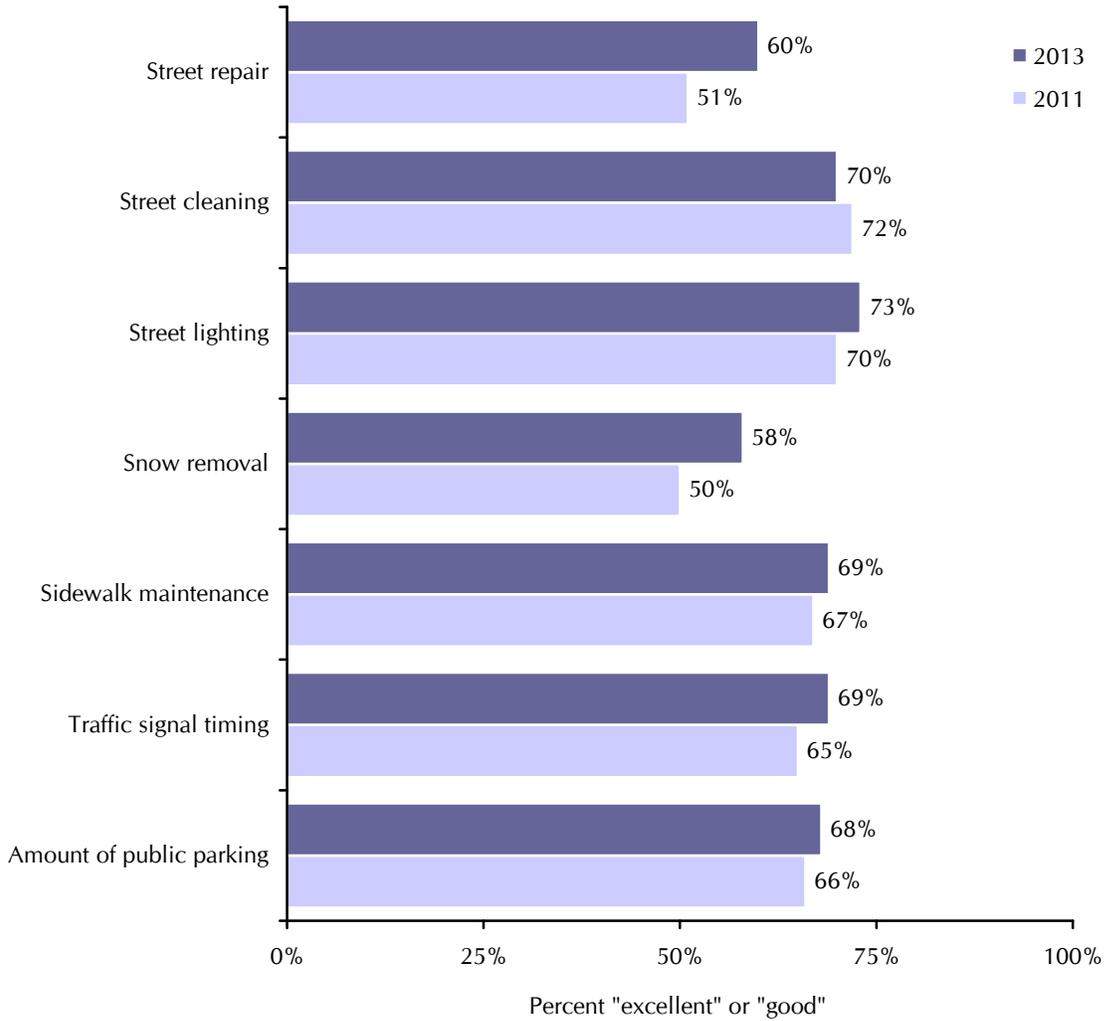


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Much above
Street cleaning	Above
Street lighting	Much above
Snow removal	Below
Sidewalk maintenance	Much above
Traffic signal timing	Much above
Amount of public parking	Much above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 1% of work commute trips were made by bicycle and 1% by foot.

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

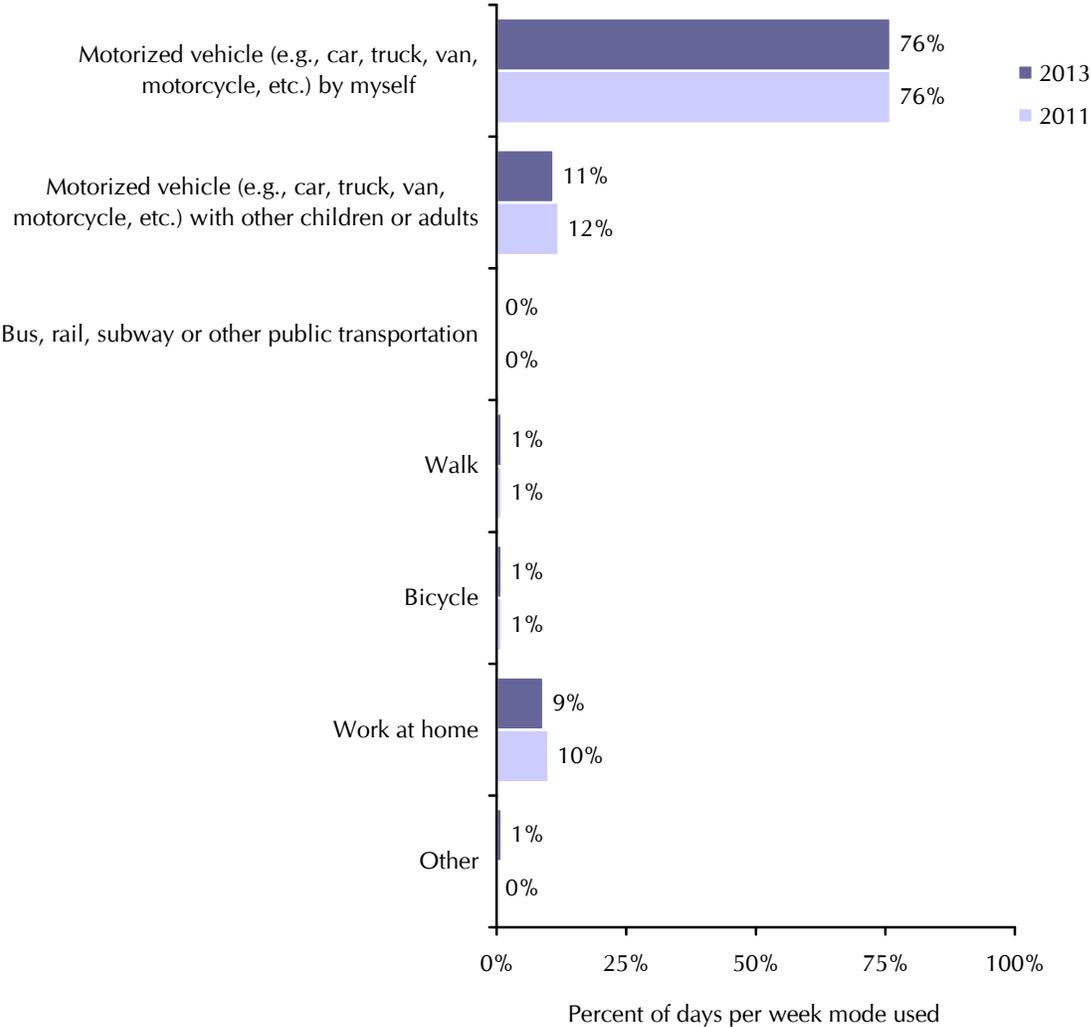


FIGURE 11: DRIVE ALONE BENCHMARKS

Comparison to benchmark	
Average percent of work commute trips made by driving alone	Similar

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the Town of Windsor asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 57% of respondents, while the variety of housing options was rated as “excellent” or “good” by 63% of respondents. The rating of perceived affordable housing availability was better in the Town of Windsor than the ratings, on average, in comparison jurisdictions. Ratings of housing affordability and variety in 2013 were similar to those in 2011.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY BY YEAR

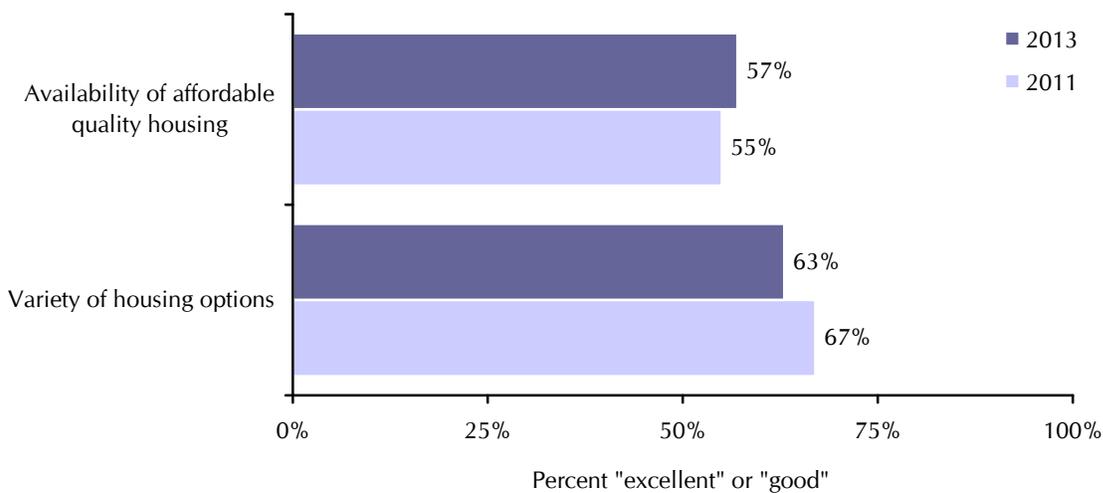


FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Above

To augment the perceptions of affordable housing in Windsor, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of the Town of Windsor experiencing housing cost stress. Twenty-eight percent of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 14: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS BY YEAR

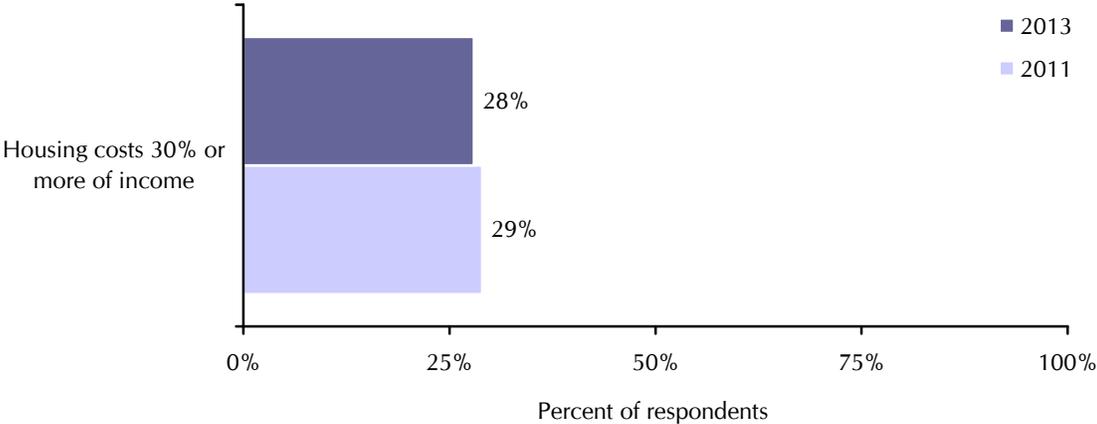


FIGURE 15: HOUSING COSTS BENCHMARKS

Comparison to benchmark	
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much less

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the Town of Windsor and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the Town of Windsor was rated as "excellent" by 21% of respondents and as "good" by an additional 56%. The overall appearance of Windsor was rated as "excellent" or "good" by 88% of respondents and was much higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the Town of Windsor, 5% thought they were a "major" problem. The services of land use, planning and zoning, code enforcement and animal control were rated above the benchmark. Ratings remained stable over time.

FIGURE 16: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

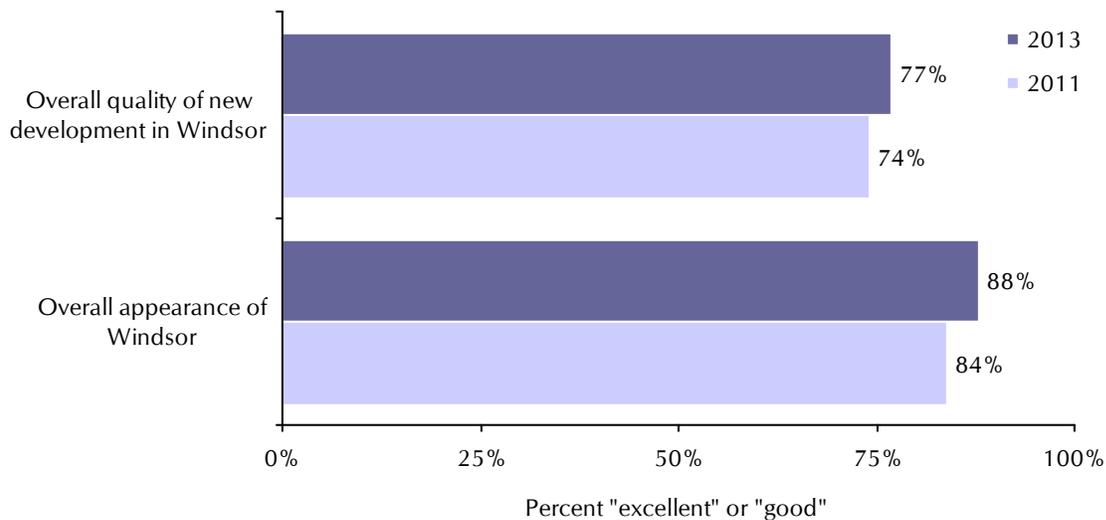


FIGURE 17: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Windsor	Much above
Overall appearance of Windsor	Much above

FIGURE 18: RATINGS OF POPULATION GROWTH BY YEAR

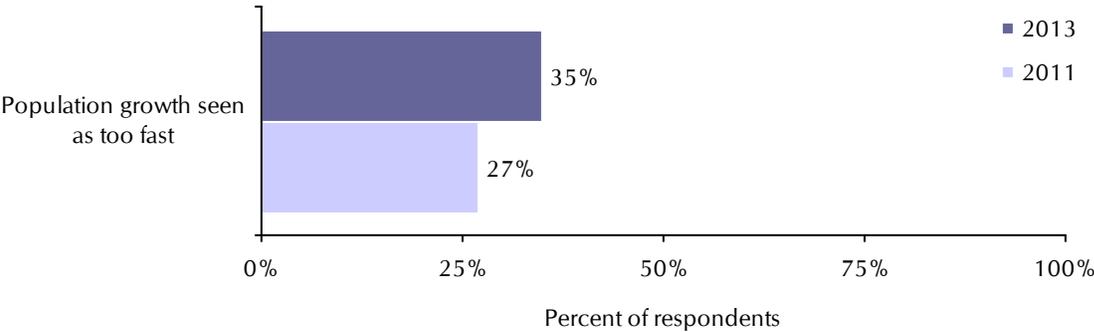


FIGURE 19: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Similar

FIGURE 20: RATINGS OF NUISANCE PROBLEMS BY YEAR

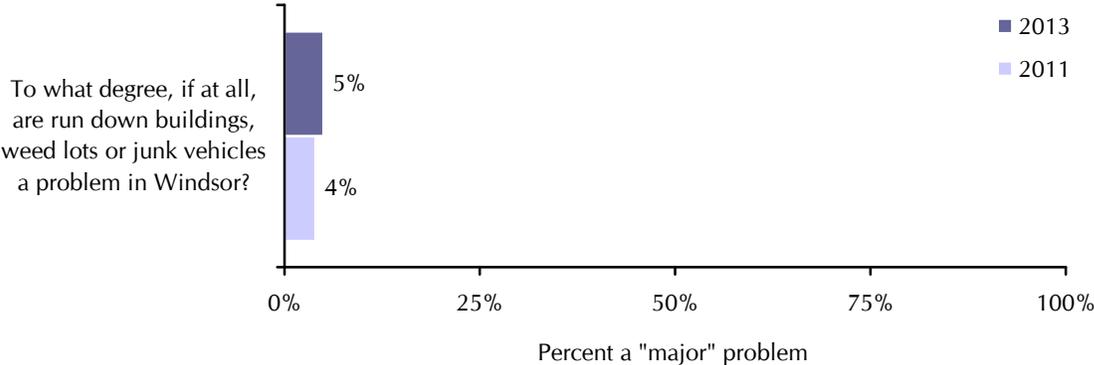


FIGURE 21: NUISANCE PROBLEMS BENCHMARKS

	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less

FIGURE 22: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

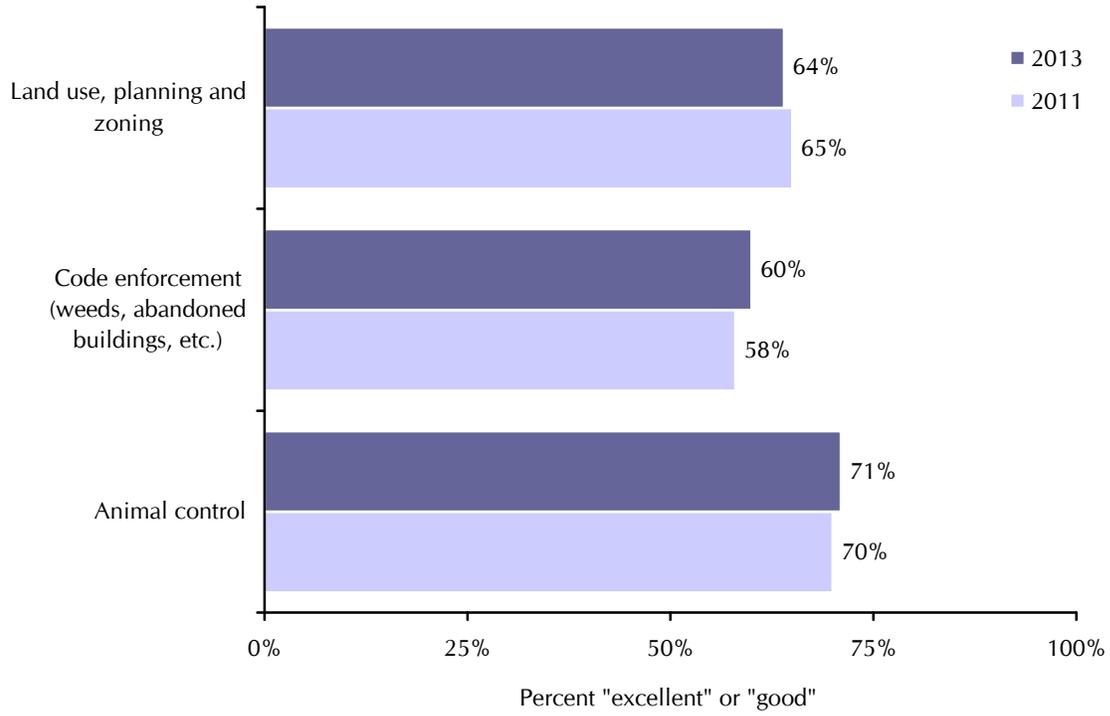


FIGURE 23: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Much above
Animal control	Much above

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were the overall quality of business and service establishments and Windsor as a place to work. Receiving the lowest rating were employment opportunities. Most ratings of economic sustainability and opportunities stayed level compared to 2011, except for ratings of Windsor as a place to work, which rose in 2013.

FIGURE 24: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

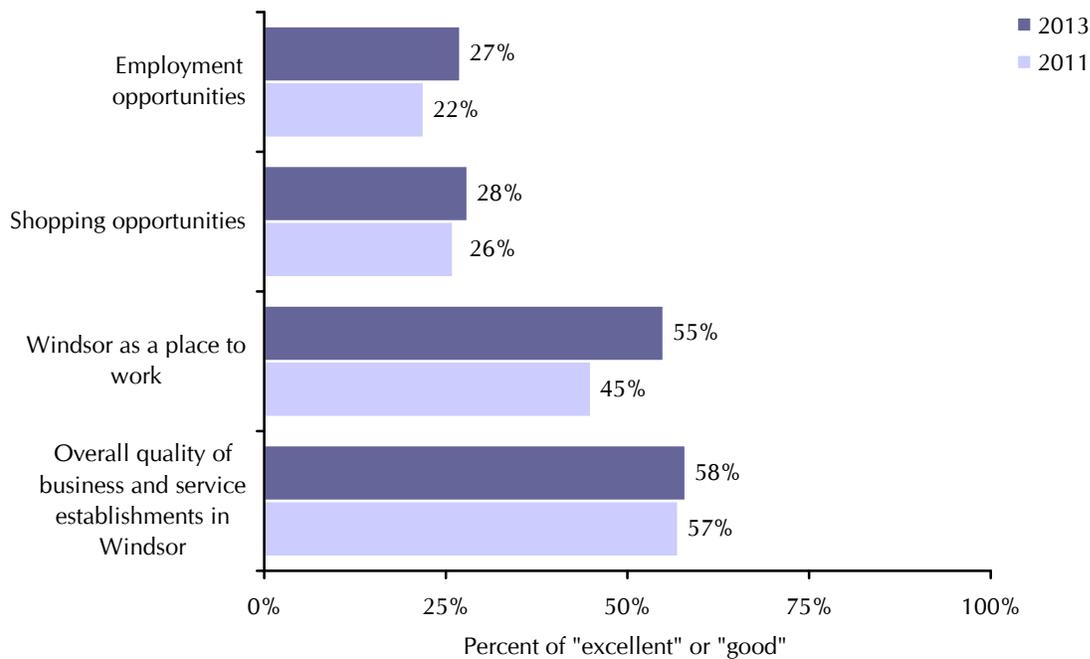


FIGURE 25: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Below
Shopping opportunities	Much below
Windsor as a place to work	Similar
Overall quality of business and service establishments in Windsor	Similar

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Windsor, 75% responded that it was “too slow,” while 54% reported retail growth as “too slow.” Many more residents in Windsor compared to other jurisdictions believed that retail growth was too slow and fewer residents believed that jobs growth was too slow. Perceptions of slow jobs and retail growth both declined compared to 2011.

FIGURE 26: RATINGS OF RETAIL AND JOB GROWTH BY YEAR

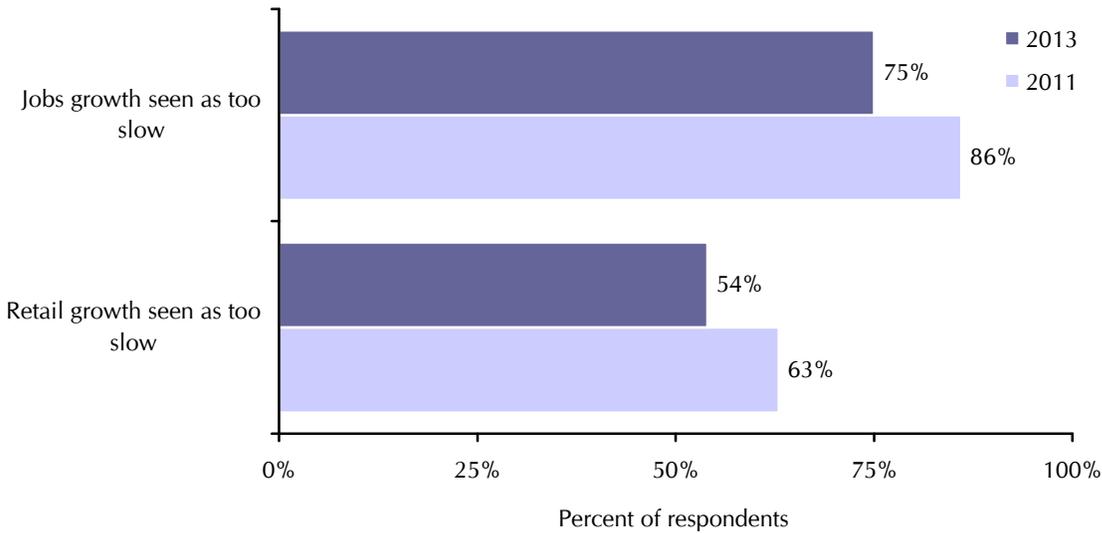


FIGURE 27: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Much more
Jobs growth seen as too slow	Less

FIGURE 28: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

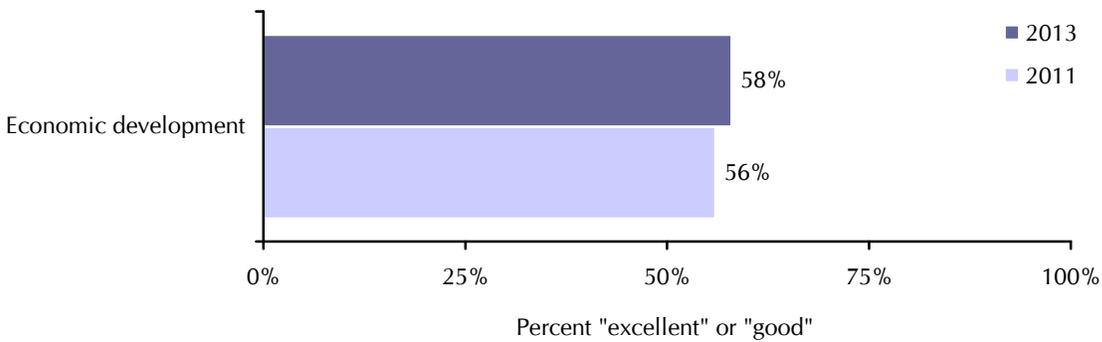


FIGURE 29: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Much above

Residents were asked to reflect on their economic prospects in the near term. Twenty-seven percent of the Town of Windsor residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was much more than comparison jurisdictions.

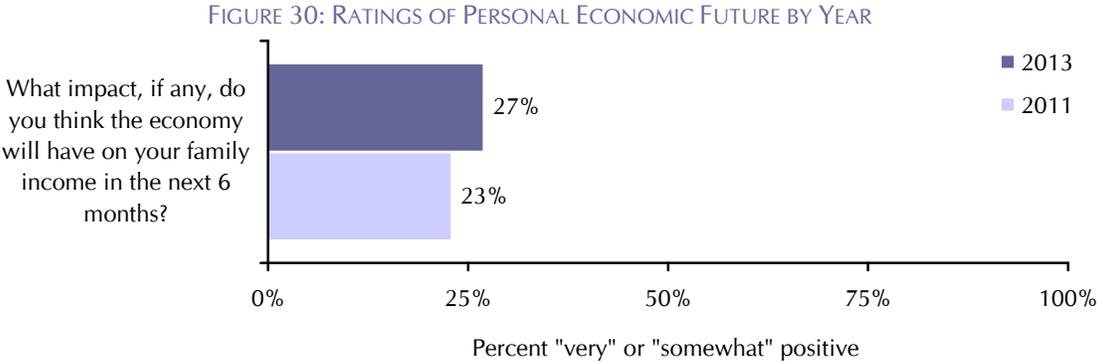


FIGURE 31: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Much above

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the Town of Windsor. About 94% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 78% felt “very” or “somewhat” safe from environmental hazards. In Windsor’s downtown area, daytime sense of safety was better than nighttime safety. Ratings of safety from property crimes increased from 2011 to 2013, while ratings of safety from environmental hazards decreased.

FIGURE 32: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

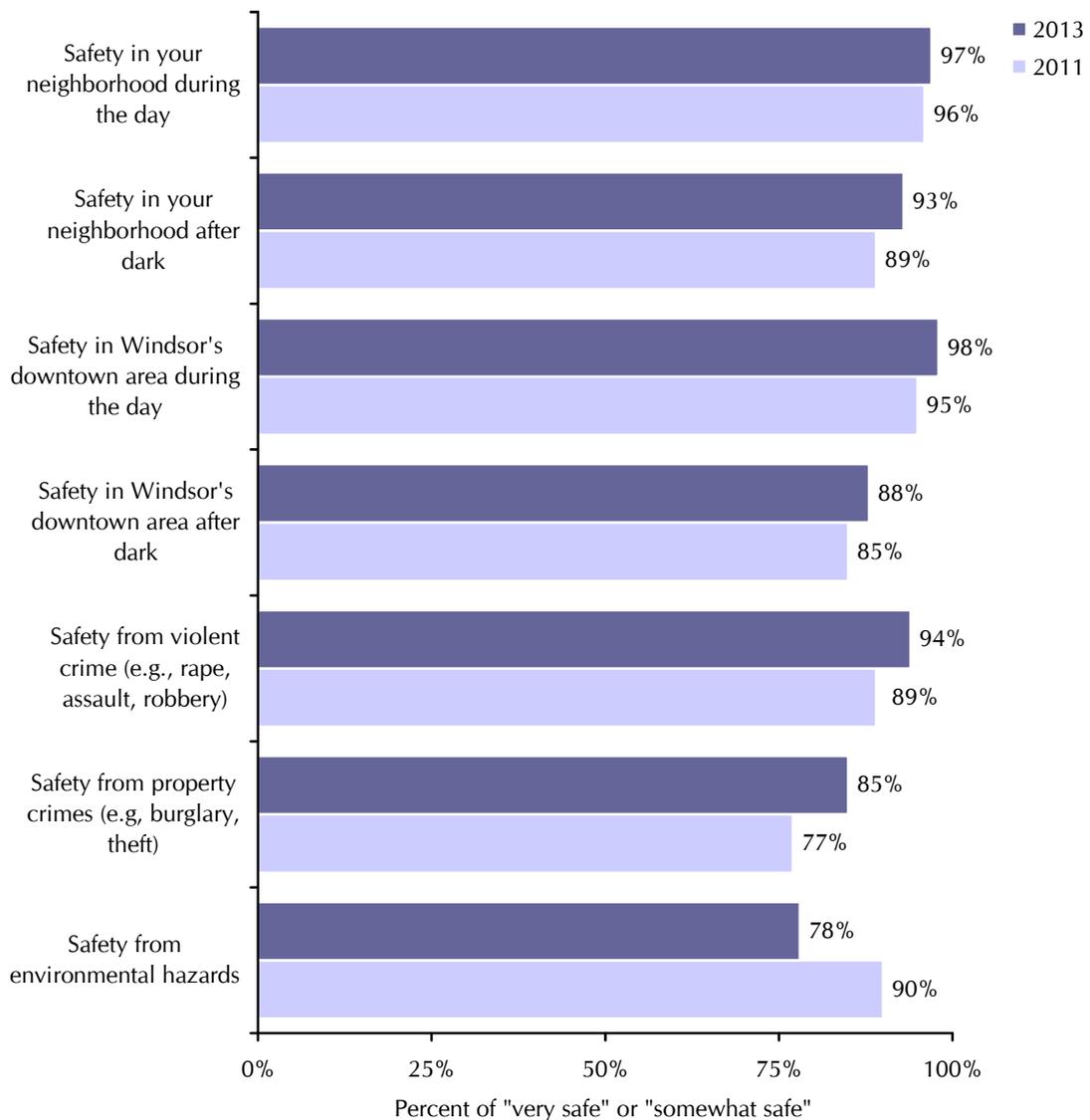


FIGURE 33: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Much above
In your neighborhood after dark	Much above
In Windsor's downtown area during the day	Much above
In Windsor's downtown area after dark	Much above
Violent crime (e.g., rape, assault, robbery)	Much above
Property crimes (e.g., burglary, theft)	Much above
Environmental hazards, including toxic waste	Similar

As assessed by the survey, 8% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 87% had reported it to police. Compared to other jurisdictions fewer Windsor residents had been victims of crime in the 12 months preceding the survey and many more Windsor residents had reported their most recent crime victimization to the police.

FIGURE 34: CRIME VICTIMIZATION AND REPORTING BY YEAR

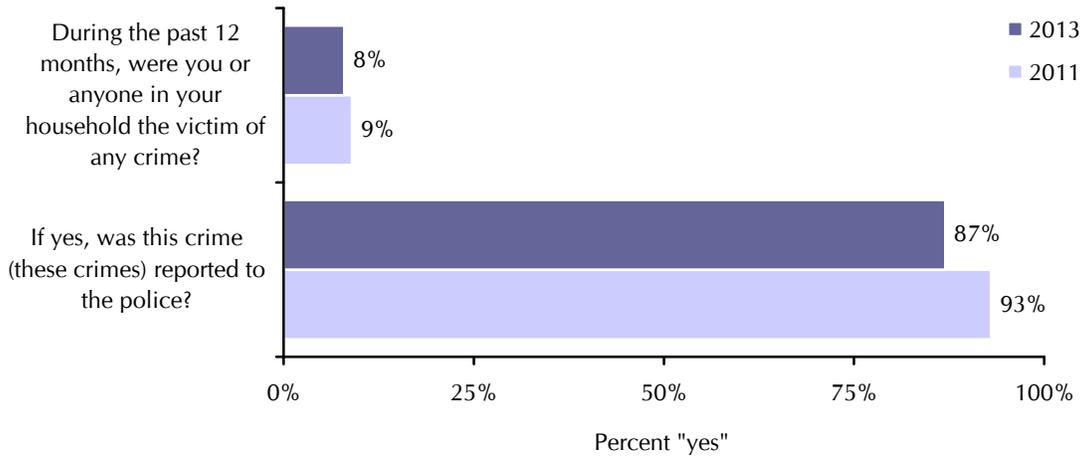


FIGURE 35: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	Much more

Residents rated eight Town public safety services; of these, five were rated much above the benchmark comparison and three were rated similar to the benchmark comparison. Fire services and fire prevention and education received the highest ratings, while emergency preparedness and municipal courts received the lowest ratings. Ratings for police services, crime prevention, and fire prevention and education improved over time.

FIGURE 36: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

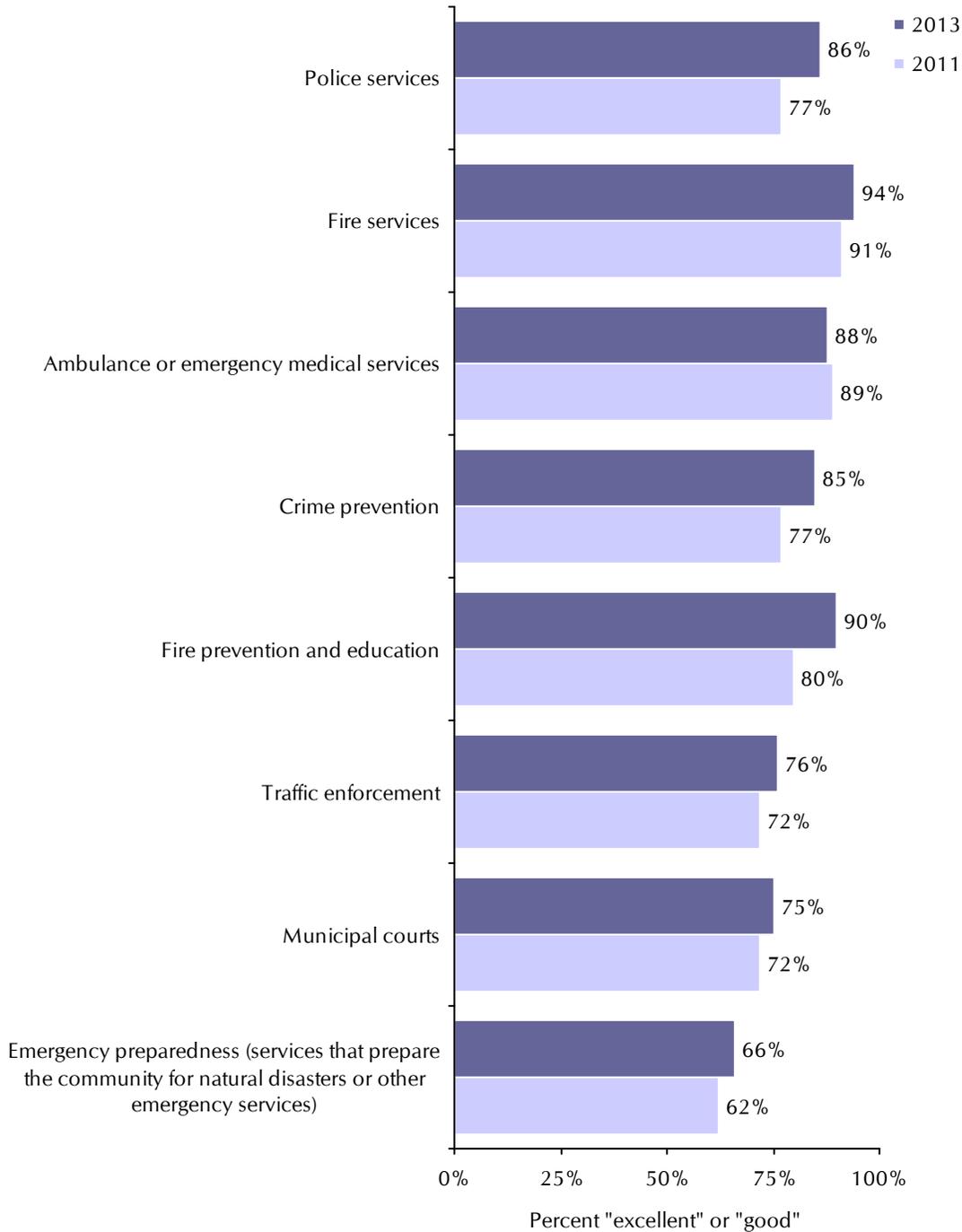


FIGURE 37: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Much above
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Much above
Fire prevention and education	Much above
Traffic enforcement	Much above
Courts	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

FIGURE 38: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH THE POLICE DEPARTMENT IN PREVIOUS 12 MONTHS BY YEAR

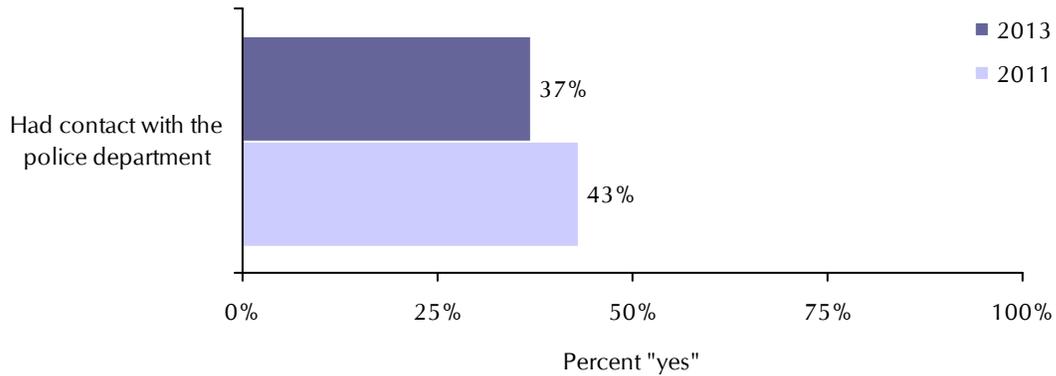


FIGURE 39: RATINGS OF POLICE DEPARTMENT (AMONG THOSE WHO HAD CONTACT) BY YEAR

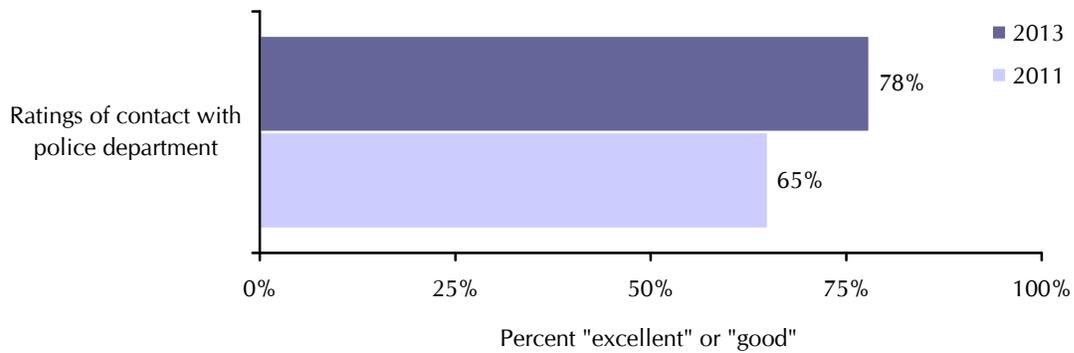


FIGURE 40: CONTACT WITH POLICE DEPARTMENT BENCHMARKS

	Comparison to benchmark
Had contact with the Town of Windsor Police Department	Similar
Overall impression of most recent contact with the Town of Windsor Police Department	Above

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the Town of Windsor were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 85% of survey respondents. The cleanliness of the Town received the highest rating, and it was much above the benchmark. Ratings of Windsor’s natural environment did not change from 2011.

FIGURE 41: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

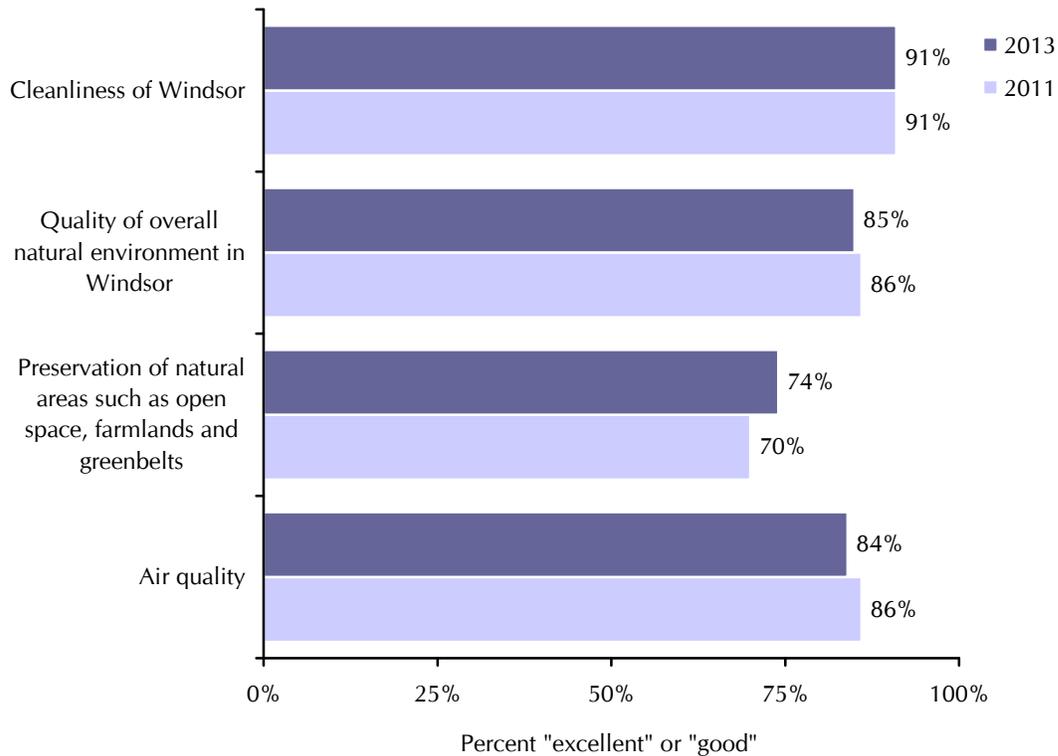


FIGURE 42: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Windsor	Much above
Quality of overall natural environment in Windsor	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above
Air quality	Much above

Resident recycling was less than recycling reported in comparison communities. However, the proportion of residents who recycled in 2013 was higher than in 2011.

FIGURE 43: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

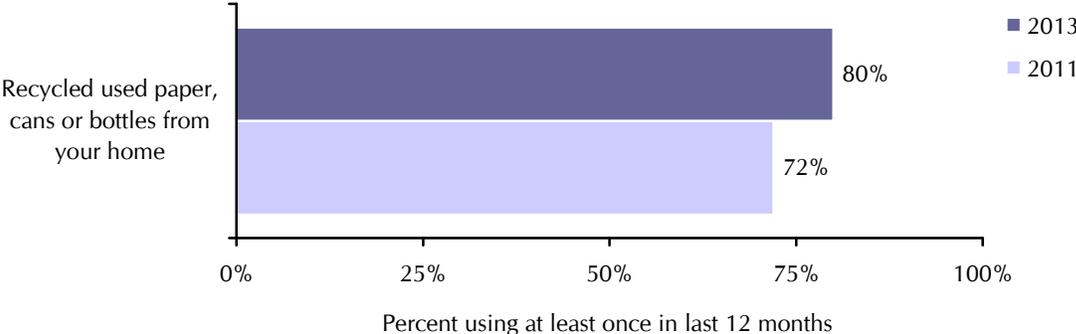


FIGURE 44: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	Less

Of the six utility services rated by those completing the questionnaire, five were higher than the benchmark comparison and one was similar. Ratings for power utility increased from 2011 to 2013.

FIGURE 45: RATINGS OF UTILITY SERVICES BY YEAR

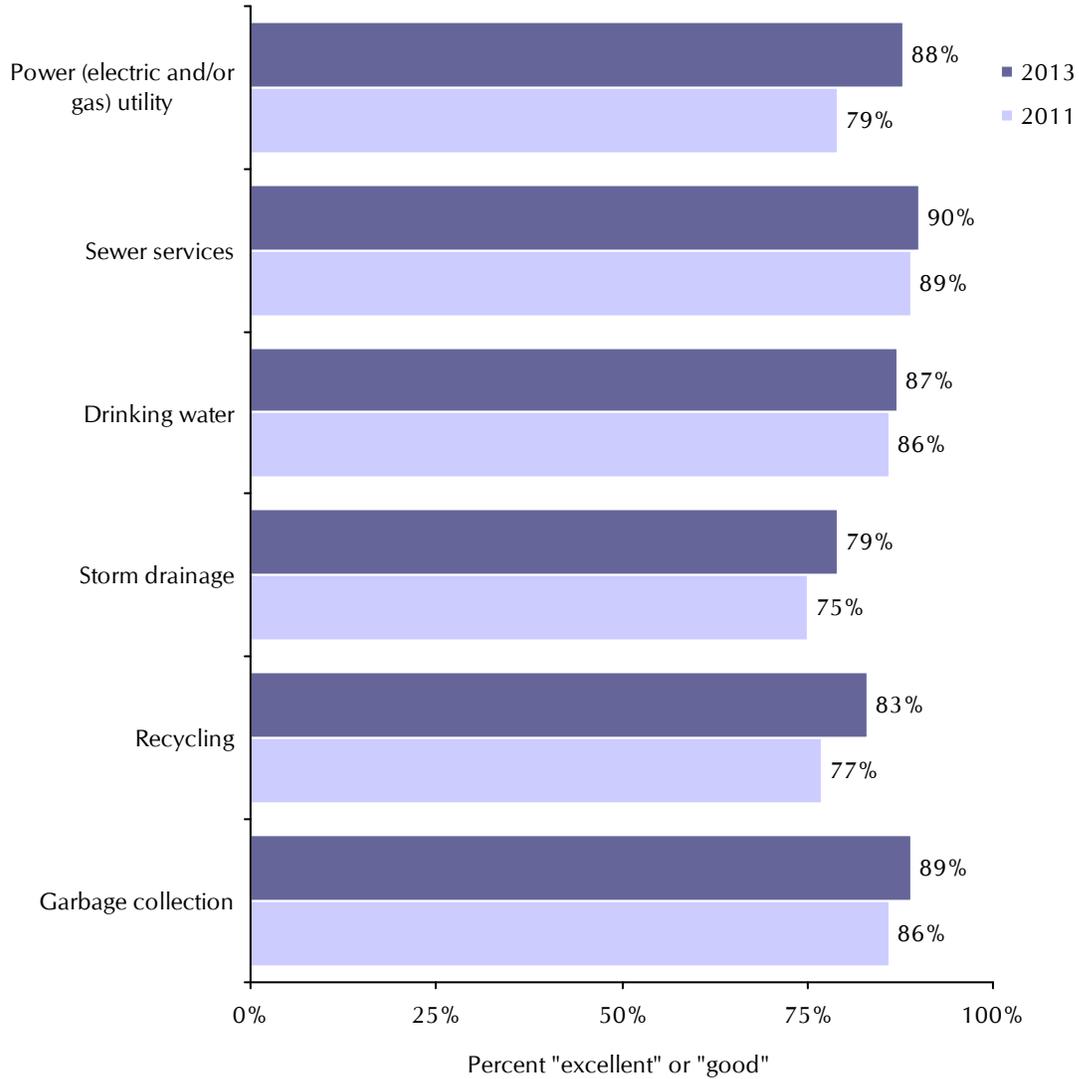


FIGURE 46: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Much above
Sewer services	Much above
Drinking water	Much above
Storm drainage	Much above
Recycling	Above
Garbage collection	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in the Town of Windsor were rated positively as were services related to parks and recreation. All three services, including Town parks, recreation programs and recreation facilities were rated much higher than the benchmark. Ratings for recreational opportunities increased over time. Resident use of Windsor parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Windsor recreation centers was much greater than the percent of users in comparison jurisdictions. Similarly, recreation program use in Windsor was much higher than use in comparison jurisdictions. Participation in parks and recreation offerings was similar to participation in 2011.

FIGURE 47: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

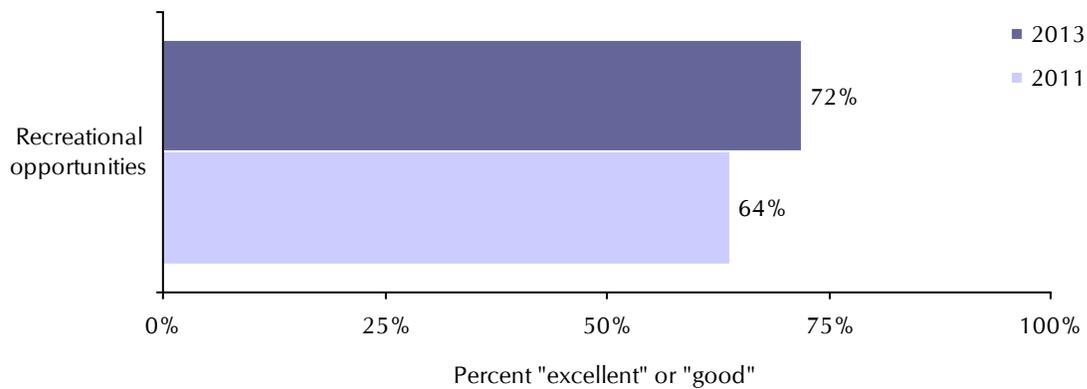


FIGURE 48: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

Recreation opportunities	Comparison to benchmark
	Above

FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

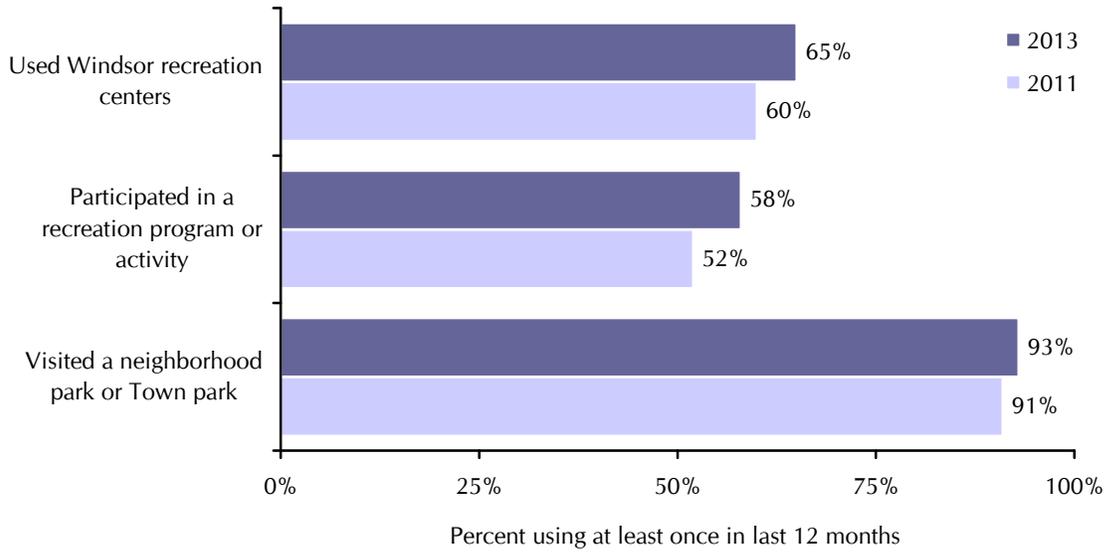


FIGURE 50: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Windsor recreation centers	Much more
Participated in a recreation program or activity	Much more
Visited a neighborhood park or Town park	Much more

FIGURE 51: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

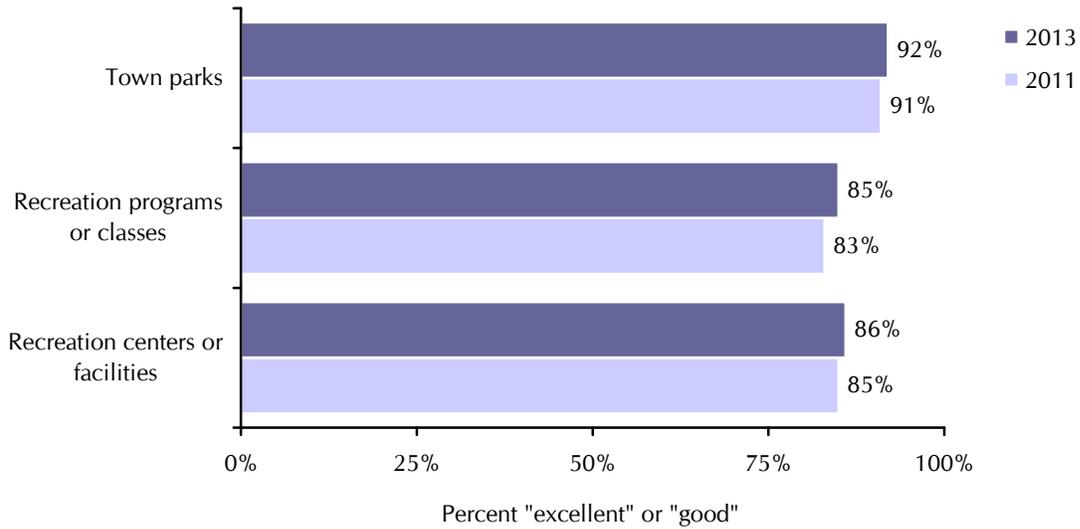


FIGURE 52: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
Town parks	Much above
Recreation programs or classes	Much above
Recreation centers or facilities	Much above

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 56% of respondents. Educational opportunities were rated as “excellent” or “good” by 59% of respondents. Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions, while cultural activity opportunities were rated similar to the benchmark comparison. Ratings for opportunities to attend cultural activities improved over time.

About 69% of Windsor residents used a Town library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 53: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

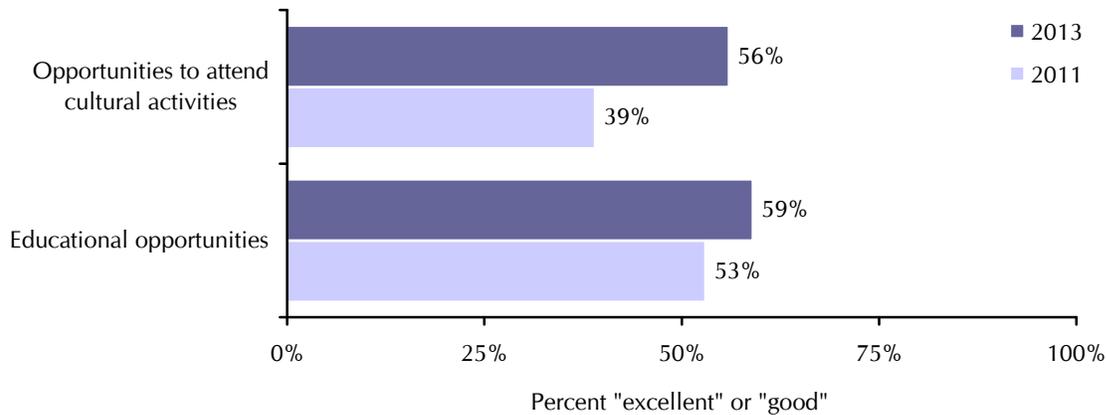


FIGURE 54: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Similar
Educational opportunities	Below

FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

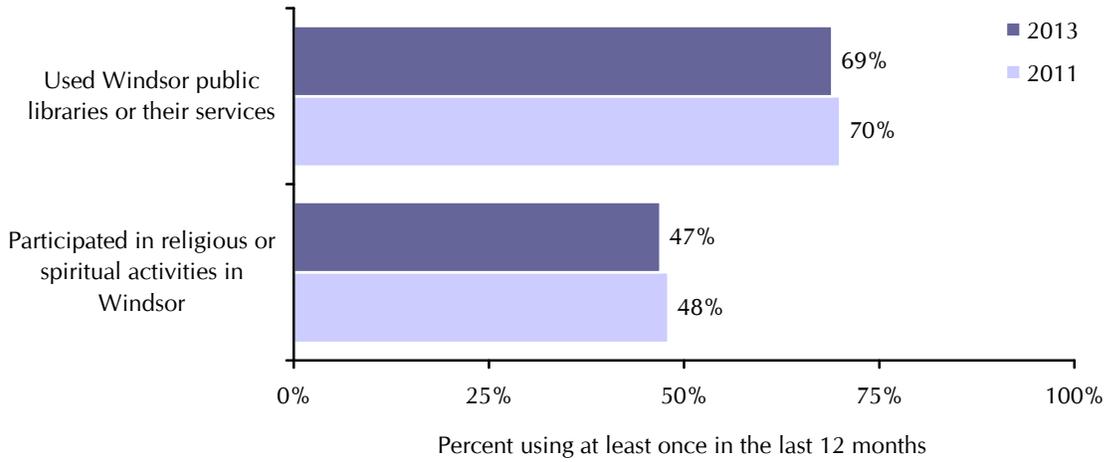


FIGURE 56: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Windsor public libraries or their services	Similar
Participated in religious or spiritual activities in Windsor	Less

FIGURE 57: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

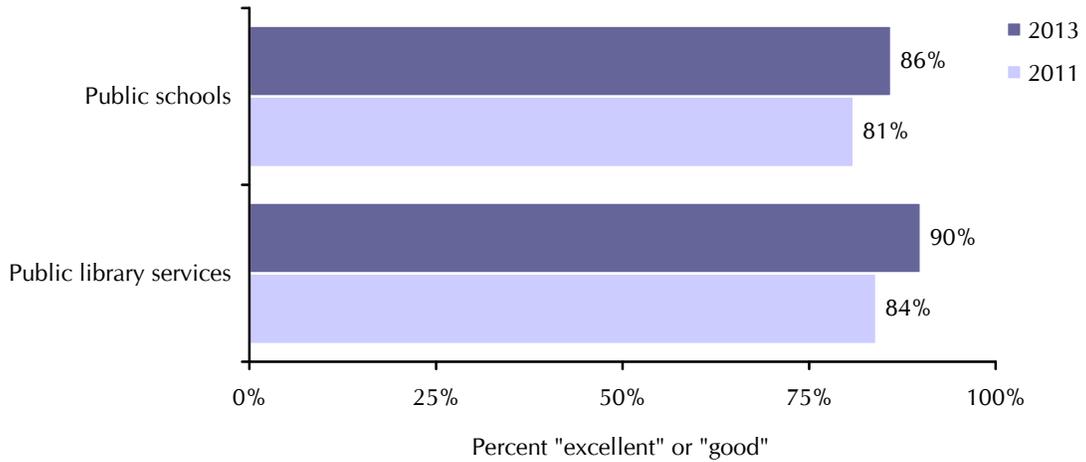


FIGURE 58: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
Public library services	Much above

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the Town of Windsor were asked to rate the community's health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality health care, affordable quality food and preventive health services were rated positively for the Town of Windsor. Ratings for the availability of preventive health services improved over time.

Among Windsor residents, 69% rated affordable quality health care as "excellent" or "good." Those ratings were much above the ratings of comparison communities. Health services in the Town of Windsor were much above the benchmark.

FIGURE 59: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

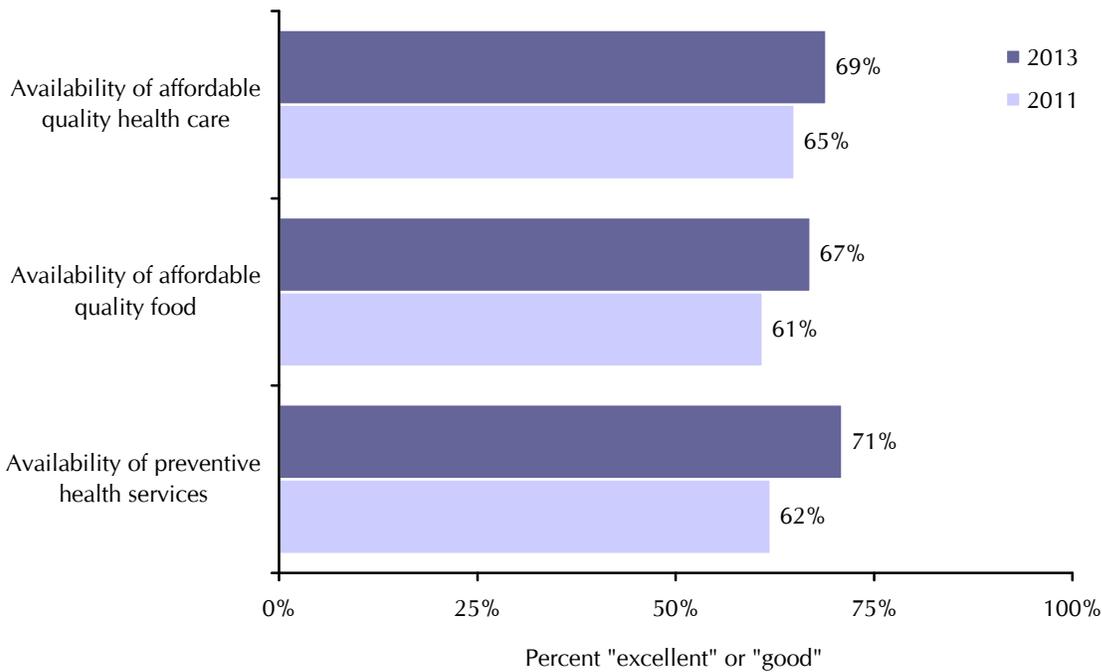


FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Much above
Availability of affordable quality food	Similar
Availability of preventive health services	Above

FIGURE 61: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

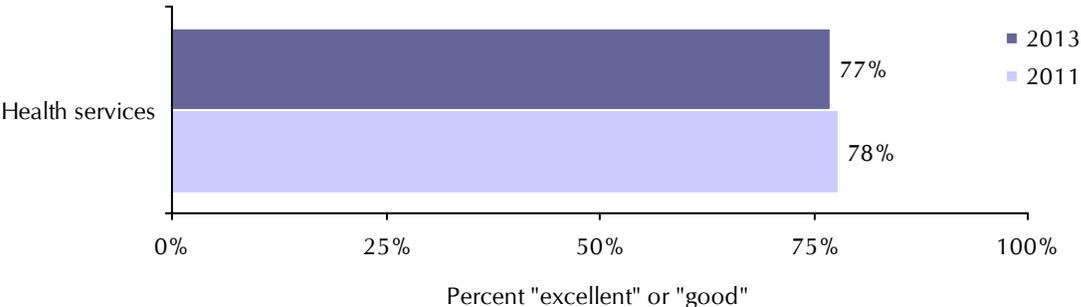


FIGURE 62: HEALTH AND WELLNESS SERVICES BENCHMARKS

Health services	Comparison to benchmark
	Much above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the Town of Windsor as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

Almost all residents rated the Town of Windsor as an “excellent” or “good” place to raise kids and to retire. Most residents felt that the local sense of community was “excellent” or “good.” Fewer survey respondents felt the Town of Windsor was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but was higher than the benchmark. Ratings for Windsor as a place to retire and for openness and acceptance of the community toward people of diverse backgrounds improved from 2011 to 2013.

FIGURE 63: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

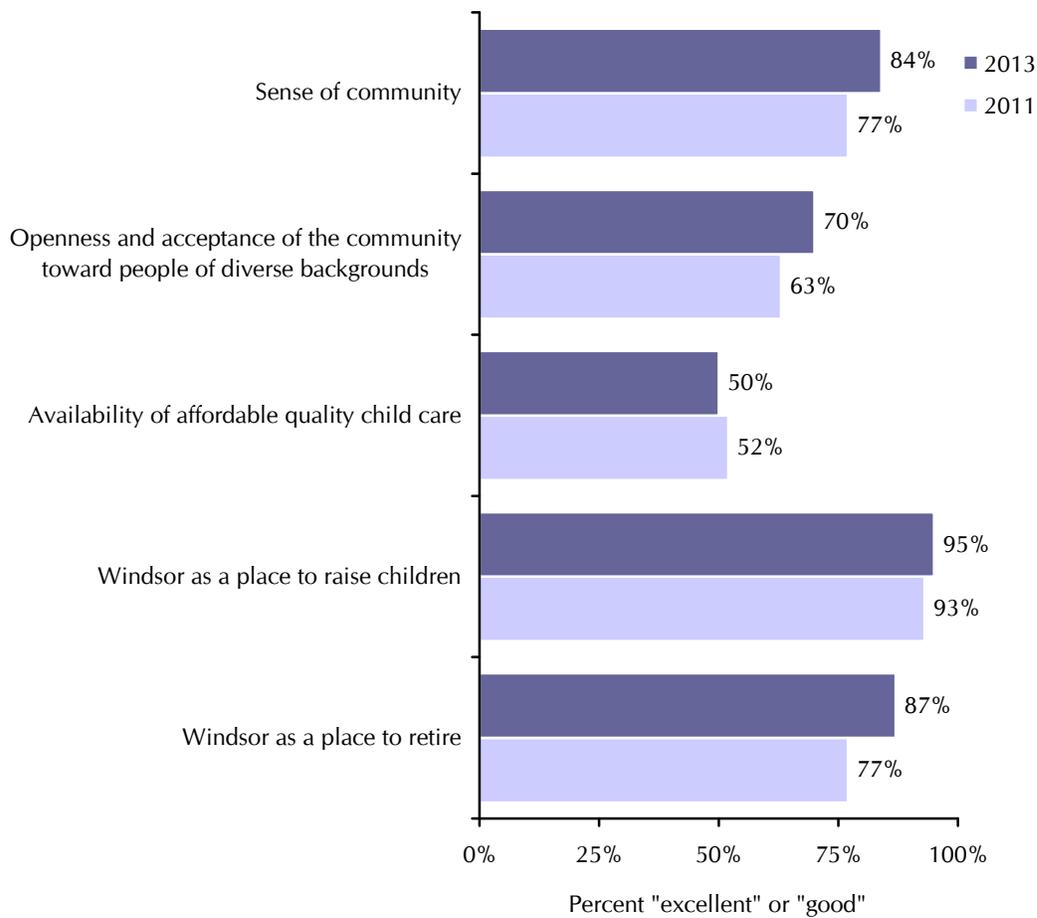


FIGURE 64: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Above
Windsor as a place to raise kids	Much above
Windsor as a place to retire	Much above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 58% to 81% with ratings of “excellent” or “good.” All were much above the benchmark.

FIGURE 65: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

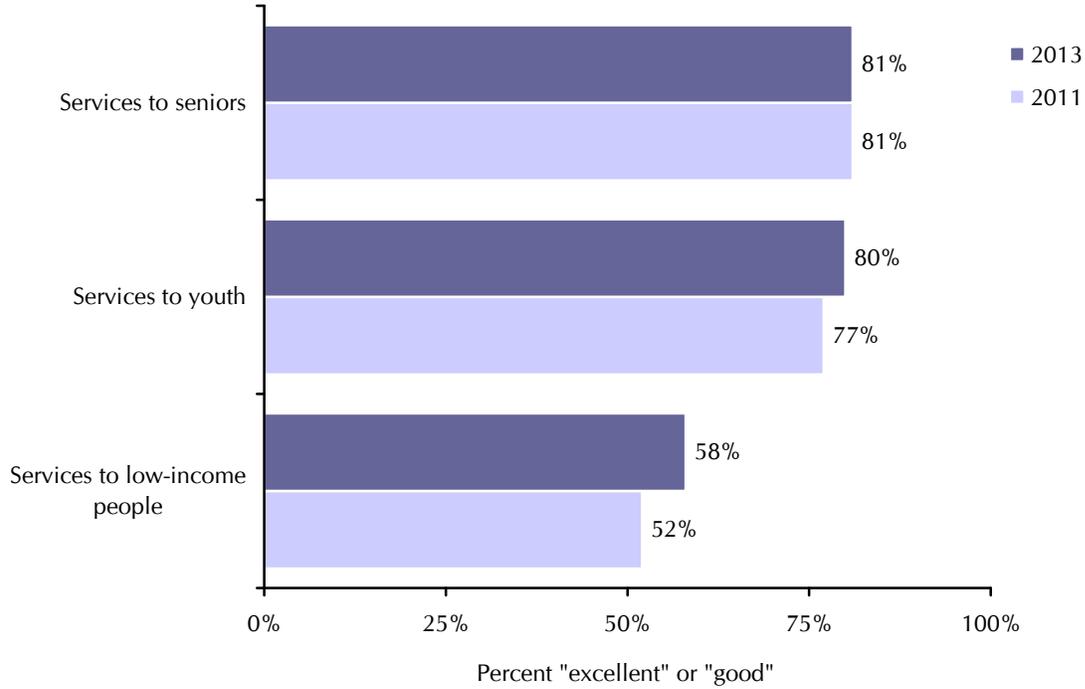


FIGURE 66: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Much above
Services to youth	Much above
Services to low income people	Much above

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the Town can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the Town of Windsor. Survey participants rated the volunteer opportunities in the Town of Windsor favorably. Opportunities to attend or participate in community matters were rated similarly.

Ratings of civic engagement opportunities were similar to ratings from comparison jurisdictions where these questions were asked.

FIGURE 67: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

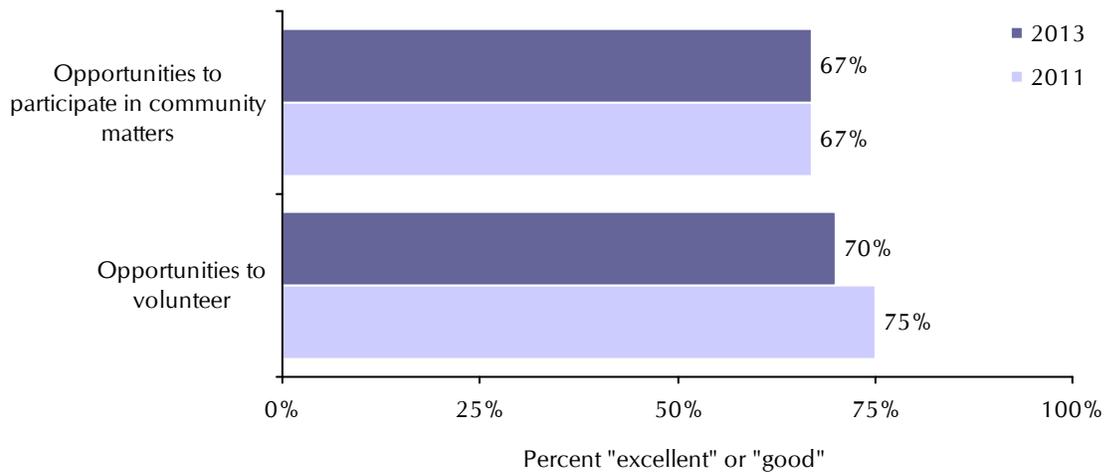


FIGURE 68: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Similar
Opportunities to volunteer	Similar

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but almost all had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Attendance at public meetings and help to friends and neighbors showed similar rates of involvement; while volunteering, participation in clubs and watching public meetings showed lower rates of community engagement.

FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

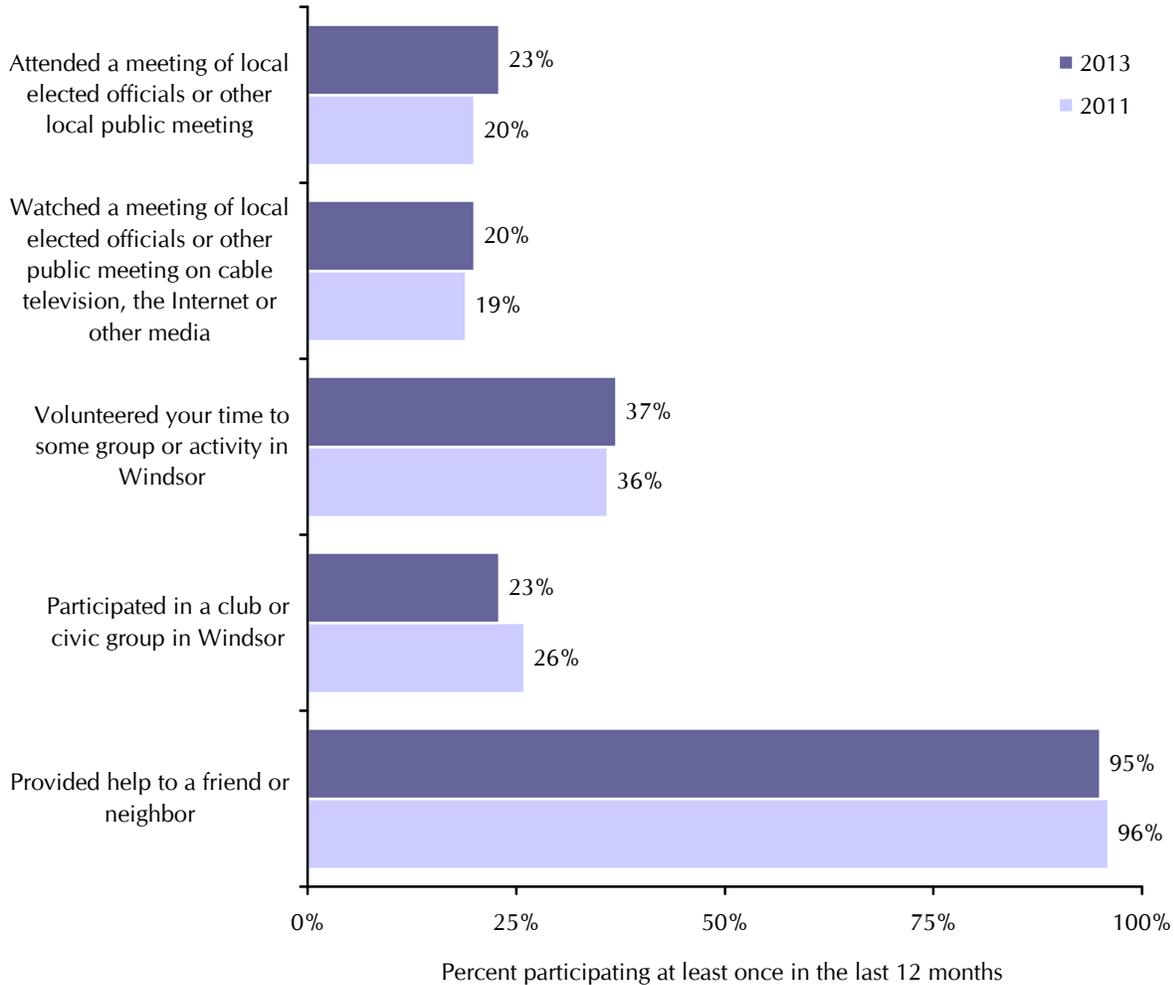
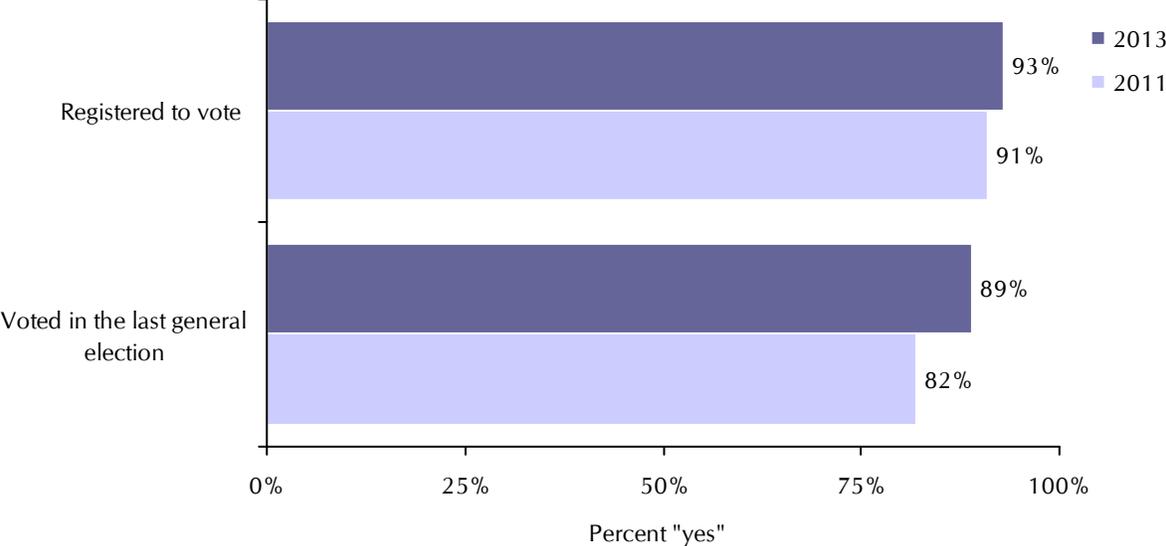


FIGURE 70: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much less
Volunteered your time to some group or activity in Windsor	Much less
Participated in a club or civic group in Windsor	Much less
Provided help to a friend or neighbor	Similar

Town of Windsor residents showed the largest amount of civic engagement in the area of electoral participation. Ninety-three percent reported they were registered to vote and 89% indicated they had voted in the last general election. This rate of self-reported voting was much higher than comparison communities.

FIGURE 71: REPORTED VOTING BEHAVIOR BY YEAR



Note: In addition to the removal of “don’t know” responses, those who said “ineligible to vote” also have been omitted from this calculation. The full frequencies appear in Appendix A.

FIGURE 72: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Much more
Voted in last general election	Much more

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the Town of Windsor Web site in the previous 12 months, 71% reported they had done so at least once. This was similar to Web site use in 2011.

FIGURE 73: USE OF INFORMATION SOURCES BY YEAR

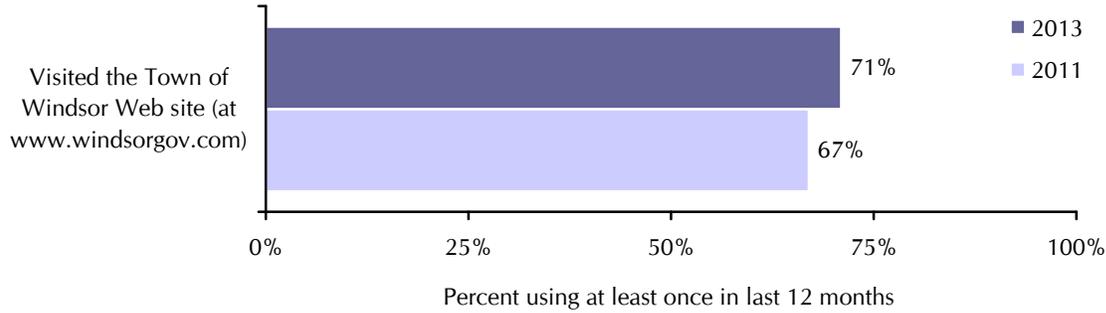


FIGURE 74: USE OF INFORMATION SOURCES BENCHMARKS

Visited the Town of Windsor Web site	Comparison to benchmark
	Much more

FIGURE 75: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

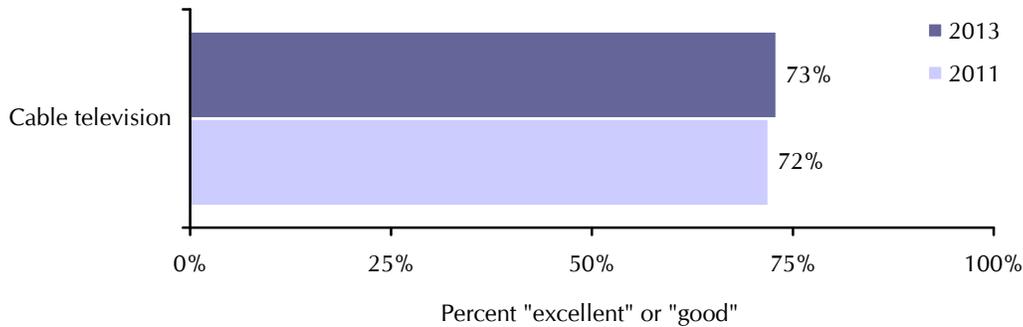


FIGURE 76: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

Cable television	Comparison to benchmark
	Much above

SOCIAL ENGAGEMENT

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 69% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.” Ratings for opportunities to participate in social events and activities improved over time.

FIGURE 77: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

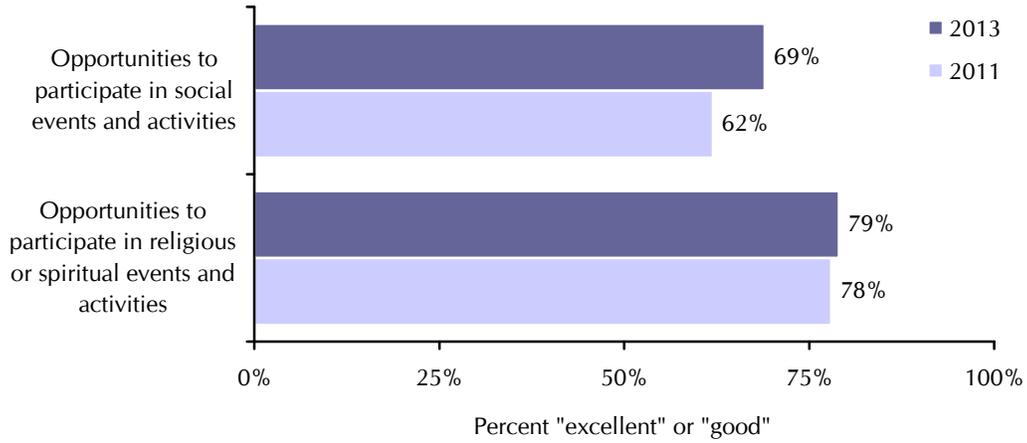


FIGURE 78: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Above
Opportunities to participate in religious or spiritual events and activities	Similar

Residents in Windsor reported a strong amount of neighborliness. About half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was about the same as the amount of contact reported in other communities.

FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

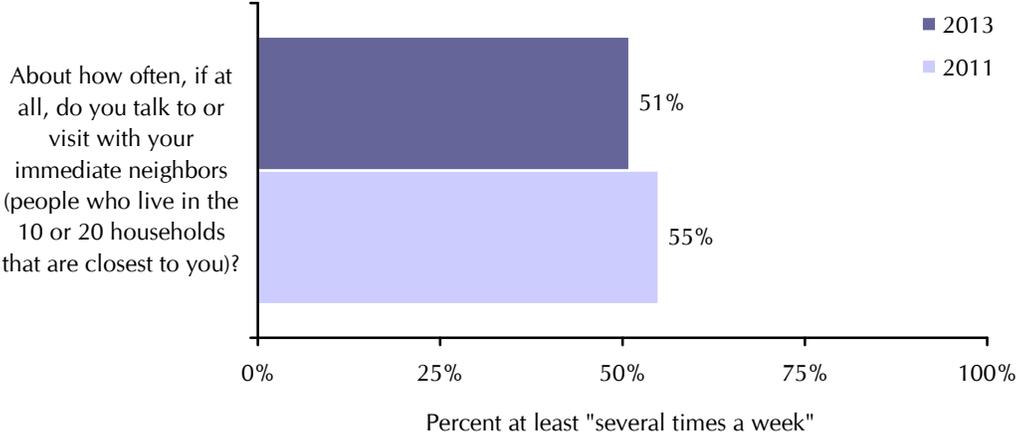


FIGURE 80: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Similar

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the Town of Windsor is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the Town of Windsor could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the Town of Windsor may be colored by their dislike of what all levels of government provide.

About two-thirds of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the Town of Windsor does at welcoming citizen involvement, 61% rated it as "excellent" or "good." Of these four ratings, all were much above the benchmark.

FIGURE 81: PUBLIC TRUST RATINGS BY YEAR

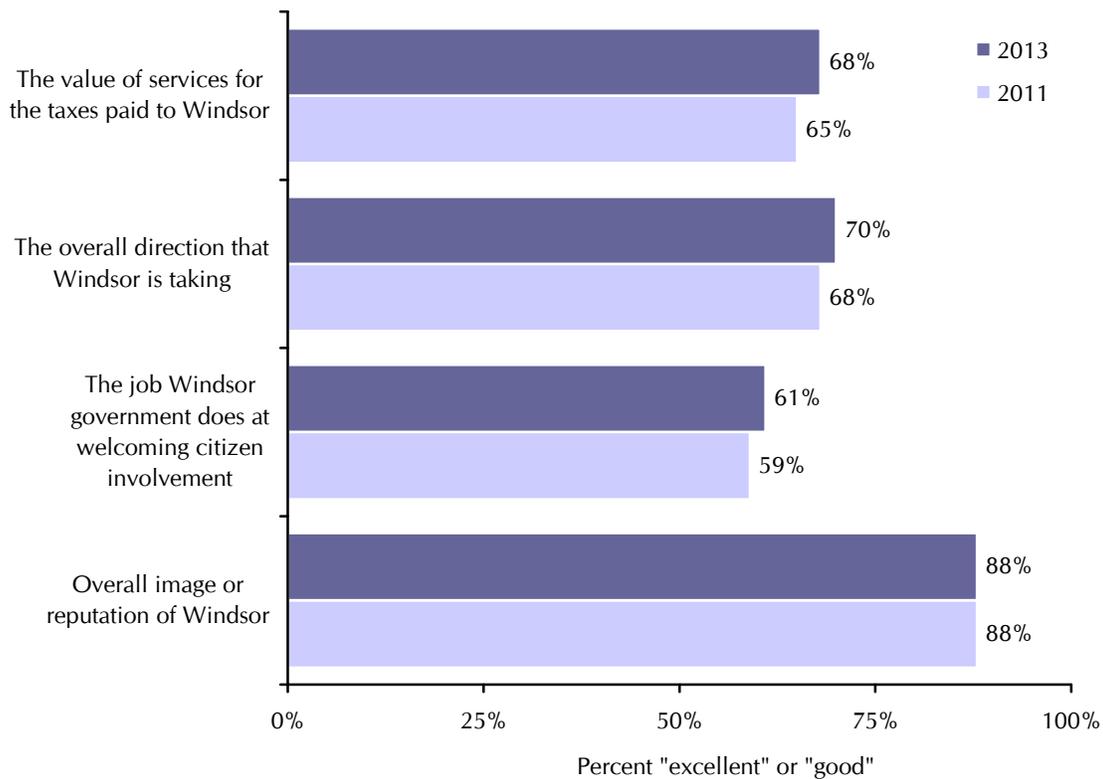


FIGURE 82: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Windsor	Much above
The overall direction that Windsor is taking	Much above
Job Windsor government does at welcoming citizen involvement	Much above
Overall image or reputation of Windsor	Much above

On average, residents of the Town of Windsor gave the highest evaluations to their own local government and the lowest average rating to the Federal Government. The overall quality of services delivered by the Town of Windsor was rated as “excellent” or “good” by 86% of survey participants. The Town of Windsor’s rating was much above the benchmark when compared to other communities in the nation. Ratings of overall Town services remained stable over the last two years.

FIGURE 83: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

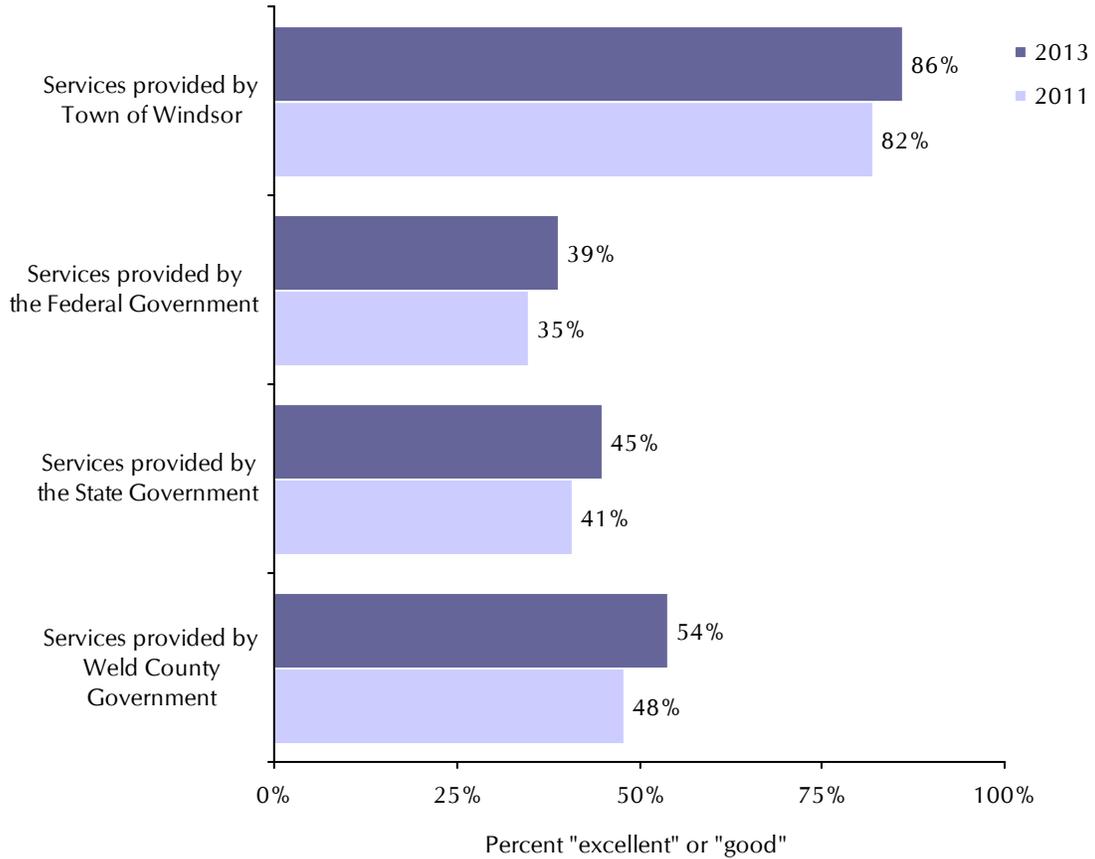


FIGURE 84: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the Town of Windsor	Much above
Services provided by the Federal Government	Similar
Services provided by the State Government	Above
Services provided by Weld County Government	Similar

Town of Windsor Employees

The employees of the Town of Windsor who interact with the public create the first impression that most residents have of the Town of Windsor. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the Town of Windsor. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the Town of Windsor staff.

Those completing the survey were asked if they had been in contact with a Town employee either in-person, over the phone or via email in the last 12 months; the 53% who reported that they had been in contact (a percent that is more than the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. Town employees were rated highly; 84% of respondents rated their overall impression as "excellent" or "good." Employees ratings were mostly higher than the national benchmark and were the same or higher than past survey years.

FIGURE 85: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH TOWN EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

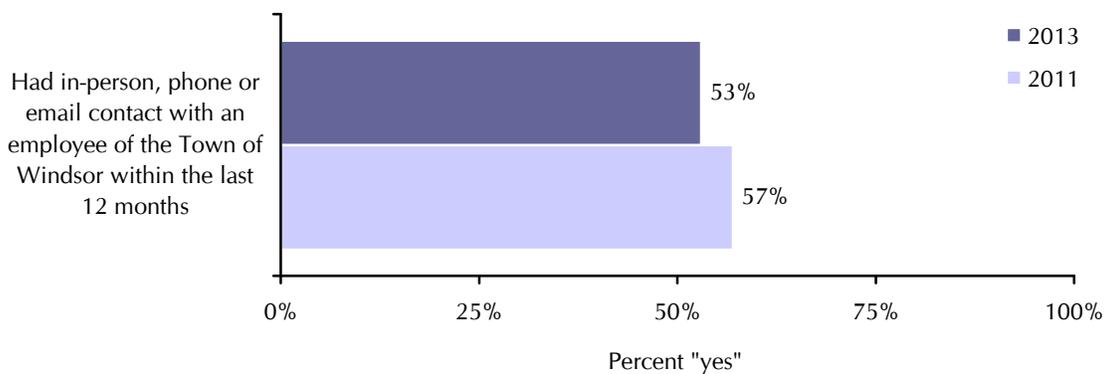


FIGURE 86: CONTACT WITH TOWN EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with Town employee(s) in last 12 months	More

FIGURE 87: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

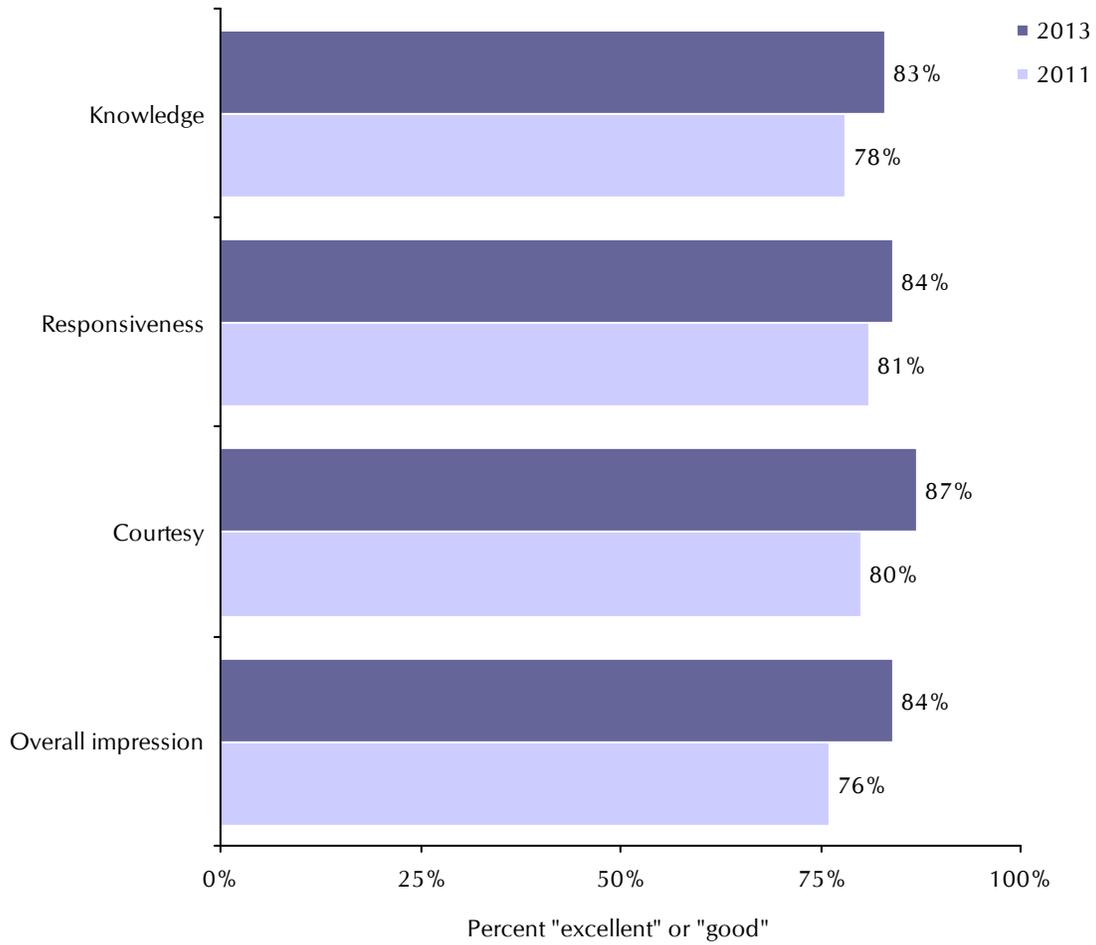


FIGURE 88: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Similar
Responsiveness	Above
Courteousness	Above
Overall impression	Much above

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the Town of Windsor by examining the relationships between ratings of each service and ratings of the Town of Windsor's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall Town service quality have been identified. By targeting improvements in key services, the Town of Windsor can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Windsor Key Driver Analysis were:

- Fire services
- Traffic enforcement
- Preservation of natural areas

TOWN OF WINDSOR ACTION CHART

The 2013 Town of Windsor Action Chart™ on the following page combines two dimensions of performance:

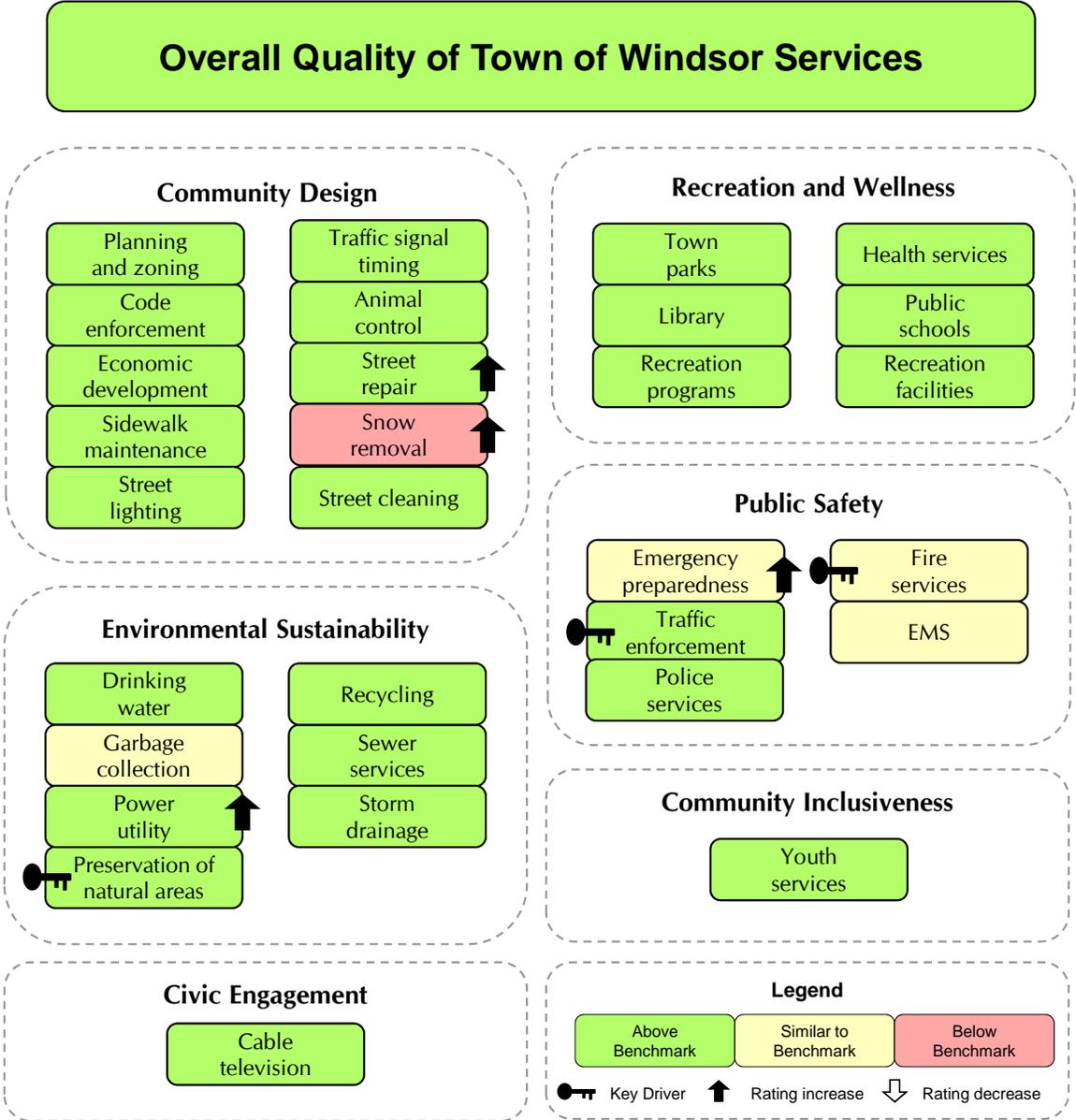
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the Town.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Thirty services were included in the KDA for the Town of Windsor. Of these, 25 were above the benchmark, one was below the benchmark and four were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Windsor, no key drivers were below the benchmark. Therefore, Windsor may wish to seek improvements to fire services, as this key driver received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 89: TOWN OF WINDSOR ACTION CHART™



The National Citizen Survey™ by National Research Center, Inc.

Using Your Action Chart™

The key drivers derived for the Town of Windsor provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the Town of Windsor, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Windsor, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Windsor residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the Town of Windsor key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 90: KEY DRIVERS COMPARED

Service	Town of Windsor Key Driver	National Key Driver	Core Service
Police services		✓	✓
• Fire services	✓		✓
Ambulance and emergency medical services			✓
Traffic enforcement	✓		
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Snow removal			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
Power (electric and/or gas) utility			✓
◦ Town parks			
◦ Recreation programs or classes			
◦ Recreation centers or facilities			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
Health services			✓
◦ Services to youth			
◦ Public library			
Public schools		✓	
◦ Cable television			
◦ Emergency preparedness			
Preservation of natural areas	✓		

- Key driver overlaps with national and or core services
- Service may be targeted for reductions it is not a key driver or core service

CUSTOM QUESTIONS

“Don’t know” responses have been removed from the following questions, when applicable.

Custom Question 1				
Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:	Major source	Minor source	Not a source	Total
Local newspaper	48%	35%	17%	100%
Direct mailings	23%	48%	29%	100%
Town Web site (www.windsorgov.com)	22%	46%	31%	100%
Television	19%	28%	53%	100%
Social media (e.g., Facebook, Twitter)	15%	23%	62%	100%
Direct e-mails	13%	29%	58%	100%

Custom Question 2	
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer’s Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?	Percent of respondents
Very familiar	47%
Somewhat familiar	45%
Not at all familiar	7%
Total	100%

Custom Question 3	
How likely, if at all, are you to participate in any of the events listed above in the next twelve months?	Percent of respondents
Very likely	54%
Somewhat likely	37%
Not at all likely	9%
Total	100%

Custom Question 4					
Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Water treatment and storage	33%	48%	18%	1%	100%
Street resurfacing and repair	23%	47%	29%	2%	100%
Community Recreation Center expansion	21%	33%	31%	15%	100%
Storm water projects	20%	43%	33%	5%	100%
Public Works/Parks service center	12%	46%	35%	7%	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Windsor:	Excellent	Good	Fair	Poor	Total
Windsor as a place to live	54%	42%	4%	1%	100%
Your neighborhood as a place to live	48%	43%	8%	1%	100%
Windsor as a place to raise children	56%	39%	3%	2%	100%
Windsor as a place to work	22%	33%	30%	15%	100%
Windsor as a place to retire	41%	46%	10%	3%	100%
The overall quality of life in Windsor	40%	53%	6%	1%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	29%	55%	14%	2%	100%
Openness and acceptance of the community toward people of diverse backgrounds	19%	51%	24%	6%	100%
Overall appearance of Windsor	31%	57%	11%	1%	100%
Cleanliness of Windsor	38%	53%	8%	1%	100%
Overall quality of new development in Windsor	21%	56%	18%	5%	100%
Variety of housing options	16%	47%	29%	8%	100%
Overall quality of business and service establishments in Windsor	11%	47%	36%	5%	100%
Shopping opportunities	4%	24%	53%	20%	100%
Opportunities to attend cultural activities	12%	44%	35%	9%	100%
Recreational opportunities	23%	49%	23%	5%	100%
Employment opportunities	5%	22%	44%	29%	100%
Educational opportunities	13%	46%	32%	9%	100%
Opportunities to participate in social events and activities	19%	50%	28%	3%	100%
Opportunities to participate in religious or spiritual events and activities	26%	53%	18%	3%	100%
Opportunities to volunteer	18%	52%	27%	2%	100%
Opportunities to participate in community matters	16%	51%	29%	4%	100%
Ease of car travel in Windsor	30%	53%	13%	4%	100%
Ease of bicycle travel in Windsor	28%	53%	15%	4%	100%
Ease of walking in Windsor	32%	55%	12%	1%	100%
Availability of paths and walking trails	40%	46%	13%	1%	100%
Traffic flow on major streets	20%	52%	22%	6%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	17%	51%	25%	7%	100%
Availability of affordable quality housing	11%	46%	30%	13%	100%
Availability of affordable quality child care	8%	42%	37%	13%	100%
Availability of affordable quality health care	14%	55%	23%	8%	100%
Availability of affordable quality food	16%	50%	26%	8%	100%
Availability of preventive health services	14%	57%	22%	7%	100%
Air quality	27%	57%	14%	2%	100%
Quality of overall natural environment in Windsor	23%	61%	13%	2%	100%
Overall image or reputation of Windsor	33%	54%	10%	2%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Windsor over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	4%	61%	25%	9%	100%
Retail growth (stores, restaurants, etc.)	11%	43%	40%	4%	2%	100%
Jobs growth	22%	53%	23%	1%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Windsor?	Percent of respondents
Not a problem	22%
Minor problem	56%
Moderate problem	17%
Major problem	5%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Windsor:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	68%	26%	5%	1%	1%	100%
Property crimes (e.g., burglary, theft)	41%	45%	9%	4%	1%	100%
Environmental hazards, including toxic waste	49%	29%	10%	9%	3%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	85%	12%	2%	0%	0%	100%
In your neighborhood after dark	56%	36%	5%	2%	1%	100%
In Windsor's downtown area during the day	82%	16%	1%	0%	0%	100%
In Windsor's downtown area after dark	44%	44%	9%	2%	1%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	63%	37%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	42%	36%	17%	6%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	92%
Yes	8%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	13%
Yes	87%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Windsor?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Windsor public libraries or their services	31%	16%	26%	15%	12%	100%
Used Windsor recreation centers	35%	26%	24%	7%	8%	100%
Participated in a recreation program or activity	42%	22%	25%	5%	6%	100%
Visited a neighborhood park or Town park	7%	21%	37%	17%	18%	100%
Attended a meeting of local elected officials or other local public meeting	77%	16%	5%	0%	2%	100%
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	80%	15%	4%	1%	1%	100%
Visited the Town of Windsor Web site (at www.windsorgov.com)	29%	28%	31%	8%	4%	100%
Recycled used paper, cans or bottles from your home	20%	7%	11%	14%	47%	100%
Volunteered your time to some group or activity in Windsor	63%	17%	11%	3%	6%	100%
Participated in religious or spiritual activities in Windsor	53%	16%	11%	4%	16%	100%
Participated in a club or civic group in Windsor	77%	8%	8%	4%	3%	100%
Provided help to a friend or neighbor	5%	19%	45%	19%	12%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	17%
Several times a week	34%
Several times a month	31%
Less than several times a month	18%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Windsor:	Excellent	Good	Fair	Poor	Total
Police services	36%	50%	11%	3%	100%
Fire services	46%	48%	4%	2%	100%
Ambulance or emergency medical services	39%	50%	8%	3%	100%
Crime prevention	30%	55%	11%	3%	100%
Fire prevention and education	36%	54%	8%	2%	100%
Municipal courts	23%	52%	21%	5%	100%
Traffic enforcement	25%	51%	18%	6%	100%
Street repair	12%	48%	32%	8%	100%
Street cleaning	17%	53%	24%	6%	100%
Street lighting	17%	57%	22%	5%	100%
Snow removal	14%	44%	30%	13%	100%
Sidewalk maintenance	17%	51%	27%	5%	100%
Traffic signal timing	16%	53%	24%	7%	100%
Garbage collection	31%	58%	10%	1%	100%
Recycling	34%	50%	13%	4%	100%
Storm drainage	22%	57%	18%	3%	100%
Drinking water	33%	54%	11%	2%	100%
Sewer services	28%	62%	9%	1%	100%
Power (electric and/or gas) utility	26%	62%	10%	2%	100%
Town parks	45%	47%	7%	1%	100%
Recreation programs or classes	34%	51%	12%	3%	100%
Recreation centers or facilities	29%	56%	12%	3%	100%
Land use, planning and zoning	12%	52%	27%	9%	100%
Code enforcement (weeds, abandoned buildings, etc.)	14%	46%	30%	11%	100%
Animal control	19%	51%	25%	4%	100%
Economic development	11%	47%	33%	8%	100%
Health services	18%	59%	20%	3%	100%
Services to seniors	20%	61%	14%	5%	100%
Services to youth	19%	62%	16%	4%	100%
Services to low-income people	13%	44%	32%	11%	100%
Public library services	46%	45%	8%	1%	100%
Public schools	31%	55%	11%	3%	100%
Cable television	20%	53%	21%	6%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	19%	47%	26%	9%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	16%	58%	20%	6%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The Town of Windsor	23%	62%	11%	3%	100%
The Federal Government	5%	34%	36%	25%	100%
The State Government	6%	39%	44%	12%	100%
Weld County Government	8%	46%	36%	10%	100%
Larimer County Government	7%	56%	31%	6%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Windsor to someone who asks	66%	28%	3%	3%	100%
Remain in Windsor for the next five years	71%	21%	3%	5%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	5%
Somewhat positive	21%
Neutral	51%
Somewhat negative	19%
Very negative	4%
Total	100%

Question 17: Contact with Town Employees	
Have you had any in-person, phone or email contact with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	47%
Yes	53%
Total	100%

Question 18: Town Employees					
What was your impression of the employee(s) of the Town of Windsor in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	41%	42%	13%	4%	100%
Responsiveness	45%	39%	10%	6%	100%
Courtesy	48%	39%	8%	5%	100%
Overall impression	43%	41%	10%	6%	100%

Question 19: Government Performance					
Please rate the following categories of Windsor government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Windsor	15%	53%	24%	7%	100%
The overall direction that Windsor is taking	13%	57%	23%	7%	100%
The job Windsor government does at welcoming citizen involvement	14%	47%	29%	10%	100%

Question 20a: Custom Question 1				
Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:	Major source	Minor source	Not a source	Total
Local newspaper	48%	35%	17%	100%
Town Web site (www.windsorgov.com)	22%	46%	31%	100%
Social media (e.g., Facebook, Twitter)	15%	23%	62%	100%
Direct e-mails	13%	29%	58%	100%
Direct mailings	23%	48%	29%	100%
Television	19%	28%	53%	100%

Question 20b: Custom Question 2	
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?	Percent of respondents
Very familiar	47%
Somewhat familiar	45%
Not at all familiar	7%
Total	100%

Question 20c: Custom Question 3	
How likely, if at all, are you to participate in any of the events listed above in the next twelve months?	Percent of respondents
Very likely	54%
Somewhat likely	37%
Not at all likely	9%
Total	100%

Question 20d: Custom Question 4					
Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Street resurfacing and repair	23%	47%	29%	2%	100%
Public Works/Parks service center	12%	46%	35%	7%	100%
Community Recreation Center expansion	21%	33%	31%	15%	100%
Water treatment and storage	33%	48%	18%	1%	100%
Storm water projects	20%	43%	33%	5%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	25%
Yes, full-time	66%
Yes, part-time	9%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	76%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	11%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	9%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Windsor?	Percent of respondents
Less than 2 years	19%
2 to 5 years	22%
6 to 10 years	24%
11 to 20 years	23%
More than 20 years	12%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	85%
House attached to one or more houses (e.g., a duplex or townhome)	5%
Building with two or more apartments or condominiums	10%
Mobile home	0%
Other	0%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	20%
Owned by you or someone in this house with a mortgage or free and clear	80%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	5%
\$300 to \$599 per month	11%
\$600 to \$999 per month	13%
\$1,000 to \$1,499 per month	33%
\$1,500 to \$2,499 per month	29%
\$2,500 or more per month	10%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	52%
Yes	48%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	79%
Yes	21%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	9%
\$25,000 to \$49,999	17%
\$50,000 to \$99,999	38%
\$100,000 to \$149,999	23%
\$150,000 or more	13%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	92%
Yes, I consider myself to be Spanish, Hispanic or Latino	8%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	1%
Asian, Asian Indian or Pacific Islander	1%
Black or African American	0%
White	95%
Other	4%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	2%
25 to 34 years	20%
35 to 44 years	25%
45 to 54 years	21%
55 to 64 years	14%
65 to 74 years	10%
75 years or older	8%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	51%
Male	49%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	7%
Yes	92%
Ineligible to vote	1%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	11%
Yes	88%
Ineligible to vote	1%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	4%
Yes	96%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	49%
Yes	51%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	34%
Land line	46%
Both	20%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total	
Windsor as a place to live	54%	264	42%	207	4%	18	1%	3	0%	0	100%	493
Your neighborhood as a place to live	48%	236	43%	209	8%	39	1%	5	0%	0	100%	490
Windsor as a place to raise children	49%	240	34%	167	3%	12	2%	8	12%	59	100%	486
Windsor as a place to work	14%	69	21%	102	20%	94	9%	45	35%	169	100%	479
Windsor as a place to retire	33%	157	36%	175	8%	37	3%	13	21%	101	100%	483
The overall quality of life in Windsor	40%	198	53%	258	6%	29	1%	5	0%	0	100%	490

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	28%	137	54%	263	14%	66	2%	11	2%	10	100%	487
Openness and acceptance of the community toward people of diverse backgrounds	17%	81	45%	219	21%	104	5%	27	12%	58	100%	488
Overall appearance of Windsor	31%	153	57%	281	11%	52	1%	6	0%	1	100%	492
Cleanliness of Windsor	38%	187	53%	259	7%	37	1%	6	0%	1	100%	489
Overall quality of new development in Windsor	20%	96	53%	259	17%	84	5%	25	5%	25	100%	490
Variety of housing options	15%	73	44%	216	27%	134	7%	36	7%	32	100%	490
Overall quality of business and service establishments in Windsor	11%	53	47%	231	36%	178	5%	26	1%	4	100%	491
Shopping opportunities	4%	19	23%	115	53%	258	20%	96	0%	2	100%	490
Opportunities to attend cultural activities	11%	55	41%	201	32%	159	9%	43	7%	33	100%	491
Recreational opportunities	22%	108	47%	232	22%	110	5%	25	3%	17	100%	491
Employment opportunities	4%	17	15%	75	31%	153	21%	102	29%	140	100%	487
Educational opportunities	11%	54	39%	191	27%	132	8%	38	15%	74	100%	488
Opportunities to participate in social events and activities	18%	88	47%	232	26%	130	3%	15	5%	26	100%	492

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in religious or spiritual events and activities	22%	106	44%	215	15%	72	3%	14	17%	85	100%
Opportunities to volunteer	13%	67	38%	188	20%	100	2%	8	27%	131	100%	494
Opportunities to participate in community matters	14%	66	42%	206	24%	116	3%	15	17%	81	100%	485
Ease of car travel in Windsor	30%	146	53%	260	13%	66	4%	19	1%	4	100%	494
Ease of bicycle travel in Windsor	25%	122	46%	226	13%	64	4%	18	12%	61	100%	491
Ease of walking in Windsor	31%	152	54%	264	11%	55	1%	7	2%	12	100%	490
Availability of paths and walking trails	39%	192	45%	219	13%	63	1%	6	2%	12	100%	492
Traffic flow on major streets	20%	100	52%	256	22%	107	6%	28	0%	2	100%	492
Amount of public parking	16%	79	50%	241	24%	117	6%	31	3%	15	100%	483
Availability of affordable quality housing	9%	46	39%	193	26%	127	11%	54	15%	71	100%	490
Availability of affordable quality child care	4%	18	19%	94	17%	82	6%	28	54%	261	100%	484
Availability of affordable quality health care	11%	54	44%	214	18%	90	6%	30	21%	103	100%	491
Availability of affordable quality food	16%	79	49%	241	25%	122	7%	36	3%	13	100%	492
Availability of preventive health services	11%	54	46%	227	18%	88	5%	26	19%	95	100%	490
Air quality	26%	127	55%	268	14%	67	2%	9	3%	16	100%	487
Quality of overall natural environment in Windsor	23%	113	61%	297	13%	64	2%	10	1%	4	100%	489
Overall image or reputation of Windsor	33%	162	54%	265	10%	48	2%	11	1%	3	100%	490

Question 3: Growth														
Please rate the speed of growth in the following categories in Windsor over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	1%	3	3%	16	53%	261	22%	109	8%	41	12%	60	100%
Retail growth (stores, restaurants, etc.)	10%	49	39%	191	37%	179	4%	18	2%	8	9%	43	100%	488
Jobs growth	13%	65	32%	155	14%	66	1%	4	1%	4	39%	189	100%	483

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Windsor?	Percent of respondents	Count
Not a problem	21%	103
Minor problem	53%	257
Moderate problem	16%	79
Major problem	4%	22
Don't know	5%	26
Total	100%	487

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Windsor:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	67%	328	25%	126	4%	22	1%	6	1%	2	2%	8	100%
Property crimes (e.g., burglary, theft)	40%	194	44%	215	9%	44	4%	21	1%	6	2%	11	100%	490
Environmental hazards, including toxic waste	45%	224	27%	135	10%	48	8%	40	2%	12	7%	35	100%	493

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	84%	418	12%	59	2%	10	0%	2	0%	2	1%	3	100%
In your neighborhood after dark	56%	276	36%	177	5%	23	2%	9	1%	4	1%	5	100%	494
In Windsor's downtown area during the day	79%	391	16%	79	1%	7	0%	1	0%	1	3%	14	100%	493
In Windsor's downtown area after dark	39%	193	39%	192	8%	39	2%	11	1%	4	11%	54	100%	493

Question 7: Contact with Police Department									
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	No		Yes		Don't know		Total		
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	62%	303	37%	181	1%	4	100%	488	

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	42%	74	36%	65	17%	30	6%	10	0%	0	100%	179

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	92%	450
Yes	8%	39
Don't know	0%	0
Total	100%	489

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	13%	5
Yes	87%	33
Don't know	0%	0
Total	100%	38

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Windsor?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Windsor public libraries or their services	31%	154	16%	79	26%	126	15%	75	12%	58	100%
Used Windsor recreation centers	35%	172	26%	127	24%	117	7%	35	8%	39	100%	490
Participated in a recreation program or activity	42%	206	22%	109	25%	122	5%	24	6%	29	100%	490
Visited a neighborhood park or Town park	7%	34	21%	101	37%	179	17%	84	18%	85	100%	484
Attended a meeting of local elected officials or other local public meeting	77%	380	16%	80	5%	23	0%	1	2%	8	100%	491
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	80%	391	15%	73	4%	20	1%	5	1%	3	100%	492
Visited the Town of Windsor Web site (at www.windsorgov.com)	29%	143	28%	136	31%	149	8%	41	4%	18	100%	487
Recycled used paper, cans or bottles from your home	20%	98	7%	35	11%	55	14%	67	47%	230	100%	485
Volunteered your time to some group or activity in Windsor	63%	309	17%	81	11%	55	3%	14	6%	30	100%	488
Participated in religious or spiritual activities in Windsor	53%	258	16%	76	11%	55	4%	21	16%	78	100%	488
Participated in a club or civic group in Windsor	77%	379	8%	40	8%	40	4%	19	3%	12	100%	489
Provided help to a friend or neighbor	5%	25	19%	96	45%	220	19%	95	12%	58	100%	493

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	17%	84
Several times a week	34%	168
Several times a month	31%	155
Less than several times a month	18%	87
Total	100%	494

Question 13: Service Quality												
Please rate the quality of each of the following services in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	32%	157	44%	215	10%	47	2%	11	12%	60	100%	490
Fire services	37%	181	38%	188	3%	16	1%	6	20%	100	100%	490
Ambulance or emergency medical services	25%	124	32%	158	5%	27	2%	10	35%	173	100%	491
Crime prevention	22%	109	41%	202	9%	42	3%	13	26%	125	100%	490
Fire prevention and education	23%	112	34%	168	5%	25	1%	5	37%	179	100%	489
Municipal courts	8%	41	19%	93	8%	37	2%	9	63%	308	100%	487
Traffic enforcement	21%	104	44%	215	16%	76	5%	23	15%	71	100%	490
Street repair	11%	56	45%	220	30%	147	7%	36	6%	28	100%	488
Street cleaning	15%	75	49%	240	22%	111	5%	25	8%	41	100%	492
Street lighting	16%	78	55%	267	21%	101	5%	25	4%	17	100%	488
Snow removal	14%	67	42%	207	29%	141	12%	61	3%	15	100%	491
Sidewalk maintenance	16%	76	47%	229	24%	119	4%	21	9%	42	100%	488
Traffic signal timing	15%	74	51%	248	23%	114	7%	34	4%	18	100%	488
Garbage collection	28%	136	53%	260	9%	45	1%	5	9%	45	100%	492
Recycling	28%	138	41%	202	11%	53	3%	15	16%	80	100%	489
Storm drainage	18%	89	48%	232	15%	74	2%	11	16%	79	100%	486
Drinking water	32%	159	53%	259	11%	53	2%	10	2%	12	100%	492
Sewer services	25%	123	54%	267	8%	39	1%	5	12%	56	100%	489
Power (electric and/or gas) utility	25%	120	60%	294	10%	48	2%	9	4%	19	100%	491
Town parks	44%	213	46%	224	7%	35	1%	3	3%	14	100%	489
Recreation programs or classes	25%	121	38%	184	9%	44	2%	10	27%	131	100%	490
Recreation centers or facilities	24%	118	46%	225	10%	47	2%	11	18%	86	100%	487
Land use, planning and zoning	8%	41	37%	180	19%	91	6%	31	29%	141	100%	485
Code enforcement (weeds, abandoned buildings, etc.)	10%	50	35%	171	23%	110	8%	39	24%	116	100%	486
Animal control	14%	70	38%	186	18%	90	3%	16	26%	127	100%	489
Economic development	9%	42	37%	178	26%	125	6%	31	22%	109	100%	486

Question 13: Service Quality												
Please rate the quality of each of the following services in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total	
	Health services	15%	72	47%	231	16%	78	2%	10	20%	99	100%
Services to seniors	11%	52	33%	160	7%	36	3%	14	47%	228	100%	490
Services to youth	12%	59	40%	194	10%	50	2%	12	35%	172	100%	488
Services to low-income people	5%	23	16%	78	12%	56	4%	19	64%	309	100%	485
Public library services	37%	182	36%	178	7%	33	1%	6	19%	91	100%	489
Public schools	22%	109	40%	195	8%	38	2%	12	27%	133	100%	487
Cable television	14%	70	37%	182	15%	74	4%	20	29%	140	100%	487
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	59	30%	148	17%	80	6%	28	35%	171	100%	486
Preservation of natural areas such as open space, farmlands and greenbelts	14%	68	51%	245	17%	84	6%	27	12%	59	100%	484

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The Town of Windsor	22%	108	59%	288	10%	51	3%	16	5%	26	100%
The Federal Government	4%	20	27%	134	29%	142	20%	97	19%	94	100%	488
The State Government	5%	22	32%	157	36%	176	10%	48	17%	85	100%	489
Weld County Government	6%	28	35%	173	28%	134	8%	37	24%	115	100%	488
Larimer County Government	5%	22	36%	174	20%	99	4%	19	35%	173	100%	487

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Windsor to someone who asks	66%	324	28%	136	3%	16	3%	13	1%	3	100%
Remain in Windsor for the next five years	69%	342	20%	100	3%	15	5%	25	2%	9	100%	492

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	5%	25
Somewhat positive	21%	101
Neutral	51%	250
Somewhat negative	19%	95
Very negative	4%	19
Total	100%	489

Question 17: Contact with Town Employees		
Have you had any in-person, phone or email contact with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	47%	225
Yes	53%	257
Total	100%	482

Question 18: Town Employees												
What was your impression of the employee(s) of the Town of Windsor in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	41%	104	41%	106	13%	33	4%	11	1%	2	100%
Responsiveness	45%	115	39%	100	10%	26	6%	15	0%	0	100%	256
Courtesy	48%	123	39%	100	8%	21	5%	13	0%	0	100%	256
Overall impression	43%	109	41%	106	10%	26	6%	15	0%	0	100%	256

Question 19: Government Performance												
Please rate the following categories of Windsor government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Windsor	13%	61	46%	220	21%	101	6%	30	15%	72	100%
The overall direction that Windsor is taking	11%	56	51%	248	21%	100	7%	32	10%	50	100%	486
The job Windsor government does at welcoming citizen involvement	10%	47	34%	162	21%	101	7%	33	29%	139	100%	483

Question 20a: Custom Question 1									
Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:	Major source		Minor source		Not a source		Total		
	Local newspaper	48%	234	35%	171	17%	83	100%	488
Town Web site (www.windsorgov.com)	22%	105	46%	221	31%	149	100%	476	
Social media (e.g., Facebook, Twitter)	15%	69	23%	110	62%	297	100%	477	
Direct e-mails	13%	63	29%	138	58%	275	100%	476	
Direct mailings	23%	112	48%	232	29%	138	100%	482	
Television	19%	91	28%	135	53%	259	100%	485	

Question 20b: Custom Question 2		
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?	Percent of respondents	Count
Very familiar	47%	234
Somewhat familiar	45%	223
Not at all familiar	7%	37
Total	100%	494

Question 20c: Custom Question 3		
How likely, if at all, are you to participate in any of the events listed above in the next twelve months?	Percent of respondents	Count
Very likely	54%	264
Somewhat likely	37%	183
Not at all likely	9%	47
Total	100%	494

Question 22d: Custom Question 4												
Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Street resurfacing and repair	22%	109	45%	223	28%	138	2%	7	3%	14	100%
Public Works/Parks service center	11%	55	41%	202	32%	156	6%	29	10%	47	100%	488
Community Recreation Center expansion	20%	99	31%	154	29%	141	14%	68	6%	28	100%	490
Water treatment and storage	31%	151	44%	218	16%	79	1%	4	8%	39	100%	491
Storm water projects	17%	83	37%	181	29%	141	4%	20	13%	65	100%	489

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	25%	125
Yes, full-time	66%	324
Yes, part-time	9%	42
Total	100%	491

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	76%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	11%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	9%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Windsor?	Percent of respondents	Count
Less than 2 years	19%	96
2 to 5 years	22%	111
6 to 10 years	24%	118
11 to 20 years	23%	112
More than 20 years	12%	58
Total	100%	494

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	85%	418
House attached to one or more houses (e.g., a duplex or townhome)	5%	24
Building with two or more apartments or condominiums	10%	49
Mobile home	0%	0
Other	0%	1
Total	100%	492

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	20%	94
Owned by you or someone in this house with a mortgage or free and clear	80%	384
Total	100%	478

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	5%	23
\$300 to \$599 per month	11%	53
\$600 to \$999 per month	13%	64
\$1,000 to \$1,499 per month	33%	157
\$1,500 to \$2,499 per month	29%	137
\$2,500 or more per month	10%	46
Total	100%	481

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	52%	254
Yes	48%	230
Total	100%	485

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	79%	389
Yes	21%	104
Total	100%	493

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	9%	40
\$25,000 to \$49,999	17%	78
\$50,000 to \$99,999	38%	178
\$100,000 to \$149,999	23%	109
\$150,000 or more	13%	62
Total	100%	467

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	92%	442
Yes, I consider myself to be Spanish, Hispanic or Latino	8%	41
Total	100%	483

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	1%	3
Asian, Asian Indian or Pacific Islander	1%	2
Black or African American	0%	1
White	95%	462
Other	4%	20
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	2%	9
25 to 34 years	20%	96
35 to 44 years	25%	124
45 to 54 years	21%	100
55 to 64 years	14%	69
65 to 74 years	10%	51
75 years or older	8%	40
Total	100%	489

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	51%	248
Male	49%	239
Total	100%	487

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	7%	34
Yes	91%	449
Ineligible to vote	1%	5
Don't know	1%	5
Total	100%	493

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	10%	52
Yes	88%	435
Ineligible to vote	1%	5
Don't know	0%	2
Total	100%	494

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	4%	20
Yes	96%	471
Total	100%	491

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	49%	239
Yes	51%	253
Total	100%	491

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	34%	80
Land line	46%	109
Both	20%	47
Total	100%	235

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS™) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by Town officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

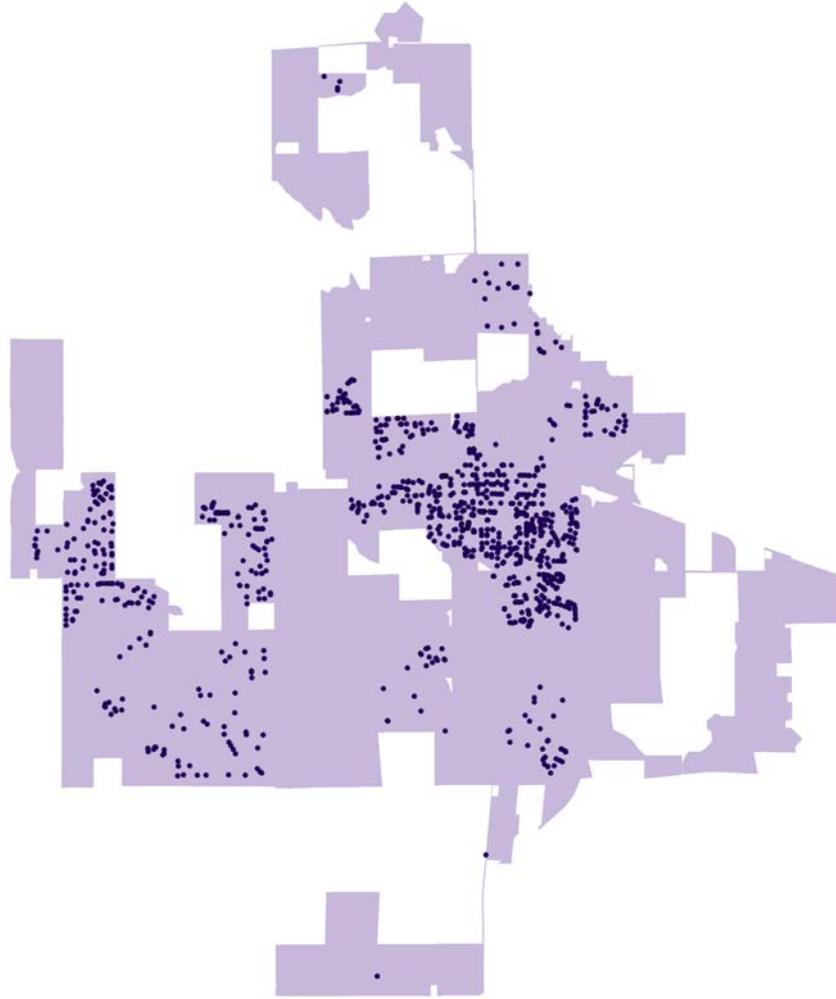
Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the Town of Windsor were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the Town of Windsor boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the Town of Windsor households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the Town of Windsor boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the Town of Windsor. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 91: LOCATION OF SURVEY RECIPIENTS



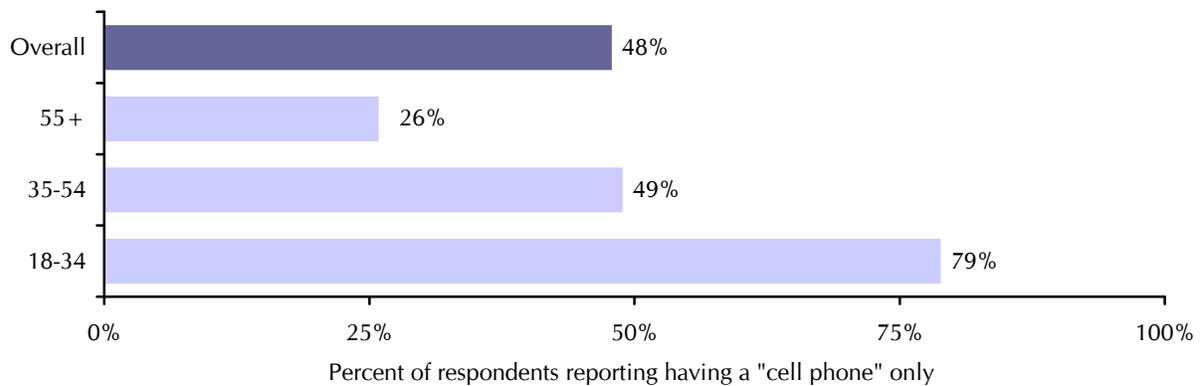
An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.¹ Among

¹ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Windsor has a “cord cutter” population greater than the nationwide 2010 estimates

FIGURE 92: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN WINDSOR



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning April 5, 2013. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the Town of Windsor survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (495 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and other population norms for adults in the Town of Windsor. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, housing unit type, race, ethnicity and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

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

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

Windsor Citizen Survey Weighting Table			
Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	20%	17%	20%
Own home	80%	83%	80%
Detached unit	85%	81%	85%
Attached unit	15%	19%	15%
Race and Ethnicity			
White	95%	93%	94%
Not white	5%	7%	6%
Not Hispanic	92%	95%	92%
Hispanic	8%	5%	8%
White alone, not Hispanic	90%	91%	89%
Hispanic and/or other race	10%	9%	11%
Sex and Age			
Female	51%	56%	51%
Male	49%	44%	49%
18-34 years of age	23%	13%	21%
35-54 years of age	46%	35%	46%
55+ years of age	31%	52%	33%
Females 18-34	12%	7%	11%
Females 35-54	23%	20%	24%
Females 55+	16%	30%	17%
Males 18-34	11%	7%	11%
Males 35-54	23%	16%	23%
Males 55+	15%	21%	15%

¹ Source: 2010 Census/2005-2009 ACS

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the *Citizen Surveys* book, but also in *Public Administration Review*, *Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Windsor to the Benchmark Database

The Town of Windsor chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was

asked) has been provided when a similar question on the Town of Windsor Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the Town of Windsor's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the Town of Windsor's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the Town of Windsor.

Dear Windsor Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the Town of Windsor. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



John S. Vazquez, Mayor

Dear Windsor Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the Town of Windsor. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

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John S. Vazquez, Mayor

Dear Windsor Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the Town of Windsor. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,



John S. Vazquez, Mayor



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301 Walnut Street - Windsor, Colorado - 80550

301 Walnut Street - Windsor, Colorado - 80550



April 2013

Dear Town of Windsor Resident:

The Town of Windsor wants to know what you think about our community and municipal government. You have been randomly selected to participate in Windsor's 2013 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the Town set benchmarks for tracking the quality of services provided to residents. Your answers will help the Town Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

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

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call (970) 674-2400.

Please help us shape the future of Windsor. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, which appears to read "John S. Vazquez". The signature is written in a cursive style with a large, looping initial "J".

John S. Vazquez, Mayor



April 2013

Dear Town of Windsor Resident:

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

Please take a few minutes to fill out the enclosed Citizen Survey. Your feedback will help the Town set benchmarks for tracking the quality of services provided to residents. Your answers will help the Town Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

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

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

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Please help us shape the future of Windsor. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink, appearing to read "John S. Vazquez". The signature is fluid and cursive, written over a light-colored background.

John S. Vazquez, Mayor

The Town of Windsor 2013 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Windsor:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Windsor as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Windsor as a place to raise children.....	1	2	3	4	5
Windsor as a place to work.....	1	2	3	4	5
Windsor as a place to retire.....	1	2	3	4	5
The overall quality of life in Windsor.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Windsor as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Overall appearance of Windsor.....	1	2	3	4	5
Cleanliness of Windsor.....	1	2	3	4	5
Overall quality of new development in Windsor.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Overall quality of business and service establishments in Windsor.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Employment opportunities.....	1	2	3	4	5
Educational opportunities.....	1	2	3	4	5
Opportunities to participate in social events and activities.....	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Windsor.....	1	2	3	4	5
Ease of bicycle travel in Windsor.....	1	2	3	4	5
Ease of walking in Windsor.....	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care.....	1	2	3	4	5
Availability of affordable quality health care.....	1	2	3	4	5
Availability of affordable quality food.....	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Windsor.....	1	2	3	4	5
Overall image or reputation of Windsor.....	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Windsor over the past 2 years:

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth.....	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Windsor?
 Not a problem Minor problem Moderate problem Major problem Don't know

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

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Windsor's downtown area during the day.....	1	2	3	4	5	6
In Windsor's downtown area after dark.....	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?

- No → Go to Question 9 Yes → Go to Question 8 Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the Town of Windsor Police Department?

- Excellent Good Fair Poor Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

- No → Go to Question 11 Yes → Go to Question 10 Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

- No Yes Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Windsor?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Windsor public libraries or their services	1	2	3	4	5
Used Windsor recreation center.....	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or Town park	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media.....	1	2	3	4	5
Visited the Town of Windsor Web site (at www.windsorgov.com).....	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Windsor	1	2	3	4	5
Participated in religious or spiritual activities in Windsor	1	2	3	4	5
Participated in a club or civic group in Windsor	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- Just about every day
 Several times a week
 Several times a month
 Less than several times a month

The Town of Windsor 2013 Citizen Survey

13. Please rate the quality of each of the following services in Windsor:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Municipal courts	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
Town parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts.....	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The Town of Windsor	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Weld County Government.....	1	2	3	4	5
Larimer County Government.....	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Windsor to someone who asks	1	2	3	4	5
Remain in Windsor for the next five years.....	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- Very positive
 Somewhat positive
 Neutral
 Somewhat negative
 Very negative

17. Have you had any in-person, phone or email contact with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to Question 19 Yes → Go to Question 18

18. What was your impression of the employee(s) of the Town of Windsor in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy.....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

19. Please rate the following categories of Windsor government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Windsor.....	1	2	3	4	5
The overall direction that Windsor is taking.....	1	2	3	4	5
The job Windsor government does at welcoming citizen involvement.....	1	2	3	4	5

20. Please check the response that comes closest to your opinion for each of the following questions:

a. Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:

	<i>Major source</i>	<i>Minor source</i>	<i>Not a source</i>
Local newspaper	1	2	3
Town Web site (www.windsorgov.com)	1	2	3
Social media (e.g., Facebook, Twitter)	1	2	3
Direct e-mails	1	2	3
Direct mailings	1	2	3
Television	1	2	3

b. How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?

- Very familiar Somewhat familiar Not at all familiar

c. How likely, if at all, are you to participate in any of the events listed above in the next twelve months?

- Very likely Somewhat likely Not at all likely

d. Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
Street resurfacing and repair.....	1	2	3	4	5
Public Works/Parks service center.....	1	2	3	4	5
Community Recreation Center expansion.....	1	2	3	4	5
Water treatment and storage.....	1	2	3	4	5
Storm water projects.....	1	2	3	4	5

The Town of Windsor 2013 Citizen Survey

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

D1. Are you currently employed for pay?

- No → Go to Question D3
- Yes, full time → Go to Question D2
- Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days
- Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults days
- Bus, rail, subway or other public transportation days
- Walk days
- Bicycle days
- Work at home days
- Other days

D3. How many years have you lived in Windsor?

- Less than 2 years 11-20 years
- 2-5 years More than 20 years
- 6-10 years

D4. Which best describes the building you live in?

- One family house detached from any other houses
- House attached to one or more houses (e.g., a duplex or townhome)
- Building with two or more apartments or condominiums
- Mobile home
- Other

D5. Is this house, apartment or mobile home...

- Rented for cash or occupied without cash payment?
- Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- Less than \$300 per month
- \$300 to \$599 per month
- \$600 to \$999 per month
- \$1,000 to \$1,499 per month
- \$1,500 to \$2,499 per month
- \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- No Yes

D8. Are you or any other members of your household aged 65 or older?

- No Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- No, not Spanish, Hispanic or Latino
- Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- American Indian or Alaskan Native
- Asian, Asian Indian or Pacific Islander
- Black or African American
- White
- Other

D12. In which category is your age?

- 18-24 years 55-64 years
- 25-34 years 65-74 years
- 35-44 years 75 years or older
- 45-54 years

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- Cell Land line Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



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TOWN OF WINDSOR, CO 2013

Benchmark Report



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 - Putting Evaluations onto the 100-point Scale 2
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UNDERSTANDING THE BENCHMARK COMPARISONS

COMPARISON DATA

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

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	17%
West ²	20%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	46%
40,000 to 74,999	19%
75,000 to 149,000	17%
150,000 or more	18%

¹ Alaska, Washington, Oregon, California, Hawaii

² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵ Oklahoma, Texas, Louisiana, Arkansas

⁶ West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

⁷ New York, Pennsylvania, New Jersey

⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

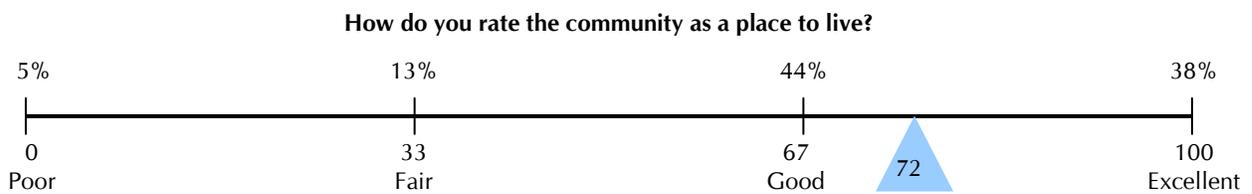
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “excellent” = 100, “good” = 67, “fair” = 33 and “poor” = 0. If everyone reported “excellent,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor,” the result would be 0 on the 100-point scale. If half the respondents gave a score of “excellent” and half gave a score of “poor,” the average would be in the middle of the scale (like the center post of a teeter totter) between “fair” and “good.” An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step 1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	= 36 ÷ (100-5) =	38%	100	= 38% x 100 =	38
Good	42%	= 42 ÷ (100-5) =	44%	67	= 44% x 67 =	30
Fair	12%	= 12 ÷ (100-5) =	13%	33	= 13% x 33 =	4
Poor	5%	= 5 ÷ (100-5) =	5%	0	= 5% x 0 =	0
Don’t know	5%		--			
Total	100%		100%			72



INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The final column shows the comparison of your jurisdiction's average rating to the benchmark.

Where comparisons for quality ratings were available, the Town of Windsor's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the Town of Windsor's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall quality of life in Windsor	77	71	370	Much above
Your neighborhood as place to live	79	39	250	Much above
Windsor as a place to live	83	52	312	Much above
Recommend living in Windsor to someone who asks	86	38	215	Much above
Remain in Windsor for the next five years	86	21	214	Much above

Community Transportation Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Ease of car travel in Windsor	70	12	246	Much above
Ease of bicycle travel in Windsor	68	17	247	Much above
Ease of walking in Windsor	72	29	240	Much above
Availability of paths and walking trails	75	21	218	Much above
Traffic flow on major streets	62	19	274	Much above

Drive Alone Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	76	106	200	Similar

Transportation and Parking Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Street repair	55	93	355	Much above
Street cleaning	60	91	239	Above
Street lighting	62	47	267	Much above
Snow removal	53	159	246	Below
Sidewalk maintenance	60	48	244	Much above
Traffic signal timing	59	12	210	Much above
Amount of public parking	60	21	196	Much above

Housing Characteristics Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality housing	52	72	257	Much above
Variety of housing options	57	79	210	Above

Housing Costs Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	28	148	204	Much less

Built Environment Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Quality of new development in Windsor	64	39	236	Much above
Overall appearance of Windsor	73	49	290	Much above

Population Growth Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Population growth seen as too fast	35	110	207	Similar

Nuisance Problems Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	5	135	206	Much less

Planning and Community Code Enforcement Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Land use, planning and zoning	56	42	240	Much above
Code enforcement (weeds, abandoned buildings, etc.)	54	87	300	Much above
Animal control	62	68	271	Much above

Economic Sustainability and Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Employment opportunities	34	153	255	Below
Shopping opportunities	37	206	241	Much below
Windsor as a place to work	54	161	281	Similar
Overall quality of business and service establishments in Windsor	55	124	210	Similar

Economic Development Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Economic development	54	58	237	Much above

Job and Retail Growth Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Retail growth seen as too slow	54	46	207	Much more
Jobs growth seen as too slow	75	128	209	Less

Personal Economic Future Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Positive impact of economy on household income	26	26	202	Much above

Community and Personal Public Safety Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In your neighborhood during the day	95	27	284	Much above
In your neighborhood after dark	86	16	275	Much above
In Windsor's downtown area during the day	95	20	243	Much above
In Windsor's downtown area after dark	82	26	246	Much above
Violent crime (e.g., rape, assault, robbery)	90	20	243	Much above
Property crimes (e.g., burglary, theft)	80	11	244	Much above
Environmental hazards, including toxic waste	78	92	207	Similar

Crime Victimization and Reporting Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Victim of crime	8	169	218	Less
Reported crimes	87	60	215	Much more

Public Safety Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Police services	73	86	350	Much above
Fire services	80	109	293	Similar
Ambulance or emergency medical services	75	166	269	Similar
Crime prevention	70	49	289	Much above
Fire prevention and education	75	34	238	Much above
Traffic enforcement	65	40	308	Much above
Courts	64	42	168	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	59	97	230	Similar

Contact with Police and Fire Departments Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with the Town of Windsor Police Department	37	62	128	Similar
Overall impression of most recent contact with the Town of Windsor Police Department	71	44	129	Above

Community Environment Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cleanliness of Windsor	76	31	221	Much above
Quality of overall natural environment in Windsor	69	71	221	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	61	57	214	Much above
Air quality	70	47	203	Much above

Frequency of Recycling Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	80	136	205	Less

Utility Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Power (electric and/or gas) utility	71	15	119	Much above
Sewer services	72	31	253	Much above
Drinking water	73	31	262	Much above
Storm drainage	66	36	309	Much above
Recycling	71	127	298	Above
Garbage collection	73	135	292	Similar

Community Recreational Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recreation opportunities	63	103	251	Above

Participation in Parks and Recreation Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Windsor recreation centers	65	37	177	Much more
Participated in a recreation program or activity	58	29	203	Much more
Visited a neighborhood park or Town park	93	21	208	Much more

Parks and Recreation Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Town parks	79	44	263	Much above
Recreation programs or classes	72	53	267	Much above
Recreation centers or facilities	71	52	230	Much above

Cultural and Educational Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to attend cultural activities	53	113	252	Similar
Educational opportunities	54	135	227	Below

Participation in Cultural and Educational Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Windsor public libraries or their services	69	120	185	Similar
Participated in religious or spiritual activities in Windsor	47	105	152	Less

Cultural and Educational Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Public schools	71	58	205	Much above
Public library services	78	65	288	Much above

Community Health and Wellness Access and Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality health care	59	52	204	Much above
Availability of affordable quality food	59	88	167	Similar
Availability of preventive health services	59	51	163	Above

Health and Wellness Services Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Health services	64	47	160	Much above

Community Quality and Inclusiveness Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Sense of community	70	26	255	Much above
Openness and acceptance of the community toward people of diverse backgrounds	61	81	236	Above
Availability of affordable quality child care	49	79	210	Above
Windsor as a place to raise kids	83	32	307	Much above
Windsor as a place to retire	75	21	295	Much above

Services Provided for Population Subgroups Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services to seniors	65	69	250	Much above
Services to youth	65	47	232	Much above
Services to low income people	53	46	209	Much above

Civic Engagement Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in community matters	60	82	209	Similar
Opportunities to volunteer	62	135	211	Similar

Participation in Civic Engagement Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	23	123	211	Similar
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	20	154	170	Much less
Volunteered your time to some group or activity in Windsor	37	143	207	Much less
Participated in a club or civic group in Windsor	23	136	179	Much less
Provided help to a friend or neighbor	95	68	177	Similar

Voter Behavior Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Registered to vote	92	17	211	Much more
Voted in last general election	88	9	211	Much more

Use of Information Sources Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Visited the Town of Windsor Web site	71	40	204	Much more

Local Government Media Services and Information Dissemination Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Cable television	63	8	159	Much above

Social Engagement Opportunities Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Opportunities to participate in social events and activities	62	64	202	Above
Opportunities to participate in religious or spiritual events and activities	67	79	166	Similar

Contact with Immediate Neighbors Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	51	69	195	Similar

Public Trust Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Value of services for the taxes paid to Windsor	59	61	329	Much above
The overall direction that Windsor is taking	58	74	273	Much above
Job Windsor government does at welcoming citizen involvement	55	69	257	Much above
Overall image or reputation of Windsor	73	60	285	Much above

Services Provided by Local, State and Federal Governments Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services provided by the Town of Windsor	69	92	346	Much above
Services provided by the Federal Government	40	144	211	Similar
Services provided by the State Government	46	71	212	Above
Services provided by Weld County Government	51	83	178	Similar

Contact with Town Employees Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Had contact with Town employee(s) in last 12 months	53	80	244	More

Perceptions of Town Employees (Among Those Who Had Contact) Benchmarks				
	Windsor average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Knowledge	73	117	269	Similar
Responsiveness	74	73	269	Above
Courteousness	77	76	227	Above
Overall impression	74	83	306	Much above

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Auburn, AL.....	53,380	San Diego, CA	1,307,402
Dothan, AL.....	65,496	San Jose, CA.....	945,942
Gulf Shores, AL	9,741	San Rafael, CA	57,713
Vestavia Hills, AL	34,033	Santa Clarita, CA	176,320
Fort Smith, AR.....	86,209	Santa Monica, CA	89,736
Casa Grande, AZ.....	48,571	Seaside, CA.....	33,025
Chandler, AZ.....	236,123	South Lake Tahoe, CA.....	21,403
Dewey-Humboldt, AZ.....	3,894	Sunnyvale, CA	140,081
Flagstaff, AZ	65,870	Temecula, CA	100,097
Florence, AZ	25,536	Thousand Oaks, CA	126,683
Fountain Hills, AZ.....	22,489	Visalia, CA.....	124,442
Goodyear, AZ	65,275	Walnut Creek, CA.....	64,173
Green Valley, AZ	21,391	Adams County, CO.....	441,603
Maricopa County, AZ.....	3,817,117	Arapahoe County, CO.....	572,003
Mesa, AZ.....	439,041	Arvada, CO.....	106,433
Nogales, AZ	20,837	Aspen, CO	6,658
Peoria, AZ	154,065	Aurora, CO	325,078
Phoenix, AZ	1,445,632	Boulder County, CO	294,567
Pinal County, AZ.....	375,770	Boulder, CO	97,385
Queen Creek, AZ	26,361	Broomfield, CO	55,889
Sahuarita, AZ.....	25,259	Castle Pines, CO	10,360
Scottsdale, AZ	217,385	Castle Rock, CO.....	48,231
Surprise, AZ	117,517	Centennial, CO.....	100,377
Tempe, AZ	161,719	Commerce City, CO.....	45,913
Yuma, AZ.....	93,064	Crested Butte, CO	1,487
Apple Valley, CA.....	69,135	Denver, CO	600,158
Benicia, CA	26,997	Douglas County, CO.....	285,465
Brea, CA.....	39,282	Englewood, CO	30,255
Citrus Heights, CA.....	83,301	Erie, CO	18,135
Concord, CA	122,067	Estes Park, CO.....	5,858
Coronado, CA	18,912	Fort Collins, CO.....	143,986
Cupertino, CA	58,302	Fruita, CO.....	12,646
El Cerrito, CA	23,549	Georgetown, CO	1,034
Elk Grove, CA	153,015	Greeley, CO	92,889
Encinitas, CA.....	59,518	Gunnison County, CO	15,324
Fremont, CA.....	214,089	Highlands Ranch, CO	96,713
Laguna Beach, CA	22,723	Hudson, CO	2,356
Laguna Hills, CA	30,344	Jefferson County, CO	534,543
Livermore, CA.....	80,968	Lafayette, CO	24,453
Marin County, CA	252,409	Larimer County, CO.....	299,630
Menlo Park, CA.....	32,026	Littleton, CO	41,737
Mission Viejo, CA	93,305	Lone Tree, CO	10,218
Monterey, CA.....	27,810	Longmont, CO	86,270
Newport Beach, CA	85,186	Louisville, CO.....	18,376
Novato, CA	51,904	Montrose, CO	19,132
Palm Springs, CA.....	44,552	Northglenn, CO	35,789
Palo Alto, CA	64,403	Parker, CO.....	45,297
Pasadena, CA.....	137,122	Pueblo, CO.....	106,595
Richmond, CA.....	103,701	Rifle, CO.....	9,172
San Carlos, CA	28,406	Salida, CO	5,236

Thornton, CO.....	118,772	Altoona, IA.....	14,541
Vail, CO.....	5,305	Ames, IA.....	58,965
Westminster, CO.....	106,114	Ankeny, IA.....	45,582
Wheat Ridge, CO.....	30,166	Bettendorf, IA.....	33,217
Coventry, CT.....	2,990	Cedar Falls, IA.....	39,260
Hartford, CT.....	124,775	Cedar Rapids, IA.....	126,326
Windsor, CT.....	29,044	Clive, IA.....	15,447
Halton Hills, Canada.....	10,255	Davenport, IA.....	99,685
Dover, DE.....	36,047	Des Moines, IA.....	203,433
Milford, DE.....	9,559	Indianola, IA.....	14,782
Rehoboth Beach, DE.....	1,327	Marion, IA.....	33,309
Brevard County, FL.....	543,376	Muscataine, IA.....	22,886
Cape Coral, FL.....	154,305	Urbandale, IA.....	39,463
Charlotte County, FL.....	159,978	West Des Moines, IA.....	56,609
Clearwater, FL.....	107,685	Boise, ID.....	205,671
Cooper City, FL.....	28,547	Hailey, ID.....	7,960
Dade City, FL.....	6,437	Jerome, ID.....	10,890
Dania Beach, FL.....	29,639	Meridian, ID.....	75,092
Delray Beach, FL.....	60,522	Moscow, ID.....	23,800
Destin, FL.....	12,305	Pocatello, ID.....	54,255
Escambia County, FL.....	297,619	Post Falls, ID.....	27,574
Gainesville, FL.....	124,354	Twin Falls, ID.....	44,125
Jupiter, FL.....	55,156	Bloomington, IL.....	76,610
Lee County, FL.....	618,754	Centralia, IL.....	13,032
Miami Beach, FL.....	87,779	Collinsville, IL.....	25,579
North Palm Beach, FL.....	12,015	Crystal Lake, IL.....	40,743
Oakland Park, FL.....	41,363	Elmhurst, IL.....	44,121
Ocala, FL.....	56,315	Freeport, IL.....	25,638
Oviedo, FL.....	33,342	Highland Park, IL.....	29,763
Palm Beach County, FL.....	1,320,134	Lyons, IL.....	10,729
Palm Coast, FL.....	75,180	Naperville, IL.....	141,853
Panama City, FL.....	36,484	Oak Park, IL.....	51,878
Pasco County, FL.....	464,697	O'Fallon, IL.....	28,281
Polk County, FL.....	602,095	Orland Park, IL.....	56,767
Port Orange, FL.....	56,048	Park Ridge, IL.....	37,480
Port St. Lucie, FL.....	164,603	Peoria County, IL.....	186,494
Sanford, FL.....	53,570	Riverside, IL.....	8,875
Sarasota County, FL.....	379,448	Rockford Park District, IL.....	152,871
Sarasota, FL.....	51,917	Sherman, IL.....	4,148
Winter Garden, FL.....	34,568	Skokie, IL.....	64,784
Albany, GA.....	77,434	Wilmington, IL.....	5,724
Cartersville, GA.....	19,731	Brownsburg, IN.....	21,285
Conyers, GA.....	15,195	Fishers, IN.....	76,794
Decatur, GA.....	19,335	Munster, IN.....	23,603
McDonough, GA.....	22,084	Noblesville, IN.....	51,969
Peachtree City, GA.....	34,364	Abilene, KS.....	6,844
Roswell, GA.....	88,346	Garden City, KS.....	26,658
Sandy Springs, GA.....	93,853	Gardner, KS.....	19,123
Savannah, GA.....	136,286	Johnson County, KS.....	544,179
Smyrna, GA.....	51,271	Lawrence, KS.....	87,643
Snellville, GA.....	18,242	Merriam, KS.....	11,003
Suwanee, GA.....	15,355	Olathe, KS.....	125,872
Honolulu, HI.....	953,207	Roeland Park, KS.....	6,731

Shawnee, KS	62,209	Blaine, MN	57,186
Wichita, KS	382,368	Bloomington, MN	82,893
Bowling Green, KY.....	58,067	Carver County, MN.....	91,042
Paducah, KY.....	25,024	Chanhassen, MN.....	22,952
New Orleans, LA.....	343,829	Coon Rapids, MN	61,476
Andover, MA.....	8,762	Dakota County, MN.....	398,552
Barnstable, MA.....	45,193	Duluth, MN	86,265
Bedford, MA.....	13,320	East Grand Forks, MN	8,601
Cambridge, MA	105,162	Eden Prairie, MN.....	60,797
Concord, MA	17,668	Edina, MN.....	47,941
Holden, MA	17,346	Elk River, MN	22,974
Needham, MA.....	28,886	Hutchinson, MN	14,178
Southborough, MA	9,767	Lakeville, MN	55,954
Wrentham, MA	10,955	Mankato, MN.....	39,309
Annapolis, MD.....	38,394	Maple Grove, MN.....	61,567
Baltimore County, MD	805,029	Mayer, MN	1,749
Baltimore, MD	620,961	Minneapolis, MN	382,578
Dorchester County, MD	32,618	New Brighton, MN	21,456
Gaithersburg, MD	59,933	Olmsted County, MN.....	144,248
La Plata, MD	8,753	Plymouth, MN	70,576
Montgomery County, MD	971,777	Savage, MN	26,911
Rockville, MD.....	61,209	Scott County, MN	129,928
Takoma Park, MD	16,715	Shorewood, MN	7,307
Freeport, ME.....	1,485	St. Cloud, MN.....	65,842
Lewiston, ME.....	36,592	St. Louis County, MN.....	200,226
Saco, ME	18,482	St. Louis Park, MN	45,250
Scarborough, ME.....	4,403	Washington County, MN	238,136
South Portland, ME.....	25,002	Blue Springs, MO.....	52,575
Ann Arbor, MI.....	113,934	Boonville, MO	8,319
Battle Creek, MI	52,347	Branson, MO	10,520
Bloomfield Hills, MI.....	3,869	Cape Girardeau, MO	37,941
East Lansing, MI	48,579	Clayton, MO.....	15,939
Escanaba, MI	12,616	Columbia, MO.....	108,500
Farmington Hills, MI	79,740	Harrisonville, MO	10,019
Flushing, MI	8,389	Jefferson City, MO	43,079
Holland, MI.....	33,051	Lee's Summit, MO	91,364
Howell, MI.....	9,489	Maryland Heights, MO	27,472
Hudsonville, MI	7,116	Platte City, MO	4,691
Jackson County, MI	160,248	Raymore, MO	19,206
Kalamazoo, MI.....	74,262	Richmond Heights, MO	8,603
Meridian Charter Township, MI.....	39,688	Riverside, MO.....	2,937
Midland, MI	41,863	Rolla, MO.....	19,559
Novi, MI.....	55,224	Wentzville, MO	29,070
Oakland Township, MI.....	16,779	Billings, MT	104,170
Otsego County, MI.....	24,164	Missoula, MT	66,788
Petoskey, MI.....	5,670	Asheville, NC.....	83,393
Port Huron, MI.....	30,184	Cabarrus County, NC.....	178,011
Rochester, MI	12,711	Cary, NC.....	135,234
Royal Oak, MI.....	57,236	Chapel Hill, NC	57,233
Sterling Heights, MI.....	129,699	Charlotte, NC.....	731,424
Whitewater Township, MI	2,597	Davidson, NC	10,944
Albert Lea, MN.....	18,016	High Point, NC	104,371
Beltrami County, MN	44,442	Hillsborough, NC.....	6,087

Huntersville, NC	46,773	Springfield, OR	59,403
Indian Trail, NC.....	33,518	Tualatin, OR	26,054
Mecklenburg County, NC.....	919,628	Umatilla, OR.....	6,906
Mooresville, NC.....	32,711	Wilsonville, OR	19,509
Pinehurst, NC.....	13,124	Chambersburg, PA	20,268
Stallings, NC	13,831	Cranberry Township, PA	28,098
Wake Forest, NC.....	30,117	Kennett Square, PA	6,072
Weddington, NC.....	9,459	Kutztown Borough, PA.....	5,012
Wilmington, NC.....	106,476	Lower Providence Township, PA	25,436
Winston-Salem, NC.....	229,617	Peters Township, PA	21,213
Wahpeton, ND.....	7,766	Radnor Township, PA	31,531
Grand Island, NE.....	48,520	State College, PA.....	42,034
La Vista, NE.....	15,758	West Chester, PA	18,461
Lincoln, NE	258,379	East Providence, RI.....	47,037
Papillion, NE	18,894	Newport, RI	24,672
Brookline, NH.....	4,991	Greer, SC	25,515
Dover, NH	29,987	Rock Hill, SC	66,154
Lebanon, NH	13,151	Rapid City, SD	67,956
Summit, NJ.....	21,457	Sioux Falls, SD.....	153,888
Las Cruces, NM.....	97,618	Bristol, TN	26,702
Los Alamos County, NM	17,950	Cookeville, TN.....	30,435
Rio Rancho, NM	87,521	Germantown, TN.....	38,844
San Juan County, NM.....	130,044	Johnson City, TN.....	63,152
Henderson, NV	257,729	Morristown, TN	29,137
North Las Vegas, NV	216,961	Sevierville, TN	14,807
Sparks, NV	90,264	White House, TN.....	10,255
Washoe County, NV	421,407	Arlington, TX	365,438
Geneva, NY	13,261	Austin, TX	790,390
New York City, NY.....	8,175,133	Baytown, TX	71,802
Ogdensburg, NY	11,128	Benbrook, TX.....	21,234
Blue Ash, OH.....	12,114	Bryan, TX.....	76,201
Dublin, OH.....	41,751	Burleson, TX	36,690
Hamilton, OH.....	62,477	College Station, TX.....	93,857
Hudson, OH	22,262	Colleyville, TX	22,807
Piqua, OH	20,522	Corpus Christi, TX.....	305,215
Springboro, OH.....	17,409	Cross Roads, TX	1,563
Upper Arlington, OH	33,771	Dallas, TX	1,197,816
Westerville, OH	36,120	Denton, TX	113,383
Broken Arrow, OK.....	98,850	Duncanville, TX	38,524
Edmond, OK	81,405	El Paso, TX.....	649,121
Norman, OK	110,925	Flower Mound, TX.....	64,669
Oklahoma City, OK.....	579,999	Fort Worth, TX	741,206
Tulsa, OK	391,906	Georgetown, TX.....	47,400
Albany, OR	50,158	Houston, TX.....	2,099,451
Ashland, OR.....	20,078	Hurst, TX	37,337
Corvallis, OR.....	54,462	Hutto, TX	14,698
Forest Grove, OR	21,083	La Porte, TX	33,800
Hermiston, OR.....	16,745	League City, TX.....	83,560
Lake Oswego, OR	36,619	McAllen, TX.....	129,877
Lane County, OR.....	351,715	McKinney, TX	131,117
McMinnville, OR	32,187	New Braunfels, TX	57,740
Medford, OR	74,907	Plano, TX	259,841
Portland, OR	583,776	Round Rock, TX.....	99,887

Rowlett, TX	56,199	York County, VA.....	65,464
San Antonio, TX	1,327,407	Montpelier, VT.....	7,855
San Marcos, TX	44,894	Airway Heights, WA	6,114
Southlake, TX.....	26,575	Auburn, WA	70,180
Sugar Land, TX.....	78,817	Bellevue, WA.....	122,363
Temple, TX.....	66,102	Edmonds, WA.....	39,709
The Woodlands, TX.....	93,847	Federal Way, WA.....	89,306
Tomball, TX	10,753	Gig Harbor, WA.....	7,126
Tyler, TX	96,900	Hoquiam, WA.....	8,726
Watauga, TX.....	23,497	Kenmore, WA	20,460
Westlake, TX.....	992	Kirkland, WA	48,787
Park City, UT.....	7,558	Lynnwood, WA.....	35,836
Provo, UT.....	112,488	Maple Valley, WA.....	22,684
Riverdale, UT.....	8,426	Mountlake Terrace, WA	19,909
Salt Lake City, UT.....	186,440	Pasco, WA	59,781
Sandy, UT	87,461	Redmond, WA	54,144
Springville, UT	29,466	Renton, WA.....	90,927
Albemarle County, VA	98,970	Sammamish, WA	45,780
Arlington County, VA.....	207,627	SeaTac, WA	26,909
Ashland, VA.....	7,225	Spokane Valley, WA	89,755
Botetourt County, VA	33,148	Tacoma Public Works, WA	198,397
Charlottesville, VA	43,475	Tacoma, WA.....	198,397
Chesapeake, VA	222,209	Vancouver, WA	161,791
Chesterfield County, VA.....	316,236	West Richland, WA.....	11,811
Fredericksburg, VA.....	24,286	Woodland, WA.....	5,509
Hampton, VA.....	137,436	Yakima, WA.....	91,067
Hanover County, VA.....	99,863	Chippewa Falls, WI.....	13,661
Herndon, VA.....	23,292	Columbus, WI.....	4,991
Lexington, VA	7,042	De Pere, WI	23,800
Lynchburg, VA	75,568	Eau Claire, WI.....	65,883
Montgomery County, VA.....	94,392	Grafton, WI.....	11,459
Newport News, VA	180,719	Madison, WI	233,209
Norfolk, VA.....	242,803	Merrill, WI	9,661
Prince William County, VA	402,002	Oshkosh, WI.....	66,083
Purcellville, VA	7,727	River Falls, WI.....	18,644
Radford, VA	16,408	Wauwatosa, WI	46,396
Reston, VA	58,404	Wind Point, WI.....	1,723
Virginia Beach, VA.....	437,994	Casper, WY.....	55,316
Williamsburg, VA.....	14,068	Gillette, WY.....	29,087



TOWN OF WINDSOR, CO
2013

Supplemental Web Survey Results



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ABOUT THIS REPORT

As part of its participation in The National Citizen Survey™ (The NCS), the Town of Windsor conducted a mailed survey of 1,200 residents. Surveys were mailed to randomly selected households in April 2013 and data were collected through May. After the official data collection period was over and the data were reported (see the report, *The National Citizen Survey: Town of Windsor, Report of Results 2013*), the Town made available the Web-based survey to its residents through a link on the Town's Web site. Visitors to the site were able to complete the survey during late May and early June and 69 surveys were received.

This report contains the results of this administration of the Web-based survey and results have not been weighted to current population estimates of the Town.

COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Windsor:	Excellent	Good	Fair	Poor	Total
Windsor as a place to live	50%	32%	12%	6%	100%
Your neighborhood as a place to live	38%	38%	12%	12%	100%
Windsor as a place to raise children	40%	42%	11%	6%	100%
Windsor as a place to work	23%	29%	23%	25%	100%
Windsor as a place to retire	33%	32%	23%	12%	100%
The overall quality of life in Windsor	41%	34%	16%	9%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	25%	41%	20%	14%	100%
Openness and acceptance of the community toward people of diverse backgrounds	22%	40%	25%	13%	100%
Overall appearance of Windsor	26%	56%	14%	5%	100%
Cleanliness of Windsor	36%	53%	9%	2%	100%
Overall quality of new development in Windsor	25%	48%	17%	10%	100%
Variety of housing options	22%	39%	28%	11%	100%
Overall quality of business and service establishments in Windsor	23%	37%	32%	8%	100%
Shopping opportunities	9%	23%	43%	25%	100%
Opportunities to attend cultural activities	21%	32%	35%	11%	100%
Recreational opportunities	32%	39%	27%	2%	100%
Employment opportunities	6%	27%	37%	31%	100%
Educational opportunities	12%	46%	35%	7%	100%
Opportunities to participate in social events and activities	25%	48%	26%	2%	100%
Opportunities to participate in religious or spiritual events and activities	27%	58%	14%	2%	100%
Opportunities to volunteer	24%	52%	19%	5%	100%
Opportunities to participate in community matters	25%	35%	22%	18%	100%
Ease of car travel in Windsor	29%	47%	15%	9%	100%
Ease of bicycle travel in Windsor	24%	45%	21%	10%	100%
Ease of walking in Windsor	32%	48%	20%	0%	100%
Availability of paths and walking trails	37%	45%	15%	3%	100%
Traffic flow on major streets	14%	55%	21%	11%	100%
Amount of public parking	20%	41%	30%	9%	100%
Availability of affordable quality housing	24%	28%	28%	20%	100%
Availability of affordable quality child care	17%	25%	42%	17%	100%
Availability of affordable quality health care	17%	53%	30%	0%	100%
Availability of affordable quality food	20%	40%	32%	8%	100%
Availability of preventive health services	16%	55%	27%	2%	100%
Air quality	23%	56%	13%	8%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent	Good	Fair	Poor	Total
Quality of overall natural environment in Windsor	26%	57%	8%	9%	100%
Overall image or reputation of Windsor	35%	38%	14%	14%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Windsor over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	0%	2%	67%	22%	10%	100%
Retail growth (stores, restaurants, etc.)	14%	48%	34%	2%	2%	100%
Jobs growth	18%	63%	12%	0%	8%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Windsor?	Percent of respondents
Not a problem	16%
Minor problem	44%
Moderate problem	33%
Major problem	8%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Windsor:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	63%	23%	5%	6%	3%	100%
Property crimes (e.g., burglary, theft)	35%	37%	8%	12%	8%	100%
Environmental hazards, including toxic waste	41%	25%	10%	11%	13%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	73%	18%	2%	3%	5%	100%
In your neighborhood after dark	42%	44%	5%	5%	5%	100%
In Windsor's downtown area during the day	67%	27%	3%	0%	3%	100%
In Windsor's downtown area after dark	33%	43%	10%	10%	3%	100%

Question 7: Contact with Police Department			
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	No	Yes	Total
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	30%	70%	100%

Question 8: Ratings of Contact with Police Department					
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	Excellent	Good	Fair	Poor	Total
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	41%	24%	9%	26%	100%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	78%
Yes	22%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	0%
Yes	100%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Windsor?						Total
	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	
Used Windsor public libraries or their services	15%	26%	29%	14%	17%	100%
Used Windsor recreation centers	20%	15%	38%	12%	14%	100%
Participated in a recreation program or activity	24%	17%	30%	15%	14%	100%
Visited a neighborhood park or Town park	0%	5%	39%	21%	35%	100%
Attended a meeting of local elected officials or other local public meeting	35%	20%	26%	12%	8%	100%
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	47%	14%	21%	12%	6%	100%
Visited the Town of Windsor Web site (at www.windsorgov.com)	0%	5%	47%	23%	26%	100%
Recycled used paper, cans or bottles from your home	20%	12%	15%	11%	42%	100%
Volunteered your time to some group or activity in Windsor	29%	18%	23%	12%	18%	100%
Participated in religious or spiritual activities in Windsor	38%	11%	15%	15%	21%	100%
Participated in a club or civic group in Windsor	56%	12%	18%	9%	5%	100%
Provided help to a friend or neighbor	5%	11%	41%	30%	14%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	32%
Several times a week	36%
Several times a month	20%
Less than several times a month	12%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Windsor:	Excellent	Good	Fair	Poor	Total
Police services	39%	34%	15%	11%	100%
Fire services	47%	36%	7%	9%	100%
Ambulance or emergency medical services	34%	43%	14%	9%	100%
Crime prevention	30%	46%	13%	11%	100%
Fire prevention and education	39%	47%	14%	0%	100%
Municipal courts	23%	23%	14%	41%	100%
Traffic enforcement	27%	45%	22%	5%	100%
Street repair	13%	48%	33%	7%	100%
Street cleaning	20%	50%	22%	8%	100%
Street lighting	23%	45%	25%	7%	100%
Snow removal	16%	43%	28%	13%	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Windsor:	Excellent	Good	Fair	Poor	Total
Sidewalk maintenance	22%	45%	22%	12%	100%
Traffic signal timing	16%	48%	27%	8%	100%
Garbage collection	41%	44%	13%	2%	100%
Recycling	24%	47%	24%	5%	100%
Storm drainage	21%	54%	11%	14%	100%
Drinking water	35%	55%	8%	2%	100%
Sewer services	29%	62%	4%	5%	100%
Power (electric and/or gas) utility	32%	55%	13%	0%	100%
Town parks	65%	29%	6%	0%	100%
Recreation programs or classes	43%	29%	21%	7%	100%
Recreation centers or facilities	25%	42%	31%	2%	100%
Land use, planning and zoning	19%	41%	22%	19%	100%
Code enforcement (weeds, abandoned buildings, etc.)	11%	53%	15%	22%	100%
Animal control	24%	56%	13%	7%	100%
Economic development	25%	46%	14%	14%	100%
Health services	28%	60%	10%	2%	100%
Services to seniors	26%	47%	18%	9%	100%
Services to youth	25%	50%	23%	2%	100%
Services to low-income people	27%	27%	23%	23%	100%
Public library services	54%	37%	5%	4%	100%
Public schools	44%	43%	11%	2%	100%
Cable television	19%	60%	13%	8%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	26%	45%	12%	17%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	32%	41%	16%	11%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The Town of Windsor	33%	42%	7%	18%	100%
The Federal Government	0%	22%	36%	41%	100%
The State Government	0%	34%	41%	24%	100%
Weld County Government	9%	43%	33%	15%	100%
Larimer County Government	8%	50%	38%	5%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Windsor to someone who asks	53%	26%	8%	13%	100%
Remain in Windsor for the next five years	63%	23%	5%	10%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	2%
Somewhat positive	32%
Neutral	43%
Somewhat negative	17%
Very negative	6%
Total	100%

Question 17: Contact with Town Employees	
Have you had any in-person, phone or email contact with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	18%
Yes	82%
Total	100%

Question 18: Town Employees					
What was your impression of the employee(s) of the Town of Windsor in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	38%	38%	14%	10%	100%
Responsiveness	42%	28%	8%	22%	100%
Courtesy	43%	37%	10%	10%	100%
Overall impression	39%	31%	14%	16%	100%

Question 19: Government Performance					
Please rate the following categories of Windsor government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Windsor	25%	38%	18%	20%	100%
The overall direction that Windsor is taking	23%	40%	17%	20%	100%
The job Windsor government does at welcoming citizen involvement	22%	31%	19%	28%	100%

Question 20a: Custom Question 1				
Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:	Major source	Minor source	Not a source	Total
Local newspaper	55%	34%	11%	100%
Town Web site (www.windsorgov.com)	52%	40%	8%	100%
Social media (e.g., Facebook, Twitter)	24%	26%	50%	100%
Direct e-mails	34%	32%	34%	100%
Direct mailings	15%	48%	37%	100%
Television	10%	26%	65%	100%

Question 20b: Custom Question 2	
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?	Percent of respondents
Very familiar	71%
Somewhat familiar	27%
Not at all familiar	2%
Total	100%

Question 20c: Custom Question 3	
How likely, if at all, are you to participate in any of the events listed above in the next twelve months?	Percent of respondents
Very likely	60%
Somewhat likely	37%
Not at all likely	3%
Total	100%

Question 20d: Custom Question 4					
Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:	Essential	Very important	Somewhat important	Not at all important	Total
Street resurfacing and repair	27%	37%	32%	3%	100%
Public Works/Parks service center	12%	34%	33%	21%	100%
Community Recreation Center expansion	23%	20%	33%	25%	100%
Water treatment and storage	33%	47%	17%	3%	100%
Storm water projects	24%	45%	24%	7%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	22%
Yes, full-time	63%
Yes, part-time	15%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	61%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	19%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	18%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Windsor?	Percent of respondents
Less than 2 years	15%
2 to 5 years	16%
6 to 10 years	27%
11 to 20 years	27%
More than 20 years	15%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	90%
House attached to one or more houses (e.g., a duplex or townhome)	3%
Building with two or more apartments or condominiums	7%
Mobile home	0%
Other	0%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	10%
Owned by you or someone in this house with a mortgage or free and clear	90%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	5%
\$300 to \$599 per month	7%
\$600 to \$999 per month	12%
\$1,000 to \$1,499 per month	26%
\$1,500 to \$2,499 per month	36%
\$2,500 or more per month	14%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	59%
Yes	41%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	77%
Yes	23%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	5%
\$25,000 to \$49,999	21%
\$50,000 to \$99,999	36%
\$100,000 to \$149,999	25%
\$150,000 or more	13%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	95%
Yes, I consider myself to be Spanish, Hispanic or Latino	5%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	3%
Asian, Asian Indian or Pacific Islander	0%
Black or African American	2%
White	95%
Other	3%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	0%
25 to 34 years	9%
35 to 44 years	38%
45 to 54 years	19%
55 to 64 years	21%
65 to 74 years	12%
75 years or older	2%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	64%
Male	36%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	5%
Yes	95%
Ineligible to vote	0%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	8%
Yes	92%
Ineligible to vote	0%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	2%
Yes	98%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	36%
Yes	64%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	35%
Land line	43%
Both	22%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life													
Please rate each of the following aspects of quality of life in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total		
Windsor as a place to live	50%	34	32%	22	12%	8	6%	4	0%	0	100%	68	
Your neighborhood as a place to live	38%	26	38%	26	12%	8	12%	8	0%	0	100%	68	
Windsor as a place to raise children	37%	25	38%	26	10%	7	6%	4	9%	6	100%	68	
Windsor as a place to work	18%	12	22%	15	18%	12	19%	13	22%	15	100%	67	
Windsor as a place to retire	29%	20	28%	19	21%	14	10%	7	12%	8	100%	68	
The overall quality of life in Windsor	41%	28	34%	23	16%	11	9%	6	0%	0	100%	68	

Question 2: Community Characteristics													
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent		Good		Fair		Poor		Don't know		Total		
Sense of community	25%	16	41%	26	20%	13	14%	9	0%	0	100%	64	
Openness and acceptance of the community toward people of diverse backgrounds	18%	12	34%	22	22%	14	11%	7	15%	10	100%	65	
Overall appearance of Windsor	26%	17	56%	37	14%	9	5%	3	0%	0	100%	66	
Cleanliness of Windsor	36%	24	53%	35	9%	6	2%	1	0%	0	100%	66	
Overall quality of new development in Windsor	23%	15	45%	29	15%	10	9%	6	8%	5	100%	65	
Variety of housing options	22%	14	38%	25	28%	18	11%	7	2%	1	100%	65	
Overall quality of business and service establishments in Windsor	23%	15	36%	24	32%	21	8%	5	2%	1	100%	66	
Shopping opportunities	9%	6	23%	15	43%	28	25%	16	0%	0	100%	65	
Opportunities to attend cultural activities	20%	13	30%	20	33%	22	11%	7	6%	4	100%	66	
Recreational opportunities	32%	21	39%	26	27%	18	2%	1	0%	0	100%	66	
Employment opportunities	5%	3	20%	13	27%	18	23%	15	26%	17	100%	66	
Educational opportunities	11%	7	39%	26	30%	20	6%	4	14%	9	100%	66	
Opportunities to participate in social events and activities	24%	16	47%	31	26%	17	2%	1	2%	1	100%	66	
Opportunities to participate in religious or spiritual events and activities	24%	16	52%	34	12%	8	2%	1	11%	7	100%	66	
Opportunities to volunteer	21%	14	45%	30	17%	11	5%	3	12%	8	100%	66	

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Opportunities to participate in community matters	24%	16	35%	23	21%	14	18%	12	2%	1	100%
Ease of car travel in Windsor	29%	19	47%	31	15%	10	9%	6	0%	0	100%	66
Ease of bicycle travel in Windsor	23%	15	42%	28	20%	13	9%	6	6%	4	100%	66
Ease of walking in Windsor	32%	21	48%	32	20%	13	0%	0	0%	0	100%	66
Availability of paths and walking trails	36%	24	44%	29	15%	10	3%	2	2%	1	100%	66
Traffic flow on major streets	14%	9	55%	36	21%	14	11%	7	0%	0	100%	66
Amount of public parking	20%	13	41%	27	30%	20	9%	6	0%	0	100%	66
Availability of affordable quality housing	20%	13	23%	15	23%	15	17%	11	18%	12	100%	66
Availability of affordable quality child care	6%	4	9%	6	15%	10	6%	4	64%	42	100%	66
Availability of affordable quality health care	14%	9	42%	28	24%	16	0%	0	20%	13	100%	66
Availability of affordable quality food	20%	13	40%	26	32%	21	8%	5	0%	0	100%	65
Availability of preventive health services	14%	9	47%	31	23%	15	2%	1	15%	10	100%	66
Air quality	21%	14	53%	35	12%	8	8%	5	6%	4	100%	66
Quality of overall natural environment in Windsor	26%	17	56%	37	8%	5	9%	6	2%	1	100%	66
Overall image or reputation of Windsor	35%	23	38%	25	14%	9	14%	9	0%	0	100%	66

Question 3: Growth														
Please rate the speed of growth in the following categories in Windsor over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	0%	0	2%	1	66%	42	22%	14	9%	6	2%	1	100%
Retail growth (stores, restaurants, etc.)	14%	9	48%	31	34%	22	2%	1	2%	1	2%	1	100%	65
Jobs growth	14%	9	50%	32	9%	6	0%	0	6%	4	20%	13	100%	64

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Windsor?	Percent of respondents	Count
Not a problem	15%	10
Minor problem	42%	28
Moderate problem	32%	21
Major problem	8%	5
Don't know	3%	2
Total	100%	66

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Windsor:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	62%	41	23%	15	5%	3	6%	4	3%	2	2%	1	100%
Property crimes (e.g., burglary, theft)	35%	23	36%	24	8%	5	12%	8	8%	5	2%	1	100%	66
Environmental hazards, including toxic waste	38%	25	23%	15	9%	6	11%	7	12%	8	8%	5	100%	66

Question 6: Personal Safety														
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	In your neighborhood during the day	73%	48	18%	12	2%	1	3%	2	5%	3	0%	0	100%
In your neighborhood after dark	42%	28	44%	29	5%	3	5%	3	5%	3	0%	0	100%	66
In Windsor's downtown area during the day	65%	43	26%	17	3%	2	0%	0	3%	2	3%	2	100%	66
In Windsor's downtown area after dark	29%	19	38%	25	9%	6	9%	6	3%	2	12%	8	100%	66

Question 7: Contact with Police Department								
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	No		Yes		Don't know		Total	
	Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	30%	20	70%	46	0%	0	100%

Question 8: Ratings of Contact with Police Department												
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
	What was your overall impression of your most recent contact with the Town of Windsor Police Department?	41%	19	24%	11	9%	4	26%	12	0%	0	100%

Question 9: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	76%	50
Yes	21%	14
Don't know	3%	2
Total	100%	66

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	0%	0
Yes	93%	13
Don't know	7%	1
Total	100%	14

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Windsor?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Windsor public libraries or their services	15%	10	26%	17	29%	19	14%	9	17%	11	100%	66
Used Windsor recreation centers	20%	13	15%	10	38%	25	12%	8	14%	9	100%	65
Participated in a recreation program or activity	24%	16	17%	11	30%	20	15%	10	14%	9	100%	66
Visited a neighborhood park or Town park	0%	0	5%	3	39%	26	21%	14	35%	23	100%	66
Attended a meeting of local elected officials or other local public meeting	35%	23	20%	13	26%	17	12%	8	8%	5	100%	66
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	47%	31	14%	9	21%	14	12%	8	6%	4	100%	66
Visited the Town of Windsor Web site (at www.windsorgov.com)	0%	0	5%	3	47%	31	23%	15	26%	17	100%	66
Recycled used paper, cans or bottles from your home	20%	13	12%	8	15%	10	11%	7	42%	27	100%	65
Volunteered your time to some group or activity in Windsor	29%	19	18%	12	23%	15	12%	8	18%	12	100%	66
Participated in religious or spiritual activities in Windsor	38%	25	11%	7	15%	10	15%	10	21%	14	100%	66
Participated in a club or civic group in Windsor	56%	37	12%	8	18%	12	9%	6	5%	3	100%	66
Provided help to a friend or neighbor	5%	3	11%	7	41%	27	30%	20	14%	9	100%	66

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	32%	21
Several times a week	36%	24
Several times a month	20%	13
Less than several times a month	12%	8
Total	100%	66

Question 13: Service Quality												
Please rate the quality of each of the following services in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	38%	24	33%	21	14%	9	11%	7	3%	2	100%	63
Fire services	41%	26	32%	20	6%	4	8%	5	13%	8	100%	63
Ambulance or emergency medical services	24%	15	30%	19	10%	6	6%	4	30%	19	100%	63
Crime prevention	25%	16	40%	25	11%	7	10%	6	14%	9	100%	63
Fire prevention and education	30%	19	37%	23	11%	7	0%	0	22%	14	100%	63
Municipal courts	8%	5	8%	5	5%	3	14%	9	65%	41	100%	63
Traffic enforcement	24%	15	40%	25	19%	12	5%	3	11%	7	100%	62
Street repair	13%	8	47%	29	32%	20	6%	4	2%	1	100%	62
Street cleaning	19%	12	48%	30	21%	13	8%	5	3%	2	100%	62
Street lighting	23%	14	44%	27	25%	15	7%	4	2%	1	100%	61
Snow removal	16%	10	42%	26	27%	17	13%	8	2%	1	100%	62
Sidewalk maintenance	21%	13	44%	27	21%	13	11%	7	3%	2	100%	62
Traffic signal timing	16%	10	48%	30	27%	17	8%	5	0%	0	100%	62
Garbage collection	36%	22	39%	24	11%	7	2%	1	11%	7	100%	61
Recycling	21%	13	41%	26	21%	13	5%	3	13%	8	100%	63
Storm drainage	19%	12	48%	30	10%	6	13%	8	10%	6	100%	62
Drinking water	35%	22	54%	34	8%	5	2%	1	2%	1	100%	63
Sewer services	25%	16	54%	34	3%	2	5%	3	13%	8	100%	63
Power (electric and/or gas) utility	30%	19	52%	33	13%	8	0%	0	5%	3	100%	63
Town parks	65%	41	29%	18	6%	4	0%	0	0%	0	100%	63
Recreation programs or classes	38%	24	25%	16	19%	12	6%	4	11%	7	100%	63
Recreation centers or facilities	24%	15	40%	25	29%	18	2%	1	6%	4	100%	63
Land use, planning and zoning	16%	10	35%	22	19%	12	16%	10	14%	9	100%	63
Code enforcement (weeds, abandoned buildings, etc.)	10%	6	46%	29	13%	8	19%	12	13%	8	100%	63
Animal control	21%	13	48%	30	11%	7	6%	4	13%	8	100%	62
Economic development	22%	14	41%	26	13%	8	13%	8	11%	7	100%	63
Health services	22%	14	48%	30	8%	5	2%	1	21%	13	100%	63
Services to seniors	14%	9	25%	16	10%	6	5%	3	46%	29	100%	63

Question 13: Service Quality												
Please rate the quality of each of the following services in Windsor:	Excellent		Good		Fair		Poor		Don't know		Total	
	Services to youth	22%	14	44%	28	21%	13	2%	1	11%	7	100%
Services to low-income people	11%	7	11%	7	10%	6	10%	6	59%	37	100%	63
Public library services	49%	31	33%	21	5%	3	3%	2	10%	6	100%	63
Public schools	38%	24	37%	23	10%	6	2%	1	14%	9	100%	63
Cable television	14%	9	46%	29	10%	6	6%	4	24%	15	100%	63
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	17%	11	30%	19	8%	5	11%	7	33%	21	100%	63
Preservation of natural areas such as open space, farmlands and greenbelts	29%	18	37%	23	14%	9	10%	6	11%	7	100%	63

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	The Town of Windsor	33%	20	41%	25	7%	4	18%	11	2%	1	100%
The Federal Government	0%	0	21%	13	33%	21	38%	24	8%	5	100%	63
The State Government	0%	0	32%	20	39%	24	23%	14	6%	4	100%	62
Weld County Government	8%	5	37%	23	29%	18	13%	8	14%	9	100%	63
Larimer County Government	5%	3	32%	20	24%	15	3%	2	35%	22	100%	62

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	Recommend living in Windsor to someone who asks	52%	33	25%	16	8%	5	13%	8	2%	1	100%
Remain in Windsor for the next five years	62%	39	22%	14	5%	3	10%	6	2%	1	100%	63

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	2%	1
Somewhat positive	32%	20
Neutral	43%	27
Somewhat negative	17%	11
Very negative	6%	4
Total	100%	63

Question 17: Contact with Town Employees		
Have you had any in-person, phone or email contact with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	18%	11
Yes	82%	51
Total	100%	62

Question 18: Town Employees												
What was your impression of the employee(s) of the Town of Windsor in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	38%	19	38%	19	14%	7	10%	5	0%	0	100%
Responsiveness	41%	21	27%	14	8%	4	22%	11	2%	1	100%	51
Courtesy	43%	22	37%	19	10%	5	10%	5	0%	0	100%	51
Overall impression	39%	20	31%	16	14%	7	16%	8	0%	0	100%	51

Question 19: Government Performance												
Please rate the following categories of Windsor government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Windsor	23%	14	34%	21	16%	10	18%	11	10%	6	100%
The overall direction that Windsor is taking	23%	14	39%	24	16%	10	19%	12	3%	2	100%	62
The job Windsor government does at welcoming citizen involvement	19%	12	27%	17	16%	10	24%	15	13%	8	100%	62

Question 20a: Custom Question 1									
Please indicate whether you use each of the following as a major source, minor source or not a source of information to find information about news and events in the Town of Windsor:	Major source		Minor source		Not a source		Total		
	Local newspaper	55%	34	34%	21	11%	7	100%	62
Town Web site (www.windsorgov.com)	52%	32	40%	25	8%	5	100%	62	
Social media (e.g., Facebook, Twitter)	24%	15	26%	16	50%	31	100%	62	
Direct e-mails	34%	21	32%	20	34%	21	100%	62	
Direct mailings	15%	9	48%	30	37%	23	100%	62	
Television	10%	6	26%	16	65%	40	100%	62	

Question 20b: Custom Question 2		
How familiar, if at all, are you with the Town of Windsor special events, such as the Farmer's Market, Harvest Festival, Wine Fest, 4th of July Concert and Fireworks, Fine Arts Fest, Oktoberfest, Movies in the Park, and 5k Races?	Percent of respondents	Count
Very familiar	71%	44
Somewhat familiar	27%	17
Not at all familiar	2%	1
Total	100%	62

Question 20c: Custom Question 3		
How likely, if at all, are you to participate in any of the events listed above in the next twelve months?	Percent of respondents	Count
Very likely	60%	37
Somewhat likely	37%	23
Not at all likely	3%	2
Total	100%	62

Question 22d: Custom Question 4												
Please indicate how important, if at all, each of the following projects will be to the Town of Windsor over the next five years:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
	Street resurfacing and repair	27%	17	37%	23	32%	20	3%	2	0%	0	100%
Public Works/Parks service center	11%	7	32%	20	31%	19	19%	12	6%	4	100%	62
Community Recreation Center expansion	23%	14	19%	12	32%	20	24%	15	2%	1	100%	62
Water treatment and storage	32%	20	45%	28	16%	10	3%	2	3%	2	100%	62
Storm water projects	21%	13	40%	25	21%	13	6%	4	11%	7	100%	62

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	22%	13
Yes, full-time	63%	38
Yes, part-time	15%	9
Total	100%	60

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	61%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	19%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	18%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Windsor?	Percent of respondents	Count
Less than 2 years	15%	9
2 to 5 years	16%	10
6 to 10 years	27%	17
11 to 20 years	27%	17
More than 20 years	15%	9
Total	100%	62

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	90%	55
House attached to one or more houses (e.g., a duplex or townhome)	3%	2
Building with two or more apartments or condominiums	7%	4
Mobile home	0%	0
Other	0%	0
Total	100%	61

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	10%	6
Owned by you or someone in this house with a mortgage or free and clear	90%	53
Total	100%	59

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	5%	3
\$300 to \$599 per month	7%	4
\$600 to \$999 per month	12%	7
\$1,000 to \$1,499 per month	26%	15
\$1,500 to \$2,499 per month	36%	21
\$2,500 or more per month	14%	8
Total	100%	58

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	59%	36
Yes	41%	25
Total	100%	61

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	77%	47
Yes	23%	14
Total	100%	61

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	5%	3
\$25,000 to \$49,999	21%	12
\$50,000 to \$99,999	36%	20
\$100,000 to \$149,999	25%	14
\$150,000 or more	13%	7
Total	100%	56

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	95%	56
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	3
Total	100%	59

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	3%	2
Asian, Asian Indian or Pacific Islander	0%	0
Black or African American	2%	1
White	95%	55
Other	3%	2
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	0%	0
25 to 34 years	9%	5
35 to 44 years	38%	22
45 to 54 years	19%	11
55 to 64 years	21%	12
65 to 74 years	12%	7
75 years or older	2%	1
Total	100%	58

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	64%	37
Male	36%	21
Total	100%	58

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	5%	3
Yes	95%	57
Ineligible to vote	0%	0
Don't know	0%	0
Total	100%	60

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	8%	5
Yes	92%	56
Ineligible to vote	0%	0
Don't know	0%	0
Total	100%	61

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	2%	1
Yes	98%	58
Total	100%	59

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	36%	21
Yes	64%	38
Total	100%	59

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	35%	13
Land line	43%	16
Both	22%	8
Total	100%	37



MEMORANDUM

Date: August 5, 2013
To: Windsor Town Board
Via: Kelly Arnold, Town Manager
From: Dennis Wagner, Director of Engineering
Re: Water Service Agreement with North Weld County Water District

Background / Discussion:

In April 2000 an agreement that established the terms for water service to Windsor was signed by Windsor and the North Weld County Water District (NWCWD). Since then three amendments to that original agreement have been ratified. After 13 years and three amendments it is time to incorporate all previous amendments and to bring everything into one new master agreement.

Town Attorney, Ian McCargar, and NWCWD attorney, Ken Lind, developed the attached master agreement. Below is a summary of the three amendments and where and how they are included in the new master agreement.

- The First Amendment delineated each entity's service area and the procedures for transferring service between entities. Section 10.3 in the new master agreement includes that subject matter.
- The Second Amendment established a maximum annual water purchase from NWCWD of 452 million gallons and peak water demand of 1,720 gallons per minute until December 31, 2012. It was expected that by December 31, 2012, the town would have constructed a second water transmission line and connection to the NWCWD system at Weld County Road 74 in order to provide additional capacity to the town. However, that transmission line has not yet been constructed, which is recognized in the new master agreement and so the town can continue to take up to 452 million gallons per year at up to 1,720 gpm through the existing meter in WCR 19 until a new transmission line is constructed to WCR 74. The new master agreement sets January 1, 2024 as the deadline for getting the transmission line to WCR 74.
- The Third Amendment addressed the fact that Windsor growth on Weld County Road 68-1/2 between 15th and 17th Streets and the widening of that road resulted in the abandonment of NWCWD's small diameter water line under the road. In order for the district to continue water service to their customers west of 17th Street, the town agreed to install a master meter and "sell" water to the district. Installation of that meter has been accomplished and is recognized in Article 7 of the new master agreement.

Recommendation:

The Windsor Water and Sewer Board approved a motion on June 12, 2013, that recommends approval of the proposed master agreement.

Attachments:

Water Service Agreement

WATER SERVICE AGREEMENT (Master Meter)

THIS WATER SERVICE AGREEMENT ("Agreement") is made and entered into this _____ day of _____, 2013, by and between the NORTH WELD COUNTY WATER DISTRICT, acting by and through the North Weld County Water District Enterprise ("District"), and THE TOWN OF WINDSOR, COLORADO, a Colorado home rule municipal corporation ("Town"), (Collectively "Parties").

RECITALS

WHEREAS, the District is a statutory special district formed under the laws of the State of Colorado and is a quasi municipal corporation; and

WHEREAS, the North Weld County Water District Enterprise was established and is administered in compliance with the provisions of Section 20, Article X of the Colorado Constitution and Article 45.1 of Title 37 of the Colorado Revised Statutes, as amended and as applicable; and

WHEREAS, the District (on its own or in cooperation with others) owns, maintains and operates a system for the storage and distribution of potable water within Weld County and Larimer County, Colorado; and

WHEREAS, the Town owns, maintains and operates a separate and independent system for the storage of and distribution of potable water to its customers and municipal contract recipients; and

WHEREAS, the Town and the District have heretofore entered into the following agreements and understandings with respect to certain potable water supplies and services:

- Water Service Agreement (Master Meter) dated November 13, 2000;
- First Amendment to Water Service Agreement dated June 11, 2001;
- Second Amendment to Water Service Agreement dated February 23, 2004; and
- Third Amendment to Water Service Agreement dated November 23, 2009;

and

WHEREAS, the above-referenced agreements and amendments will be referred to collectively herein as the "Prior Agreements" or individually by title and date; and

WHEREAS, District and Town have determined that it is in the best interest of Town and District for the Parties to cooperate with each other in providing water services under which the Town receives potable water supplies and services from the District in accordance with the within terms; and

WHEREAS, the District, as a non-profit quasi municipal statutory district must establish and provide water rates so as to cover maintenance and operation, depreciation, replacement and appropriate funding of capital costs of the District; and

WHEREAS, by enacting Titles 31 and 32 and specifically § 31-35-402(1)(b) and § 32-1-502(2)(c) of the Colorado Revised Statutes and pursuant to Article XIV, Section 18 of the Colorado Constitution, the Legislature of the State of Colorado has: (a) determined that the State of Colorado has a valid interest in providing water for its citizens; (b) clearly articulated and affirmatively expressed the State of Colorado's policy to allow municipalities and special service districts to provide water by utilizing cooperative agreements and to eliminate competition in areas where each Party is capable of providing service; and (c) developed a structure to actively supervise municipalities and special service districts, if the Parties choose to utilize such agreements; and

WHEREAS, Town and the District enter into this Agreement pursuant to the provisions of § 29-1-203, C.R.S; and

WHEREAS, the District and Town shall and will continue to own their own water rights individually and separately, with Town relying upon the yield of its own water rights to provide the raw water necessary for treatment proposed under this Agreement; and

WHEREAS, the Town and District desire to enter into this Agreement restating, updating and defining their respective rights, duties, obligations and interests; and

NOW, THEREFORE, in consideration of the premises and the covenants and agreements hereinafter set forth, it is agreed as follows:

ARTICLE 1 DEFINITIONS

As used in this Agreement, the following terms shall have the following meanings:

Commitment shall mean the District's obligation to furnish water as set forth in Section 2.1.

Conservation Plan shall refer to a plan created by the Town in accordance with Section 2.7 below.

Delivery Point(s) shall mean point(s) at which the District delivers water to the Town's potable water delivery and storage system.

Engineering Standards shall mean the engineering standards of the District, including future modifications thereto.

Furnish when used with regard to the District's Commitment shall mean to acquire and furnish and includes all of the intermediate steps necessary to provide water at the delivery point(s) but does not include the obligation to construct certain localized storage, pumping, transmission or distribution facilities which may be constructed by the Town as part of the Town's facilities.

Impossible shall mean a circumstance in which the District is prevented from performing under the terms and provision of this Agreement. Such a circumstance must be beyond the control of the District and must not be created by any actions of the District.

Master Meter shall mean a meter at which the District will furnish water to the Town to enable the Town to provide water service to its customers.

Minimum Raw Water Obligations shall mean 110% of the total measured potable water usage by the Town through any District master meter for the previous year plus any anticipated increases in usage.

Notice shall mean the notice described in Section 12.12.

Uncontrollable Forces shall mean any cause beyond the control of the obligated party, including, but not limited to, failure of facilities, flood, earthquake, storm, lightning, fire, epidemic, riot, civil disturbance, labor disturbance, sabotage, breach of construction contract by a third party or restraint by court or public authority, which by due diligence and foresight, such party could not have reasonably been expected to avoid.

Water Supply shall include, but not be limited to, existing water supplies, future water supply projects and development of existing and after-acquired water rights.

Water System shall mean the distribution system whereby a Party provides water service.

Windsor Service Area or *Service Area*, shall mean all existing or future taps served by the Town and all existing and future water delivery pipelines of the Town. *Windsor Service Area* or *Service Area* is further defined and explained in Section 10.3 of this Agreement.

ARTICLE 2

WATER SUPPLY

2.1 The District shall furnish potable water via master meter(s) for use in Town's Water System, and the Town shall purchase and receive from the District, water for the operation of the Town's water system at the locations and in the maximum and minimum

annual amounts, peak demands in gallons per minute, and minimum and maximum pressures, all as are more fully set forth herein. The Town shall not serve users or property outside the Windsor Service Area without approval of the District which will not be unreasonably withheld.

2.2 The water to be furnished by the District shall be potable water, which complies with the Federal Safe Drinking Water Act and any other applicable drinking water regulations. The District shall conduct all testing necessary to assure that the water furnished under this Agreement complies with Federal and State drinking water standards. No promise or guarantee of pressure is made by the District or is to be implied from anything contained herein.

2.3 The District's commitment shall be limited only by the occurrence of factors, which make it impossible for the District to meet the commitment.

2.4 At any time, the Town may purchase or otherwise acquire surface, raw water rights and or other waters. If such water rights have a raw water quality which is capable of being delivered to and treated by the District's then-current water treatment system to the then-current federal and state Drinking Water Standards, and are usable in the District's water supply system, if so requested by the Town, the District agrees to accept such water rights and reserve to the Town an additional amount of treated water. The amount of additional treated water shall be equivalent to the firm annual yield of the conveyed water rights, as determined by the District, using the same firm annual yield methodology used by the District in the operation and management of its water rights and water system, less treatment and conveyance losses.

2.5 The minimum and maximum pressures described herein are to be met by the District at the Delivery Point(s) only. The Town is responsible for all pressures within its system after the Delivery Point. Additionally, the Delivery Point(s) shall be as set forth in Exhibit A unless modified by written mutual agreement.

2.6 Both parties to this Agreement recognize that the District's water supply is dependent upon natural water resources that are variable in quantity of supply from year to year. The District shall not be liable to accurately anticipate availability of the District's water supply or for an actual failure of the District's water supply due to inadequate run-off or other occurrence beyond the reasonable control of the District. In time of such shortage or failure, use of the water supplied by the District may be curtailed in a manner to be determined by the District; provided, however, that such curtailment on use shall be applied uniformly by the District both inside and outside of the Town's Service Area.

2.7 The Town has adopted its 2008 Water Conservation Plan and 2011 Update which shall be deemed sufficient by the parties to encourage wise use of water throughout the Town's service area.

2.8 The District shall use reasonable diligence to provide a constant and

uninterrupted supply of water except for interruption or reductions due to: (1) uncontrollable forces; (2) operations or devices installed for water system protection; and (3) maintenance, repair, replacement, installation of equipment, or investigation and inspection of the water system, which interruption or reductions are temporary, and in the opinion of the District, necessary. Excepting cases of emergency, the Town will be given reasonable advance notice of such interruptions.

2.9 Neither party shall be considered in default under this Agreement if prevented from fulfilling any obligations by reason of Uncontrollable Forces. A party rendered unable to fulfill its obligation by reason of Uncontrollable Forces shall exercise due diligence to remove such inability with all reasonable dispatch.

2.10 Neither Party shall, by reason of this Agreement or by use of any water hereunder, acquire vested or adverse right or future right, in law or equity, in the water rights or Water System owned by the other Party.

ARTICLE 3

RAW WATER

3.1 The Town shall annually provide raw water ("Raw Water Requirement") for treatment and delivery by the District, in the amount of 110% of the total measured potable water usage by the Town at the master meter for the previous year, plus any anticipated increases in the Town's usage. Raw water provided to the District shall be provided on an actual gallon basis as measured at the intake station at the Soldier Canyon Filter Plant. The stated 110% is 100% plus an allowance of 10% to cover estimated shrinkage from the Soldier Canyon Treatment Plant to the point of delivery at the master meter.

3.2 The Raw Water Requirement shall be provided from the Colorado Big Thompson Project ("CBT"), the Windy Gap Project ("WG"), North Poudre Irrigation Company ("NPIC"), or from any other source reasonably acceptable to the District which is at least as usable to the District as CBT water at the District's sole discretion.

3.3 The District shall not be required to acquire, rent or own any additional Raw Water necessary to meet the Town's Raw Water Requirement. The Town is solely responsible for making arrangements for its own Raw Water necessary to meet the Raw Water Requirement.

3.4 In the event the Town does not provide sufficient raw water to the District to meet its Raw Water Requirement, the District shall give the Town notice of such insufficiency, as nearly as possible, thirty (30) days prior to the time when such additional raw water will be necessary. If, after such notice, the Town fails or refuses to provide sufficient raw water, the District may, in its sole discretion provide such raw water and, in such event, the Town shall be assessed by the District in accordance with Section 8.2 below. The District shall maintain dominion and control over all raw water provided to

Town under this Paragraph 3.4, and Town releases any right to the return flows that result from such water supplied by District, including any reuse rights associated with such water.

3.5 Windsor shall maintain dominion and control over any and all raw water provided to the District for treatment under this Agreement, and the District releases any right to the return flows that result from such water supplied by Windsor, including any reuse rights associated with such water.

ARTICLE 4 DISTRICT FACILITIES

4.1 The District shall, at its sole expense, take such actions and make such connections between the Town's system and the District's system as necessary to supply water service to the Town as provided pursuant to this Agreement.

4.2 The District shall install the necessary metering equipment and master meter vault(s). The District shall design the master meter vault(s) and flow control devices, in accordance with the specifications of the District. Unless otherwise agreed in advance, the Town shall reimburse the District for all costs and expenses including design, location, construction and installation of all equipment and vault(s) replaced or added after the date of this Agreement. Prior to the District incurring such costs and expenses, the Town shall be consulted and the District shall request the Town's approval of the design, location and expenses for said equipment and vaults, which approval will not be unreasonably withheld.

4.3 The District shall install, own and operate a flow-restricting device at the metering vault(s). Said device shall be capable of controlling the flow rate to the Town within the rates provided herein, as directed by the Town in writing. The Town shall not be responsible for charges based on deliveries at flow rates greater than the flow rates directed by the Town in writing or as stated in this Agreement.

4.4 The District shall own and maintain the District's Water System, including any interconnection facilities, water line, pump station and treatment plant facilities necessary to serve the Town as required by this Agreement, up to the Delivery Point(s). The District shall own the master meter, meter vault, and flow and pressure control facilities, which shall be managed, administered, operated and maintained exclusively by the District. For the purpose of determining operations and maintenance responsibility, the Town shall be responsible for all maintenance and operations from the master meter vault outlet valve on the Town's side of the outlet valve.

ARTICLE 5 ASSOCIATED FACILITIES

5.1 At the current time the Town receives water from the District at a meter vault located at the following location ("Delivery Point"):

34997 Weld County Road 19, within the NE ¼ of Section 9, Township 6 North, Range 67 West of the Prime Meridian, Weld County, State of Colorado.

Maximum Annual Amount: 452 million gallons

Minimum Annual Amount: See paragraph 11.5 below

Peak Demand: 1720 gallons per minute (GPM)

Maximum pressure: 105 psi

Minimum pressure: 30 psi

5.1.1 Upon the Town's completion of its water line to Weld County Road 74, the Town shall be entitled to receive water from the District through a District Meter Vault to be located in a mutually-agreed location on the south side of Weld County Road 74 ("WCR 74 Master Meter"). The parties agree that the District will serve customers located within the western one-half of Section 31, Township 7 North, Range 67 West of the Prime Meridian, Weld County, State of Colorado.

5.1.2 In the event that the Town receives water from the WCR 74 Master Meter, the following amounts, peak demand figures and pressure figures shall apply:

Maximum Annual Amount: 1.8 billion gallons

Minimum Annual Amount: See paragraph 11.5 below

Peak Demand: 6944 gallons per minute (GPM)

Maximum pressure: 105 psi

Minimum pressure: 30 psi

5.1.3 The District shall have no obligation to provide the Town with water through the WCR 74 Master Meter after January 1, 2024, if by that date the Town has not completed its water line to the southern edge of Weld County Road 74.

5.2 The Town will own and continue to be responsible for construction, operation and maintenance of its distribution lines and other system facilities on the Town's side of the Delivery Points. The Town shall undertake all proper steps to prevent connections to the Town's water system which would in any way permit water produced in or by the Town to enter the District's distribution system by back-flow, back-pressure or otherwise, so as to prevent the quality of water in the District's transmission system from being affected by water produced in or by the Town.

5.3 The Town agrees to maintain its facilities which transport or store water supplied by the District in good repair at all times and to make such replacements as may be necessary to keep such facilities in proper operating condition at all times.

5.4 Subject to the minimum pressure and minimum supply provisions of this Agreement, the Town agrees that it will, at all times, operate the distribution of water supplied by the District so as not to unreasonably interfere with service to others dependent upon the District for a supply of water. Specifically, the Town agrees that it will operate its facilities which transport or store waters supplied by the District, especially any such pumping or storage facilities, in correlation with operation of District facilities and will install and use such devices, including telemetry, as are reasonably necessary to effectuate correlation; provided, however, that shall not be required to pay for the installation of any physical changes to its water distribution system required only to benefit others outside its Service Area.

ARTICLE 6

MASTER METER(S)

6.1 The District shall read its master meters at monthly intervals, under its own meter reading schedule. If requested by the Town, the District shall give the Town notice of any master meter reading and allow a Town representative to be present to observe.

6.2 At least once every five (5) years the District shall test and calibrate its master meters at the District's sole expense. At any time, upon the Town's written request, the District shall make or cause to be made a special meter test at the Town's expense. The District shall notify the Town in advance of any District master meter test and allow a Town representative to be present.

6.3 The readings of any master meter which shall have been disclosed as inaccurate by tests conducted pursuant to American Water Works standards shall be corrected from the beginning of the monthly billing period immediately preceding the billing period during which the tests are made in accordance with the percentage of inaccuracy found by such tests, provided that no correction shall be made for a longer period than such inaccuracy may be conclusively determined by the Town or the District to have existed.

6.4 If any meter shall fail to register for any period, the Town and the District shall agree as to the amount of water furnished during such period and the responsible entity shall render a bill therefor. If no agreement can be reached, the billing shall be based upon historical usage data.

6.5 If at any time the Town desires to change the location of any District master meter vault, the District will attempt to accommodate such request if, in the sole and reasonable opinion of the District, such relocation will not detrimentally affect the District's

water system in any manner and only upon the condition that the Town shall be responsible for any and all costs and expenses, of any type or kind, for the relocation thereof.

ARTICLE 7

“MASTER METER A”

7.1 The parties acknowledge that, pursuant to the November 23, 2009, Third Amendment to Water Service Agreement, it was intended that the District would install what was referred to therein as “Master Meter A”, for the purpose of measuring the flow of water from the Town’s water line under Weld County Road 68-1/2 (aka Jacoby Road) to the District’s customers to the west of Master Meter A. The parties here agree that the within terms shall govern the installation and reading of Master Meter A.

7.2 Given that the parties intended that the Town would service the District’s customers to the west (and would continue doing so as the District continued to abandon its water line under Weld County Road 68-1/2 [aka Jacoby Road] as Town of Windsor improvements take place in a westerly direction), the parties agree that the Town will install Master Meter A at its sole expense and in strict observance of the District’s requirements for master meter installation. The Town shall own and maintain Master Meter A, its meter vault and pressure control facilities, which shall be managed, administered, operated and maintained exclusively by the Town.

7.3 The Town shall read Master Meter A on a monthly basis. Once every five (5) years, the Town shall test and calibrate Master Meter A at the Town’s sole cost. At any time upon the District’s request, the Town shall make or cause to be made a special meter test of Master Meter A, the cost of which shall be borne by the District. The Town shall notify the District in advance of any meter test of Master Meter A, and a District representative may be present to observe the test.

7.4 If Master Meter A shall for any reason fail to register for any period, the Town and District shall agree as to the amount of water furnished by the Town to the District’s customers through Master Meter A. If no agreement can be reached, the accounting shall be based upon historical usage data.

7.5 The parties acknowledge that, under the November 23, 2009, Third Amendment to Water Service Agreement, it was intended that the District would credit the Town with the water the Town provided the District’s customers through Master Meter A. The parties, however, now agree that the Town will read Master Meter A and will render a monthly billing statement to the District in conjunction with the Town’s regular customer billings, the rate for which will be equal to the rate charged by the District to the Town at that time.

7.6 The parties acknowledge that, under the November 23, 2009, Third Amendment to Water Service Agreement, it was intended that the Town would receive a

credit, retroactive to November 1, 2006, for the water provided by the Town through Master Meter A to the District's customers. The parties now agree that the District will provide this retroactive credit pursuant to this Agreement, the amount of which shall be determined by the District's reading of individual customer service meters from November 1, 2006, until the Town has completed installation of Master Meter A. The retroactive credit called for in this sub-section shall be applied within ninety (90) days of the Town's installation of Master Meter A as provided under this Agreement.

7.7 The parties acknowledge that the treated water measured at Master Meter A as provided herein is for the use and benefit of District's customers west of Master Meter A. Therefore, it is agreed that treated water usage measured at Master Meter A shall have no effect of increasing the following obligations of the Town:

- (a) the Town's obligation to dedicate raw water pursuant to this Agreement;
and
- (b) the Town's obligation to pay demand charges pursuant to this Agreement;
and
- (c) the Town's obligation to pay commodity charges pursuant to this Agreement; and
- (d) the Town's obligation to tender "Contributed Capital" pursuant to Section 5.03 of the Water Service Agreement dated August 28, 1989, as amended by the Amendment to Water Service Agreement signed by the District on November 12, 1996, and signed by the Town on January 27, 1996.

7.8 In keeping with the practices of the parties, the parties agree that, in the event of any Town of Windsor improvements, or any improvements due to development which meet Town of Windsor requirements, but not including improvements of any type made by Weld County or the Town of Timnath to Weld County Road 68 ½ (aka Jacoby Road) located to the West of 17th Street , or Weld County Road 13 between Hwy. 392 to WCR 74 the District shall continue to abandon its 3" diameter or smaller water service line(s) under the paved portion(s) of WCR 68 ½ (aka Jacoby Road) and/or 13. Upon District abandonment, the Town will provide water service to the affected District customers. As the District's water service lines are abandoned, Master Meter A will be relocated to the west to a point or points where the paved portion of the roadway ends. In keeping with the foregoing, as the Town assumes responsibility for serving District customers to the west of the relocated Master Meter A, the foregoing terms shall continue to apply with respect to installation, maintenance, readings and billing associated with any relocated site for Master Meter A.

ARTICLE 8

RATES AND CHARGES

8.1 The schedule of charges provided for in this Agreement shall remain in full force and effect until the District shall deem it necessary to raise or lower the charges for the water. In addition to any other rate or charge herein provided, the Town shall pay or cause to be paid all applicable plant investment fees, and such other rates, tolls, charges or combinations thereof as the District may, from time to time, in the exercise of its lawful authority impose. System development charges for the construction of new facilities and the use of existing facilities will be the subject of separate contracts of the parties and shall be determined on a case by case basis. The parties agree that the Town shall at all times be subject to rates and charges equivalent and in effect for all municipal customers of the District.

8.2 The District will adopt water service rates sufficient to totally and fully reimburse the District for all costs of furnishing water under this Agreement. The District may adjust the charges to be made for the use of water hereunder. The rates charged to Windsor shall be directly related and limited to the cost incurred by the District in furnishing water to Windsor as fairly determined by the District. The charges provided for in this paragraph shall remain in effect until the District deems it necessary to raise or lower the charges for the water, in accordance with section 8.3. In addition to any other rate or charge herein provided, Windsor shall pay all applicable fees, and such other rates, tolls, charges or combination thereof as the District may, from time to time, in the exercise of its lawful authority impose consistent with this Article and Article 1, Title 32 of the Colorado Revised Statutes.

8.3 The District will, not less than once, but not more than two times in each calendar year, review the plant investment fee, and the rates for potable water furnished hereunder, and if necessary, adjust such rates based upon actual usage and audit figures so as to produce sufficient revenues to maintain and operate the system necessary to serve the Town and all other users, and establish and maintain reasonable reserves for operation and maintenance. Such revised rates shall be deemed to be substituted for the original rate herein provided, and the Town agrees to pay such revised rates for potable water delivered after the effective date of such rate revisions.

8.4 The District shall provide notice to the Town of any expected rate change or any projected operation, maintenance or capital improvement cost that will affect the rates to be paid by the Town, provided that:

- a. The District shall notify the Town of a proposal for an increase in water service rates at least thirty (30) days prior to the District Board Meeting at which formal action on such proposal is scheduled.
- b. The District shall notify the Town of new water service rates within ten (10) days after adoption by the District Board.
- c. The new water service rates shall not become effective sooner than thirty (30)

days after they have been adopted and shall not apply to water delivered by the District on or before the date of their adoption by the District Board.

8.5 Billing for each month shall be made on or about the last day of the month and payment made on or before the twentieth day of the following month. Any bill not paid by the twentieth day of the month following billing shall be delinquent and the Town shall pay an additional delinquent fee of Ten Percent (10%) of the unpaid monthly billing. However, in no event shall the delinquent fee be less than One Thousand Dollars (\$1,000.00) per month. Additionally, if the Town refuses or fails to pay any bill by the due date, the District may discontinue delivery of potable water hereunder upon thirty (30) days written notice to the Town of its intention to so do.

8.6 The parties agree that water service rates charged to the Town shall be related to the cost of service incurred by the District in providing water service to the Town as fairly as determined by the District. The Town further specifically agrees that water service rates for water service provided under this Agreement shall be governed by the provisions of this Agreement, any State or Federal statutes to the contrary notwithstanding.

ARTICLE 9

COSTS AND EXPENSES

9.1 The Town shall pay for all costs associated with acquisition of raw water by the Town and temporary transfer of the same to the District, and any periodic charges or assessments related to such raw water. If the Town acquires such raw water and seeks to temporarily transfer such raw water to the District, the Town shall be responsible for all costs and/or expenses involved in changing the District's operations to facilitate use of such raw water for the Town's benefit) from a provider other than the Northern Colorado Water Conservancy District.

9.2 The Town shall pay an additional fee for any potable water furnished to the Town, for which the District provided raw water to meet the Town's Minimum Raw Water Obligation as described in Section 3.4. This additional fee is due 30 days after October 31 of each year.

As an example:

Additional fee = [(water used above raw water transferred)]¹ ÷ 228,000 x [(cash in lieu of value x 10%)]

AF = ² 8,000,000 ÷ 228,000 X [(³ \$10,000.00 x 10%)]
AF = 35.08772 (\$1,000.00)
AF = \$35,087.72

¹. Average CBT delivery rate.

2. Fictional amount of 8 million gallons.
3. Current cash in lieu, subject to change.

ARTICLE 10

ANNEXATIONS AND INCREASES IN SERVICE

10.1 The parties recognize that it is the intent of the Plant Investment Fee to pay for system enhancement needed by the District to supply expanded usage by the Town. So long as the Town's demand stays within the peak demand specified in Section 5.1 above, the District will furnish the new service and no additional plant investment fees will be required from the Town.

10.2 Should the Town expect additional demand above the peak demand specified in Section 5.1 above, the Town shall make written request to the District for such additional potable water service. Upon receipt of written request, the District shall have thirty (30) days within which to notify the Town in writing of its decision and terms, to supply such additional potable water service. If the District determines to provide such additional potable water service, the District will apply a Plant Investment Fee for each additional one-gallon per minute (1 gpm) beyond the peak demand specified in Section 5.1 above.

10.3 The Windsor Service Area shall include all of those areas so specified in the map attached hereto, designated Exhibit A which is incorporated herein by this reference as if set forth fully. It is understood and agreed that the Town shall have responsibility for serving new water service customers within the Windsor Service Area, and further understand that the District will not serve customers in the Windsor Service Area without the express consent of the Town and in accordance with the terms and conditions set forth herein.

10.3.1 The parties understand and agree that new water service customers within the Windsor Service Area shall first be required to make application to the Town for service. In the event the District receives a request for service from a new customer within the Windsor Service District, the District will continue to refer all such requests to the Town.

10.3.2 The parties understand and agree that there may be certain areas within the Windsor Service Area which cannot be served by the Town at the time of application. In such event, and upon specific request of the District by the Town, the District may provide service to specific new customers in accordance with the terms and conditions set forth herein. The District's decision of whether to serve new customers within the Windsor Service Area shall be in the District's sole discretion. Any service provided by the District to new customers under this Section shall be deemed interim in nature, and shall be provided only upon the following requirements being fulfilled by the applicant:

- (a) Payment of all fees, costs, charges and/or raw water dedication as may be required by the District; and

(b) Written assurance that, at such time as the District receives notice from the Town that the Town is prepared to serve the applicant, the applicant will voluntarily connect to and pay all costs of connecting to the Town's system.

10.3.3 At such time as each customer transfers from the District's system to the Town's system under this Section, the Town shall be credited with a one-gallon-per-minute plant investment fee, as is more fully described in Section 10.2 above. In the event that any tap size exceeds the customary residential service size, the plant investment fee credit shall be proportionally increased in excess of one-gallon-per-minute.

10.3.4 Any expansion of the Windsor Service Area within the Town's corporate limits, but not within the boundaries of the District, may be made following written notification by the Town to the District. Any new expansion of the Windsor Service Area which overlaps the boundaries of the District after the effective date of this Agreement shall require an agreement between the Town and the District, under which fair compensation to the District for authorities, services and facilities ownership and operation of which are accepted by the Town. The determination of value for such authorities, services and facilities shall be undertaken in compliance with the provisions of § 32-1-502 (2) (c), C.R.S. Upon execution of such agreement, the District's consent to the Town's expansion of its Service Area shall be presumed. The Town shall not extend service into any area which is both (a) not within the Town's corporate limits at the time service is considered, and (b) within any area within the District's boundaries at the time service is continued.

10.3.5 Notwithstanding anything to the contrary, the Town shall not serve any taps or property located north of Weld County Road 74 (known as Larimer County Road 38 in areas within Larimer County) located west of Colorado State Highway 257, and the area north of Weld County Road 72 to the east of Colorado State Highway 257, even if such area is at some time annexed into the Town. The District shall serve these taps and properties.

ARTICLE 11

GENERAL TERMS AND REMEDIES

11.1 This Agreement shall be effective as of the date first appearing above and remain in effect on a perpetual basis unless terminated as provided in this Article.

11.2 The Parties agree to act in good faith and to the best of their ability in taking all steps necessary to fully implement the terms and conditions of this Agreement, including the execution and delivery of such other documents, certificates, agreements and other writings and the taking of such other actions as may be necessary or desirable to consummate or implement this Agreement. The Parties agree that this Agreement shall be construed and enforced as the fully integrated expression of their contract with respect to the matters addressed herein. No express or implied covenants not specifically set forth shall be deemed to be a part of this Agreement. The Parties expressly aver that no representations

other than those specifically set forth in this Agreement have been relied upon by either Party to induce it to enter into this Agreement.

11.3 In the event of a material breach of any provision of this Agreement by any party which is not corrected within one year from date of notice of the breach, the non-defaulting party may terminate this Agreement. However, if this Agreement is terminated by District due to a material breach by the Town, the District will not cease water service to the Town until after two years from the written date of the District's written notice of the breach.

11.4 The Parties agree that, in addition to any other remedies allowed by law consistent with this Agreement, the provisions of this Agreement may be specifically enforced in a Court of competent jurisdiction. Venue for any action shall be the District Court in and for Weld County, Colorado.

11.5 In the event the Town wishes to terminate this Agreement, with or without cause, it shall give written notice to the District of such intent in accordance with the notice provisions of this Agreement. Upon the giving of such notice, this Agreement shall terminate five years thereafter. During this five-year period the Town shall be obligated to take and pay for, or in the alternative pay for, a minimum of ten million (10,000,000) gallons annually. Nothing herein shall be construed as limiting the Town's right to take and pay for an amount in excess of ten million (10,000,000) gallons annually during this period, subject only to the peak demand limitations otherwise set forth in this Agreement.

ARTICLE 12

MISCELLANEOUS PROVISIONS

12.1 The District recommends that potable water storage tank facilities be constructed to hold not less than the maximum one day usage of all water sources. The Town agrees to provide one or more potable water storage tank facilities, the location, construction date(s) and size of which shall be at the sole discretion of the Town. It is the intent of this paragraph that such potable water storage tank facilities may be necessary to ensure an adequate and steady supply and pressure for the Town as well as not to create a burden upon the District facilities.

12.2 To the extent it has the legal authority, power, ability and right to do so, the Town agrees to adopt rules and regulations reasonably compatible with those of the District relating to the delivery and use of potable water, so long as and to the extent such are reasonable and not inconsistent or in conflict with the Town's Home Rule Charter, ordinances and policies, as they exist or as they may be amended from time to time. To the extent it has the legal authority, power, ability and right to do so, the Town, for itself and for all of its members or customers who receive water supplied by the District, agrees to abide by all tariffs, rules, and regulations of the District so long as and to the extent such are not inconsistent or in conflict with the Town's Home Rule Charter, ordinances and policies, as they exist or as they may be amended from time to time.

12.3 No later than September 1 of each year, the Town will supply the District with estimates of its projected maximum day and average day needs for following year.

12.4 Nothing in this Agreement shall be interpreted as creating an "Integrated System" within the meaning of the Colorado Primary Drinking Water Regulations, 5 CCR 1003. Each Party owns its own water system and each is a separate and independent system from the other.

12.5 The Parties agrees to maintain all facilities within their respective Water Systems in good repair and to make such replacements as may be necessary to keep the facilities in proper operating condition at all times.

12.6 All Prior Agreements are null and void as of the effective date of this Agreement, it being the intention of the parties that the within Agreement incorporates all or such portions of the Prior Agreements as the parties require.

12.7 The parties shall reasonably assist each other in acquiring any easements and other permits or approvals necessary to accomplish and place into effect this Agreement and for the construction of any necessary facilities.

12.8 The invalidity or un-enforceability of any provision of this Agreement shall not affect or impair any other provision unless material to the performance of either party.

12.9 None of the remedies provided for under this Agreement need to be exhausted or exercised as a prerequisite to either party's pursuit of further relief to which it may be entitled. No Party shall waive its rights hereunder by failing to exercise its rights; any such failure shall not affect the right of such Party to exercise at some future time the rights not previously exercised.

12.10 Except as otherwise provided herein, if either party shall be in default or breach in performance of any term, covenant or condition of this Agreement, the party not in default or breach shall give the defaulting or breaching party prompt written notice of such default or breach. If the default or breach is not cured within thirty (30) days following notice, except as specifically provided in Section 10.2 above, the party not in default or breach may seek remedies provided for herein.

12.11 The waiver by either party of any default or breach of any term, covenant or condition of this Agreement shall not operate as a waiver of any default or breach of any other term, covenant or condition, or subsequent default or breach of the same.

12.12 Neither party may assign or transfer all or any part of this Agreement without the prior written consent of the non-assigning party, although such consent shall not be unreasonably withheld.

12.13 It is expressly understood and agreed that the terms and the enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, are strictly reserved to the undersigned Parties and nothing in this Agreement shall give or allow any claim or right or cause of action whatsoever by any other person not included in this Agreement. It is the express intention of the undersigned Parties that no person and/or entity, other than the undersigned Parties, receiving services or benefits under this Agreement shall be deemed any more than an incidental beneficiary only.

12.14 Any notice, demand or request delivered by mail in accordance with this section shall be deemed received seventy-two (72) hours after the same is deposited certified mail, return receipt requested, in any post office or postal box regularly maintained by the United States Postal Service addressed to the District at P. O. Box 56, Lucerne, CO 80646. The addresses may be changed at any time by similar notice. Any notice, demand or request delivered by mail in accordance with this section shall be deemed received seventy-two (72) hours after the same is deposited certified mail, return receipt requested, in any post office or postal box regularly maintained by the United States Postal Service, addressed to the Town Manager, 301 Walnut Street, Windsor, Colorado 80550.

12.15 Neither party shall, by reason of this Agreement, or the use of water thereunder, or otherwise, acquire vested or adverse right or future right, in law or equity, in the water rights owned by the other party. The use, rental or license of water after the expiration of the initial term of this Agreement or under any renewal thereof shall not be deemed to initiate, create or vest any rights, save those herein expressly stated and enumerated.

12.16 There shall be understood between the parties hereto that each party owns its own water system and each is a separate and independent system from the other.

12.17 Neither party waives any defenses and immunities to third parties, which it would otherwise be entitled under the Colorado Governmental Immunity Act.

12.18 To the extent that it has the legal right, power, authority and ability to do so, the Town agrees that until paid, all rates, tolls or charges shall constitute a perpetual lien on and against all property and water facilities and water rights of the Town, and any such lien shall be perfected, enforced and foreclosed in the same manner as provided by the laws of the State of Colorado for the foreclosure of mechanics liens. The District may shut off or discontinue service for account delinquencies or other violations of the District's Rules and Regulations, or for other violations of this Agreement.

12.19 No party shall waive its rights hereunder by failing to exercise its rights; any such failure shall not affect the right of such party to exercise at some future time the rights not previously exercised.

12.20 None of the remedies provided for under this Agreement need to be exhausted or exercised as a prerequisite to either party's pursuit of further relief to which it may be entitled.

12.21 Nothing in this Agreement shall be construed as a grant by either party of any exclusive right or privilege.

12.22 This Agreement shall remain in force until terminated by agreement or pursuant to the provisions hereof.

12.23 The Town and the District agree that this Agreement shall be construed and enforced as the fully integrated expression of their contract with respect to the matters addressed herein. No express or implied covenants not specifically set forth shall be deemed to be a part of this Agreement. The parties expressly aver that no representations other than those specifically set forth in this Agreement have been relied upon by either party to induce it to enter into this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement the day and year first above written.

TOWN OF WINDSOR, COLORADO

BY: John S. Vazquez, Mayor

ATTEST:

Patti Garcia, Town Clerk

NORTH WELD COUNTY
WATER DISTRICT

By: Chad Johnson

ATTEST:

president

By: Gabe Ambrecht

By: Secretary

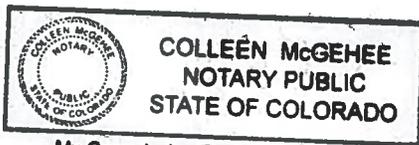
STATE OF COLORADO)

COUNTY OF WELD) ss.
)

The foregoing instrument was acknowledged before me this 20th day of May 2013, by Charles Achziger as President of North Weld County Water District.

WITNESS by hand and official seal.

My commission expires:



Colleen McGehee
Notary Public

STATE OF COLORADO)
My Commission Expires 08/29/2014)
) ss.
COUNTY OF _____)

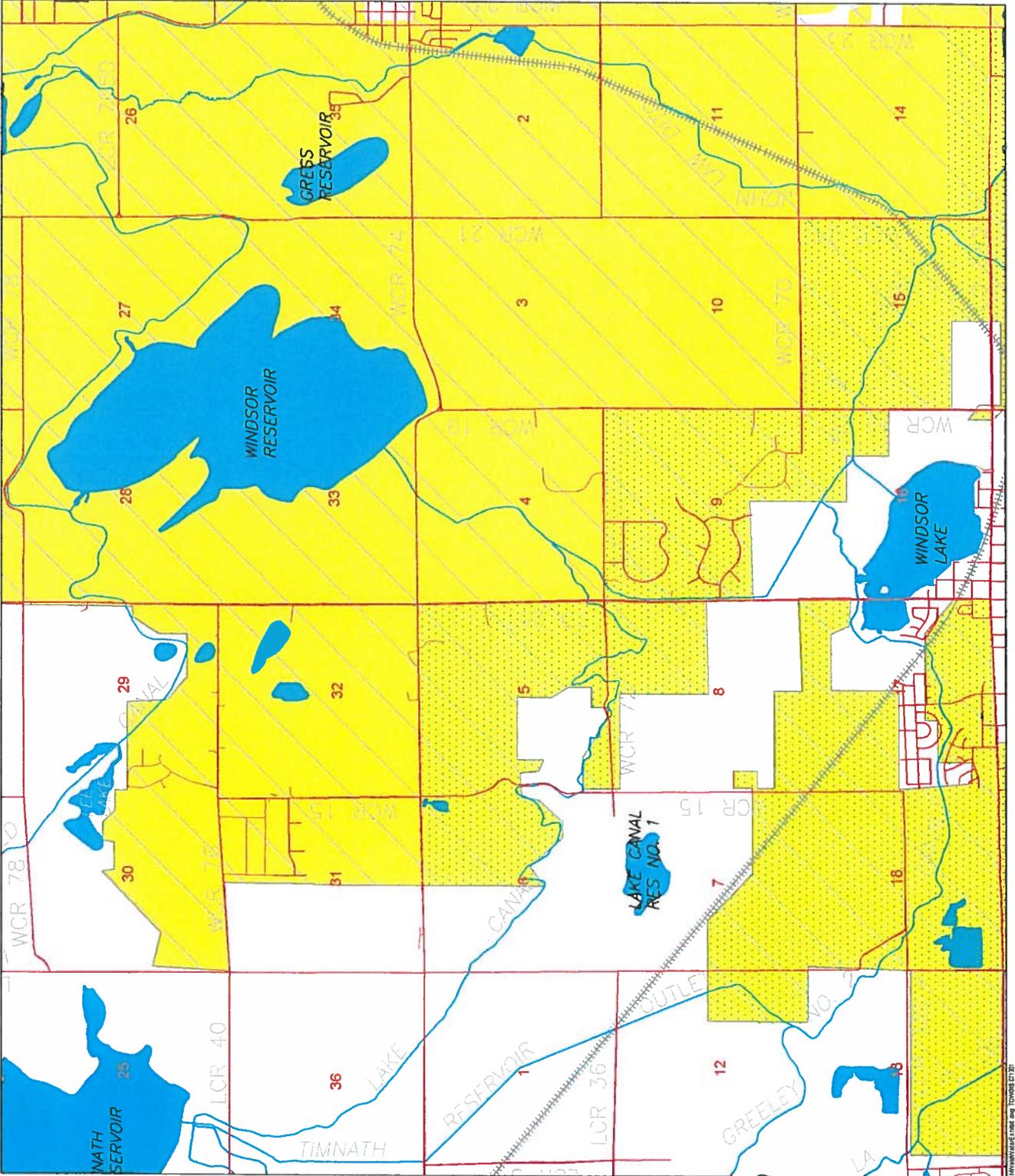
The foregoing instrument was acknowledged before me this _____ day of _____, _____ by _____ and _____ as _____ and _____ of _____.

WITNESS by hand and official seal.

My commission expires:

Notary Public

EXHIBIT A WATER SERVICE AREAS



LEGEND

	Areas within NWCWD as of Jan. 1, 2001
	Windsor Contract Service Area/ Windsor Service Area