The National Citizen Survey™

TOWN OF WINDSOR, CO
2011

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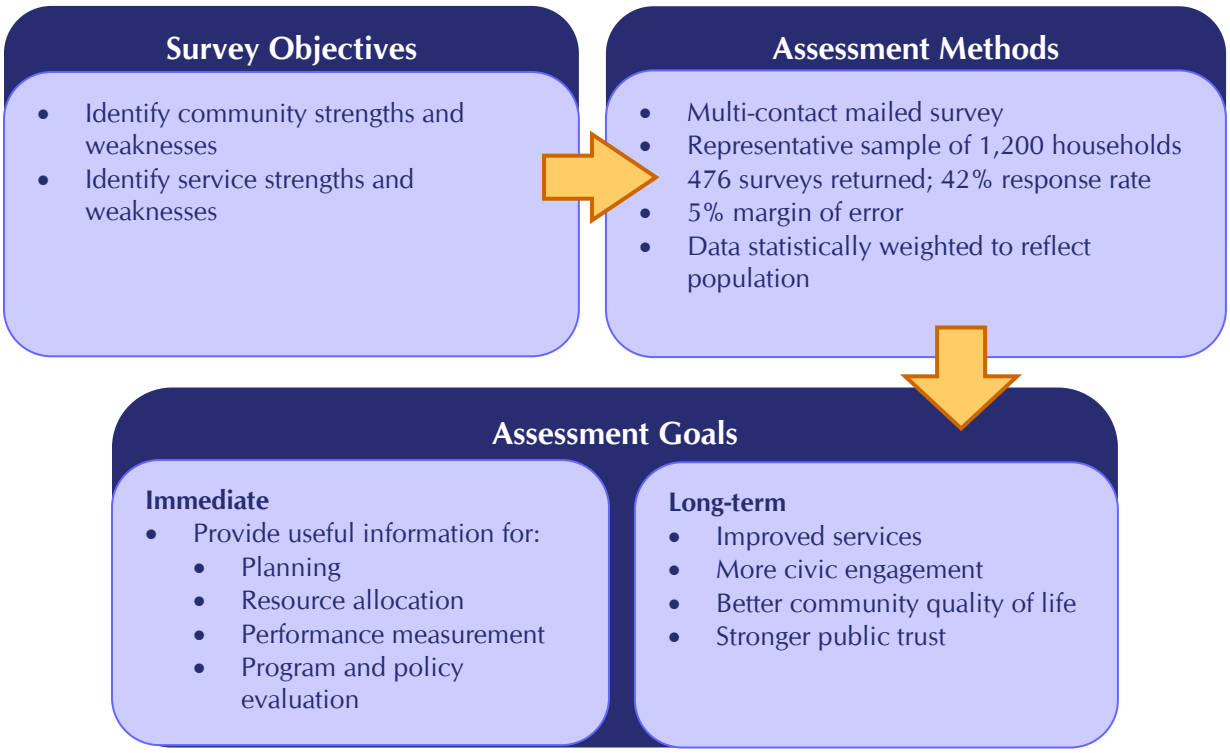
Survey Background

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.

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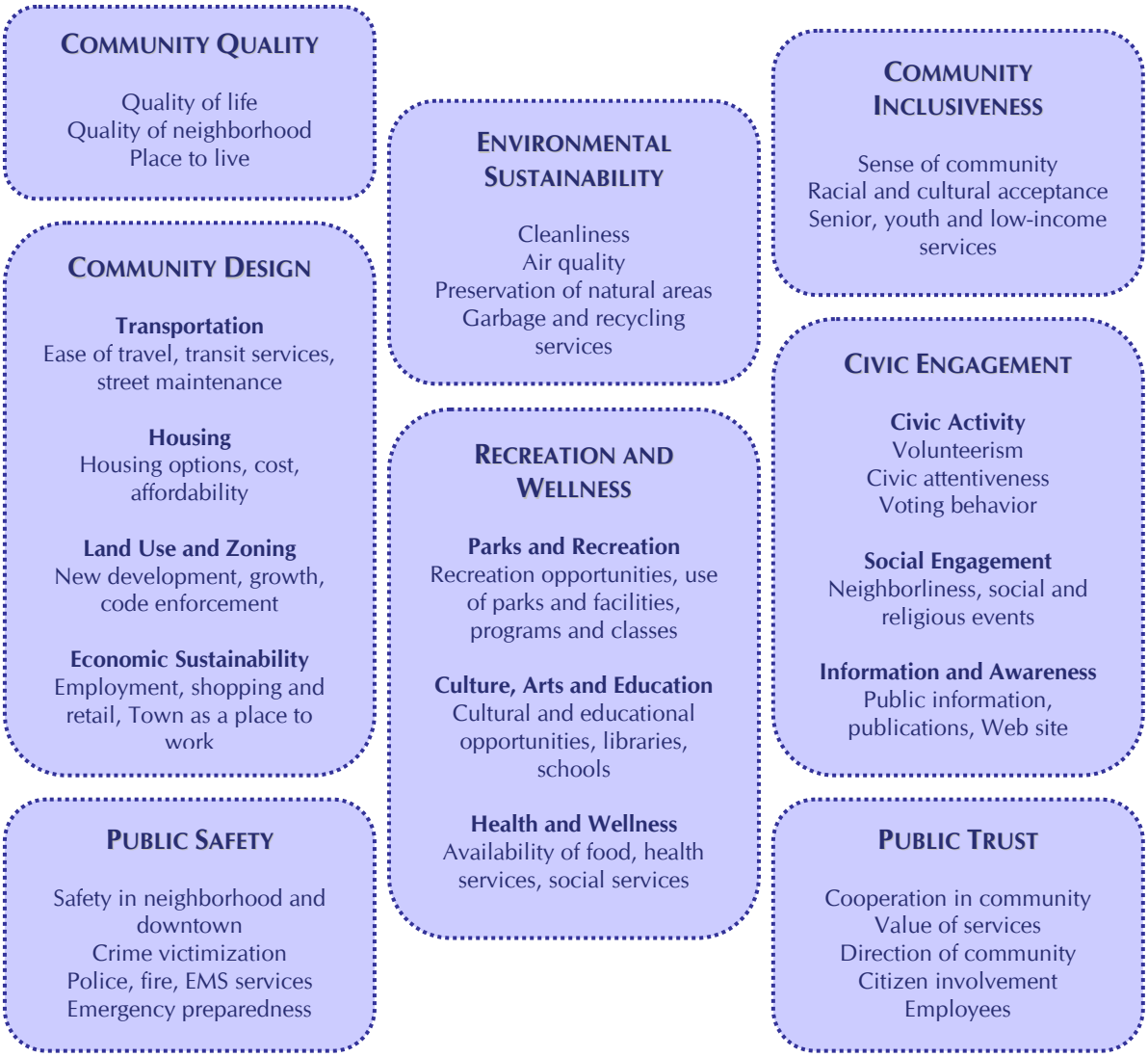
FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



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 476 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 with several custom questions.

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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 (476 completed surveys) is plus or minus five 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 55-65% 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.

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.

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"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.

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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.

Most 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 91% of respondents. A majority reported they plan on staying in the Town of Windsor for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The two characteristics receiving the most favorable ratings were the overall image or reputation of Windsor and the cleanliness 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, 19 were above the national benchmark comparison, seven were similar to the national benchmark comparison and four were below.

Residents in the Town of Windsor were somewhat civically engaged. While only 20% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 96% 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 lower than the benchmark.

In general, survey respondents demonstrated strong trust in local government. A majority 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 favorable ratings to a majority of local government services. Town services rated were able to be compared to the benchmark database. Of the 35 services for which comparisons were available, 26 were above the benchmark comparison, eight were similar to the benchmark comparison and one was below.

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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:

- Police services
- Street cleaning
- Public schools
- Recreation centers or facilities
- Preservation of natural areas
- Economic development

Of these services, those deserving the most attention may be those that were below or similar to the benchmark comparisons: police services. For street cleaning, public schools, recreation centers or facilities, preservation of natural areas and economic development services, the Town of Windsor was above the benchmark and should continue to ensure high quality performance.

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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 favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

Figure 3: Ratings of Overall Community Quality

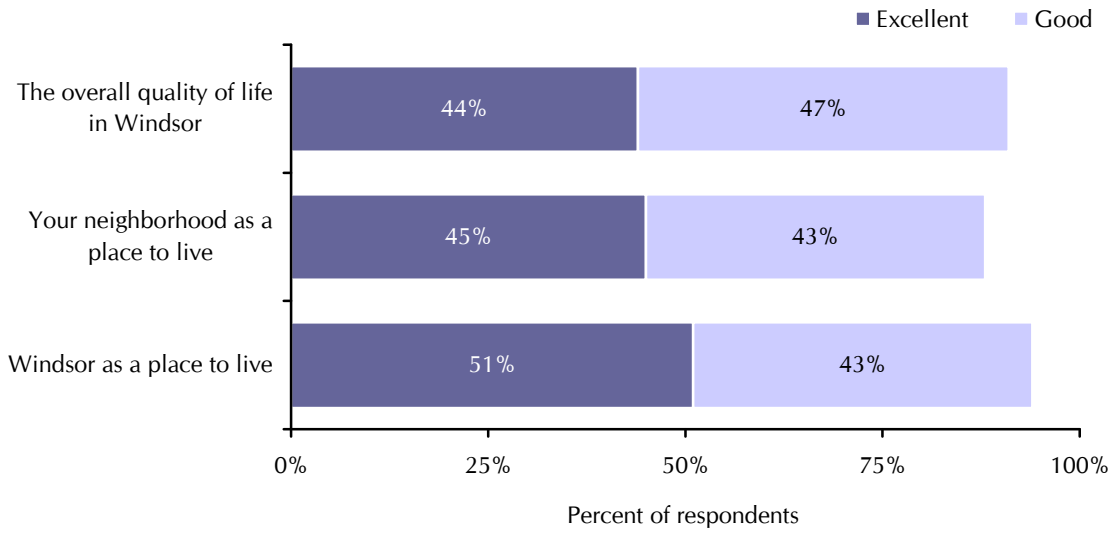

Figure 4: Likelihood of Remaining in Community and Recommending Community

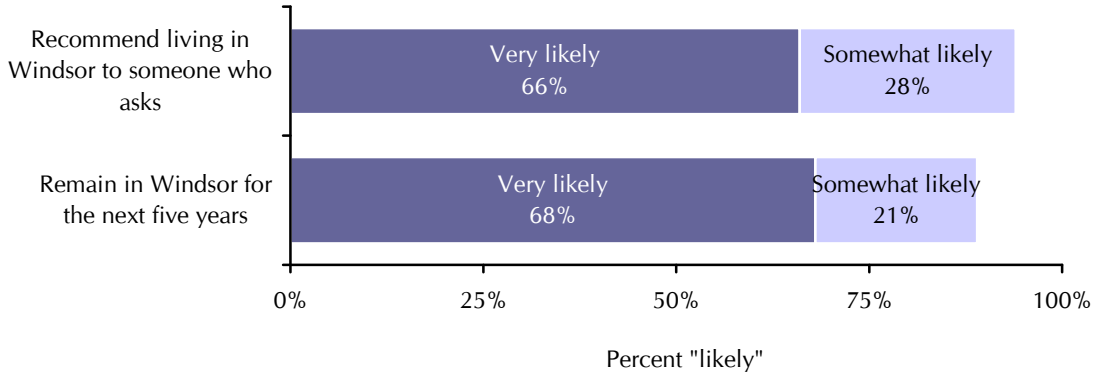

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FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	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

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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 and ease of car travel in Windsor were given the most positive ratings.

Figure 6: Ratings of Transportation in Community

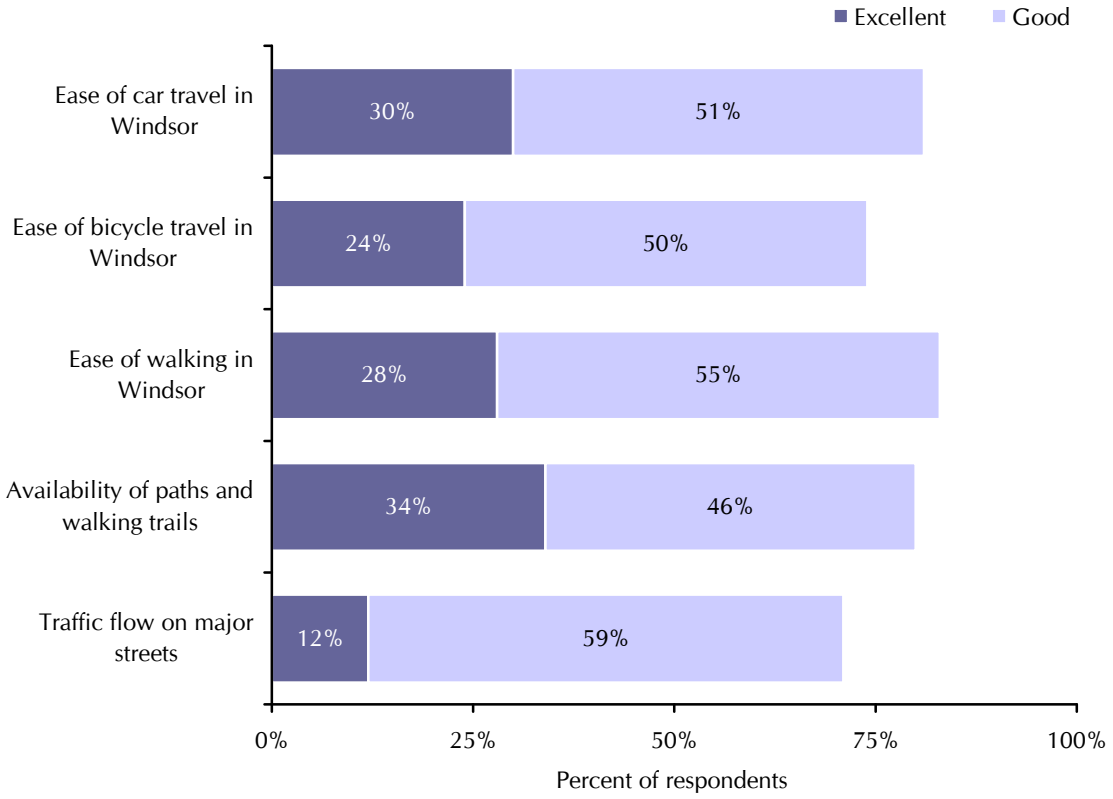

Figure 7: Community Transportation Benchmarks

	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

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Seven transportation services were rated in Windsor. As compared to most communities across America, ratings were favorable. All were above the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

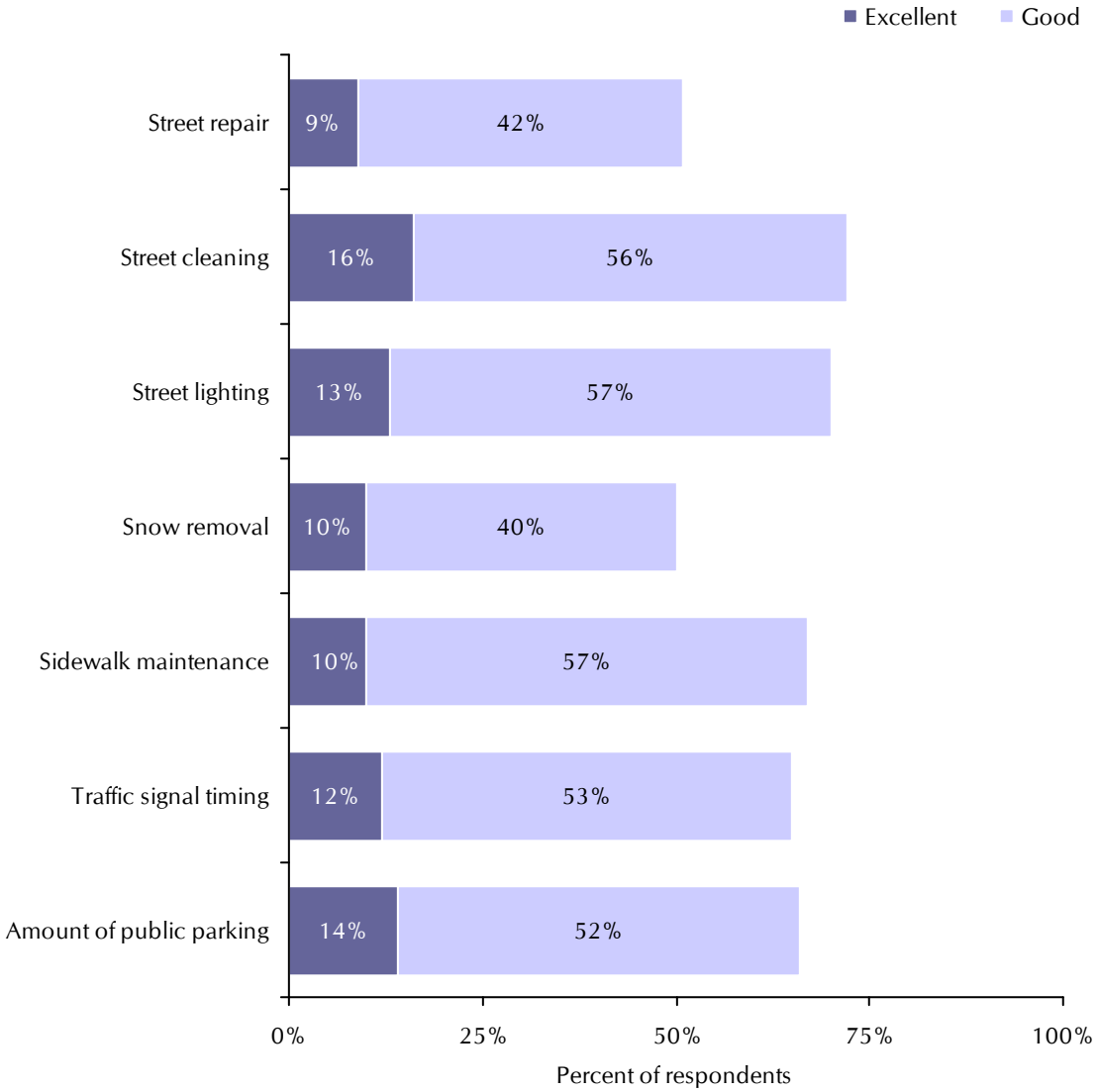

FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

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

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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, 2% of work commute trips were made by bicycle or by foot.

FIGURE 10: MODE OF TRAVEL USED FOR WORK COMMUTE

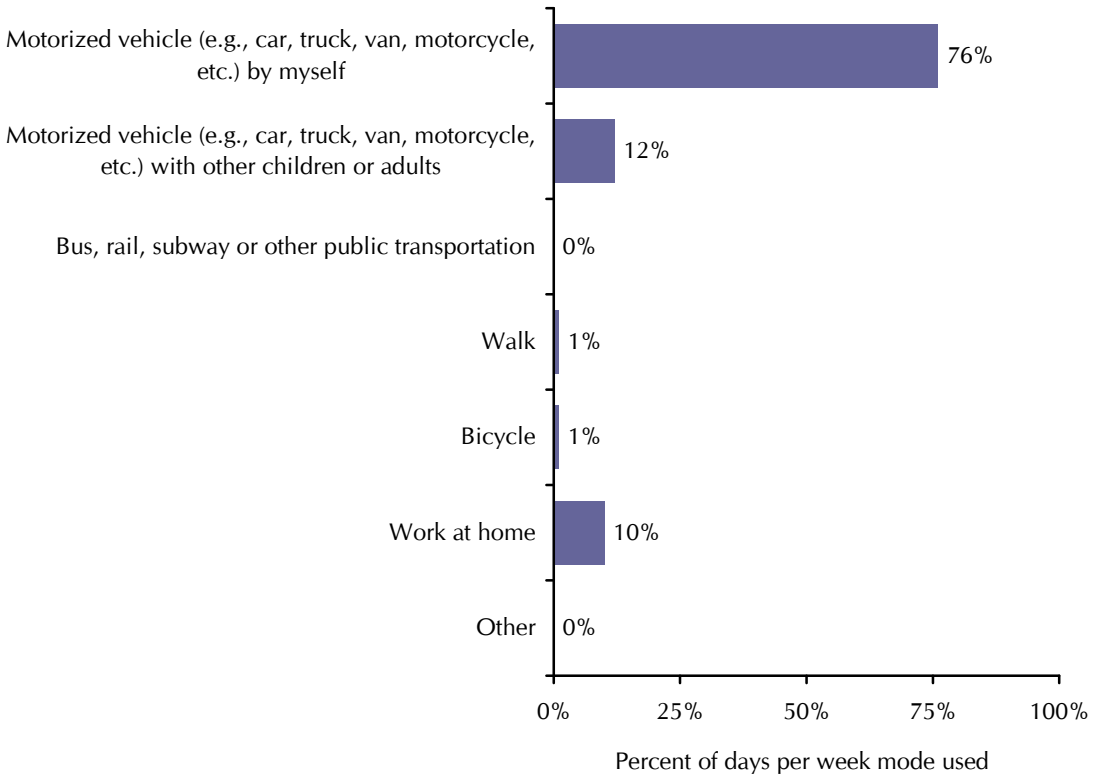

FIGURE 11: DRIVE ALONE BENCHMARKS

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

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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 residents 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 55% of respondents, while the variety of housing options was rated as "excellent" or "good" by 66% of respondents. The rating of perceived affordable housing availability was much better in the Town of Windsor than the ratings, on average, in comparison jurisdictions.

FIGURE 12: RATINGS OF HOUSING IN COMMUNITY

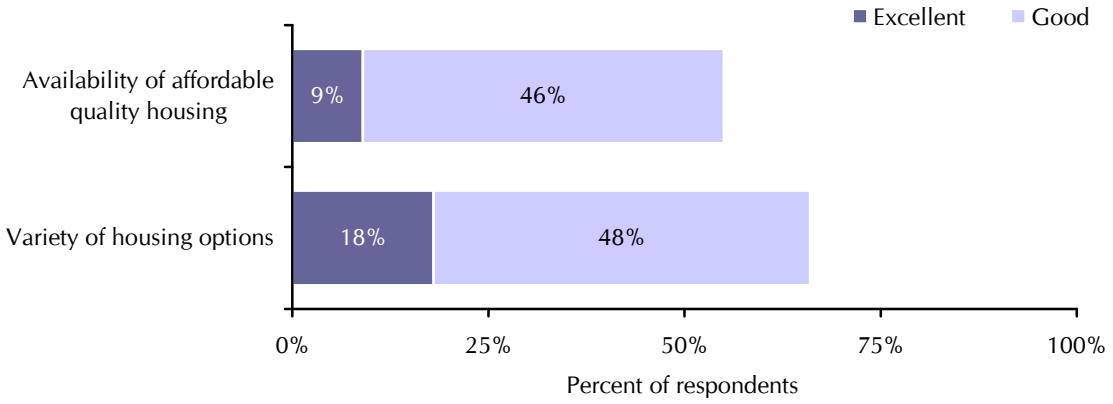

FIGURE 13: HOUSING CHARACTERISTICS BENCHMARKS

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

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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. About 29% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 14: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

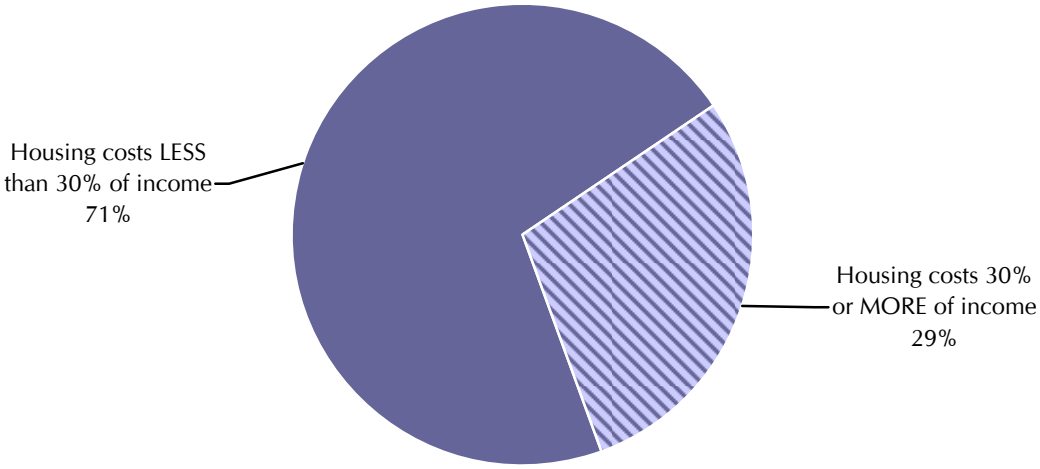

FIGURE 15: HOUSING COSTS BENCHMARKS

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

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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 22% of respondents and as "good" by an additional 53%. The overall appearance of Windsor was rated as "excellent" or "good" by 83% 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, 4% thought they were a "major" problem. The services of land use, planning and zoning, code enforcement and animal control were rated much above the benchmark.

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

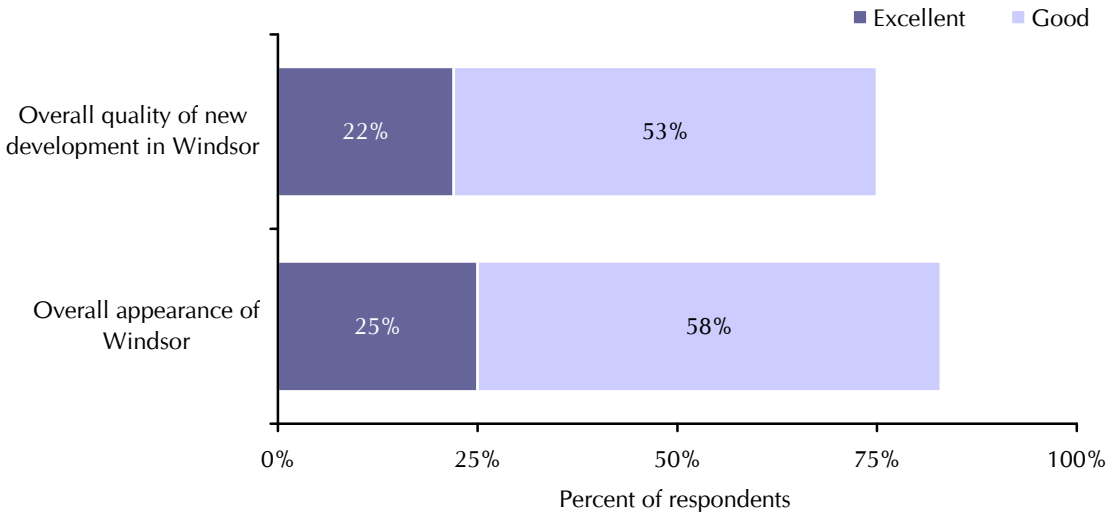

FIGURE 17: BUILT ENVIRONMENT BENCHMARKS

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

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FIGURE 18: RATINGS OF POPULATION GROWTH

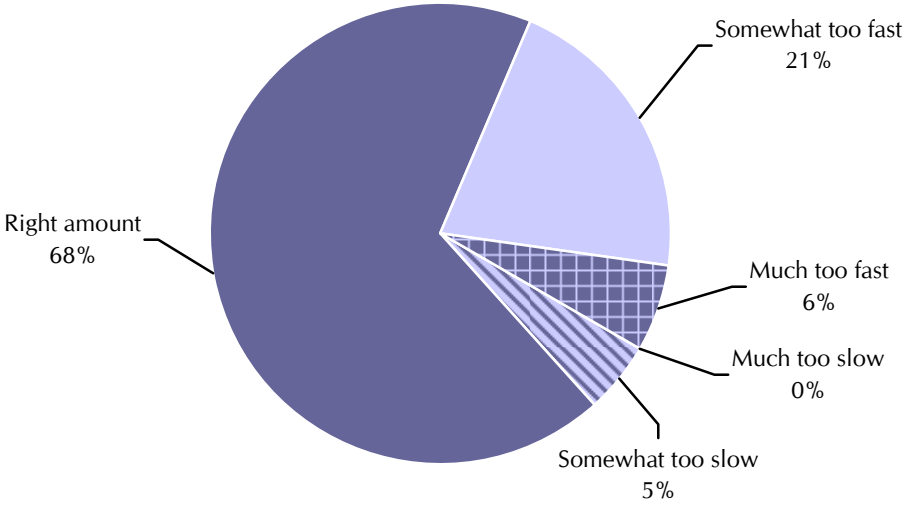

FIGURE 19: POPULATION GROWTH BENCHMARKS

	Comparison to benchmark
Population growth seen as too fast	Much less

FIGURE 20: RATINGS OF NUISANCE PROBLEMS

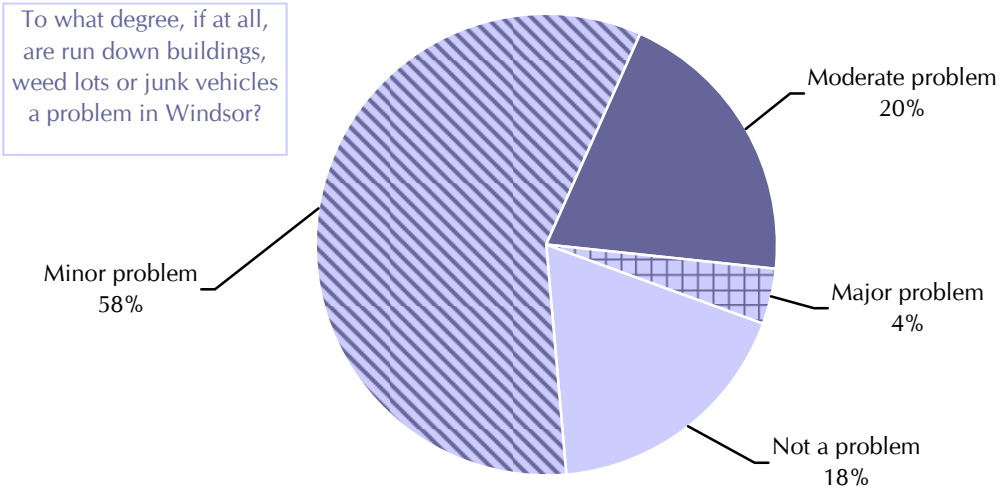

FIGURE 21: NUISANCE PROBLEMS BENCHMARKS

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

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FIGURE 22: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

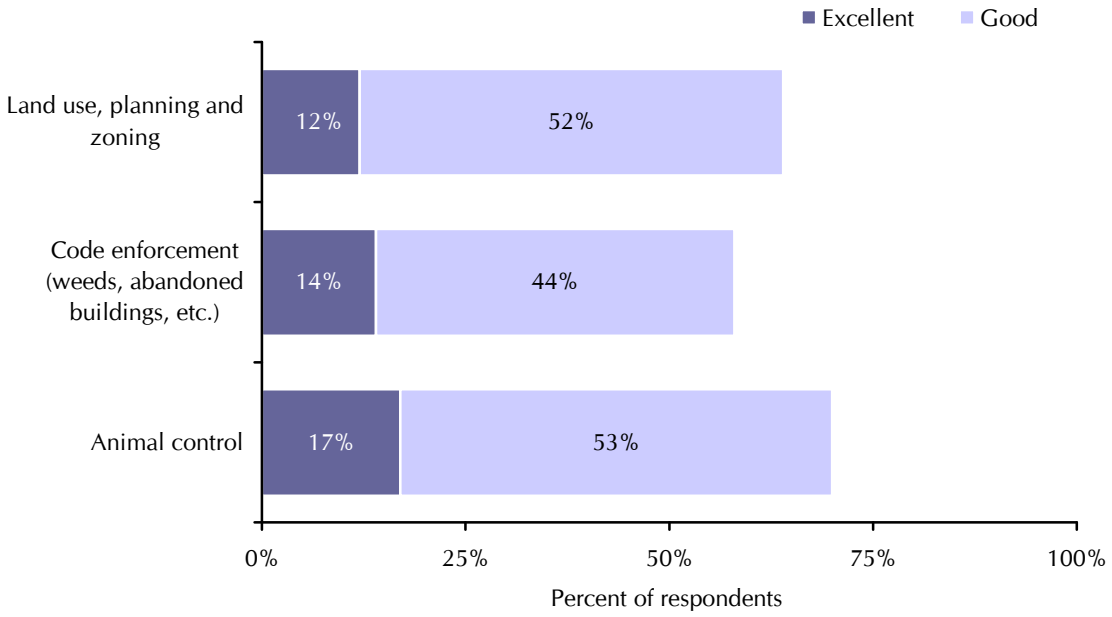

FIGURE 23: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

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

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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 in Windsor and Windsor as a place to work. Receiving the lowest rating was employment opportunities.

Figure 24: Ratings of Economic Sustainability and Opportunities

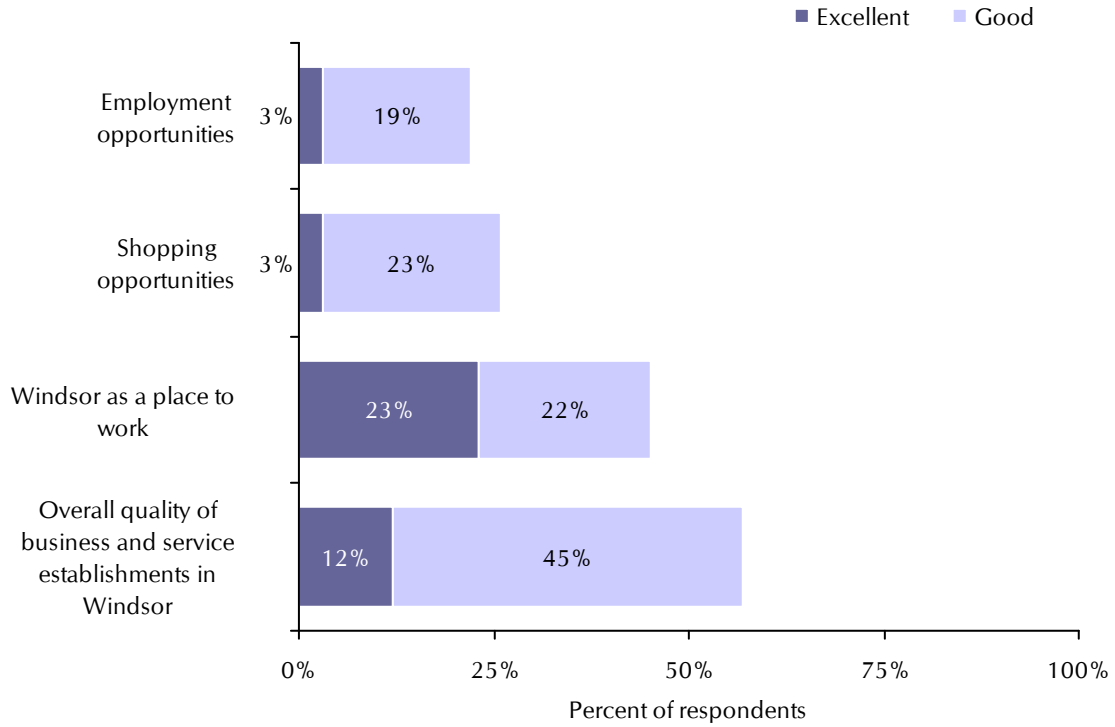

Figure 25: Economic Sustainability and Opportunities Benchmarks

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

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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, 86% responded that it was "too slow," while 63% reported retail growth as "too slow." Many more residents in Windsor compared to other jurisdictions believed that the rates of retail growth and jobs growth were too slow.

FIGURE 26: RATINGS OF RETAIL AND JOBS GROWTH

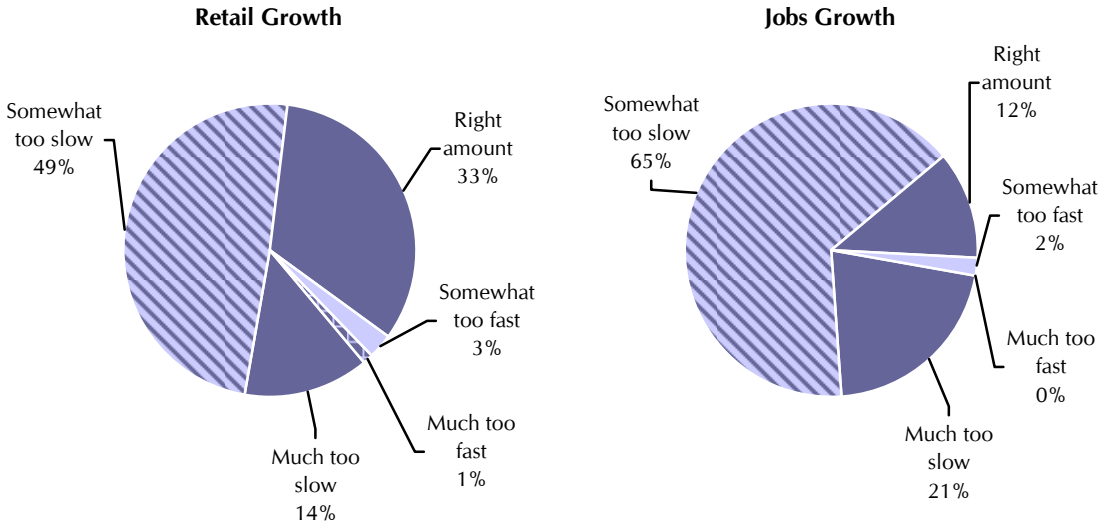

FIGURE 27: RETAIL AND JOBS GROWTH BENCHMARKS

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

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FIGURE 28: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

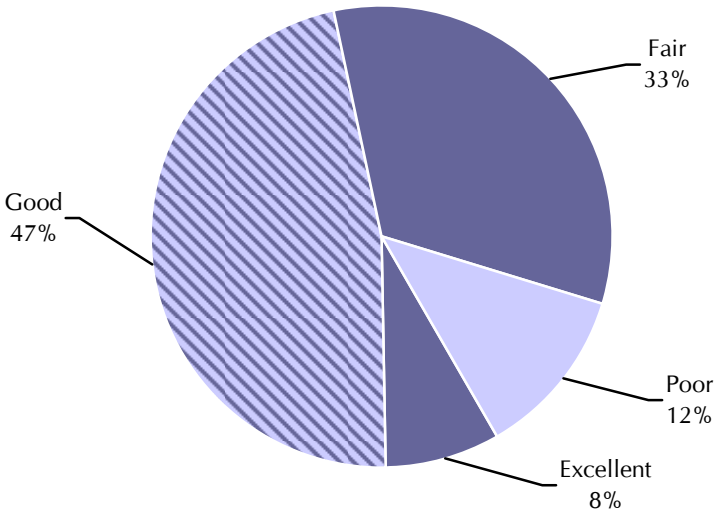

FIGURE 29: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Much above

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Residents were asked to reflect on their economic prospects in the near term. Twenty-one percent of the Town of Windsor residents expected that the coming six months would have a "somewhat" or "very" positive impact on their family, while 40% felt that the economic future would be "somewhat" or "very" negative. The percent of residents with an optimistic outlook on their household income was more than comparison jurisdictions.

FIGURE 30: RATINGS OF PERSONAL ECONOMIC FUTURE

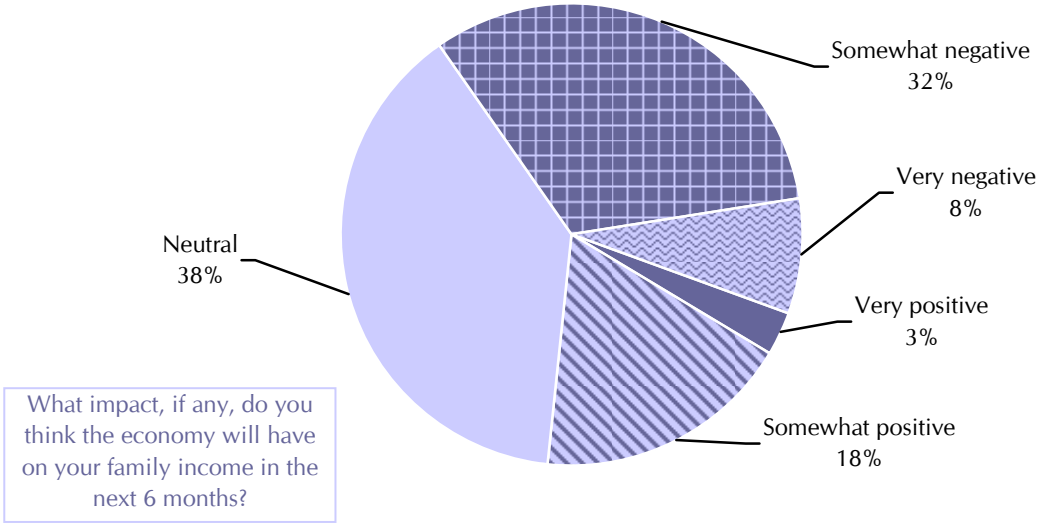

FIGURE 31: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Above

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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 89% of those completing the questionnaire said they felt "very" or "somewhat" safe from violent crimes and 89% felt "very" or "somewhat" safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown.

Figure 32: Ratings of Community and Personal Public Safety

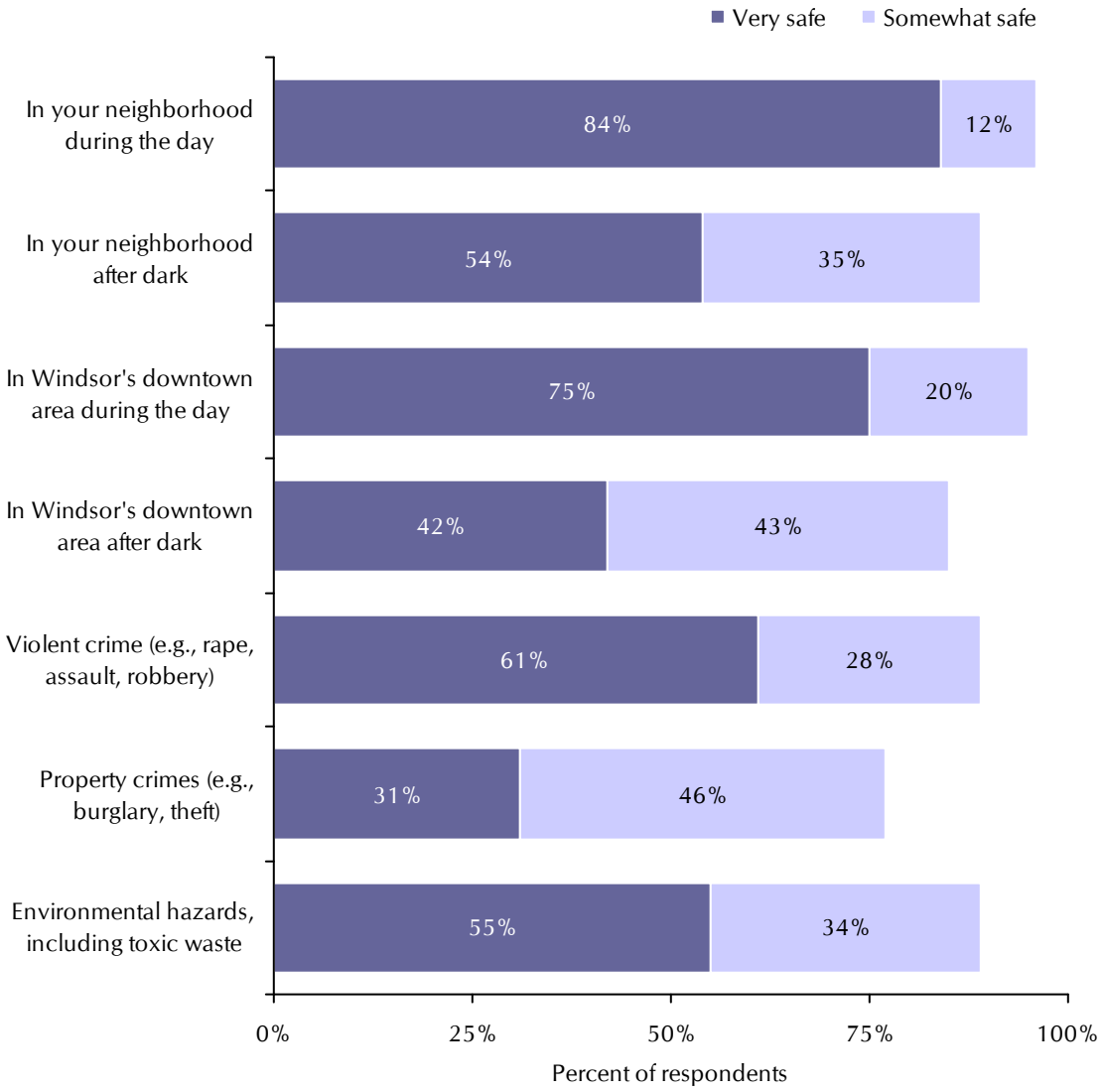

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FIGURE 33: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	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	Much above

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As assessed by the survey, 9% 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, 93% 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

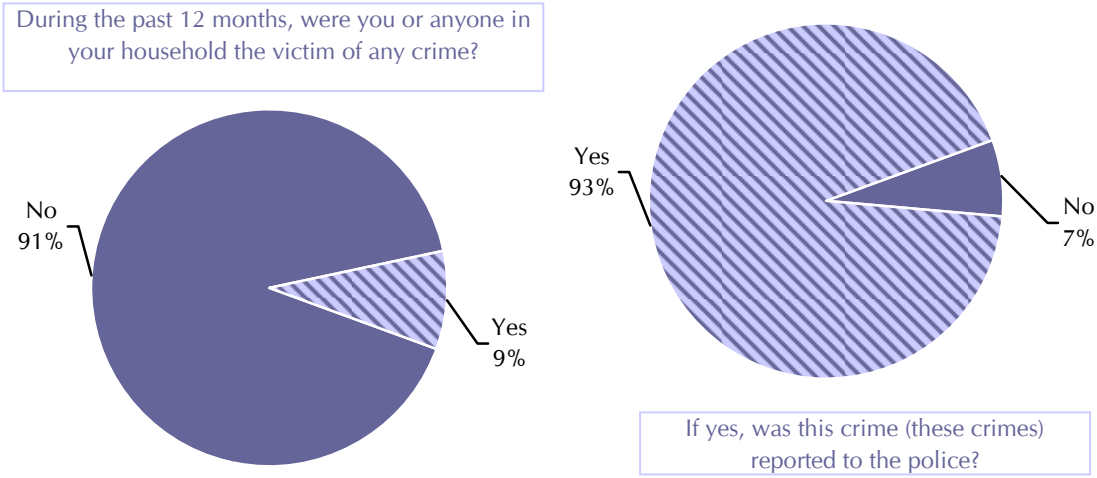

FIGURE 35: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	Much more

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Residents rated eight Town public safety services; of these, three were rated above the benchmark comparison and five were rated similar to the benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings.

FIGURE 36: RATINGS OF PUBLIC SAFETY SERVICES

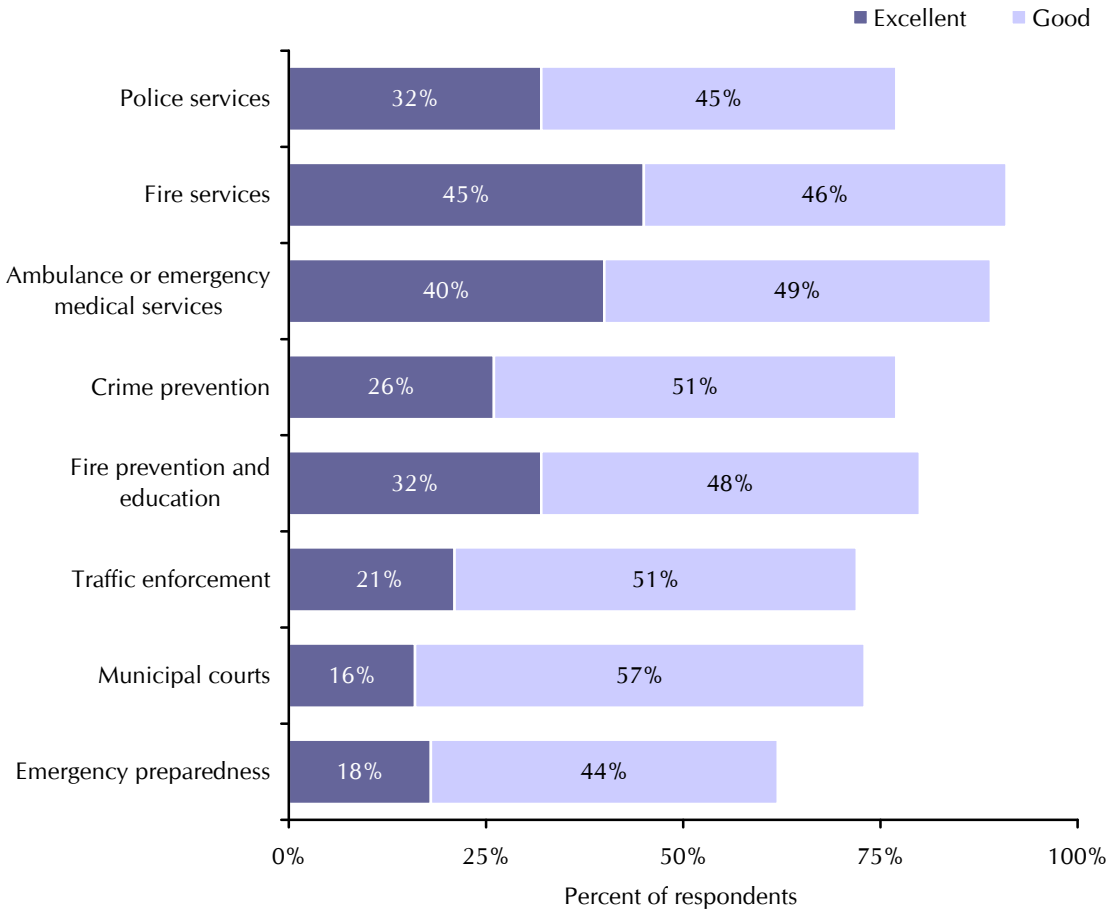


FIGURE 37: PUBLIC SAFETY SERVICES BENCHMARKS

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

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

FIGURE 38: CONTACT WITH POLICE DEPARTMENT

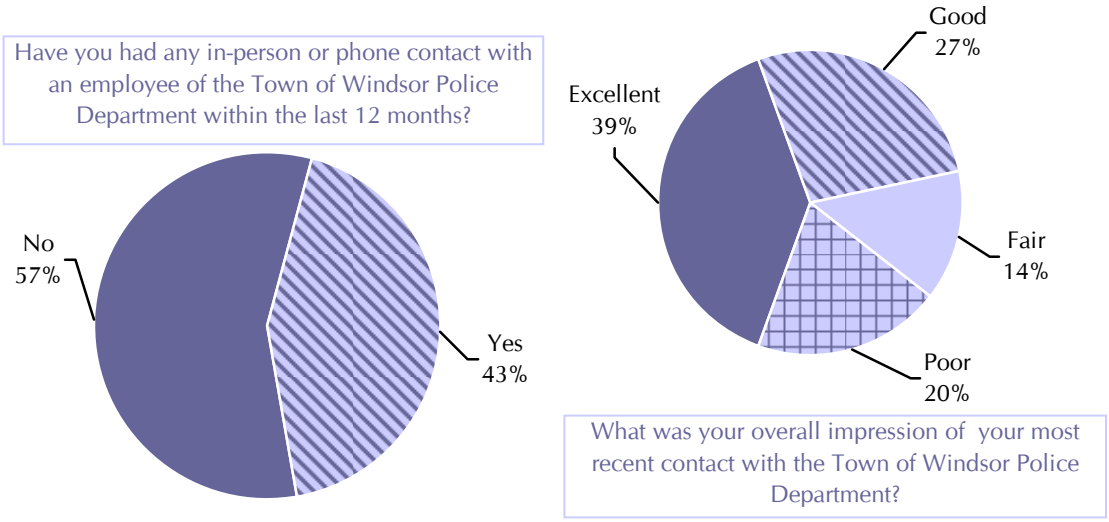


FIGURE 39: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the Town of Windsor Police Department	Much more
Overall impression of most recent contact with the Town of Windsor Police Department	Much below

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

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 87% of survey respondents. The cleanliness of Windsor received the highest rating, and it was much above the benchmark.

Figure 40: Ratings of the Community's Natural Environment

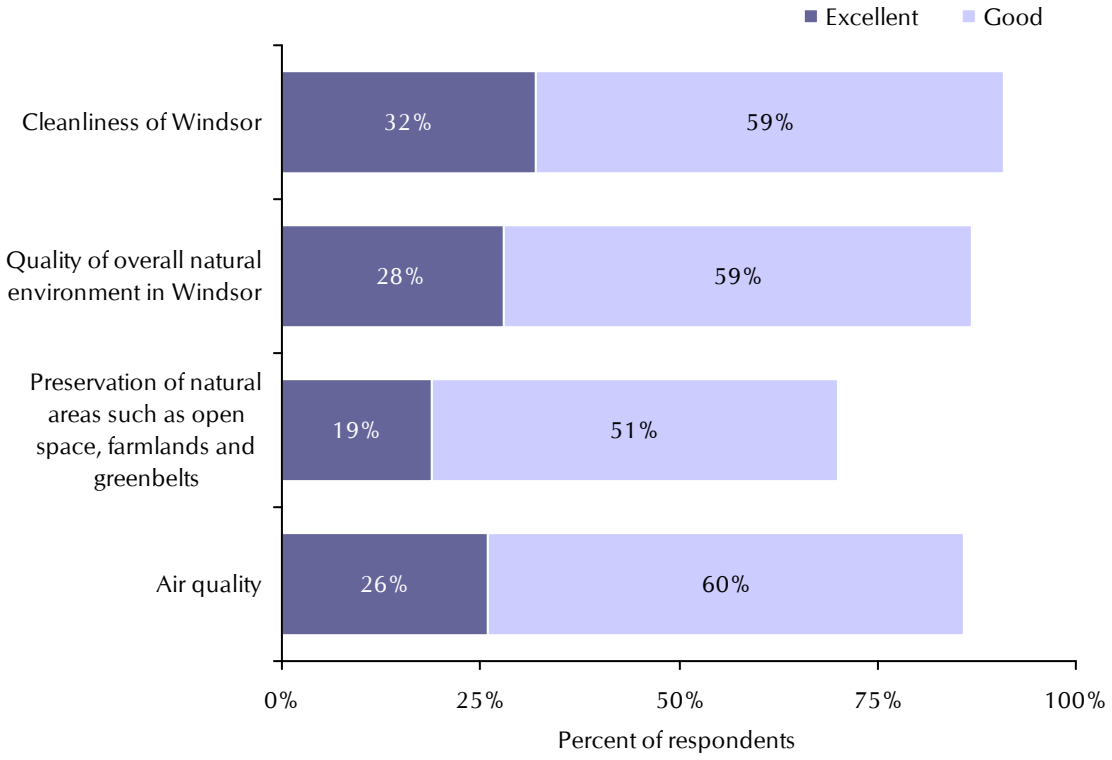


Figure 41: Community Environment Benchmarks

	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

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

Resident recycling was less than recycling reported in comparison communities.

FIGURE 42: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

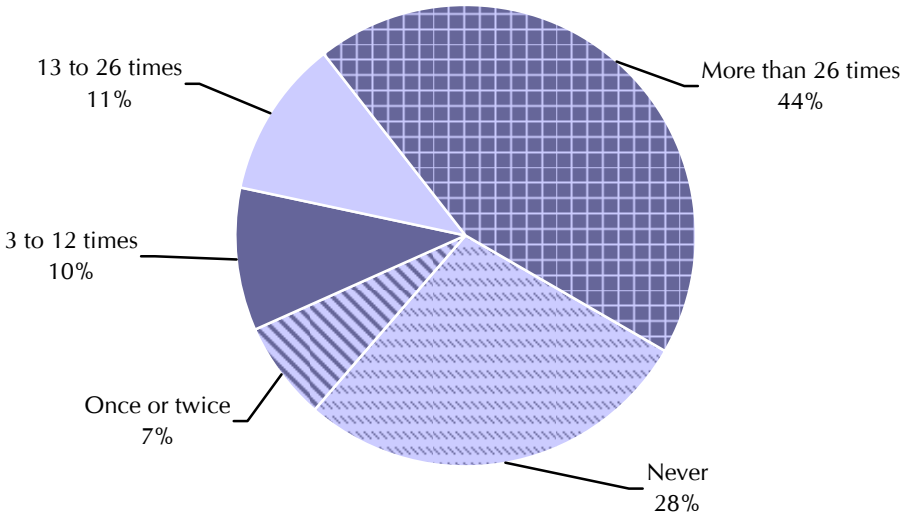


FIGURE 43: FREQUENCY OF RECYCLING BENCHMARKS

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

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

Of the six utility services rated by those completing the questionnaire, four were higher than the benchmark comparison and two were similar to the benchmark comparison.

FIGURE 44: RATINGS OF UTILITY SERVICES

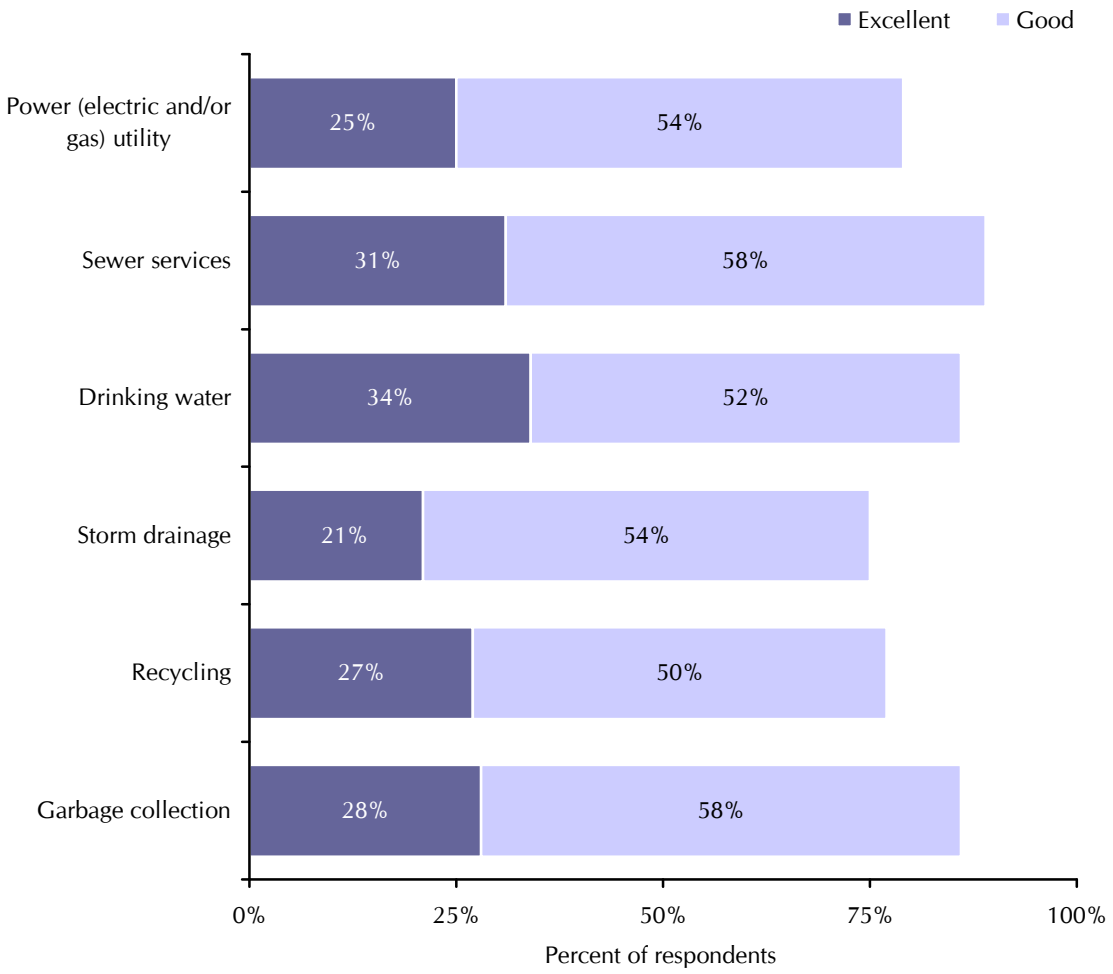


FIGURE 45: UTILITY SERVICES BENCHMARKS

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

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

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. Town parks, recreation programs or classes and recreation centers or facilities were rated much higher than the benchmark.

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 greater than the percent of users in comparison jurisdictions. Similarly, recreation program use in Windsor was higher than use in comparison jurisdictions.

Figure 46: Ratings of Community Recreational Opportunities

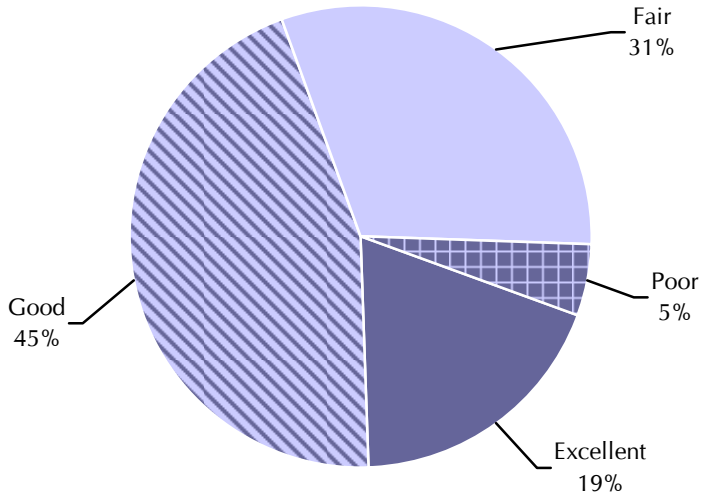


Figure 47: Community Recreational Opportunities Benchmarks

	Comparison to benchmark
Recreation opportunities	Similar

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

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

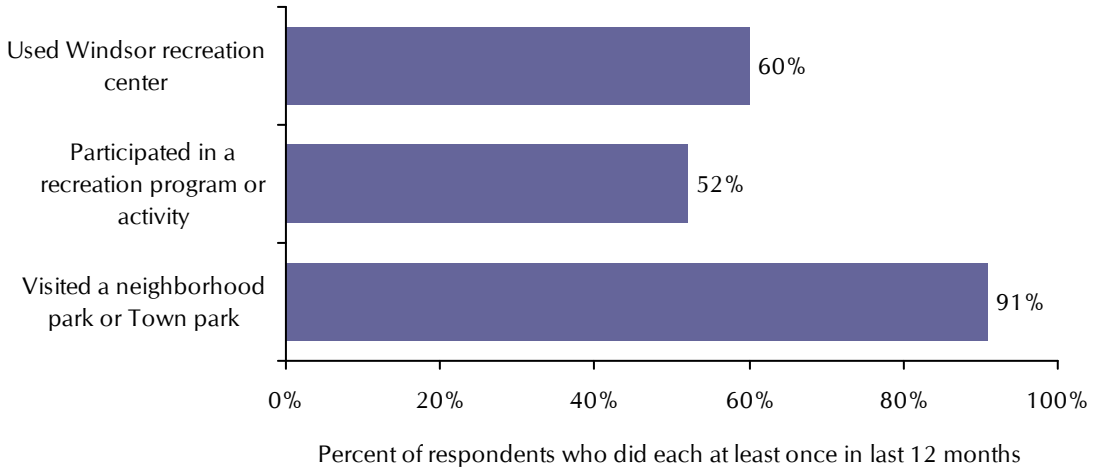


FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

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

FIGURE 50: RATINGS OF PARKS AND RECREATION SERVICES

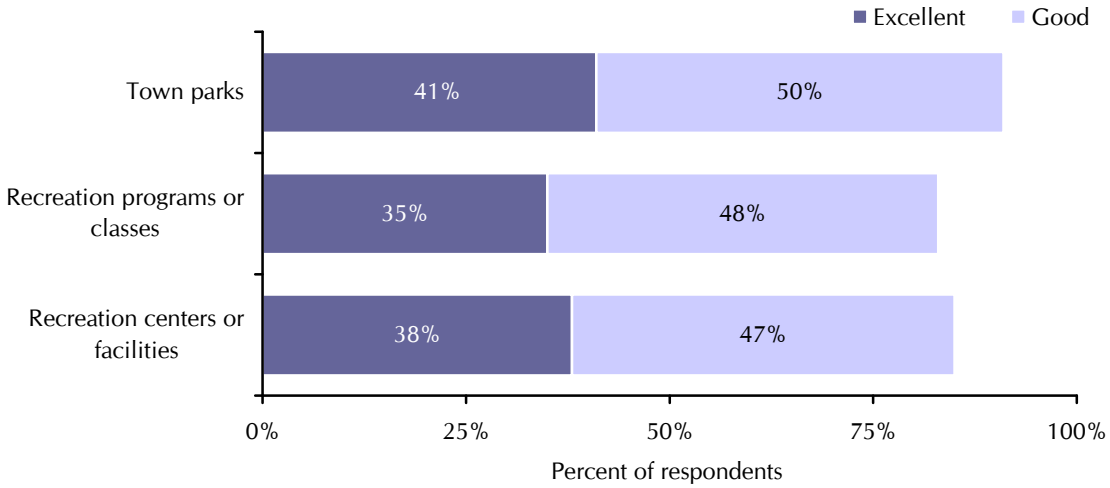


FIGURE 51: PARKS AND RECREATION SERVICES BENCHMARKS

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

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

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 39% of respondents. Educational opportunities were rated as "excellent" or "good" by 53% of respondents. Compared to the benchmark data, educational opportunities were much below the average of comparison jurisdictions, as were cultural activity opportunities.

About 70% 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 52: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

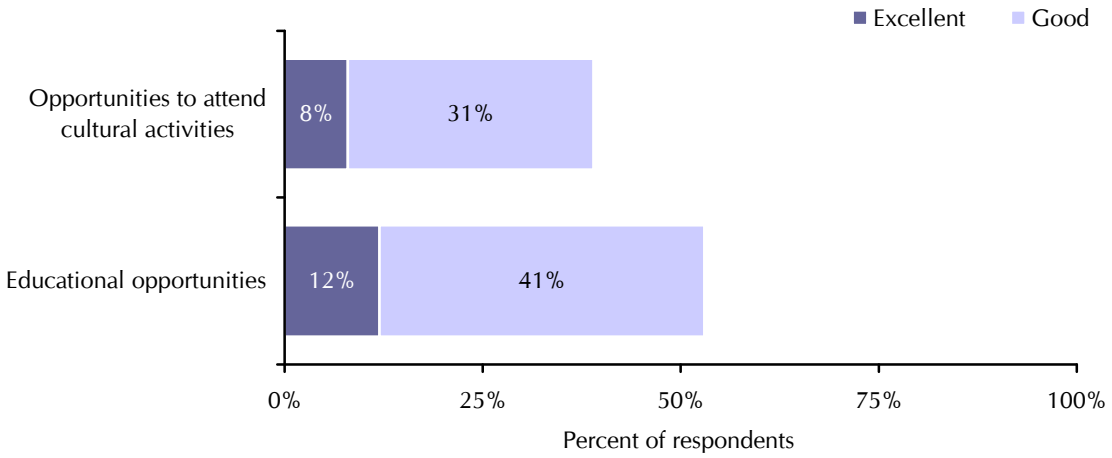


FIGURE 53: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much below
Educational opportunities	Much below

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

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

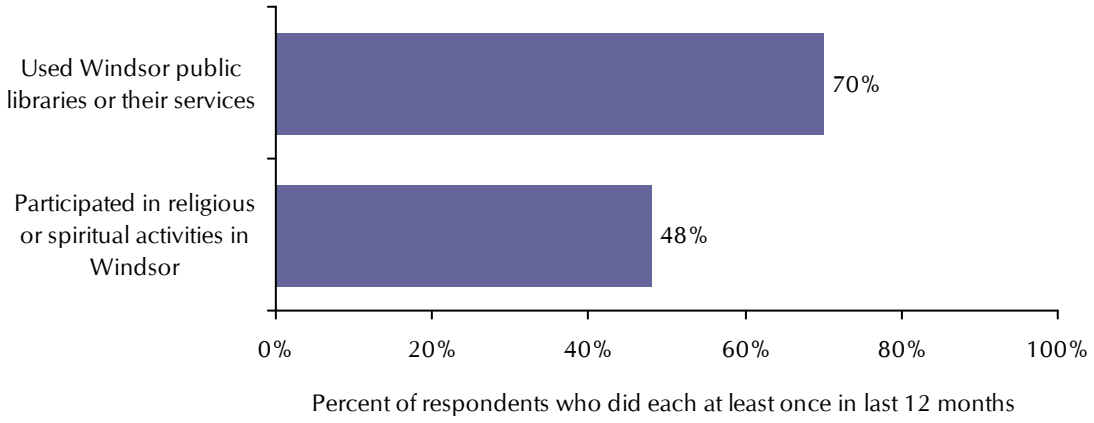


FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

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

FIGURE 56: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

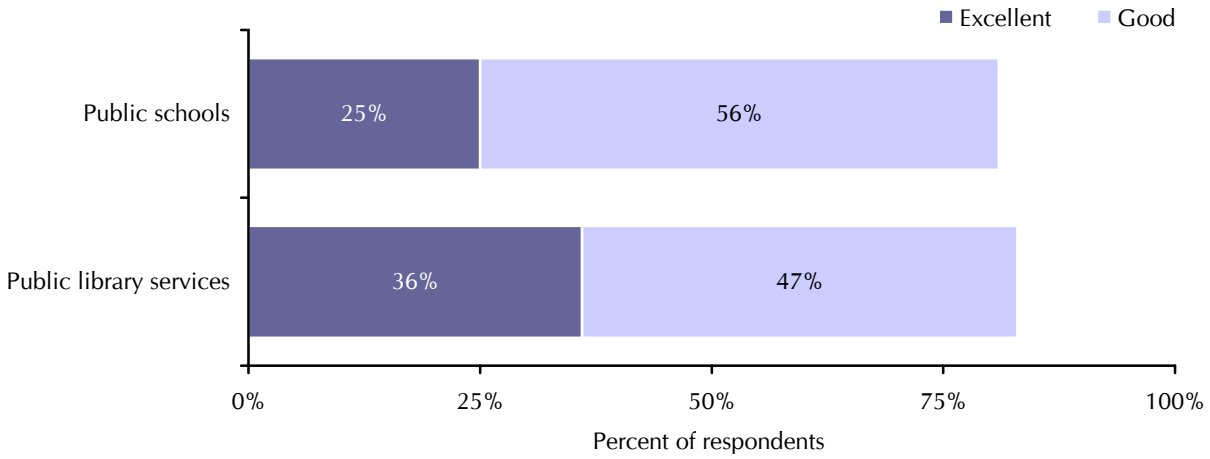


FIGURE 57: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
Public library services	Similar

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

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.

Among Windsor residents, 14% rated affordable quality health care as "excellent" while 51% rated it as "good." Those ratings were much above the ratings of comparison communities.

FIGURE 58: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

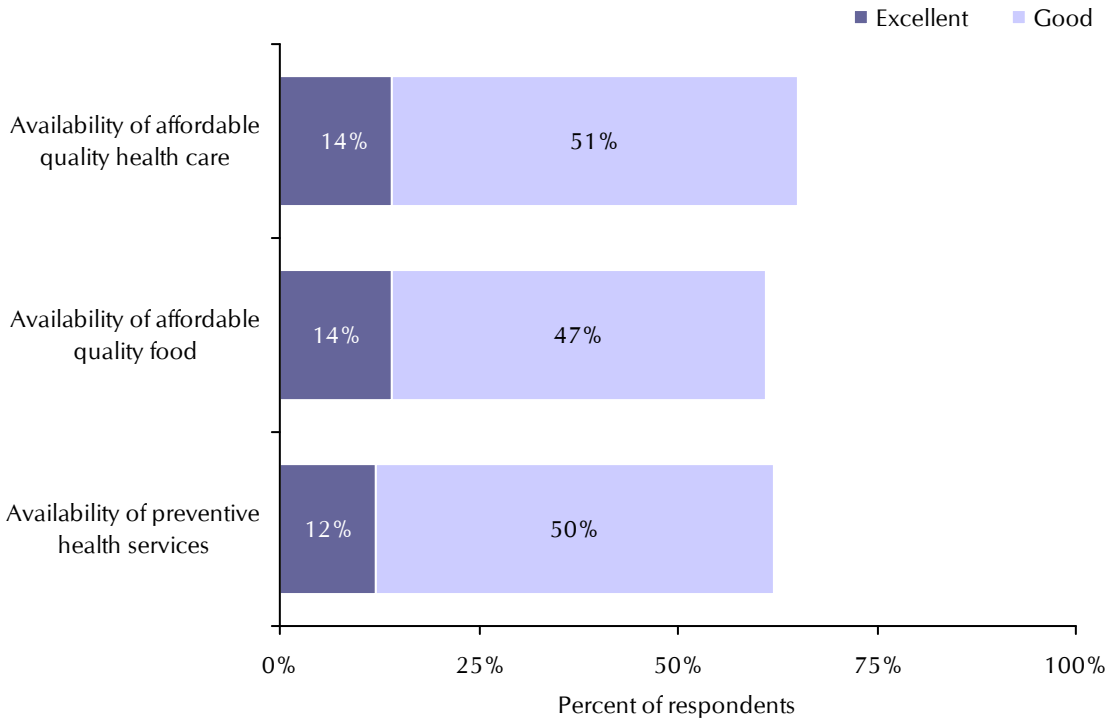


FIGURE 59: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

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

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

Health services were rated "excellent" or "good" by 78% of respondents and were much above the benchmark.

FIGURE 60: RATINGS OF HEALTH AND WELLNESS SERVICES

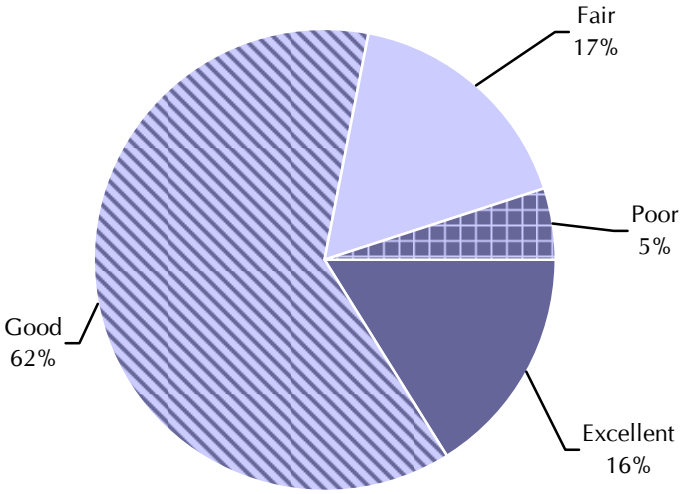


FIGURE 61: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Much above

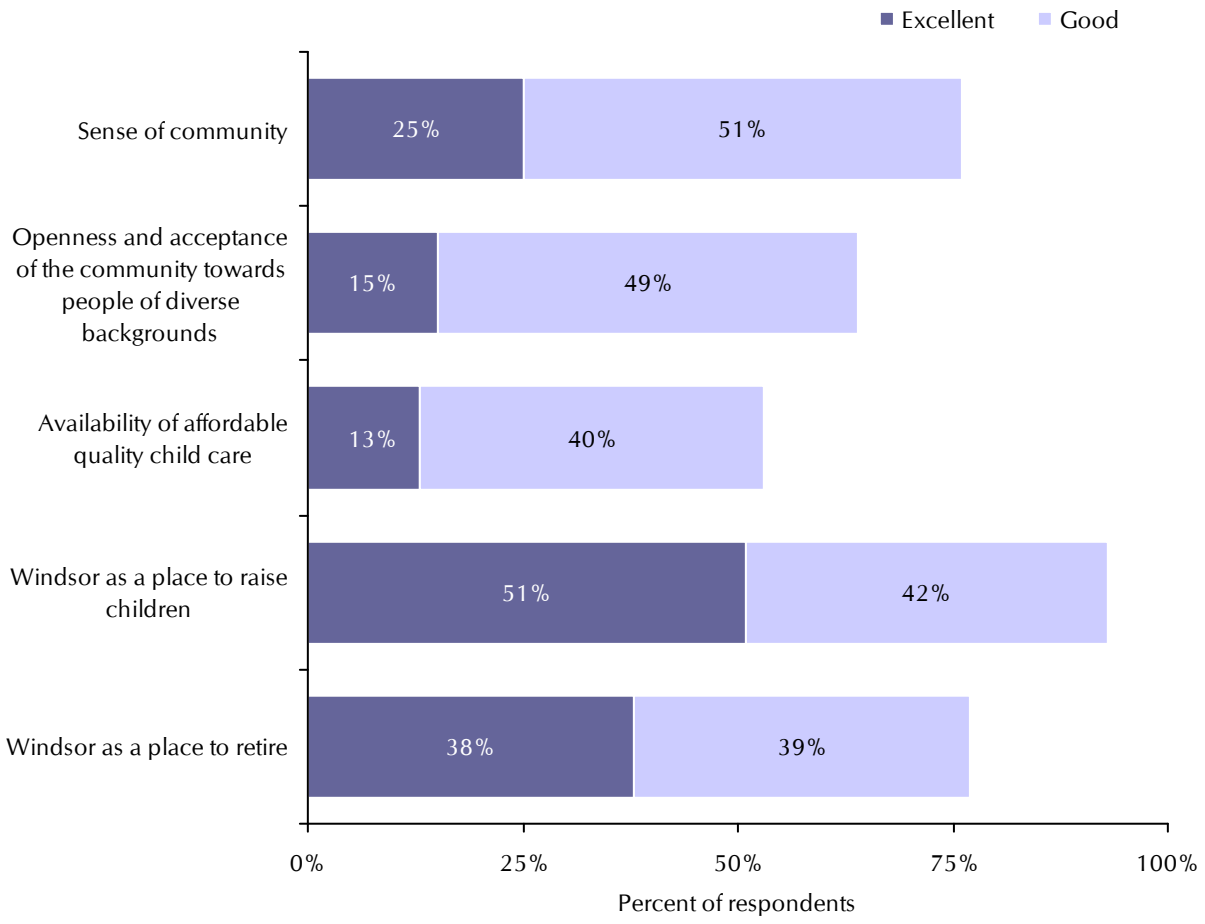
The National Citizen Survey™ by National Research Center, Inc.

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.

About nine in ten residents rated the Town of Windsor as an "excellent" or "good" place to raise kids and a high percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was "excellent" or "good." Further, a majority of 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 much higher than the benchmark.

Figure 62: Ratings of Community Quality and Inclusiveness



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

FIGURE 63: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

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

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

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 52% to 82% with ratings of "excellent" or "good." Services to senior, youth and low-income people were all above the benchmark.

FIGURE 64: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

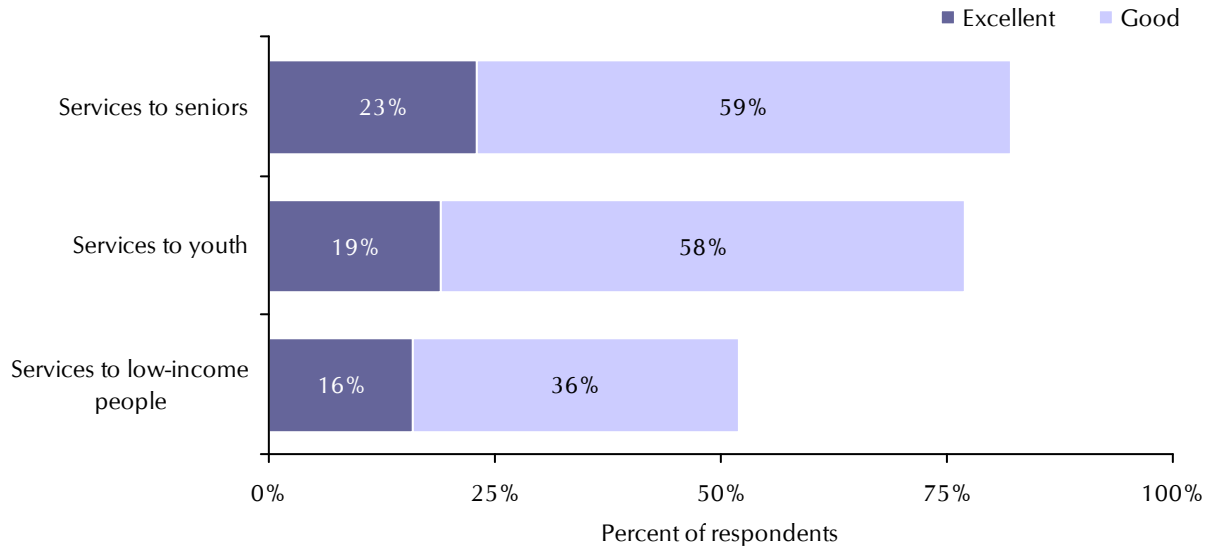


FIGURE 65: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

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

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

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.

The rating for opportunities to participate in community matters was above the benchmark while the rating for opportunities to volunteer was similar to the benchmark.

Figure 66: Ratings of Civic Engagement Opportunities

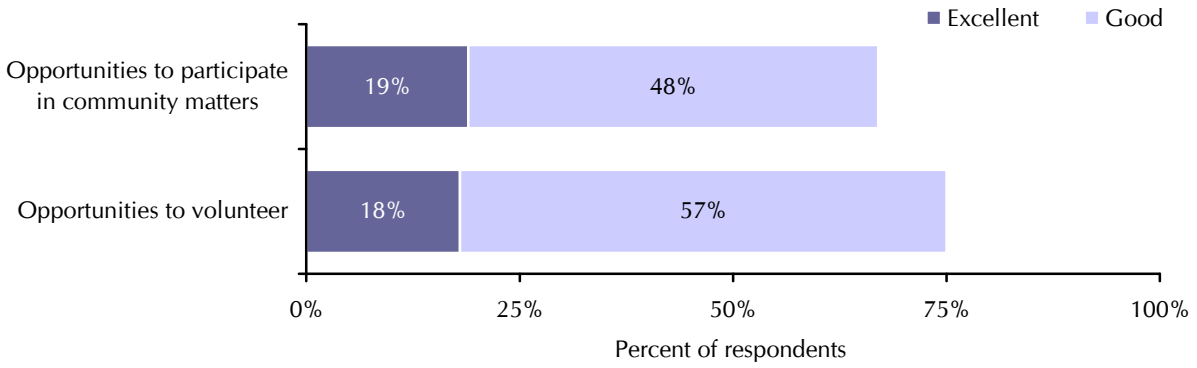


Figure 67: Civic Engagement Opportunities Benchmarks

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

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

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 the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Those who had provided help to a friend or neighbor showed similar rates of involvement; while the other four civic behaviors showed lower rates of community engagement.

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

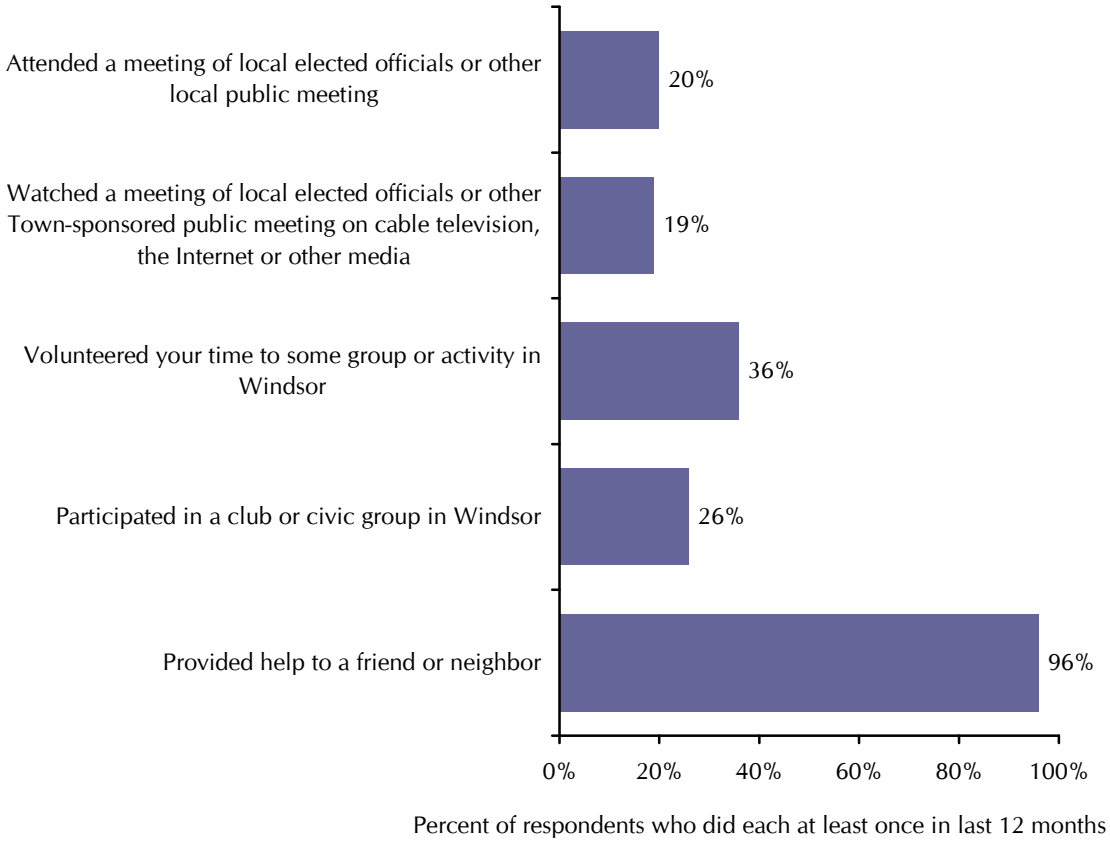


FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Much less
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	Less
Provided help to a friend or neighbor	Similar

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

Town of Windsor residents showed the largest amount of civic engagement in the area of electoral participation. Ninety-one reported they were registered to vote and 81% indicated they had voted in the last general election. This rate of self-reported voting was much higher than that of comparison communities.

FIGURE 70: REPORTED VOTING BEHAVIOR

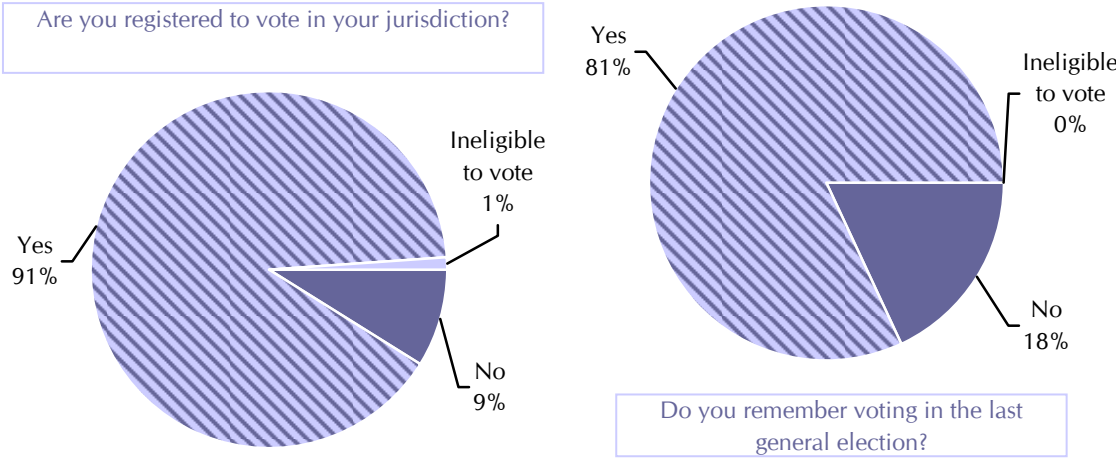


FIGURE 71: VOTING BEHAVIOR BENCHMARKS

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

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

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, 67% reported they had done so at least once.

FIGURE 72: USE OF INFORMATION SOURCES

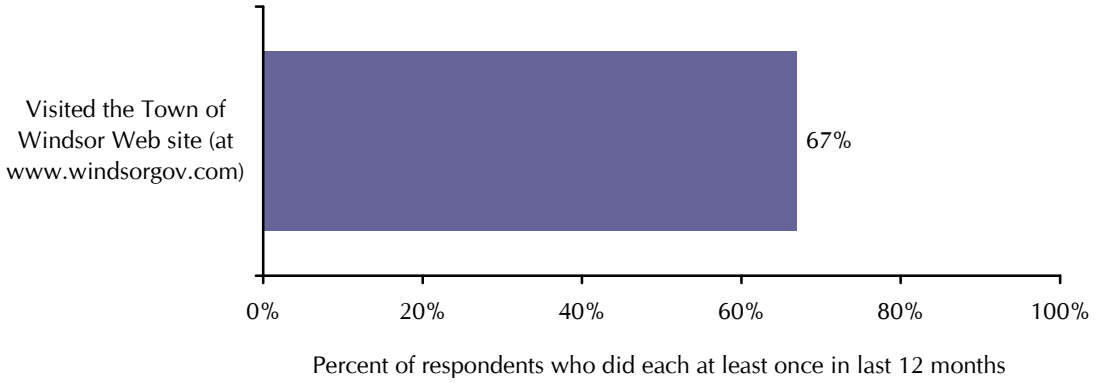


FIGURE 73: USE OF INFORMATION SOURCES BENCHMARKS

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

FIGURE 74: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

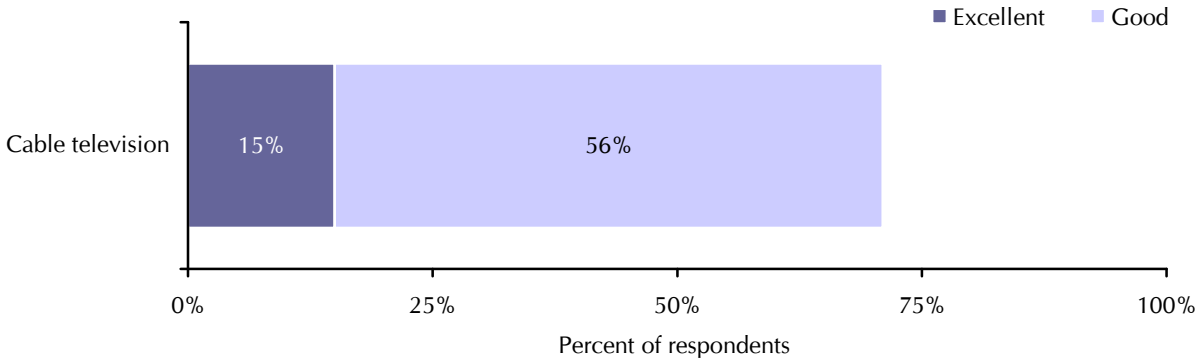


FIGURE 75: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Much above

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

Social Engagement

Opportunities to participate in social events and activities were rated as "excellent" or "good" by 63% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as "excellent" or "good."

FIGURE 76: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

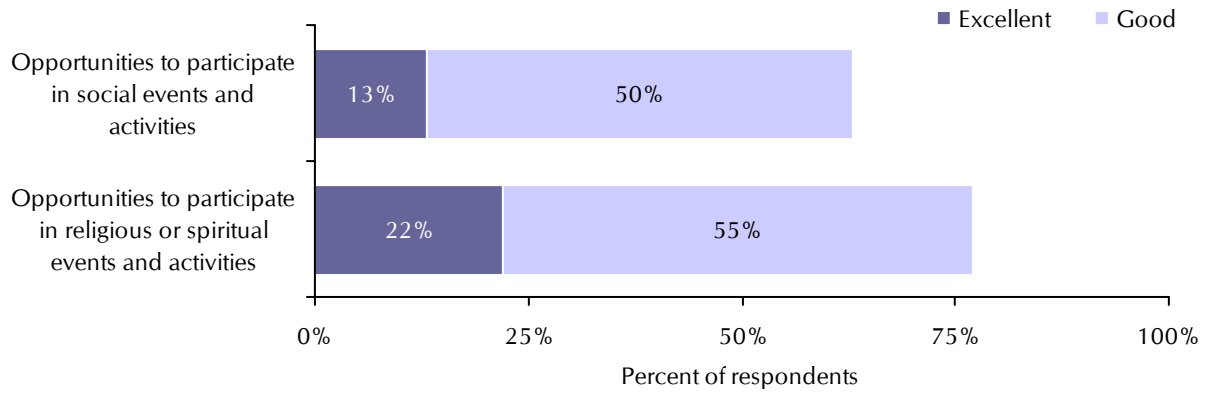


FIGURE 77: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

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

Residents in Windsor reported a strong amount of neighborliness. More than half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much more than the amount of contact reported in other communities.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS

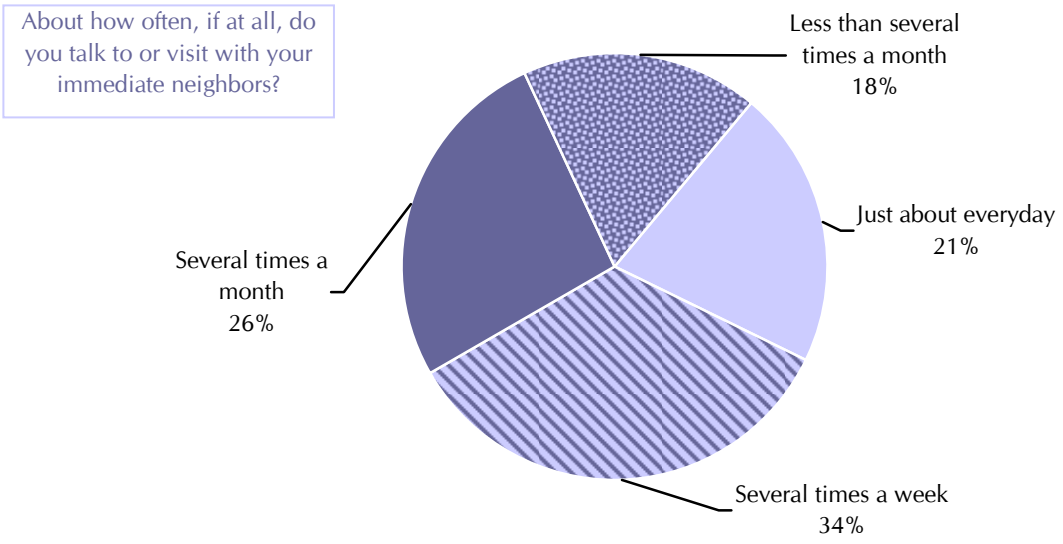


FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

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

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

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.

A majority 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, 60% rated it as "excellent" or "good." Of these four ratings, all four were much above the benchmark.

Figure 80: Public Trust Ratings

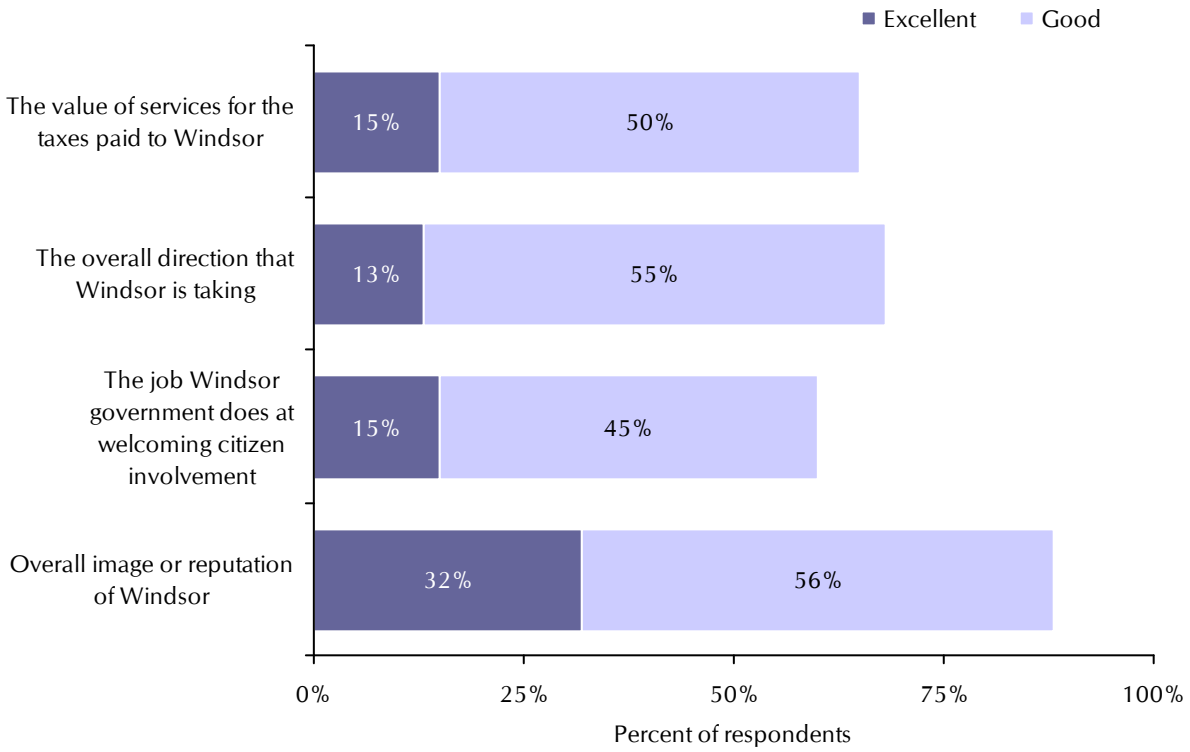


Figure 81: Public Trust Benchmarks

	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

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

On average, residents of the Town of Windsor gave the highest evaluations to their own local government and the lowest average rating to federal government. The overall quality of services delivered by the Town of Windsor was rated as "excellent" or "good" by 81% of survey participants. The Town of Windsor's rating was much above the benchmark when compared to other communities.

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

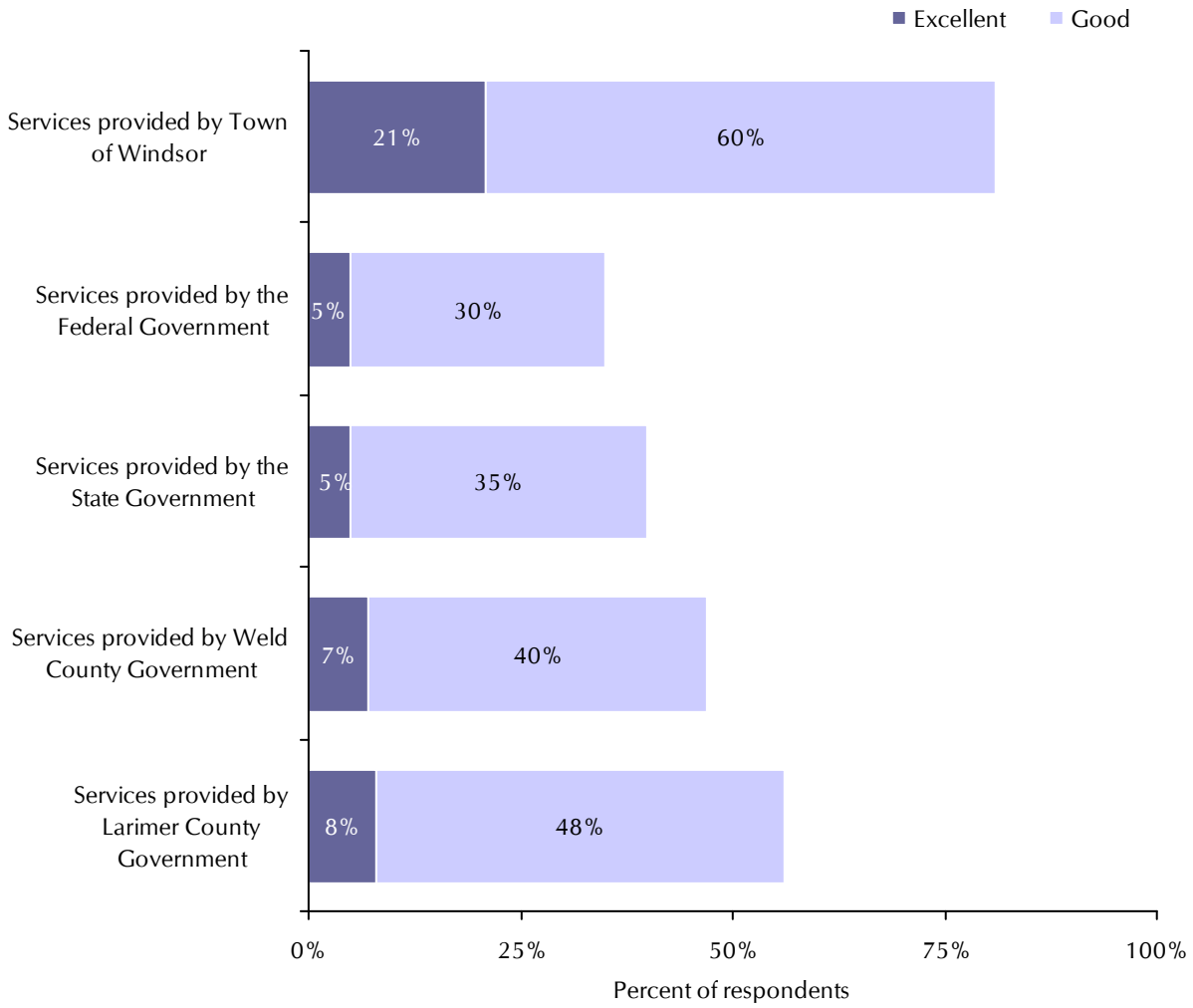


FIGURE 83: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

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

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

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 57% who reported that they had been in contact (a percent that is similar to 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; 76% of respondents rated their overall impression as "excellent" or "good."

FIGURE 84: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH TOWN EMPLOYEES IN PREVIOUS 12 MONTHS

Have you had any in-person, phone or email contact with an employee of Windsor within the last 12 months?

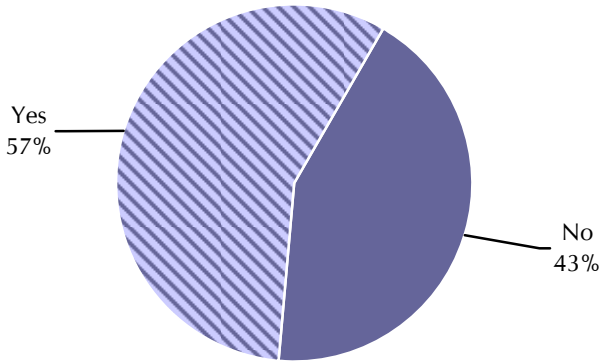


FIGURE 85: CONTACT WITH TOWN EMPLOYEES BENCHMARKS

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

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

FIGURE 86: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

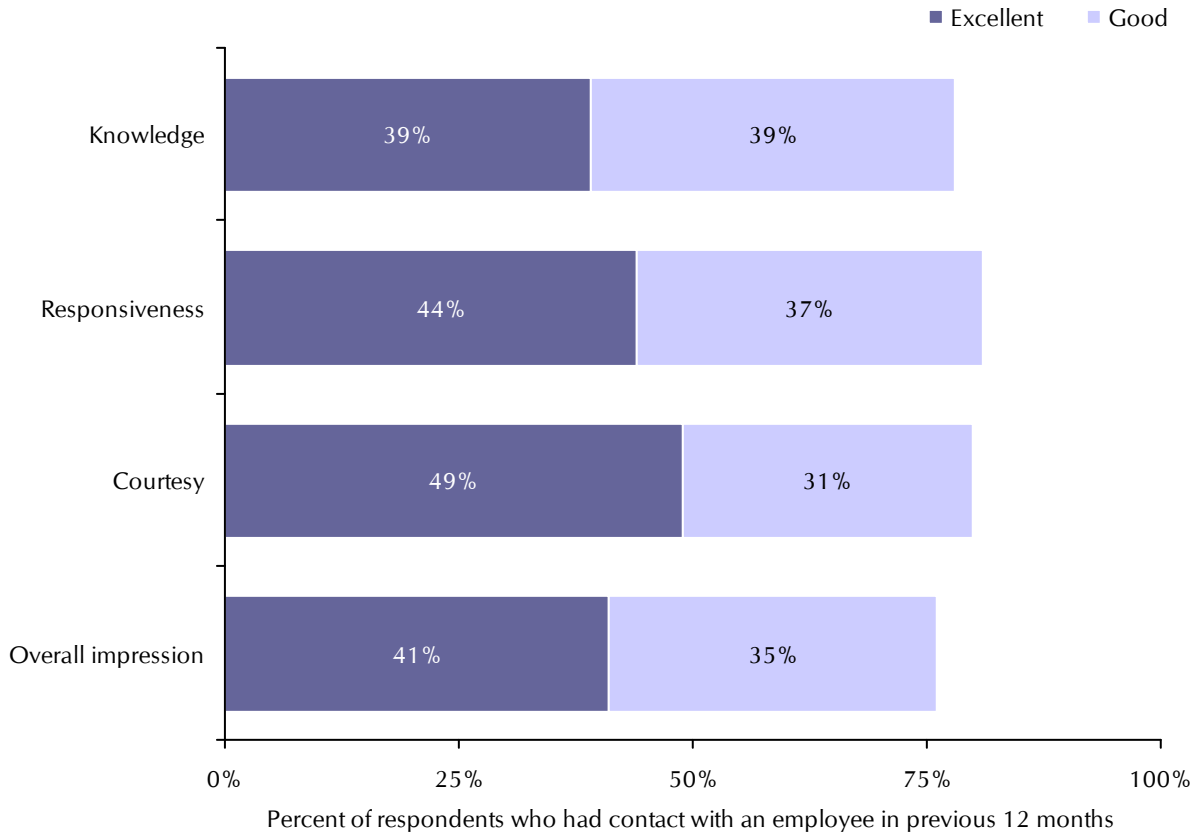


FIGURE 87: RATINGS OF TOWN EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

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

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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:

- Police services
- Street cleaning
- Public schools
- Recreation centers or facilities
- Preservation of natural areas
- Economic development

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Town of Windsor Action Chart™

The 2011 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.

Twenty-five services were included in the KDA for the Town of Windsor. Of these, 19 were above the benchmark, one was below the benchmark and five 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 police 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.

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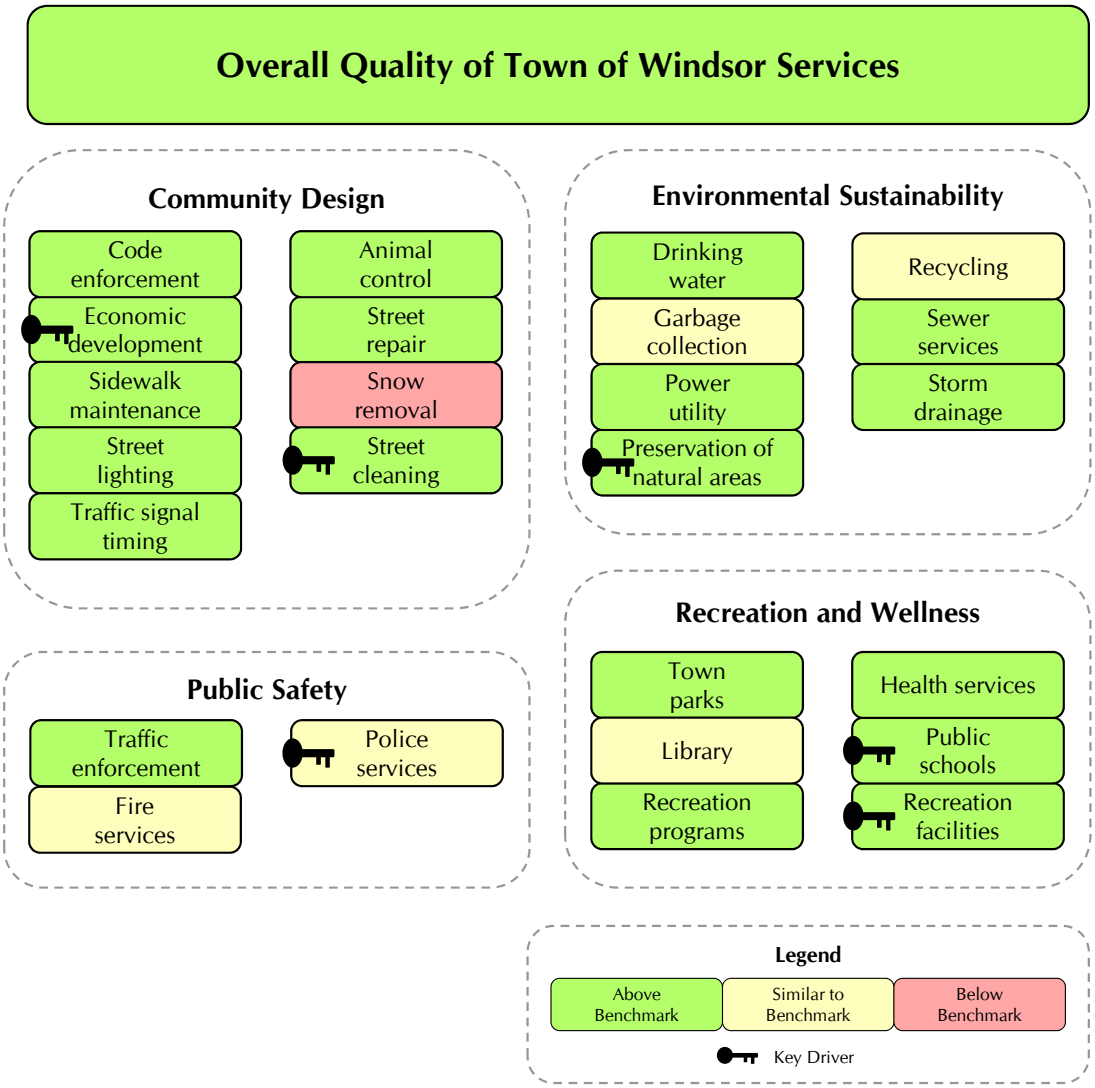
FIGURE 88: TOWN OF WINDSOR ACTION CHART



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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.

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FIGURE 89: KEY DRIVERS COMPARED

Service	Town of Windsor Key Driver	National Key Driver	Core Service
• **Police services**	✓	✓	✓
Fire 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	✓		
Code enforcement			✓
° Animal control			
• **Economic development**	✓	✓	
Health services			✓
° Public library			
• **Public schools**	✓	✓	
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

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Custom Questions

"Don't know" responses have been removed from the following questions, when applicable.

Custom Question 1	
While the Town of Windsor currently provides financial incentives for large manufacturing employers to locate to Windsor, the Town does not offer incentives to attract larger retail stores. To what extent do you support or oppose the Town providing performance based financial incentives to large retailers to locate to Windsor?	Percent of respondents
Strongly support	27%
Somewhat support	39%
Somewhat oppose	17%
Strongly oppose	16%
Total	100%

Custom Question 2				
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%	30%	15%	100%
Town Web site (www.windsorgov.com)	19%	43%	38%	100%
Mobile applications (e.g., Facebook, Twitter)	8%	16%	76%	100%
Direct emails	12%	20%	69%	100%
Direct mailings	22%	45%	34%	100%
Television	18%	31%	51%	100%

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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	51%	43%	6%	0%	100%
Your neighborhood as a place to live	45%	43%	11%	1%	100%
Windsor as a place to raise children	51%	42%	7%	0%	100%
Windsor as a place to work	23%	22%	38%	17%	100%
Windsor as a place to retire	38%	39%	19%	4%	100%
The overall quality of life in Windsor	44%	47%	9%	0%	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%	51%	20%	3%	100%
Openness and acceptance of the community towards people of diverse backgrounds	15%	49%	28%	8%	100%
Overall appearance of Windsor	25%	58%	14%	2%	100%
Cleanliness of Windsor	32%	59%	7%	2%	100%
Overall quality of new development in Windsor	22%	53%	20%	6%	100%
Variety of housing options	18%	48%	25%	8%	100%
Overall quality of business and service establishments in Windsor	12%	45%	35%	8%	100%
Shopping opportunities	3%	23%	48%	27%	100%
Opportunities to attend cultural activities	8%	31%	45%	17%	100%
Recreational opportunities	19%	45%	31%	5%	100%
Employment opportunities	3%	19%	42%	37%	100%
Educational opportunities	12%	41%	33%	15%	100%
Opportunities to participate in social events and activities	13%	50%	33%	5%	100%
Opportunities to participate in religious or spiritual events and activities	22%	55%	19%	4%	100%
Opportunities to volunteer	18%	57%	23%	2%	100%
Opportunities to participate in community matters	19%	48%	29%	4%	100%
Ease of car travel in Windsor	30%	51%	15%	3%	100%
Ease of bicycle travel in Windsor	24%	50%	20%	6%	100%
Ease of walking in Windsor	28%	55%	13%	4%	100%
Availability of paths and walking trails	34%	46%	17%	3%	100%
Traffic flow on major streets	12%	59%	20%	9%	100%
Amount of public parking	14%	52%	27%	7%	100%

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Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Windsor as a whole:	Excellent	Good	Fair	Poor	Total
Availability of affordable quality housing	9%	46%	35%	10%	100%
Availability of affordable quality child care	13%	40%	33%	15%	100%
Availability of affordable quality health care	14%	51%	30%	6%	100%
Availability of affordable quality food	14%	47%	29%	10%	100%
Availability of preventive health services	12%	50%	33%	5%	100%
Air quality	26%	60%	13%	2%	100%
Quality of overall natural environment in Windsor	28%	59%	13%	1%	100%
Overall image or reputation of Windsor	32%	56%	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	0%	5%	68%	21%	6%	100%
Retail growth (stores, restaurants, etc.)	14%	49%	33%	3%	1%	100%
Jobs growth	21%	65%	12%	2%	0%	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	18%
Minor problem	58%
Moderate problem	20%
Major problem	4%
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)	61%	28%	8%	2%	1%	100%
Property crimes (e.g., burglary, theft)	31%	46%	13%	7%	2%	100%
Environmental hazards, including toxic waste	55%	34%	7%	3%	1%	100%

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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	84%	12%	3%	0%	1%	100%
In your neighborhood after dark	54%	35%	6%	4%	1%	100%
In Windsor's downtown area during the day	75%	20%	3%	1%	1%	100%
In Windsor's downtown area after dark	42%	43%	9%	6%	1%	100%

Question 7: Contact with Police Department		
	No	Yes
Have you had any in-person or phone contact with an employee of the Town of Windsor Police Department within the last 12 months?	57%	43%

Question 8: Ratings of Contact with Police Department				
	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the Town of Windsor Police Department?	39%	27%	14%	20%

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	91%
Yes	9%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	7%
Yes	93%
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	30%	20%	27%	14%	9%	100%
Used Windsor recreation center	40%	22%	21%	8%	9%	100%
Participated in a recreation program or activity	48%	20%	20%	7%	5%	100%
Visited a neighborhood park or Town park	9%	22%	35%	17%	16%	100%

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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
Attended a meeting of local elected officials or other local public meeting	80%	13%	6%	1%	1%	100%
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	81%	10%	7%	1%	0%	100%
Visited the Town of Windsor Web site (at www.windsorgov.com)	33%	27%	30%	9%	2%	100%
Recycled used paper, cans or bottles from your home	28%	7%	10%	11%	44%	100%
Volunteered your time to some group or activity in Windsor	64%	16%	12%	4%	5%	100%
Participated in religious or spiritual activities in Windsor	52%	17%	12%	5%	14%	100%
Participated in a club or civic group in Windsor	74%	12%	8%	2%	3%	100%
Provided help to a friend or neighbor	4%	21%	42%	18%	15%	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	21%
Several times a week	34%
Several times a month	26%
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	32%	45%	14%	9%	100%
Fire services	45%	46%	8%	1%	100%
Ambulance or emergency medical services	40%	49%	10%	1%	100%
Crime prevention	26%	51%	16%	7%	100%
Fire prevention and education	32%	48%	19%	1%	100%
Municipal courts	16%	57%	15%	13%	100%
Traffic enforcement	21%	51%	19%	9%	100%
Street repair	9%	42%	37%	13%	100%
Street cleaning	16%	56%	22%	6%	100%
Street lighting	13%	57%	24%	5%	100%
Snow removal	10%	40%	32%	18%	100%

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Question 13: Service Quality					
Please rate the quality of each of the following services in Windsor:	Excellent	Good	Fair	Poor	Total
Sidewalk maintenance	10%	57%	25%	8%	100%
Traffic signal timing	12%	53%	25%	10%	100%
Garbage collection	28%	58%	11%	3%	100%
Recycling	27%	50%	15%	9%	100%
Storm drainage	21%	54%	20%	5%	100%
Drinking water	34%	52%	13%	1%	100%
Sewer services	31%	58%	10%	1%	100%
Power (electric and/or gas) utility	25%	54%	17%	4%	100%
Town parks	41%	50%	8%	1%	100%
Recreation programs or classes	35%	48%	13%	4%	100%
Recreation centers or facilities	38%	47%	13%	2%	100%
Land use, planning and zoning	12%	52%	26%	9%	100%
Code enforcement (weeds, abandoned buildings, etc.)	14%	44%	32%	10%	100%
Animal control	17%	53%	21%	9%	100%
Economic development	8%	47%	33%	12%	100%
Health services	16%	62%	17%	5%	100%
Services to seniors	23%	59%	15%	3%	100%
Services to youth	19%	58%	14%	9%	100%
Services to low-income people	16%	36%	28%	20%	100%
Public library services	36%	47%	13%	3%	100%
Public schools	25%	56%	17%	2%	100%
Cable television	15%	56%	22%	6%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	44%	27%	11%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	19%	51%	26%	4%	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	21%	60%	17%	1%	100%
The Federal Government	5%	30%	39%	26%	100%
The State Government	5%	35%	48%	11%	100%
Weld County Government	7%	40%	42%	10%	100%
Larimer County Government	8%	48%	37%	6%	100%

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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%	4%	1%	100%
Remain in Windsor for the next five years	68%	21%	8%	3%	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	3%
Somewhat positive	18%
Neutral	38%
Somewhat negative	32%
Very negative	8%
Total	100%

Question 17: Contact with Town Employees	
Have you had any in-person, phone or email with an employee of the Town of Windsor within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	43%
Yes	57%
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	39%	39%	19%	2%	100%
Responsiveness	44%	37%	13%	6%	100%
Courtesy	49%	31%	12%	8%	100%
Overall impression	41%	35%	18%	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%	50%	28%	7%	100%
The overall direction that Windsor is taking	13%	55%	25%	7%	100%
The job Windsor government does at welcoming citizen involvement	15%	45%	31%	10%	100%

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Question 20a: Custom Question 1	
While the Town of Windsor currently provides financial incentives for large manufacturing employers to locate to Windsor, the Town does not offer incentives to attract larger retail stores. To what extent do you support or oppose the Town providing performance based financial incentives to large retailers to locate to Windsor?	Percent of respondents
Strongly support	27%
Somewhat support	39%
Somewhat oppose	17%
Strongly oppose	16%
Total	100%

Question 20b: Custom Question 2				
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%	30%	15%	100%
Town Web site (www.windsorgov.com)	19%	43%	38%	100%
Mobile applications (e.g., Facebook, Twitter)	8%	16%	76%	100%
Direct emails	12%	20%	69%	100%
Direct mailings	22%	45%	34%	100%
Television	18%	31%	51%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	25%
Yes, full-time	65%
Yes, part-time	10%
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	12%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	10%
Other	0%

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Question D3: Length of Residency	
How many years have you lived in Windsor?	Percent of respondents
Less than 2 years	18%
2 to 5 years	23%
6 to 10 years	27%
11 to 20 years	20%
More than 20 years	13%
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	84%
House attached to one or more houses (e.g., a duplex or townhome)	4%
Building with two or more apartments or condominiums	11%
Mobile home	0%
Other	1%
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	18%
Owned by you or someone in this house with a mortgage or free and clear	82%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total 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	6%
$300 to $599 per month	13%
$600 to $999 per month	11%
$1,000 to $1,499 per month	29%
$1,500 to $2,499 per month	26%
$2,500 or more per month	15%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	53%
Yes	47%
Total	100%

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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	84%
Yes	16%
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	19%
$50,000 to $99,999	36%
$100,000 to $149,000	20%
$150,000 or more	17%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	97%
Yes, I consider myself to be Spanish, Hispanic or Latino	3%
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	2%
Asian, Asian Indian or Pacific Islander	2%
Black or African American	1%
White	95%
Other	1%

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	4%
25 to 34 years	25%
35 to 44 years	20%
45 to 54 years	24%
55 to 64 years	12%
65 to 74 years	8%
75 years or older	5%
Total	100%

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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	9%
Yes	91%
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	18%
Yes	81%
Ineligible to vote	0%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	5%
Yes	95%
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	29%
Land line	50%
Both	21%
Total	100%

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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	51%	242	43%	206	5%	26	0%	0	0%	0	100%	475
Your neighborhood as a place to live	45%	211	43%	201	11%	54	1%	5	0%	0	100%	472
Windsor as a place to raise children	44%	205	36%	171	6%	30	0%	0	14%	64	100%	470
Windsor as a place to work	16%	72	15%	71	26%	121	12%	55	31%	143	100%	462
Windsor as a place to retire	29%	135	30%	140	15%	70	3%	14	23%	108	100%	468
The overall quality of life in Windsor	44%	205	47%	219	9%	42	0%	1	1%	3	100%	470

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%	116	50%	233	20%	91	3%	14	3%	13	100%	468
Openness and acceptance of the community towards people of diverse backgrounds	13%	59	42%	195	24%	113	7%	34	14%	63	100%	465
Overall appearance of Windsor	25%	120	58%	275	14%	68	2%	7	0%	1	100%	472
Cleanliness of Windsor	32%	150	58%	275	7%	35	2%	9	0%	2	100%	471
Overall quality of new development in Windsor	21%	99	50%	236	19%	90	5%	25	4%	19	100%	468
Variety of housing options	17%	81	46%	214	24%	112	8%	35	5%	25	100%	467
Overall quality of business and service establishments in Windsor	12%	56	44%	208	35%	163	8%	39	1%	5	100%	472
Shopping opportunities	2%	12	23%	109	47%	222	26%	124	1%	4	100%	471
Opportunities to attend cultural activities	7%	33	29%	136	42%	195	16%	73	7%	31	100%	469
Recreational opportunities	19%	89	44%	207	31%	144	5%	23	2%	9	100%	471
Employment opportunities	3%	12	14%	67	32%	150	28%	132	23%	107	100%	468
Educational opportunities	10%	46	34%	155	27%	124	12%	56	17%	79	100%	461

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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 social events and activities	12%	56	47%	219	31%	145	4%	20	6%	29	100%	468
Opportunities to participate in religious or spiritual events and activities	19%	91	49%	229	16%	77	3%	15	12%	58	100%	471
Opportunities to volunteer	14%	64	44%	206	18%	84	2%	9	23%	108	100%	470
Opportunities to participate in community matters	15%	71	39%	182	23%	108	3%	16	19%	86	100%	463
Ease of car travel in Windsor	30%	139	51%	238	15%	72	3%	16	1%	4	100%	469
Ease of bicycle travel in Windsor	21%	98	43%	202	18%	83	5%	23	13%	61	100%	467
Ease of walking in Windsor	27%	128	54%	253	13%	59	4%	20	2%	10	100%	470
Availability of paths and walking trails	33%	157	44%	209	16%	77	3%	14	3%	14	100%	470
Traffic flow on major streets	12%	58	59%	276	20%	94	8%	40	1%	4	100%	471
Amount of public parking	13%	61	50%	237	26%	121	7%	32	4%	19	100%	470
Availability of affordable quality housing	7%	34	39%	184	30%	141	8%	40	15%	69	100%	468
Availability of affordable quality child care	6%	26	18%	84	15%	69	7%	31	55%	257	100%	467
Availability of affordable quality health care	11%	50	39%	178	22%	103	4%	19	24%	111	100%	462
Availability of affordable quality food	13%	63	46%	216	29%	135	10%	47	1%	5	100%	465
Availability of preventive health services	10%	45	40%	184	26%	121	4%	18	20%	90	100%	458
Air quality	25%	117	58%	272	12%	57	1%	7	4%	19	100%	472
Quality of overall natural environment in Windsor	28%	130	58%	273	12%	59	1%	4	1%	5	100%	470
Overall image or reputation of Windsor	32%	149	55%	261	10%	46	2%	10	1%	7	100%	472

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%	2	5%	22	59%	275	18%	85	5%	23	13%	59	100%	466
Retail growth (stores, restaurants, etc.)	13%	60	44%	206	30%	140	3%	14	1%	4	9%	42	100%	466
Jobs growth	15%	71	47%	216	9%	40	1%	6	0%	0	28%	130	100%	463

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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	16%	77
Minor problem	54%	256
Moderate problem	19%	89
Major problem	3%	15
Don't know	7%	33
Total	100%	471

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)	60%	283	28%	131	8%	36	2%	8	1%	5	1%	6	100%	469
Property crimes (e.g., burglary, theft)	31%	144	45%	209	13%	62	7%	34	2%	10	2%	11	100%	470
Environmental hazards, including toxic waste	51%	237	31%	147	7%	31	2%	11	0%	2	8%	39	100%	468

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%	396	12%	59	3%	13	0%	1	1%	4	0%	0	100%	473
In your neighborhood after dark	54%	256	35%	166	6%	28	4%	17	1%	4	0%	0	100%	471
In Windsor's downtown area during the day	74%	347	19%	90	2%	12	1%	7	1%	4	2%	11	100%	470
In Windsor's downtown area after dark	37%	172	38%	179	8%	37	5%	23	1%	3	11%	53	100%	468

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Question 7: Contact with Police Department								
	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?	57%	265	43%	200	0%	1	100%	467

Question 8: Ratings of Contact with 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?	39%	77	27%	53	14%	29	20%	41	0%	0	100%	200

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	90%	420
Yes	9%	44
Don't know	0%	1
Total	100%	464

Question 10: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	7%	3
Yes	93%	40
Don't know	0%	0
Total	100%	43

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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	30%	144	20%	93	27%	126	14%	67	9%	42	100%	472
Used Windsor recreation center	40%	186	22%	104	21%	100	8%	39	9%	41	100%	471
Participated in a recreation program or activity	48%	219	20%	92	20%	90	7%	32	5%	24	100%	458
Visited a neighborhood park or Town park	9%	42	22%	105	35%	165	17%	78	16%	77	100%	466
Attended a meeting of local elected officials or other local public meeting	80%	376	13%	63	6%	26	1%	3	1%	2	100%	471
Watched a meeting of local elected officials or other Town-sponsored public meeting on cable television, the Internet or other media	81%	382	10%	48	7%	35	1%	5	0%	1	100%	472
Visited the Town of Windsor Web site (at www.windsorgov.com)	33%	154	27%	125	30%	138	9%	42	2%	8	100%	468
Recycled used paper, cans or bottles from your home	28%	132	7%	30	10%	45	11%	53	44%	204	100%	464
Volunteered your time to some group or activity in Windsor	64%	296	16%	72	12%	55	4%	19	5%	23	100%	465
Participated in religious or spiritual activities in Windsor	52%	244	17%	78	12%	55	5%	25	14%	63	100%	466
Participated in a club or civic group in Windsor	74%	347	12%	56	8%	39	2%	11	3%	14	100%	467
Provided help to a friend or neighbor	4%	20	21%	97	42%	196	18%	86	15%	72	100%	471

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	21%	100
Several times a week	34%	159
Several times a month	26%	122
Less than several times a month	18%	87
Total	100%	468

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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	27%	128	39%	183	12%	55	8%	36	14%	65	100%	467
Fire services	35%	165	37%	171	6%	30	1%	4	21%	98	100%	468
Ambulance or emergency medical services	25%	116	31%	143	6%	28	1%	4	38%	177	100%	467
Crime prevention	19%	89	37%	174	12%	55	5%	24	27%	123	100%	465
Fire prevention and education	21%	96	30%	141	12%	55	1%	3	36%	168	100%	464
Municipal courts	6%	29	22%	102	6%	26	5%	24	61%	283	100%	464
Traffic enforcement	17%	80	43%	197	16%	74	7%	34	17%	77	100%	463
Street repair	8%	38	39%	182	34%	160	12%	55	7%	32	100%	466
Street cleaning	14%	67	52%	243	20%	93	6%	26	8%	38	100%	467
Street lighting	12%	57	54%	251	23%	108	5%	23	6%	26	100%	465
Snow removal	10%	46	38%	178	31%	143	18%	82	3%	16	100%	466
Sidewalk maintenance	9%	44	51%	238	23%	106	7%	32	10%	46	100%	466
Traffic signal timing	12%	54	51%	236	24%	113	9%	44	4%	20	100%	467
Garbage collection	27%	123	54%	252	10%	47	3%	13	6%	29	100%	464
Recycling	22%	104	42%	193	12%	56	7%	34	17%	78	100%	465
Storm drainage	18%	84	46%	214	17%	79	4%	21	15%	68	100%	465
Drinking water	33%	151	50%	231	12%	56	1%	7	3%	14	100%	459
Sewer services	26%	122	50%	232	9%	40	1%	4	14%	67	100%	466
Power (electric and/or gas) utility	24%	111	51%	238	16%	75	4%	17	5%	25	100%	467
Town parks	39%	179	48%	222	8%	35	1%	6	4%	20	100%	462
Recreation programs or classes	25%	117	35%	163	10%	45	3%	13	27%	127	100%	464
Recreation centers or facilities	30%	140	37%	175	11%	49	2%	8	20%	96	100%	468
Land use, planning and zoning	9%	40	37%	169	18%	84	6%	30	30%	138	100%	461
Code enforcement (weeds, abandoned buildings, etc.)	11%	49	34%	156	24%	111	8%	36	24%	112	100%	464
Animal control	14%	65	42%	196	17%	78	7%	32	20%	93	100%	464
Economic development	6%	30	37%	169	25%	116	9%	41	23%	107	100%	462

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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	13%	57	48%	219	13%	61	4%	18	22%	101	100%	456
Services to seniors	11%	50	28%	130	7%	34	2%	8	53%	245	100%	467
Services to youth	12%	55	36%	167	9%	41	6%	27	38%	177	100%	466
Services to low-income people	6%	30	15%	68	11%	53	8%	38	59%	275	100%	464
Public library services	30%	137	38%	177	11%	51	2%	11	19%	88	100%	463
Public schools	19%	87	41%	190	12%	58	1%	7	27%	124	100%	466
Cable television	11%	49	40%	183	16%	73	4%	20	30%	137	100%	461
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	56	28%	131	18%	83	7%	32	35%	162	100%	463
Preservation of natural areas such as open space, farmlands and greenbelts	16%	74	43%	194	22%	100	3%	15	16%	74	100%	457

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	20%	92	56%	259	16%	73	1%	6	8%	36	100%	465
The Federal Government	4%	18	26%	119	33%	151	22%	102	16%	73	100%	464
The State Government	4%	21	30%	138	40%	187	10%	45	16%	73	100%	464
Weld County Government	6%	27	31%	145	32%	150	8%	37	22%	103	100%	463
Larimer County Government	6%	28	35%	161	27%	124	4%	20	28%	128	100%	461

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%	306	28%	130	4%	20	1%	6	0%	2	100%	464
Remain in Windsor for the next five years	67%	306	20%	93	8%	38	3%	13	2%	10	100%	458

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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	3%	16
Somewhat positive	18%	81
Neutral	38%	177
Somewhat negative	32%	149
Very negative	8%	38
Total	100%	460

Question 17: Contact with Town Employees		
Have you had any in-person, phone or email 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	43%	202
Yes	57%	265
Total	100%	467

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%	101	39%	103	19%	51	2%	6	1%	3	100%	265
Responsiveness	44%	116	36%	95	12%	33	6%	17	1%	4	100%	264
Courtesy	49%	131	31%	81	12%	32	8%	21	0%	0	100%	265
Overall impression	41%	107	35%	91	18%	48	6%	16	0%	0	100%	262

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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%	59	43%	204	24%	113	6%	30	13%	63	100%	470
The overall direction that Windsor is taking	12%	54	49%	231	23%	106	7%	31	10%	47	100%	469
The job Windsor government does at welcoming citizen involvement	12%	54	36%	168	25%	116	8%	36	20%	96	100%	470

Question 20a: Custom Question 1		
While the Town of Windsor currently provides financial incentives for large manufacturing employers to locate to Windsor, the Town does not offer incentives to attract larger retail stores. To what extent do you support or oppose the Town providing performance based financial incentives to large retailers to locate to Windsor?	Percent of respondents	Count
Strongly support	26%	121
Somewhat support	37%	174
Somewhat oppose	16%	77
Strongly oppose	15%	71
Don't know	6%	29
Total	100%	472

Question 20b: Custom Question 2								
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%	260	30%	143	15%	68	100%	471
Town Web site (www.windsorgov.com)	19%	88	43%	201	38%	178	100%	468
Mobile applications (e.g., Facebook, Twitter)	8%	38	16%	73	76%	355	100%	466
Direct emails	12%	55	20%	91	69%	320	100%	467
Direct mailings	22%	101	45%	208	34%	158	100%	468
Television	18%	83	31%	146	51%	239	100%	468

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Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	25%	115
Yes, full-time	65%	299
Yes, part-time	10%	46
Total	100%	460

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	12%
Bus, rail, subway or other public transportation	0%
Walk	1%
Bicycle	1%
Work at home	10%
Other	0%

Question D3: Length of Residency		
How many years have you lived in Windsor?	Percent of respondents	Count
Less than 2 years	18%	84
2 to 5 years	23%	109
6 to 10 years	27%	125
11 to 20 years	20%	93
More than 20 years	13%	59
Total	100%	470

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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	84%	394
House attached to one or more houses (e.g., a duplex or townhome)	4%	18
Building with two or more apartments or condominiums	11%	53
Mobile home	0%	2
Other	1%	3
Total	100%	469

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	18%	83
Owned by you or someone in this house with a mortgage or free and clear	82%	378
Total	100%	461

Question D6: Monthly Housing Cost		
About how much is the total 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	6%	26
$300 to $599 per month	13%	57
$600 to $999 per month	11%	51
$1,000 to $1,499 per month	29%	129
$1,500 to $2,499 per month	26%	118
$2,500 or more per month	15%	68
Total	100%	450

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Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	53%	247
Yes	47%	218
Total	100%	465

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	84%	392
Yes	16%	77
Total	100%	468

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%	39
$25,000 to $49,999	19%	82
$50,000 to $99,999	36%	154
$100,000 to $149,000	20%	84
$150,000 or more	17%	71
Total	100%	430

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	97%	442
Yes, I consider myself to be Spanish, Hispanic or Latino	3%	12
Total	100%	455

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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	2%	8
Asian, Asian Indian or Pacific Islander	2%	10
Black or African American	1%	5
White	95%	440
Other	1%	7

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	4%	21
25 to 34 years	25%	118
35 to 44 years	20%	95
45 to 54 years	24%	113
55 to 64 years	12%	57
65 to 74 years	8%	38
75 years or older	5%	22
Total	100%	463

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	51%	235
Male	49%	228
Total	100%	462

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Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	8%	40
Yes	89%	414
Ineligible to vote	1%	3
Don't know	2%	11
Total	100%	468

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	18%	84
Yes	81%	377
Ineligible to vote	0%	2
Don't know	1%	5
Total	100%	468

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	5%	24
Yes	95%	443
Total	100%	467

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	36%	169
Yes	64%	297
Total	100%	466

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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	29%	79
Land line	50%	134
Both	21%	57
Total	100%	270

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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

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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.

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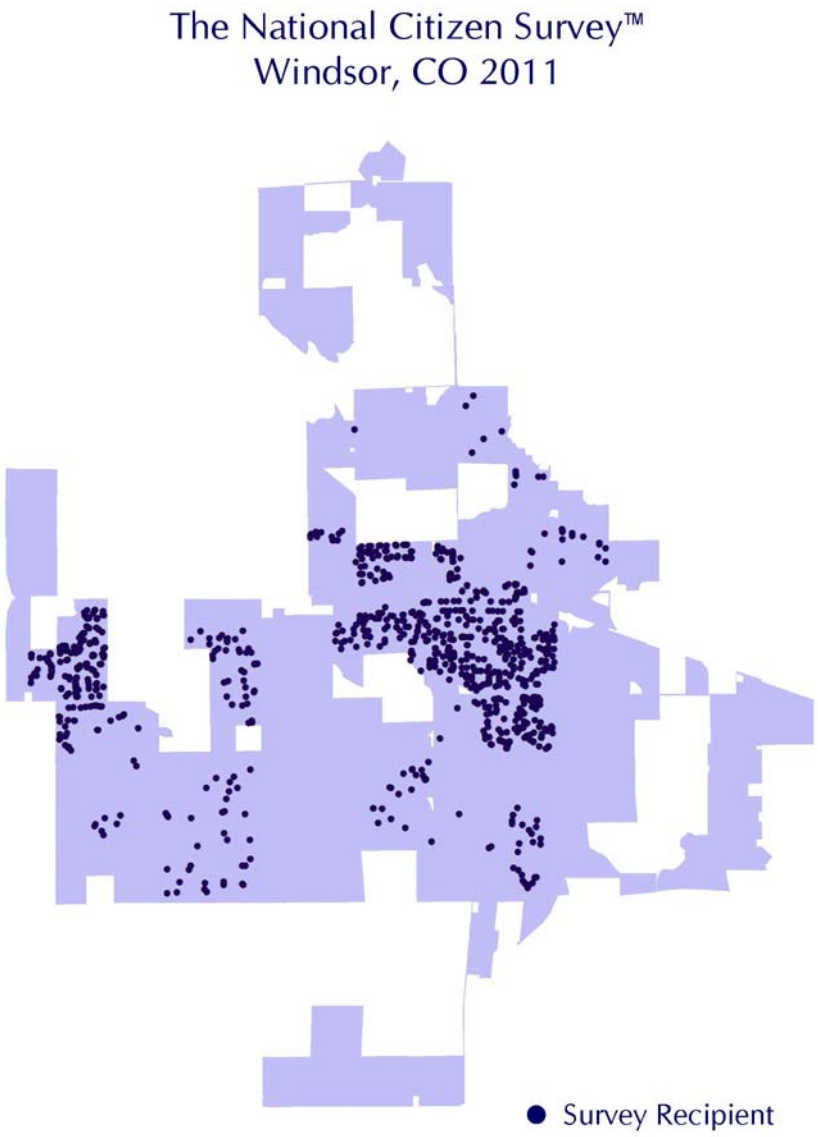
To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the Town of Windsor. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is 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 90: 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.

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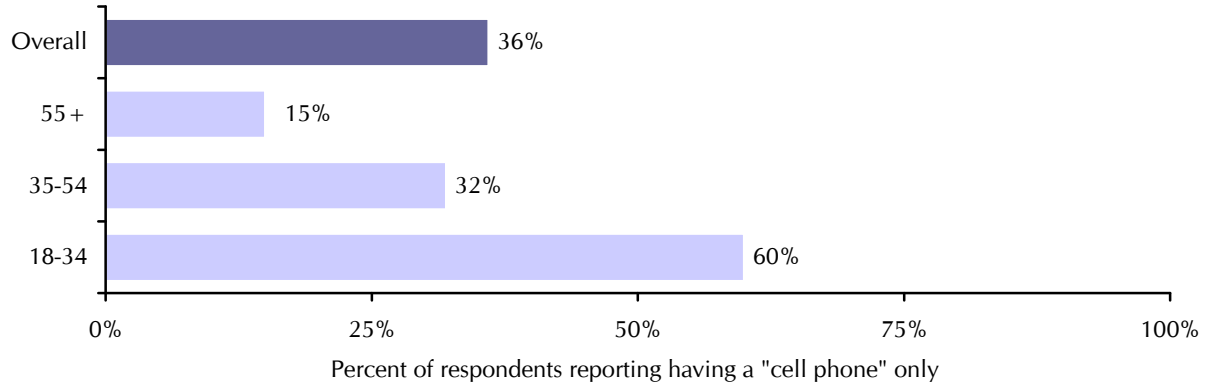
In response to the growing number of the cell-phone population (so-called "cord cutters"), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.[1] Among younger adults (age 18-34), 53.7% of households were "cell-only." Based on survey results, Windsor has an overall "cord cutter" population greater than the nationwide 2010 estimates

FIGURE 91: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN WINDSOR



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning April 5, 2011. 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 seven 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 five percentage points around any given percent reported for the entire sample (476 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

[1] http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf

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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.

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Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2005-2009 American Community Survey Census estimates 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 unite type 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 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.

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Town of Windsor Citizen Survey Weighting Table			
Characteristic	Population Norm[2]	Unweighted Data	Weighted Data
Housing			
Rent home	18%	17%	18%
Own home	82%	83%	82%
Detached unit	85%	79%	84%
Attached unit	15%	21%	16%
Race and Ethnicity			
White	94%	94%	94%
Not white	6%	6%	6%
Not Hispanic	94%	96%	97%
Hispanic	6%	4%	3%
White alone, not Hispanic	90%	92%	92%
Hispanic and/or other race	10%	8%	8%
Sex and Age			
Female	50%	54%	51%
Male	50%	46%	49%
18-34 years of age	31%	12%	30%
35-54 years of age	45%	40%	45%
55+ years of age	23%	48%	25%
Females 18-34	16%	9%	16%
Females 35-54	22%	22%	22%
Females 55+	12%	24%	13%
Males 18-34	15%	4%	15%
Males 35-54	23%	18%	23%
Males 55+	12%	24%	12%

[2] Source: 2005-2009 ACS

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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. &

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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

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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.

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Appendix C: Survey Materials

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

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

Dear Town of 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 Town of 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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Sincerely,

John S. Vazquez
Mayor

301 Walnut Street
Windsor, Colorado 80550

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94

301 Walnut Street
Windsor, Colorado 80550

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
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301 Walnut Street
Windsor, Colorado 80550

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Boulder, CO
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301 Walnut Street
Windsor, Colorado 80550

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94

TOWN OF WINDSOR
COLORADO

April 2011

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 2011 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 Board 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,

John S. Vazquez
Mayor

301 Walnut Street · Windsor, Colorado · 80550 · phone 970-674-2400 · fax 970-674-2456
www.windsorgov.com

TOWN OF WINDSOR
COLORADO

April 2011

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 discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The 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 Board 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.

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

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John S. Vazquez
Mayor

301 Walnut Street · Windsor, Colorado · 80550 · phone 970-674-2400 · fax 970-674-2456
www.windsorgov.com

The Town of Windsor 2011 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:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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:

	Much too slow	*Somewhat too slow*	*Right amount*	*Somewhat too fast*	*Much too fast*	*Don't know*
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

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

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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?

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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:

	Very likely	*Somewhat likely*	*Somewhat unlikely*	*Very unlikely*	*Don't know*
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 or phone 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.)

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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:

	Excellent	*Good*	*Fair*	*Poor*	*Don't know*
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. While the Town of Windsor currently provides financial incentives for large manufacturing employers to locate to Windsor, the Town does not offer incentives to attract larger retail stores. To what extent do you support or oppose the Town providing performance based financial incentives to large retailers to locate to Windsor?

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

b. 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*
Local newspaper	1	2	3
Town Web site (www.windsorgov.com)	1	2	3
Mobile applications (e.g., Facebook, Twitter)	1	2	3
Direct e-mails	1	2	3
Direct mailings	1	2	3
Television	1	2	3

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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
- ❍ 2-5 years
- ❍ 6-10 years
- ❍ 11-20 years
- ❍ More than 20 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
- ❍ 25-34 years
- ❍ 35-44 years
- ❍ 45-54 years
- ❍ 55-64 years
- ❍ 65-74 years
- ❍ 75 years or older

D13. What is your sex?
- ❍ Female
- ❍ Male

D14. Are you registered to vote in your jurisdiction?
- ❍ No
- ❍ Yes
- ❍ Ineligible to vote
- ❍ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?
- ❍ No
- ❍ Yes
- ❍ Ineligible to vote
- ❍ 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

TOWN OF WINDSOR
COLORADO

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