



Colorado City and County
Management Association
Annual Conference
April 2024

Cultivating Community Connection: Harnessing the Power of Effective Survey Research for Local Governments

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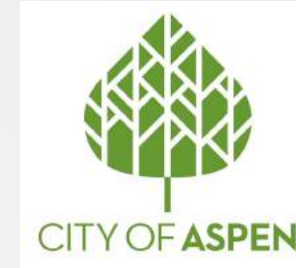
About Magellan Strategies



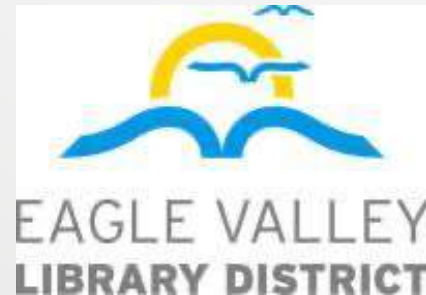
We are a public opinion research firm specializing in measuring and understanding resident and voter opinion for local governments, special districts, school districts, and public policy organizations.

We have conducted more than 1,000 ballot measure and community surveys in Colorado since 2007.

Our Wonderful Clients

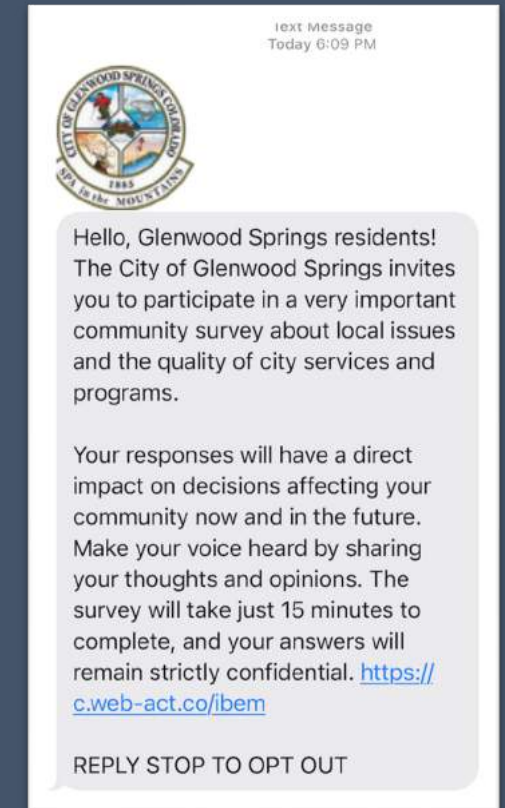


Our Wonderful Clients



The Magellan Strategies Community Survey Difference

Why Survey Data Collection Methods Matter When Choosing a Public Opinion Research Firm to Manage a Community Survey

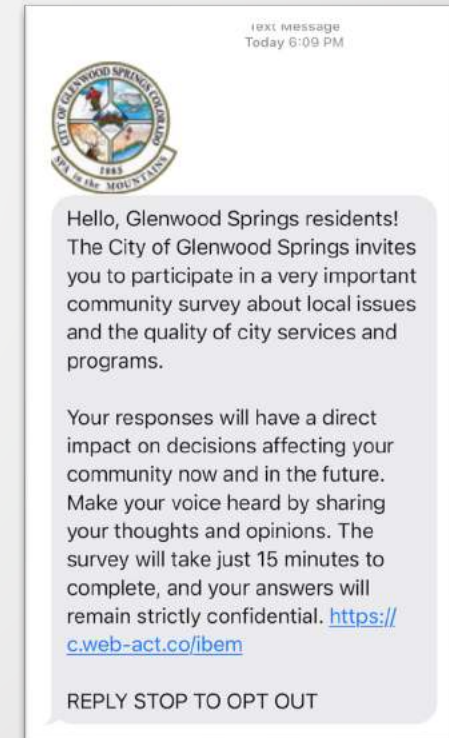


Opinion Survey Best Practice #1: Provide Respondents Multiple Opportunities to Participate in the Survey



Mail Survey Claim: Mailing a survey to a randomly selected number of households is the only way to ensure every resident has an equal chance of participating in the survey.

MMS Text Survey Fact: Compared to mail surveys, the number of residents invited to participate in a survey from an MMS Text invitation is significantly higher.



Survey Best Practices #1: Provide Respondents Multiple Opportunities to Participate in the Survey

Magellan / MMS Text Survey				Polco - NRC / ETC Mail Survey		
	2020 Adult Population	Unique Cell Phones	Text Survey Invitation Coverage	Total Households Mailed	Mail Survey Invitation Coverage	Completed Interviews
Aurora	288,536	93,103	32%	4,000	3%	590n
Fort Collins	137,800	46,234	33%	3,000	4.2%	603n
Lakewood	127,900	41,232	32%	3,000	4.5%	646n
Thornton	102,144	33,566	33%	4,000?	9%	1,045n
Westminster	90,700	29,123	32%	4,000	10%	613n
Pueblo	86,800	24,474	28%	4,000?	10%	480n
Centennial	83,265	24,107	29%	5,000	13%	519n
Broomfield	57,000	15,398	27%	8,500	30%	1,413n
Northglenn	28,300	9,339	33%	4,000	30%	684n
Erie	21,000	6,930	33%	3,000	36%	727n
Louisville	16,100	4,900	30%	2,500	30%	928n

City of Glenwood Springs Community Survey

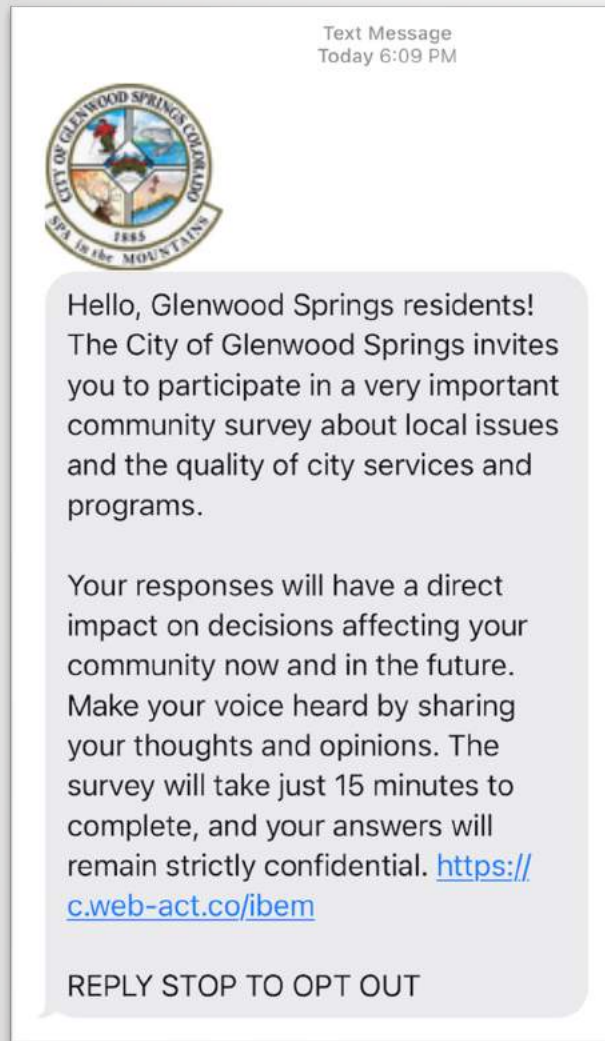
September 7th to 22nd, 2021



Magellan Strategies

Your Trusted Survey Research Partner

Methodology

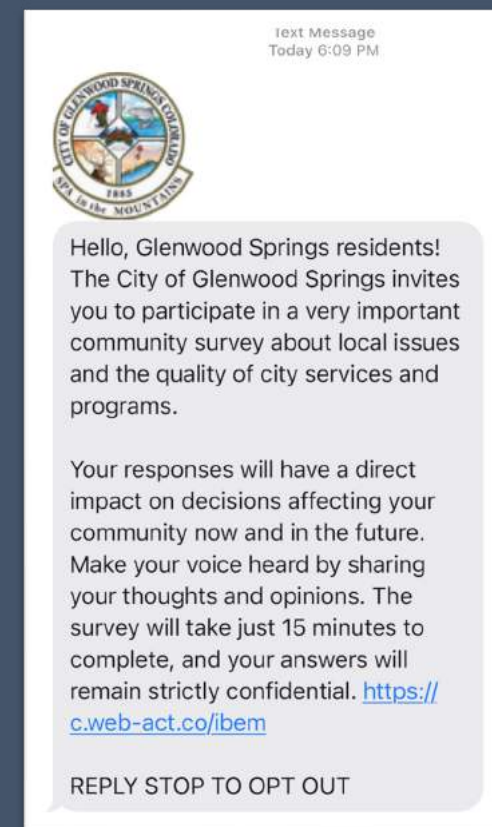


Magellan Strategies is pleased to present the results of an online survey of 861 residents in the City of Glenwood Springs, CO. The survey data was collected using MMS text messaging methods. The interviews were conducted from September 7th to 22nd, 2021.

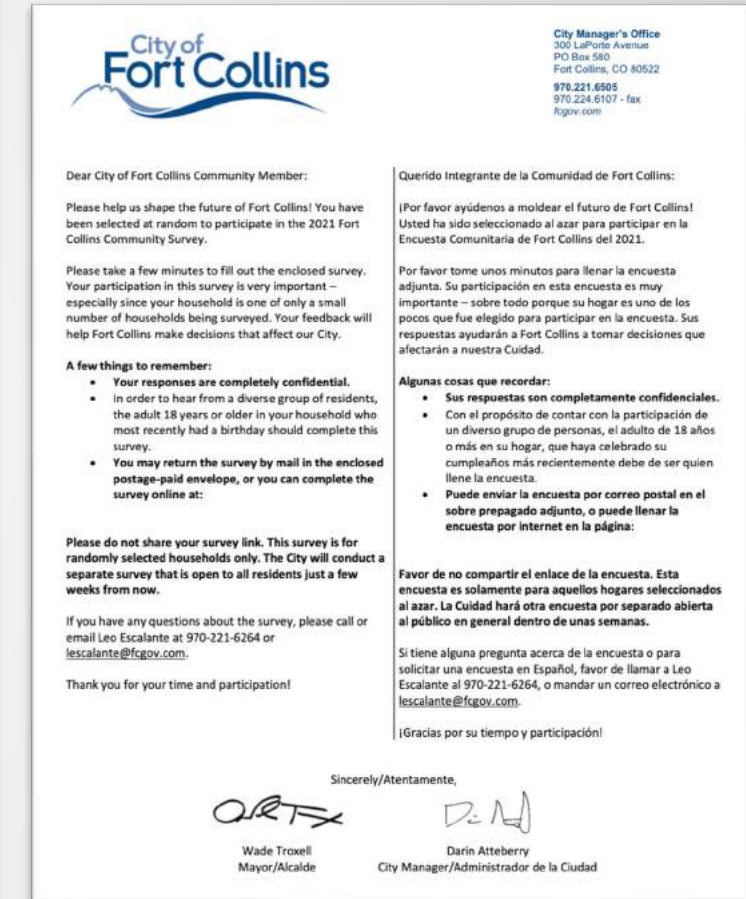
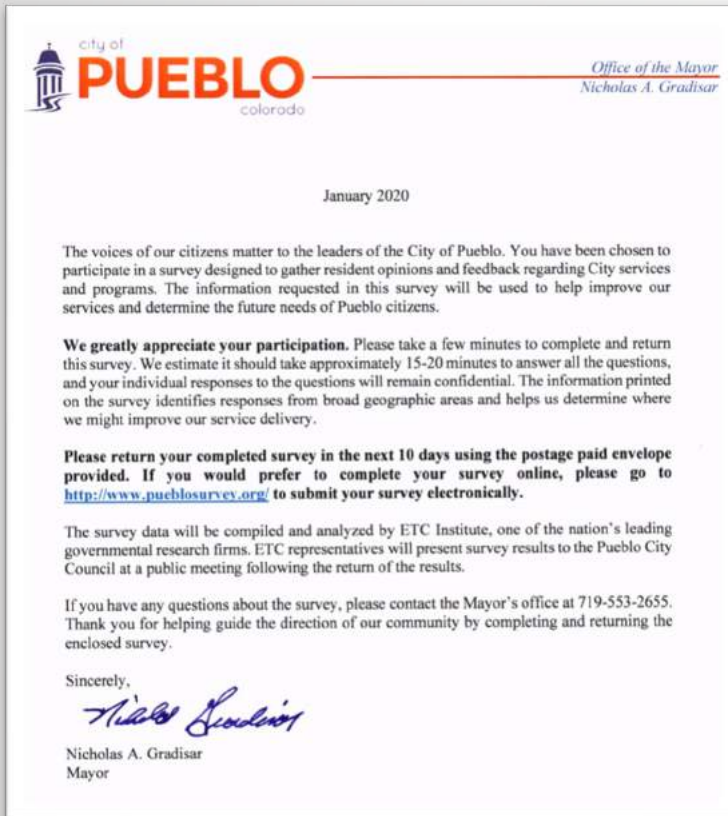
The overall survey responses have a margin of error of +/- 3.15% at the 95% confidence interval. Population subgroups will have a higher margin of error than the overall sample. The survey results were weighted to be representative adult population demographics for the City of Glenwood Springs.

The Magellan Strategies Community Survey Difference

Best Practice #2: Generating Respondent Interest & Engagement



Survey Best Practice #2: Generating Respondent Interest & Engagement



Survey Best Practice #2: Generating Respondent Interest & Engagement

City of Glenwood Springs Community Survey Awareness Public Communication

From: City Communications

Subject: The Glenwood Springs Community Survey Arrives [insert date], and We Want to Hear from You!

Body: The City of Glenwood Springs will be conducting a very important online community survey starting tomorrow afternoon [insert date]. Your opinion matters, and we would like to hear from you! The survey includes questions about local issues, town services and programs, and budget priorities. Your responses will have a direct impact on decisions affecting your community now and in the future. There are three ways Glenwood Springs residents can participate in the survey:

1. Visiting the city website home page and clicking on the link provided. This link will be available at 1 pm on [insert date].
2. Some residents will receive a text inviting them to take the survey. The text will have the Glenwood Springs City logo at the top.



Survey Best Practice #2: Generating Respondent Interest & Engagement

3. Some residents will receive an email from the city, just like this one, with the survey link prominently displayed.


Make your voice heard by sharing your opinion and participating in the survey. Your answers are completely confidential, and the survey will only take 15 minutes to complete. If you have any questions, please contact XXXX by email at XXXX or by phone at XXX.

Thank you for your participation and have a great day.

-Communications Department

Survey Best Practice #2: Generating Respondent Interest & Engagement


Text Message
Today 6:09 PM



Hello, Glenwood Springs residents!
The City of Glenwood Springs invites you to participate in a very important community survey about local issues and the quality of city services and programs.

Your responses will have a direct impact on decisions affecting your community now and in the future. Make your voice heard by sharing your thoughts and opinions. The survey will take just 15 minutes to complete, and your answers will remain strictly confidential. <https://c.web-act.co/ibem>


REPLY STOP TO OPT OUT



Hello, Monument residents! The Town of Monument invites you to participate in a very important community survey about local issues, town services, programs, and budget priorities. Make your voice heard by sharing your thoughts and opinions. The survey will take just 15 minutes to complete, and your answers will remain strictly confidential. <https://b.link/Monument>

REPLY STOP TO OPT OUT

Today 7:59 PM

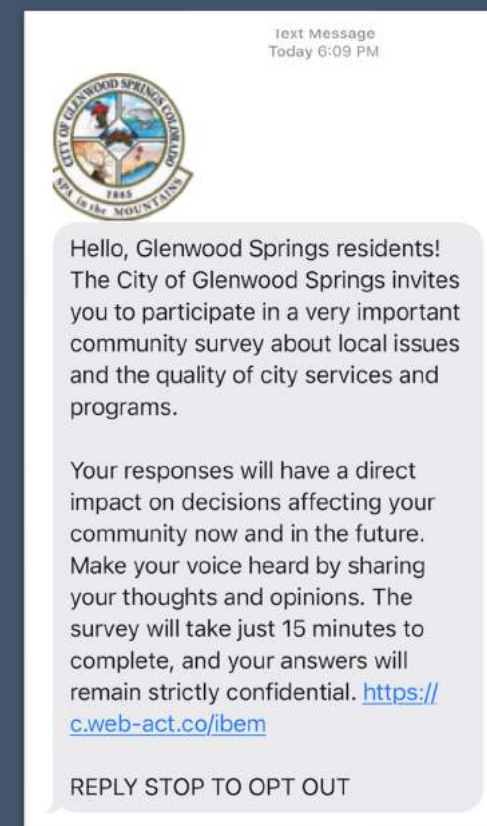


Lakewood
Colorado

Hello. The City of Lakewood invites you to participate in a very important community survey about city services, programs, and our budget priorities. Make your voice heard by sharing your thoughts and opinions. The survey will take just 15 minutes to complete and your answers are strictly confidential. Let's get started. REPLY STOP to OPT OUT

The Magellan Strategies Community Survey Difference

Best Practice #3: Provide an Easy & Pleasant Experience for Respondents



Survey Best Practice #3: Provide a Pleasant Experience for Respondents to Provide Answers

6. **Police Department.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied".

	Police Department	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Pueblo Police Department's overall performance	5	4	3	2	1	9
2.	The competence of Police Department personnel	5	4	3	2	1	9
3.	The attitude and behavior of Police Department personnel toward citizens	5	4	3	2	1	9
4.	The level of safety and security in your neighborhood	5	4	3	2	1	9

7. Using a scale of 1 to 4, where 4 means "Very Safe" and 1 means "Very Unsafe", please rate how safe you feel in the following situations.

	How safe do you feel...	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	Don't Know
1.	In your neighborhood during the day	4	3	2	1	9
2.	In your neighborhood at night	4	3	2	1	9
3.	Along park trails and river trails	4	3	2	1	9

8. Are there any areas of town where you do not feel safe?

____(1) Yes [Answer Q8a-b.] ____ (2) No [Skip to Q9.]

8a. Where are the specific areas of town that you do not feel safe?

8b. Why do you not feel safe there?


Survey Best Practice #3: Provide a Pleasant Experience for Respondents to Provide Answers

17. For each of the following amenities maintained by the City and County of Broomfield, please rate the quality:

	Excellent	Good	Fair	Poor	No opinion
Open space and trails	1	2	3	4	5
Continuous trail connections	1	2	3	4	5
Local cultural and arts events	1	2	3	4	5
Recreation programs	1	2	3	4	5
Active Adult / Senior Programs	1	2	3	4	5
Meals on Wheels	1	2	3	4	5
The Paul Derda Recreation Center	1	2	3	4	5
The Broomfield Community Center	1	2	3	4	5
The Bay Aquatic Park	1	2	3	4	5
Athletic fields and courts	1	2	3	4	5
Parks	1	2	3	4	5
Library services (materials (print/electronic), classes, programs, technology)	1	2	3	4	5
Auditorium facility	1	2	3	4	5
Auditorium events	1	2	3	4	5
CSU Extension services	1	2	3	4	5

What access barriers exist for the above amenities?

Survey Best Practice #3: Provide a Pleasant Experience by Allowing Scrolling, Use of Microphone, Drag, & Drop



City of Glenwood Springs Community Survey

City of Glenwood Springs Quality of Life

*4. How would you rate the City of Glenwood Springs on the following quality of life aspects?

Overall quality of life in Glenwood Springs


☐ Excellent

☒ Good

☐ Fair

☐ Poor

☐ No Opinion



City of Glenwood Springs Community Survey


*3. Please describe the top issues, priorities, or problems that you think the City of Glenwood Springs should address in the next three years.

Affordable housing

8%

Prev

Next



City of Glenwood Springs Community Survey

City Budget Priorities

*9. The City of Glenwood Springs each year makes budget decisions allocating taxpayer dollars toward town services and programs. With that in mind, please rank the following budget items in the order of priority that you would like to see.

Ranking a budget item #1 indicates your top priority and ranking a budget item #9 indicates your least or last priority.

1	Roadway maintenance, resurfacing, snow plowing, and street sweeping
2	Residential and commercial permitting, land planning and development

City of Glenwood Springs Top Issues, Priorities, or Problems

“Please describe the top issues, priorities, or problems that you think the City of Glenwood Springs should address in the next three years. ”

Themes
Housing Affordability and Homelessness
Infrastructure and Transportation
Community Development and Planning
Environmental Conservation and Quality of Life
Community Engagement and Governance

“Affordable housing is the most important priority that the city should have. We need more housing overall, more housing subsidies, and limits on predatory renting practices.”

-Female, 25-29, Living in GS 1-5 Years, Ward 1

“Infrastructure in west Glenwood, roads need to be a priority and an emergency plan in the case of disasters. Roads throughout the city need work.” **-Female, 65-74, Living in GS 1-5 Years, Ward 2**

“The population is growing too rapidly. It makes traffic back up and depletes our only grocery store.” **-Female, 30-39, Living in GS More 20 Years, Ward 2**

“Over population/ development, neighborhood street repair.” **-Male, 40-49, Living in GS 6-10 Years, Ward 3**

“1. Affordable housing (through regulation of Airbnb, encouraging long-term ADUs, or funding new projects). 2. Traffic (South Bridge is a good start) 3. Equitable Internet access for all (opening municipal fiber to residential)” **-Male, 40-49, Living in GS 1-5 Years, Ward 5**



Top Issues, Priorities, or Problems

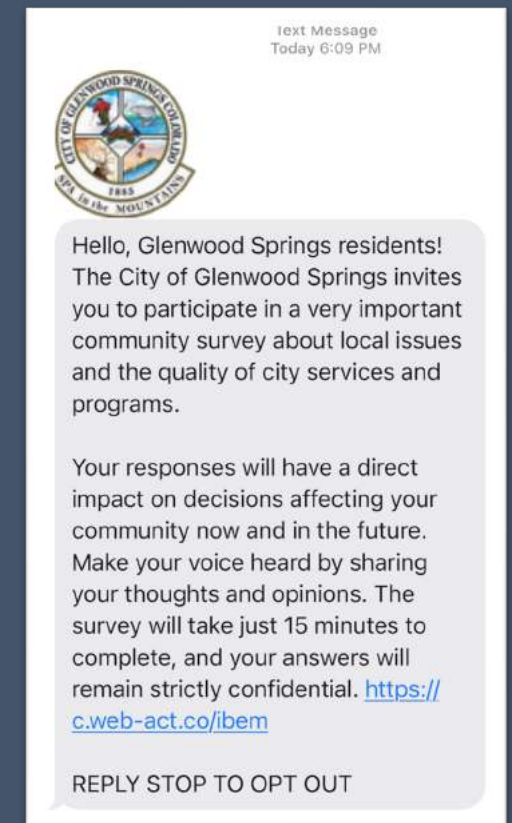
“Please describe the top issues, priorities, or problems that you think the City of Glenwood Springs should address in the next three years.” The top five themes include:

- 1. Infrastructure and Transportation:** There is significant concern about road conditions, traffic congestion, and the need for infrastructure improvements such as water systems and street maintenance. Specific issues mentioned include road repairs, traffic management, pedestrian and bike accessibility, and the development of alternative transportation options.
- 2. Housing Affordability and Homelessness:** Affordable housing emerges as a pressing concern, along with issues related to rental availability, short-term rentals, and workforce housing. Additionally, there are concerns about homelessness, including the need for supportive services and strategies to address encampments and loitering.
- 3. Community Development and Planning:** Many residents express a desire for responsible growth management and thoughtful community planning. This includes considerations for preserving open spaces, enhancing parks and recreational amenities, revitalizing underutilized areas, and fostering a sense of community identity.
- 4. Environmental Conservation and Quality of Life:** There is a strong emphasis on environmental protection, sustainable practices, and maintaining Glenwood Springs' natural beauty. Residents prioritize efforts such as water conservation, reducing pollution, preserving green spaces, and addressing climate change impacts.
- 5. Community Engagement and Governance:** Concerns about city leadership, governance, and citizen engagement are prevalent. Residents seek improved communication, transparency, and accountability from local government. Additionally, there are calls for efficient use of taxpayer funds, responsible decision-making, and meaningful public involvement in decision-making processes.



The Magellan Strategies Community Survey Difference

Best Practice #4: Avoid Mail Data Collection Biases



Survey Best Practice #4: Avoid Mail Response Biases, Because They are Significant

Table 115: 2020 Westminster Resident Survey Weighting Table

Characteristic	Population Norm ¹	Unweighted Data	Weighted Data
Housing			
Rent home	35%	15%	32%
Own home	65%	85%	68%
Detached unit ²	62%	72%	63%
Attached unit ²	38%	28%	37%
Race and Ethnicity			
White	84%	85%	79%
Not White	16%	15%	21%
Hispanic	18%	10%	15%
Not Hispanic	82%	90%	85%
White alone, not Hispanic	74%	81%	75%
Hispanic and/or other race	26%	19%	25%
Sex and Age			
18-34 years of age	34%	10%	31%
35-54 years of age	39%	28%	39%
55+ years of age	27%	61%	30%
Female	51%	53%	53%
Male	49%	47%	47%

Survey Best Practice #4: Avoiding Mail Response Biases, Because They are Significant

Table 79: Lakewood Citizen Survey Weighting Table 2018

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing			
Rent home	41%	20%	37%
Own home	59%	80%	63%
Detached unit*	50%	64%	53%
Attached unit*	50%	36%	47%
Race and Ethnicity			
White	85%	91%	85%
Not white	15%	9%	15%
Not Hispanic	82%	93%	84%
Hispanic	18%	7%	16%
Sex and Age			
Female	52%	61%	54%
Male	48%	39%	46%
18-34 years of age	30%	13%	27%
35-54 years of age	36%	24%	37%
55+ years of age	34%	64%	36%

The Magellan Strategies Community Survey Difference



Best Practice #5: Engaging Hard-to-Reach Population Subgroups



Survey Best Practice #5: Engaging Hard-to-Reach Population Subgroups With a Current Voter File & MMS Text Messages

- It is rich with resident information including, age, residential address and geographic data.
- We can geocode the file and append American Community Survey census data.
- This improves our ability to concentrate MMS Text survey invitations toward hard-to-reach populations including low-income households and populations of color in real time.
- A USPS residential databases does not have up-to-date resident information. Voter files do!

The Magellan Strategies Community Survey Difference



Lakewood
Colorado

Best Practice #6: Use Benchmark Comparisons That Make Sense!

City or Town	Adult Population
Broomfield	58,945
Castle Rock	60,409
Loveland	62,961
Greeley	66,227
Longmont	73,346
Boulder	74,765
Pueblo	77,052
Centennial	84,757
Westminster	85,413
Thornton	94,907
Arvada	97,977
Lakewood	119,439
Fort Collins	126,004
Aurora	248,284

Glenwood Springs Quality of Life Measurements Compared to Similar Colorado Communities

(Excellent and Good Rating Combined)

Quality of Life Aspects	Glenwood Springs	Steamboat Springs	Estes Park	Rifle	Monument	Cañon City	Wellington	Fruita
Overall quality of life	74%	91%	75%	58%	N/A	59%	N/A	93%
A place to live	80%	94%	79%	N/A	87%	70%	71%	N/A
A place to raise a family	70%	90%	62%	N/A	83%	N/A	69%	N/A
A place to retire	49%	80%	73%	N/A	68%	69%	43%	N/A
A place to work	47%	52%	42%	N/A	23%	N/A	N/A	N/A
Overall value of services	56%	74%	56%	37%	64%	26%	N/A	65%



Our Ballot Measure Survey Track Record



2022 BALLOT MEASURE SURVEY PROJECTS

	Magellan Forecast	Actual Yes Result	Difference
Boulder Valley School District Bond Measure	64%	68%	4%
City of Englewood 0.1% Sales Tax for Alternative Police	62%	62%	0%
City of Fountain 6 Mill Increase for Public Safety	57%	55%	2%
Fraser River Valley Housing Partnership 2 Mill Increase for Affordable Housing	54%	57%	3%
Ridgway Fire Protection District Sales Tax Increase for Operations	77%	73%	4%
Weld County RE-4 School District Mill Levy Override for Operations	53%	55%	2%
City of Boulder Climate Tax Revised Climate Tax	72%	70%	2%
Town of Windsor Open Space Acquisition 0.25% Sales Tax	54%	58%	4%

Our Ballot Measure Survey Track Record



2021 BALLOT MEASURE SURVEY PROJECTS

	Magellan Forecast	Actual Yes Result	Difference
Town of Monument Police Funding 0.5% Sales Tax	64%	63%	1%
City of Lafayette Mental Health & Public Safety 0.27% Sales Tax	67%	66%	1%
City of Boulder Capital Projects 0.3% Sales Tax Extension	74%	84%	10%
Town of Vail Affordable Housing 0.5% Sales Tax	57%	54%	3%
City of Golden Retail Marijuana Ballot Measure	54%	51%	3%
Mesa County Valley School District 51 \$115 Million Bond for Grand Junction H.S.	61%	65%	4%
EagleVail Metro District Property Tax Freeze Ballot Measure	61%	72%	11%
Moffat County High School RE-1 \$40 Million School Improvement Bond	42%	37%	5%
Town of Monument Home Rule Ballot Measure to Begint the Process	62%	59%	3%

30

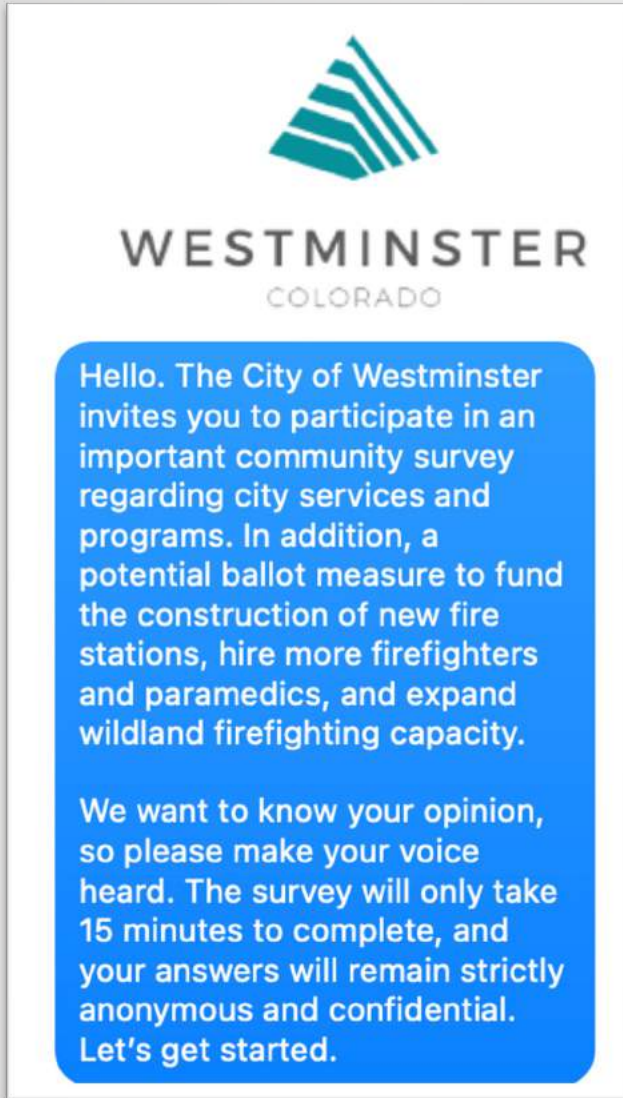


Community Survey: Funding Improvements for Westminster's Fire Department

March 19th to March 22nd, 2024



Methodology



Magellan Strategies is pleased to present the results of the interviews conducted with 1,505 residents in Westminster, Colorado, from March 19th to March 20th, 2024.

The overall survey responses have a margin of error of +/- 2.5% at the 95% confidence interval. Population subgroups will have a higher margin of error than the overall sample.

The survey results were weighted to be representative of likely presidential election-year turnout in Westminster.

The Five Fundamental Steps to Developing a Ballot Measure Survey That Will Lead to Voter Approval

Step 1: Knowing Your Voter Registration & Turnout Demographics



Westminster Voter Registration and Past Turnout Demographics

City of Westminster

Magellan Strategies Voter Registration and Past Election Turnout Report

County	Registration		2023		2022		2021		2020	
Adams	49,684	58.2%	16,877	55.6%	27,519	56.1%	16,450	57.6%	38,767	57.5%
Jefferson	35,729	41.8%	13,498	44.4%	21,534	43.9%	12,130	42.4%	28,708	42.5%
Total	85,413	100.0%	30,375	100.0%	49,053	100.0%	28,580	100.0%	67,475	100.0%

Sex	Registration		2023		2022		2021		2020	
Female	43,433	50.8%	15,915	52.4%	25,729	52.5%	14,827	51.9%	35,242	52.2%
Male	41,981	49.2%	14,460	47.6%	23,324	47.5%	13,754	48.1%	32,234	47.8%
Total	85,413	100.0%	30,375	100.0%	49,053	100.0%	28,580	100.0%	67,475	100.0%

Age Group	Registration		2023		2022		2021		2020	
18-34	28,452	33.3%	4,871	16.0%	10,982	22.4%	4,358	15.2%	19,791	29.3%
35-44	16,479	19.3%	4,719	15.5%	8,657	17.6%	4,215	14.7%	12,061	17.9%
45-54	11,780	13.8%	4,258	14.0%	7,483	15.3%	4,160	14.6%	10,356	15.3%
55-64	11,501	13.5%	5,432	17.9%	8,500	17.3%	5,699	19.9%	11,192	16.6%
65+	17,201	20.1%	11,095	36.5%	13,431	27.4%	10,148	35.5%	14,075	20.9%
Total	85,413	100.0%	30,375	100.0%	49,053	100.0%	28,580	100.0%	67,475	100.0%

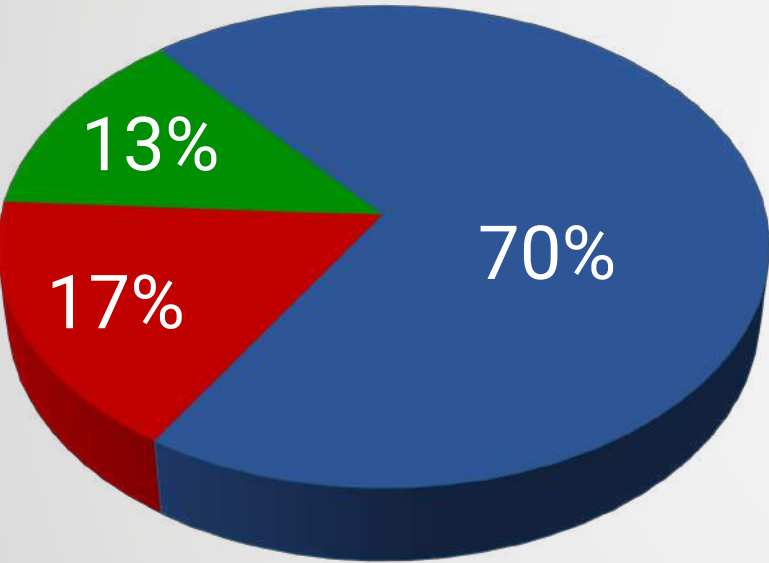
Party	Registration		2023		2022		2021		2020	
Unaffiliated	42,546	49.8%	12,691	41.8%	20,774	42.4%	10,991	38.5%	28,200	41.8%
Democrat	25,386	29.7%	10,466	34.5%	16,881	34.4%	10,091	35.3%	22,602	33.5%
Republican	15,757	18.4%	6,877	22.6%	10,755	21.9%	7,213	25.2%	15,603	23.1%
Libertarian	935	1.1%	203	0.7%	426	0.9%	185	0.6%	747	1.1%
Other	789	0.9%	138	0.5%	217	0.4%	100	0.3%	323	0.5%
Total	85,413	100.0%	30,375	100.0%	49,053	100.0%	28,580	100.0%	67,475	100.0%

The Five Fundamental Steps to Developing a Ballot Measure Survey That Will Lead to Voter Approval

Step 2: Ask Relevant Questions Measuring the Environment and the “Uniformed” Ballot Test

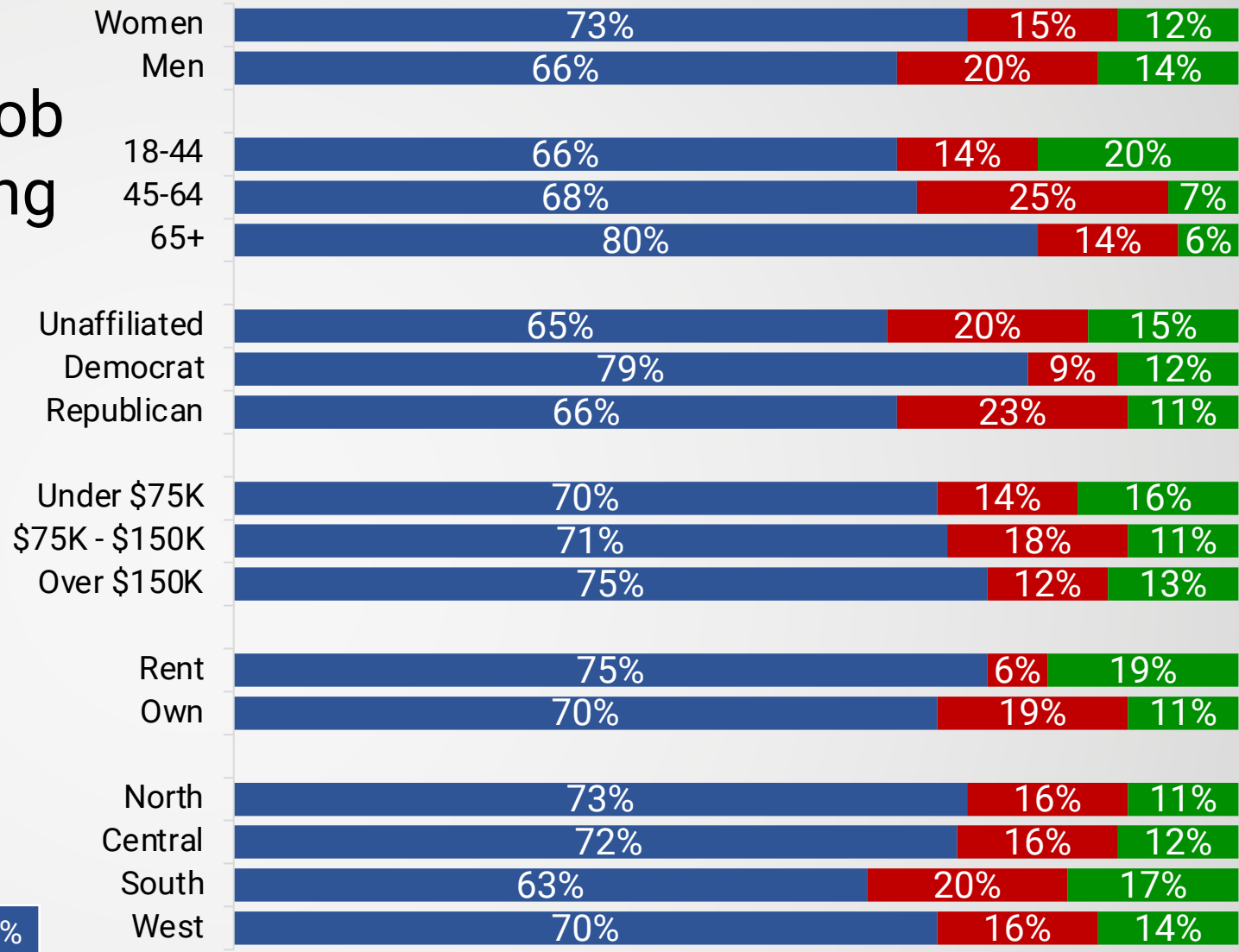


Generally speaking, do you approve or disapprove of the job the City of Westminster is doing managing city services, programs, and initiatives?



■ Total Approve
■ Total Disapprove
■ No Opinion

Strongly Approve	23%
Somewhat Approve	47%
Strongly Disapprove	5%
Somewhat Disapprove	12%



■ Total Approve ■ Total Disapprove ■ No Opinion

Why 70% of Respondents Approve of the Job Westminster is Doing

Please describe the reasons why you approve of the job the City of Westminster is doing managing city services.

Themes
Quality of Services
Community Engagement and Communication
Infrastructure and Development
Safety and Well-Being

“Everything seems to be working. The city appears to be clean and well managed.”

-Male, 65+, Unaffiliated, Central

“I love living here and appreciate the time and effort that goes into making the best choices for the residents.” **–Female, 35-44, Democrat, West**

“The City does a good job of keeping the citizens informed about what the City is trying to do. I don’t always agree with what the City wants to do but I feel informed.” **–Male, 65+, Republican, West**

“The parks/open spaces are great. The streets are mostly clean. The city rec center is world-class. Street paving/ maintenance could use some improvement. And continue developing downtown!” **–Female, 18-34, Democrat, North**

“I am happy with the services the city provides and our neighborhood is mostly safe.” **–Female, 45-54, Unaffiliated, South**

“Generally, the city is clean, staffed (when considering public roles like public libraries or other services), and publicly accessible infrastructure is in good repair.” **–Male, 45-54, Unaffiliated, Central**

“Public services I’ve used in the past such as library, police department, fire department are very good.” **–Male, 65+, Unaffiliated, North**

“We have the best facilities for recreation. We have first-class Fire and Police protection. Our city is growing and we are doing a pretty good job of keeping up with that growth.” **–Female, 65+, Democrat, South**

Why 70% of Respondents Approve of the Job Westminster is Doing

Please describe the reasons why you approve of the job the City of Westminster is doing managing city services.

Quality of Services

Many respondents appreciate the city's various services, including road maintenance, snow removal, parks, recreational centers, and emergency services such as police and fire departments. The efficiency, responsiveness, and quality of these services are frequently praised.

Community Engagement and Communication

Several respondents commend the city's efforts in outreach, communication, and involving residents in decision-making processes. They appreciate the transparency, responsiveness to inquiries, and opportunities for citizen input in city projects and services.

Infrastructure and Development

Many respondents acknowledge the city's efforts in managing and improving infrastructure, including water systems, roads, parks, and recreational facilities. They appreciate the focus on upgrading infrastructure to accommodate the growing population and maintaining the city's appearance.

Safety and Well-Being

A significant number of respondents express satisfaction with the city's safety measures, including police and fire services. They feel safe in their neighborhoods and appreciate the promptness and efficiency of emergency responders.

Why 17% of Respondents Disapprove of the Job Westminster is Doing

Please describe the reasons why you disapprove of the job the City of Westminster is doing managing city services.

Themes

Infrastructure and Maintenance

Urban Growth and Development

Public Safety and Services

Communication and Transparency

"Increased population density and traffic without improving roads and infrastructure." -**Male, 65+, Unaffiliated, Central**

"We have enough services, everything requires a raise in taxes enough already you encourage growth." -**Female, 35-44, Unaffiliated, West**

"No city-wide trash service. Too many homeless people roaming around. Taxes are too high." -**Male, 18-34, Republican, South**

"Taxes are increasing because government is increasing. Fight for lower or no taxes for all residents." -**Male, 45-54, Republican, North**

"Very little senior services. The city of Broomfield has amazing senior services. We need more transportation and more economic development. Maybe that would increase tax revenues and we wouldn't be asked to pay more taxes. Better communication. Remember there are residents that live up north." -**Female, 65+, Democrat, North**

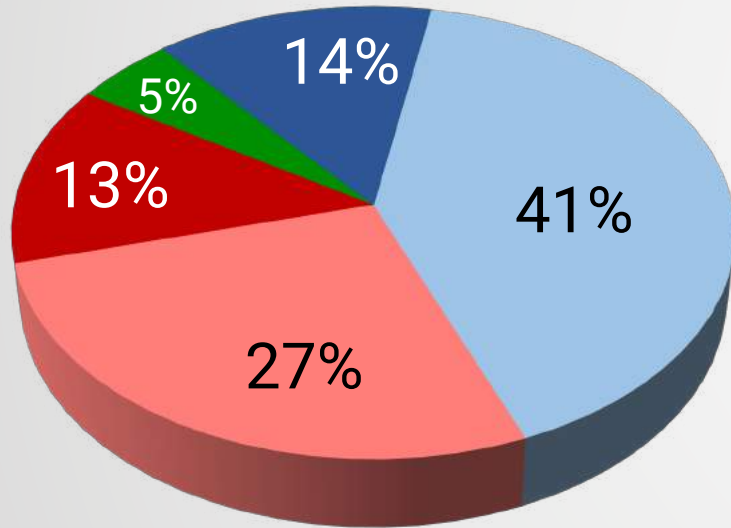
"The city wastes ridiculous amounts of money on new construction, new water plant instead of upgrading the existing plant, the mall redevelopment, at the expense of baseline services eg my street never saw a snowplow at all during or after last week's blizzard." -**Male, 45-54, Unaffiliated, South**

"City seems to be getting worse, as far as crime, theft and policies. Also, not as clean. We can do better." -**Female, 45-54, Unaffiliated, West**

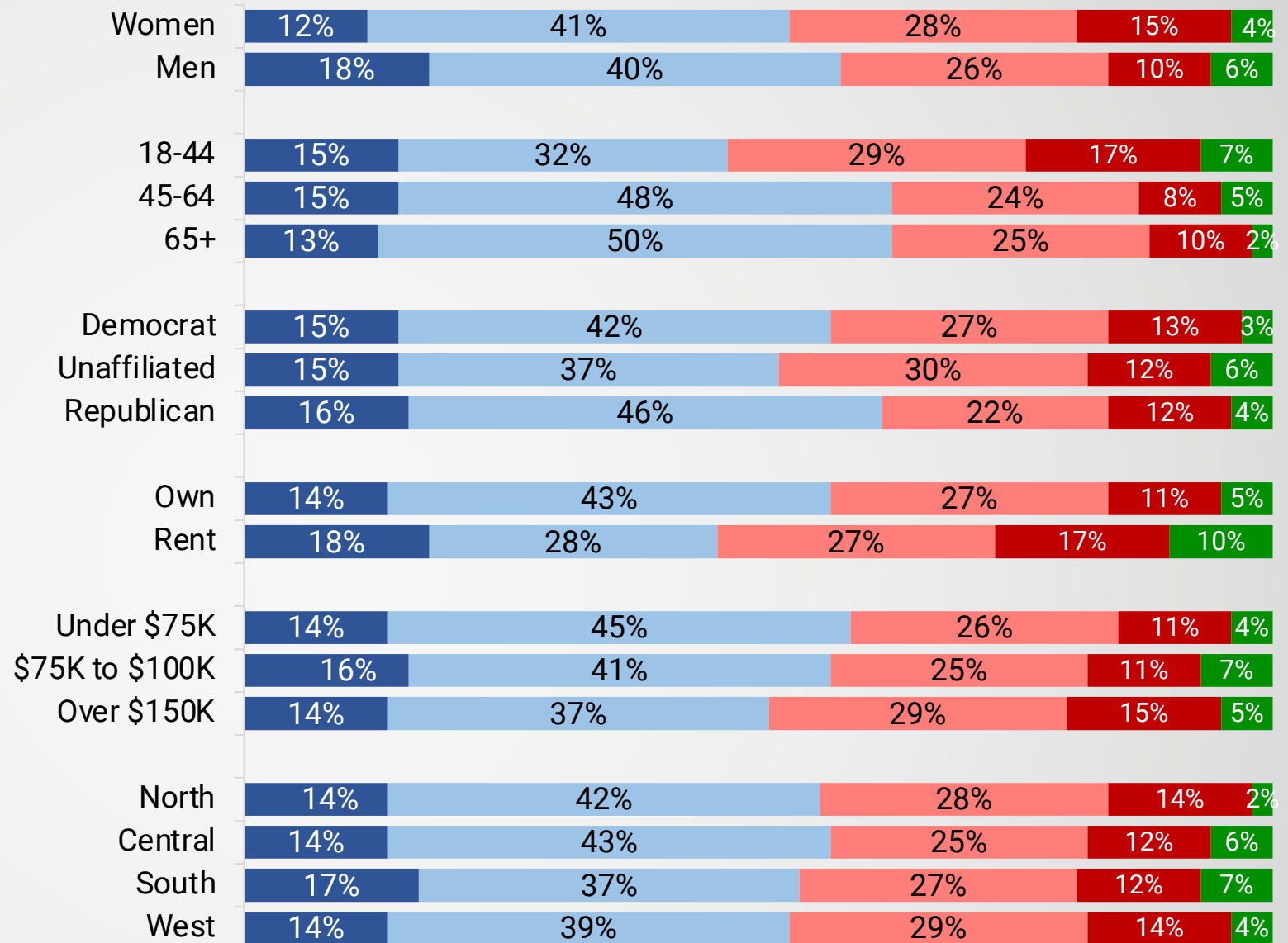
"Shows very little interest when our neighborhood expresses concerns about things that need to be addressed." -**Male, 45-54, Unaffiliated, Central**

How familiar are you with the Westminster Fire Department and the services they provide?

Very & Somewhat Familiar 55%

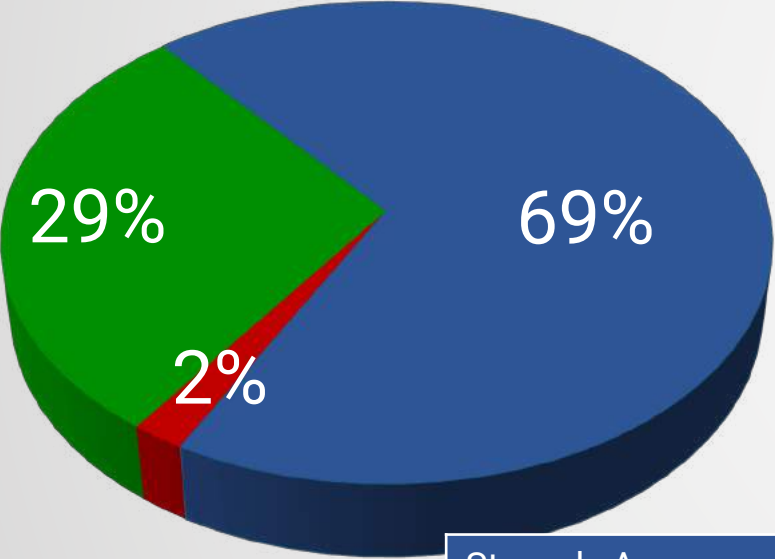


■ Very Familiar
 ■ Somewhat Familiar
 ■ Not Too Familiar
 ■ Not Familiar at All
 ■ No Opinion



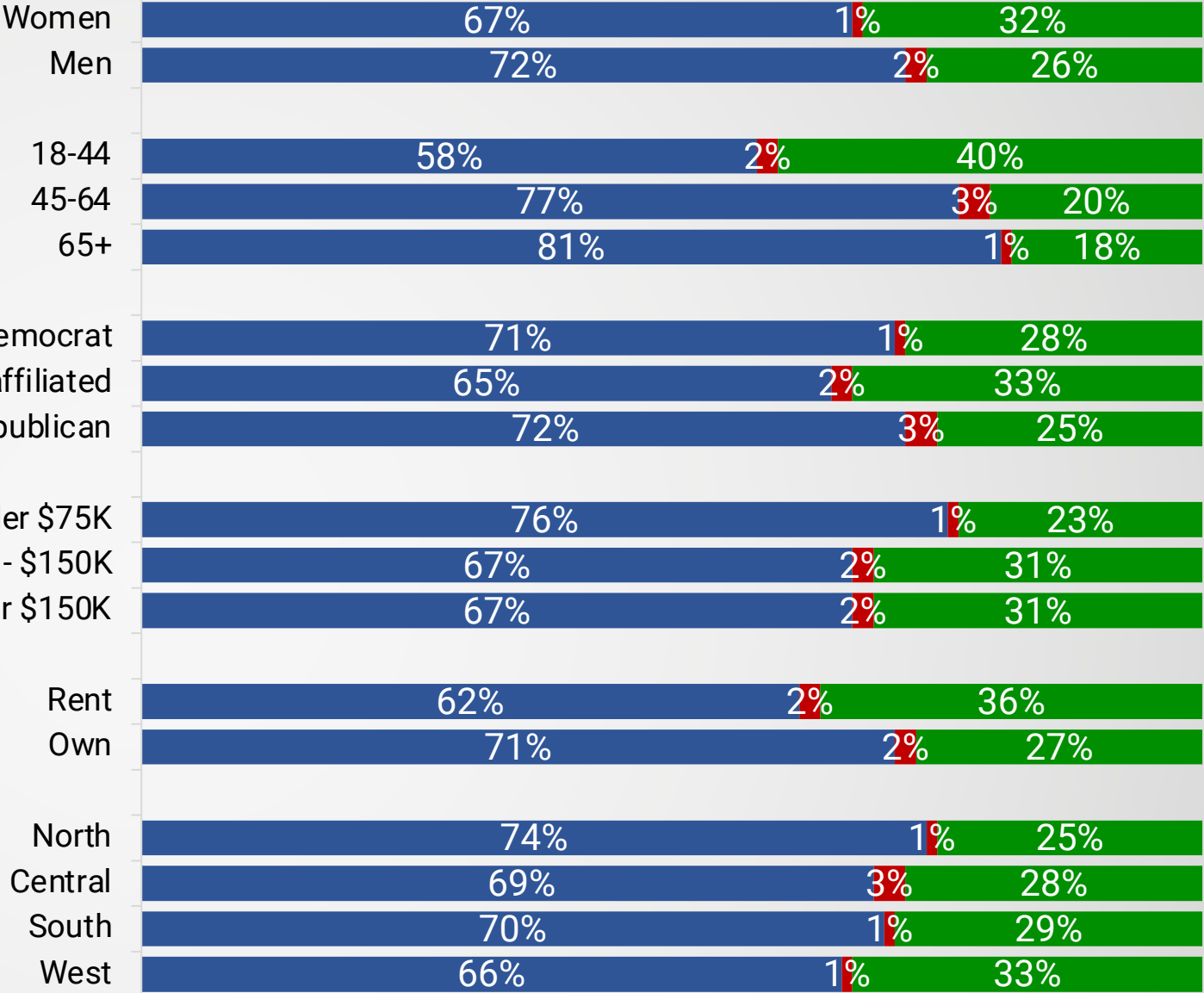
■ Very Familiar
 ■ Somewhat Familiar
 ■ Not Too Familiar
 ■ Not Familiar at All
 ■ No Opinion

Do you approve or disapprove of the job the Westminster Fire Department is doing providing fire protection, ambulance, and emergency medical services to residents?



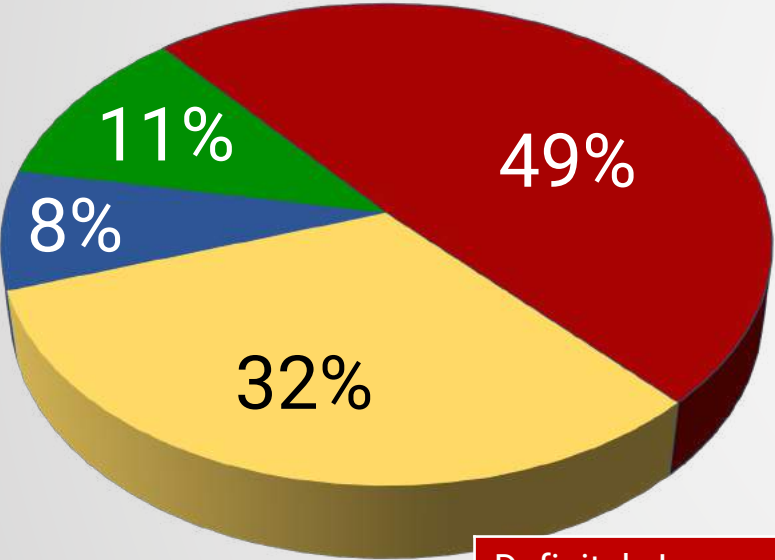
■ Total Approve
 ■ Total Disapprove
 ■ No Opinion

Strongly Approve	42%
Somewhat Approve	27%
Strongly Disapprove	1%
Somewhat Disapprove	1%



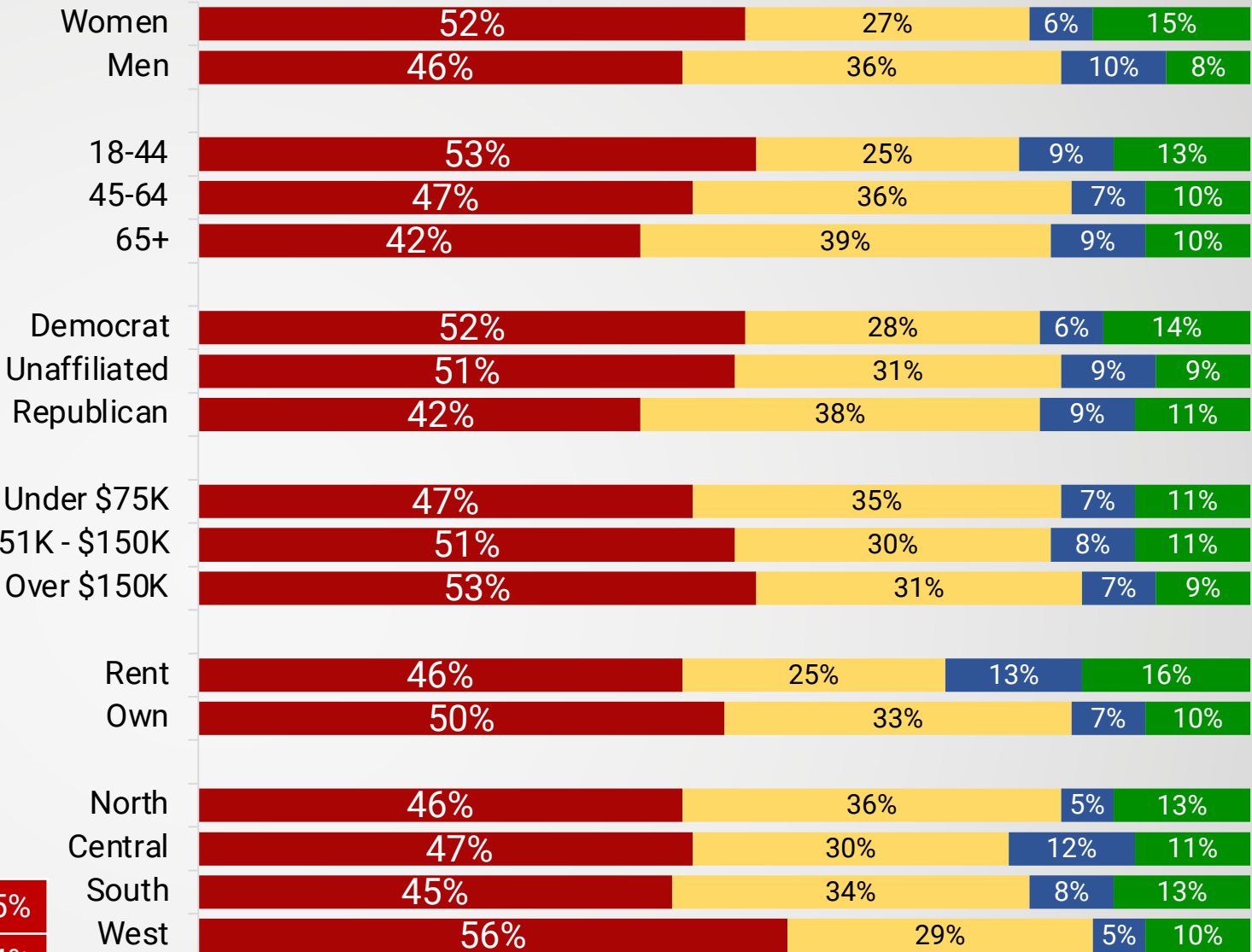
■ Total Approve ■ Total Disapprove ■ No Opinion

Do you think fire risk in Westminster has increased, stayed about the same, or declined in the past five years?



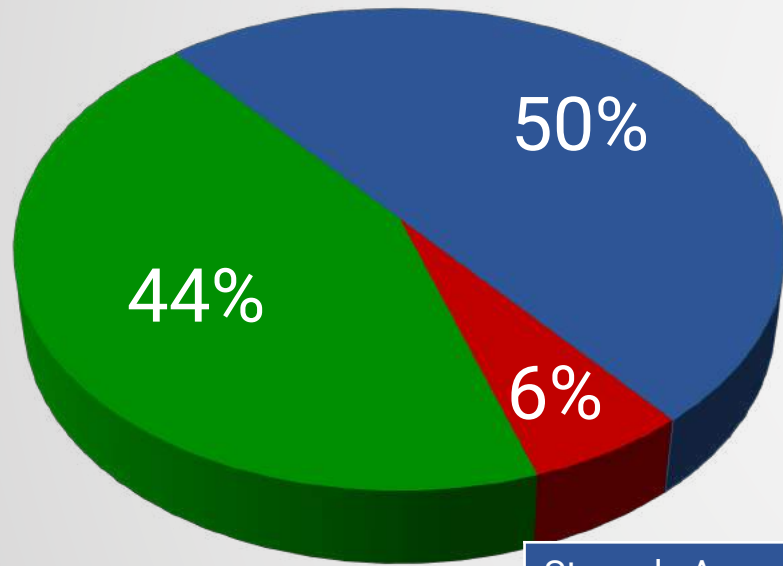
■ Total Increased
■ Stayed the Same
■ Total Decreased
■ No Opinion

Definitely Increased	15%
Probably Increased	34%
Definitely Decreased	2%
Probably Decreased	6%



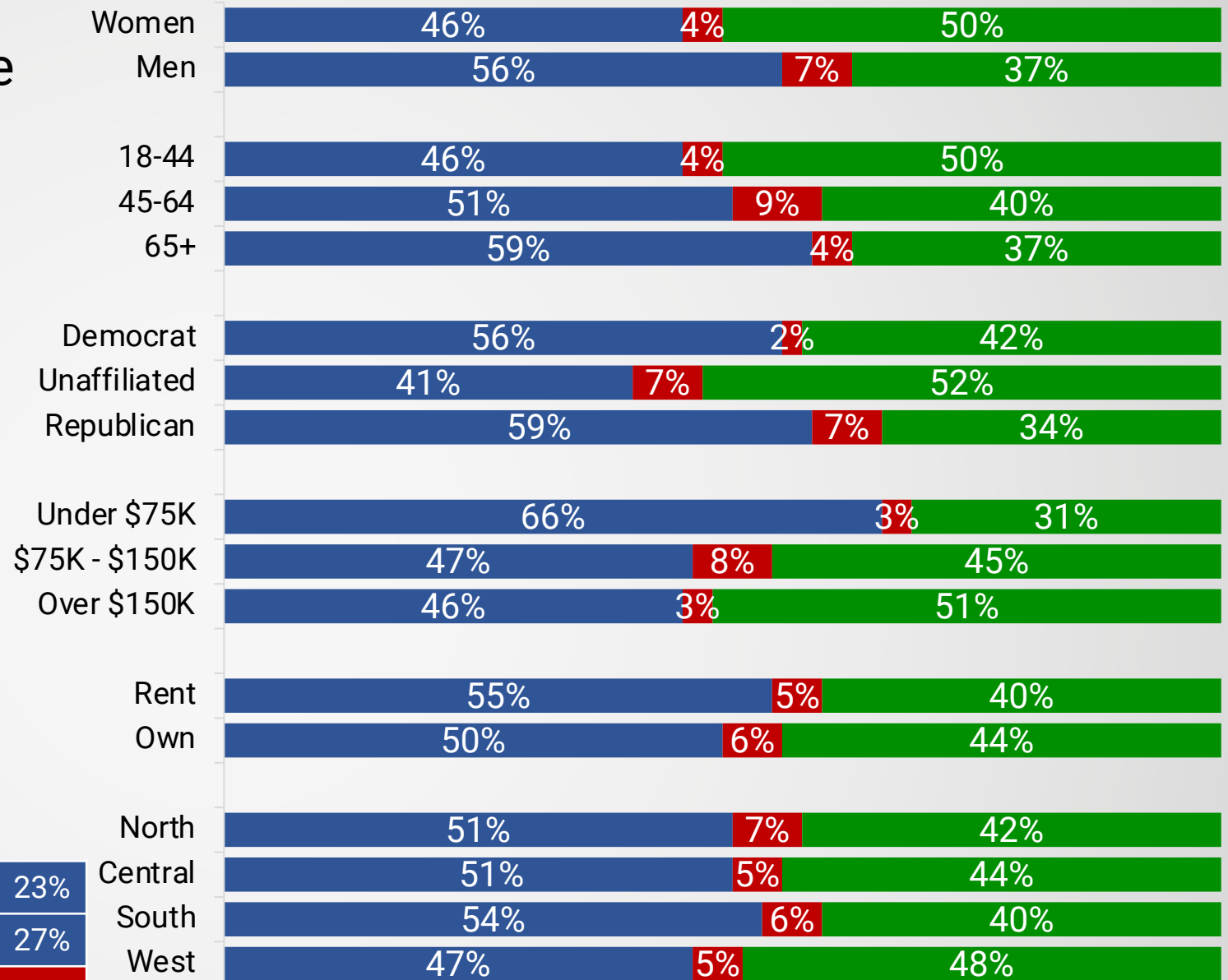
■ Total Increased
■ Stayed the Same
■ Total Decreased
■ No Opinion

Do you agree or disagree with the following statement? *"The Westminster Fire Department is fiscally responsible and spends taxpayer money wisely."*



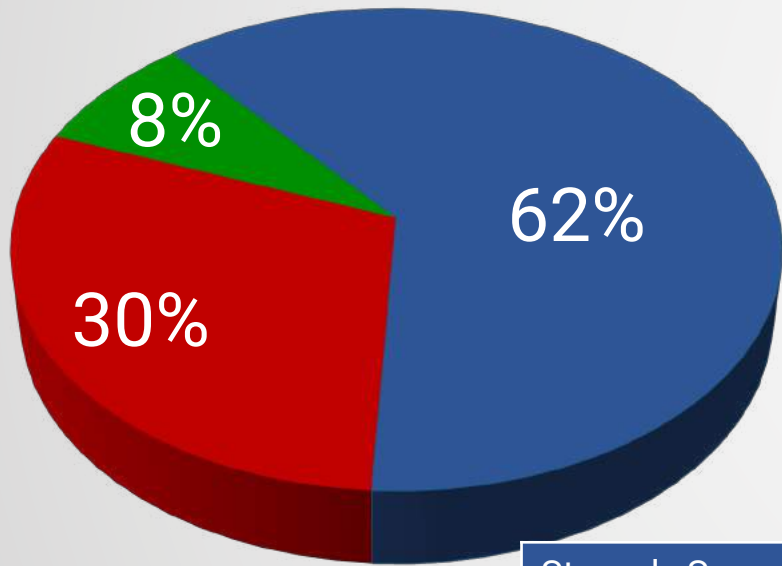
■ Total Agree
■ Total Disagree
■ No Opinion

Strongly Agree	23%
Somewhat Agree	27%
Strongly Disagree	2%
Somewhat Disagree	4%



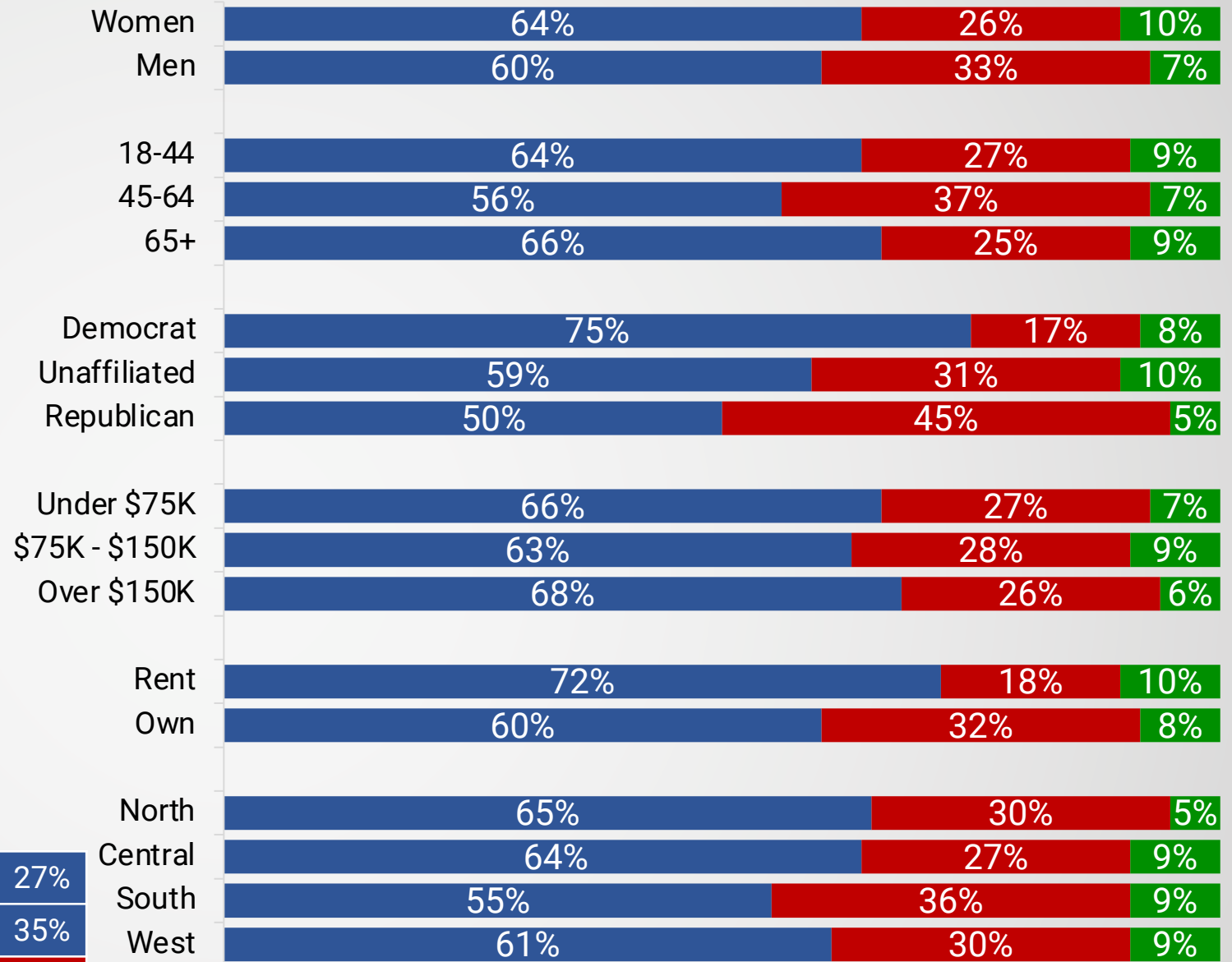
■ Total Agree ■ Total Disagree ■ No Opinion

Would you support or oppose a modest tax increase to create additional funding for the Westminster Fire Department?



■ Total Support
■ Total Oppose
■ No Opinion

Strongly Support	27%
Somewhat Support	35%
Strongly Oppose	17%
Somewhat Oppose	13%



■ Total Support ■ Total Oppose ■ No Opinion

Respondent Information



Before we continue, you should know that the City of Westminster has not decided to place a ballot measure before voters this November to generate additional revenue for the Westminster Fire Department.

However, your participation in this survey will strongly influence that decision. Let's continue the survey now.

Respondent Information



This November, the City of Westminster is considering a ballot measure asking voters to approve a ballot measure to fund rebuilding and upgrading the department's fire stations and training facility.

Following are two ballot measure questions. One is a sales tax ballot measure, and the other is a property tax ballot measure. Please read each ballot measure question and indicate if you would vote yes and approve it or if you would vote no and reject it.

Keep in mind that ONLY ONE OF THESE BALLOT MEASURES would be put before voters this November if the survey determines there is strong enough support for voter approval.

Uninformed 8-Mill Property Tax Increase

One ballot measure being considered is an 8-mill property tax increase that would generate about \$18 million annually for the fire department. For a home valued at \$500,000, the 8-mill property tax increase would cost a homeowner about \$20 per month.

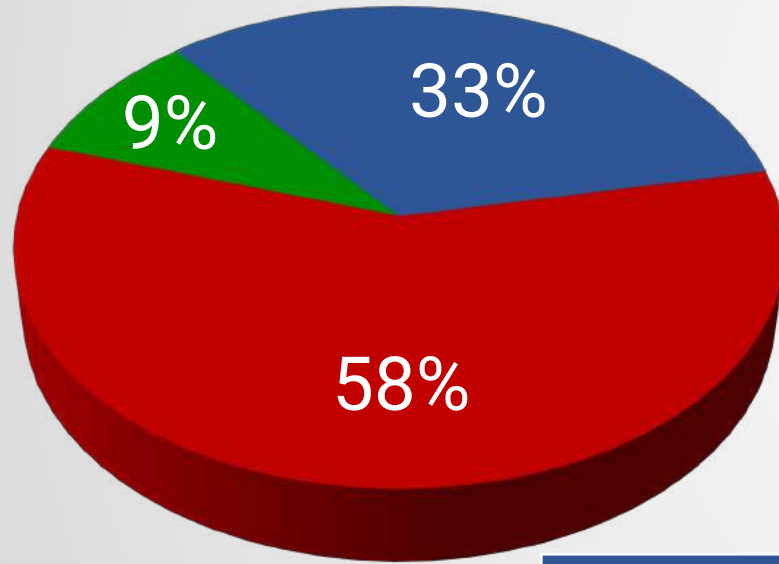
In addition, one-half of the 8-mil property tax increase would “sunset” and expire after 20 years once the fire station facilities are paid off. The funding from this ballot measure would pay for the following Fire Department needs:

- Demolish and rebuild Fire Stations 3 and 4
- Remodel Fire Station 1
- Build a new Fire Station 7 that will also serve as a training facility
- Build a new Fire Station 8
- Hire additional firefighters, emergency medical staff, and paramedics
- Expand the department’s fire mitigation plans
- Provide ongoing training for fire department staff and volunteers

If this 8-mill property tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?

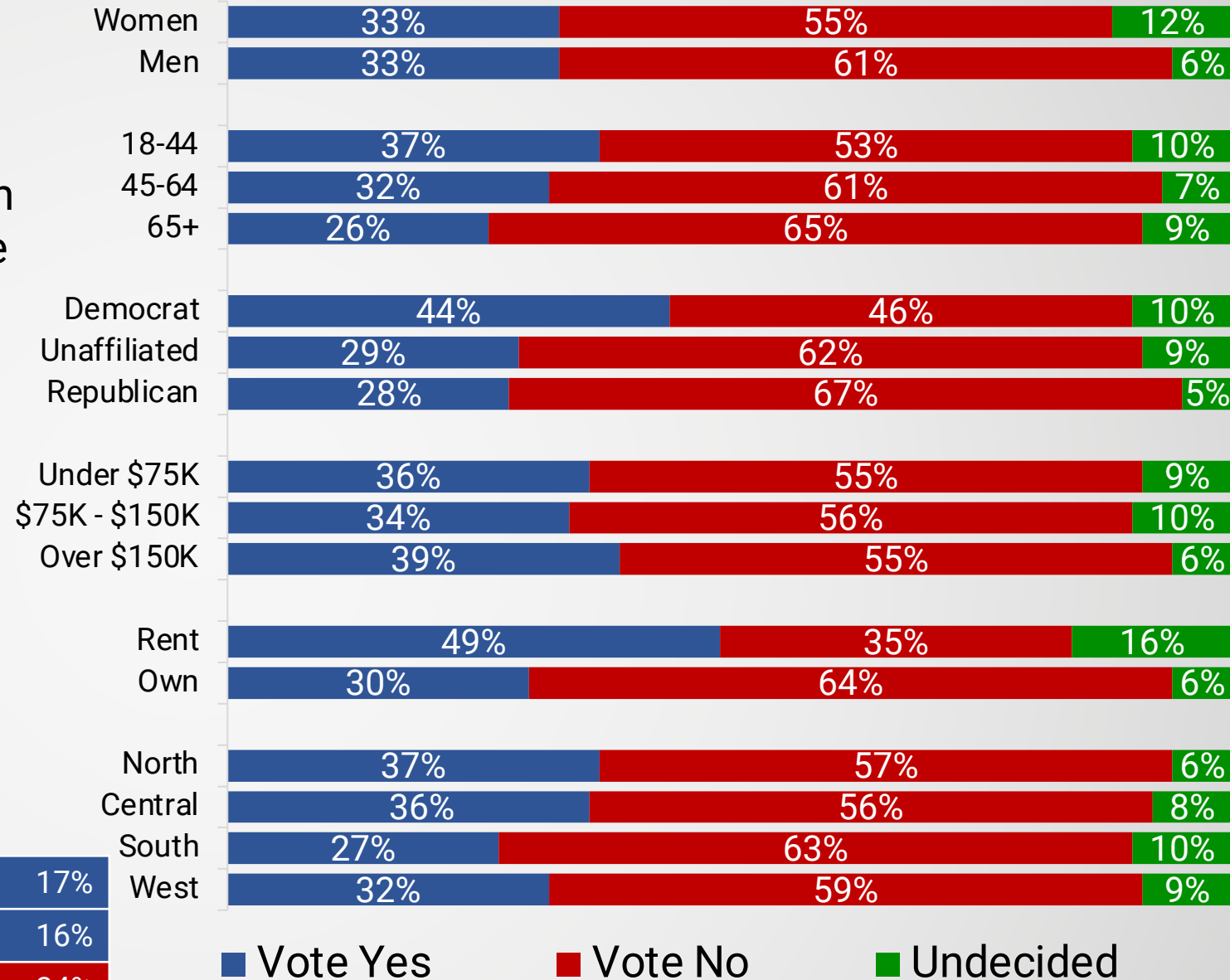
Uninformed 8-Mill Property Tax Ballot Test

If this 8-mill property tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?



■ Vote Yes, Approve
■ Vote No, Reject
■ Undecided

Definitely Yes, Approve	17%
Probably Yes, Approve	16%
Definitely No, Reject	34%
Probably No, Reject	24%



Uninformed 0.50% Sales Tax Increase

One ballot measure being considered is a 0.5% sales tax increase that would generate about \$17.2 million annually. In addition, one-half of the 0.5% sales tax would “sunset” and expire after 20 years once the fire station facilities are paid off.

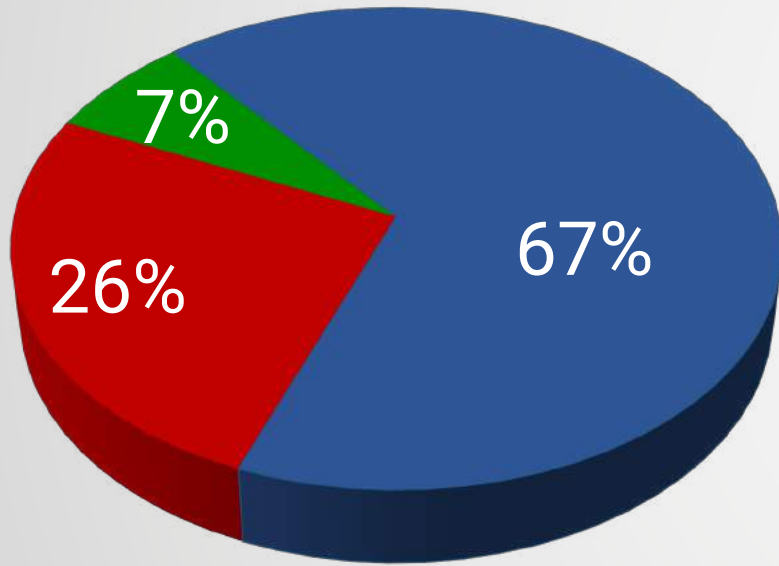
A 0.5% sales tax increase would cost a consumer 50 cents on a \$100 purchase. The funding from this ballot measure would pay for the following Fire Department needs:

- Demolish and rebuild Fire Stations 3 and 4
- Remodel Fire Station 1
- Build a new Fire Station 7 that will also serve as a training facility
- Build a new Fire Station 8
- Hire additional firefighters, emergency medical staff, and paramedics
- Expand the department’s fire mitigation plans
- Provide ongoing training for fire department staff and volunteers

If this 0.50% sales tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?

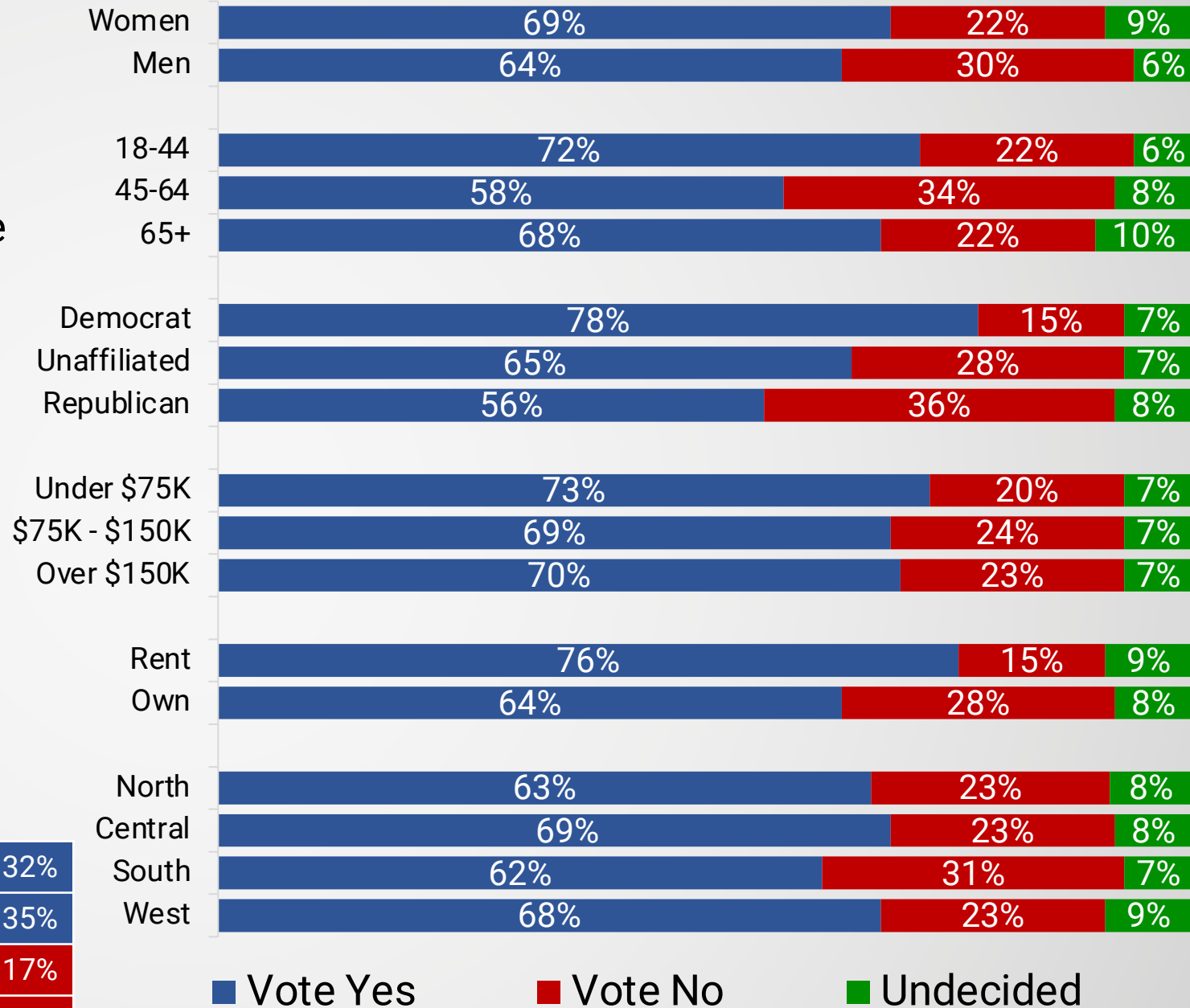
Uninformed 0.50% Sales Tax Ballot Test

If this 0.50% sales tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?



■ Vote Yes, Approve
■ Vote No, Reject
■ Undecided

Definitely Yes, Approve	32%
Probably Yes, Approve	35%
Definitely No, Reject	17%
Probably No, Reject	9%



The Five Fundamental Steps to Developing a Ballot Measure Survey That Will Lead to Voter Approval

Step 3: Tell Your Story! Educate and Inform Voters Why This Ballot Measure is Being Considered & How the Funds Will be Spent



Information Questions

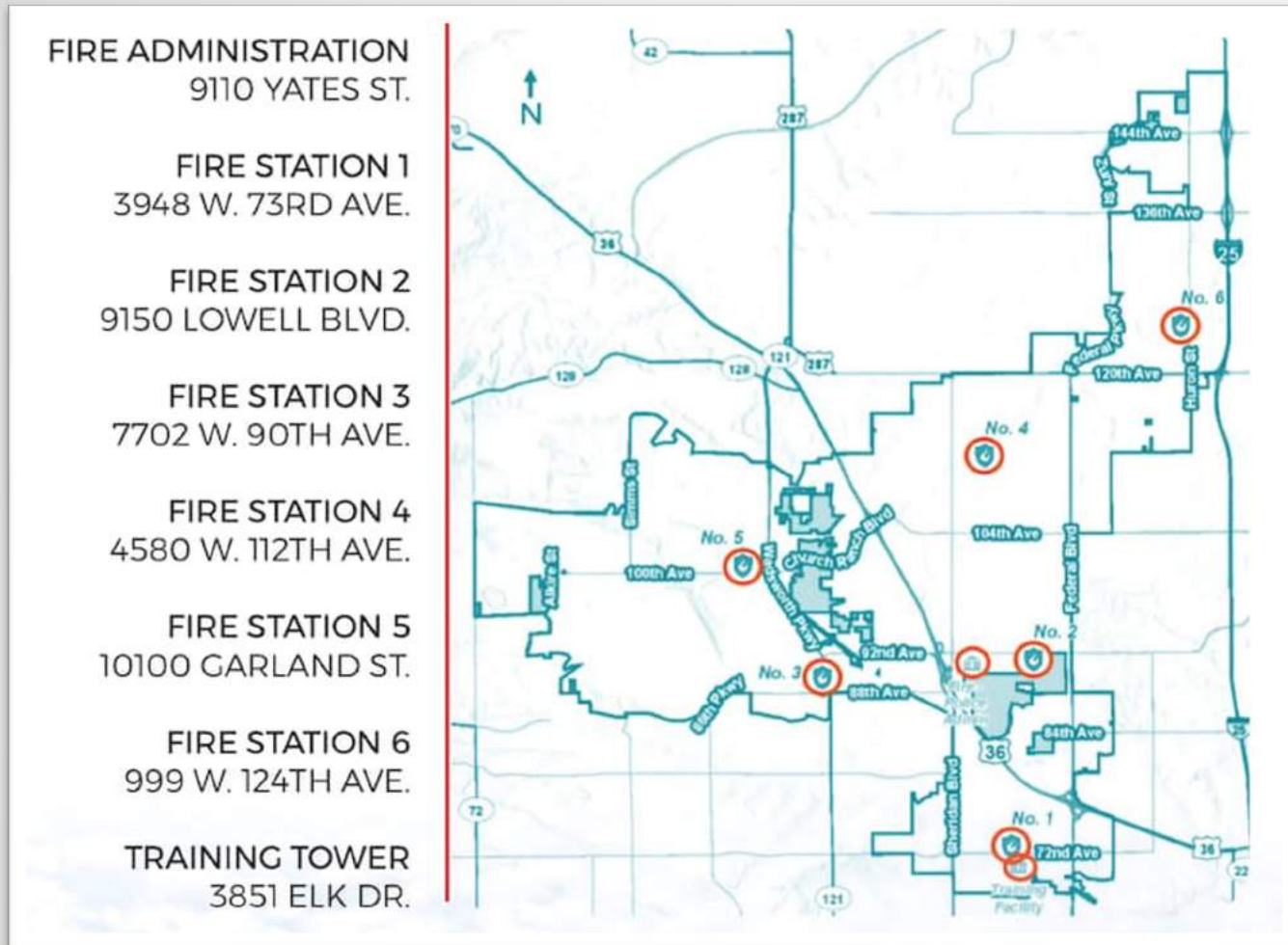


We will now share some information about why the City of Westminster is considering a ballot measure to fund rebuilding and upgrading the department's fire stations and training facility.

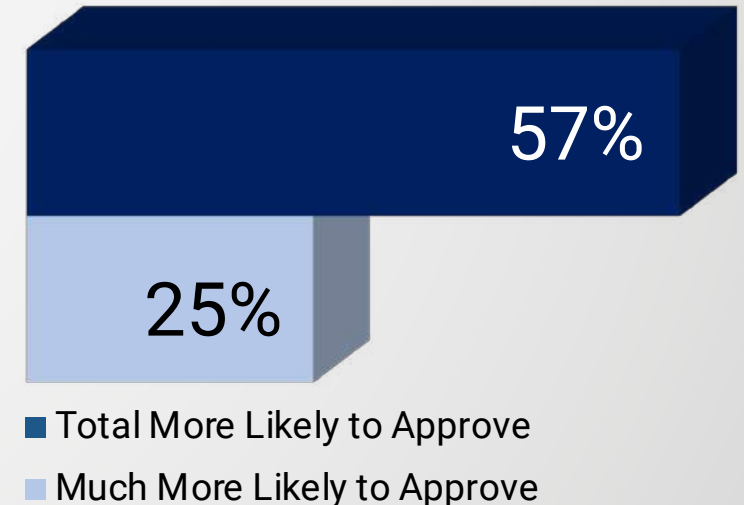
After reading the information, please indicate if you are more likely to vote yes and approve the ballot measure or if you are more likely to vote no and reject it. Let's get started.

Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve



The Westminster Fire Department operates six fire stations, protecting and serving approximately 114,000 residents. The department has 153 full and part-time employees.

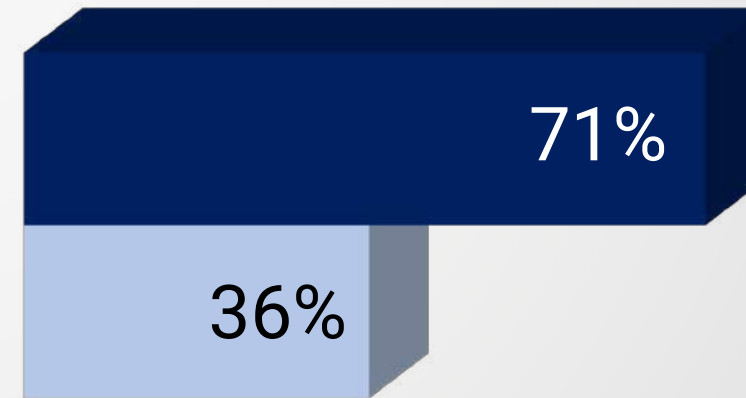


Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve

City	City Levy	Fire Protection District Levy	City and Fire Levy
Northglenn	11.597	16.138	27.735
Denver	26.946	-	26.946
Broomfield (City)	11.457	14.738	26.195
Fort Collins	9.797	10.824	20.621
Littleton	10.426	9.288	19.714
Arvada	4.310	14.893	19.203
Loveland	9.564	8.837	18.401
Lakewood	4.711	13.431	18.142
Longmont	13.420	-	13.420
Boulder	11.648	-	11.648
Greeley	11.274	-	11.274
Thornton	10.210	-	10.210
Aurora	7.816	-	7.816
Westminster	3.650	-	3.650

The City of Westminster has always been good stewards of taxpayer money. The city has lived within its budget for years while providing valuable services to its residents, including fire protection. However, the financial needs of the Fire Department are significant. The following table shows the amount of property taxes the Westminster homeowners pay compared to other cities on the Front Range.

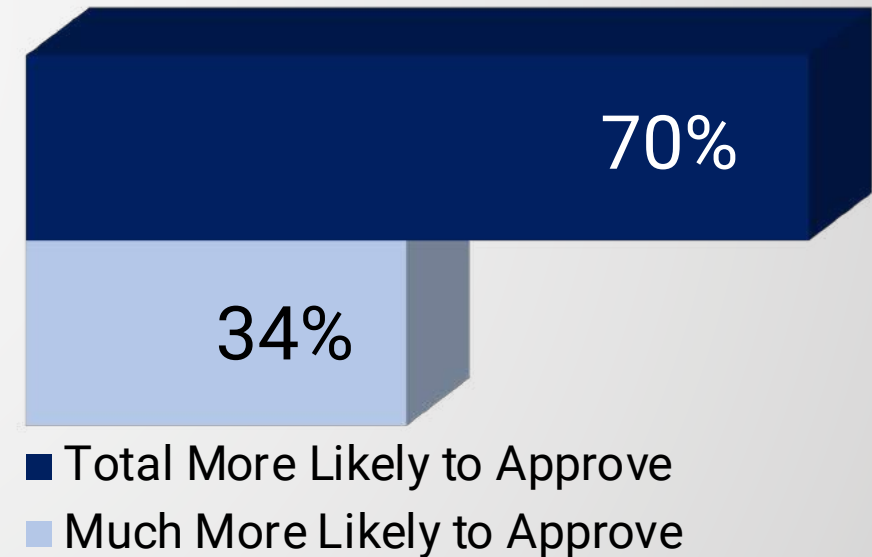
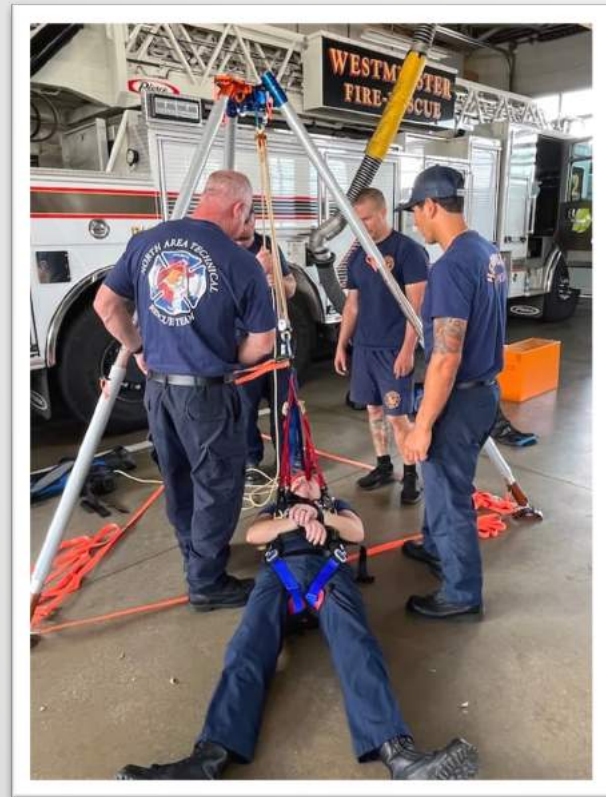


- Total More Likely to Approve
- Much More Likely to Approve

Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve

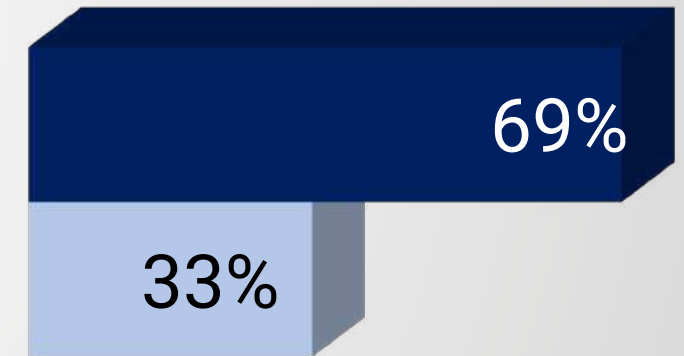
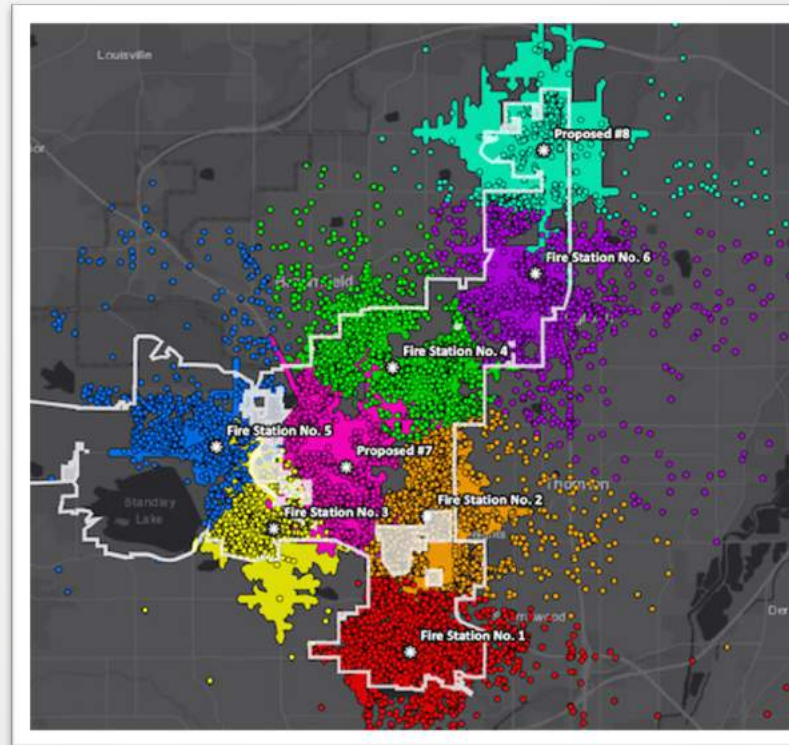
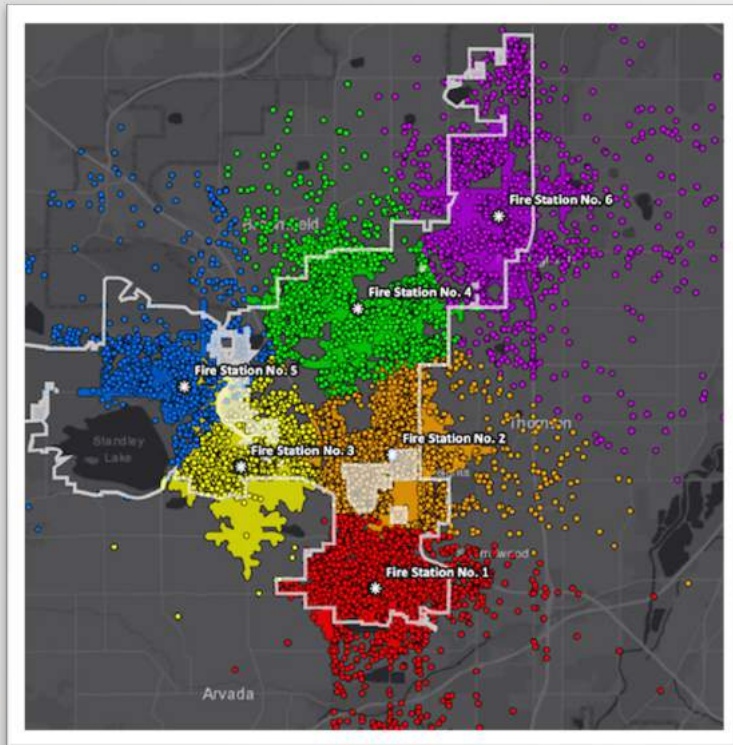
Currently, Westminster firefighters have to share training space with the North Metro Fire District and the City of Thornton. Westminster Fire Department's training facility was built in 1998 and no longer allows for the training necessary for current firefighting and life safety. If this ballot measure is approved, the Westminster Fire Department will be able to train more firefighters and personnel at a faster pace.



Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve

Following are two maps. The first map shows the current location of the Westminster's six fire stations. The second map shows the location of a new Fire Station #7 in central Westminster and a new Fire Station #8 in North Westminster. The call loads to be managed by Stations #7 and #8 are depicted on the map below, on the right, in teal and bright pink colors. Adding these two new stations will help the department maintain an acceptable response time and address the growing number of calls.



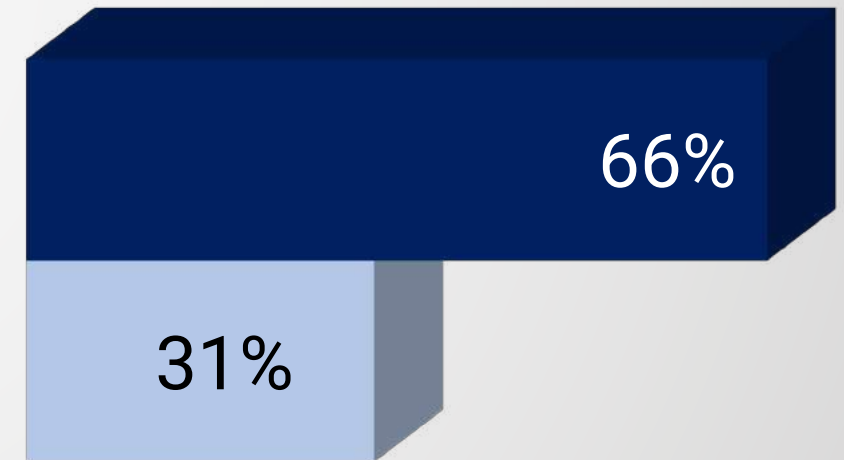
- Total More Likely to Approve
- Much More Likely to Approve

Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve



If approved, revenue from the ballot measure will fund the remodeling of Fire Station 1 in South Westminster, which was built in 1969.



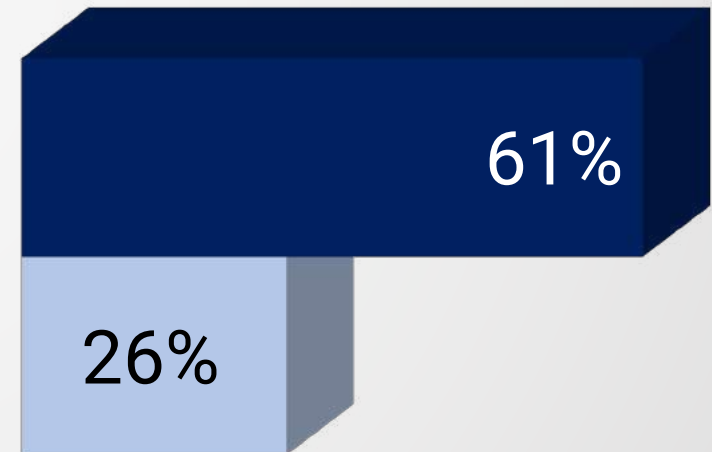
- Total More Likely to Approve
- Much More Likely to Approve

Westminster Fire Department Information Questions

Ranked by Total More Likely to Approve



If approved, revenue from the ballot measure will fund the replacement of Fire Stations 3 and 4 in central Westminster. These stations were built in 1976 and 1980, respectively.



- Total More Likely to Approve
- Much More Likely to Approve

The Five
Fundamental
Steps to
Developing a
Ballot Measure
Survey That Will
Lead to Voter
Approval

Step 4: Measure Changes in
Opinion & Understand Why
Voters are Supporting and
Opposing the Ballot
Measure



Informed Ballot Tests

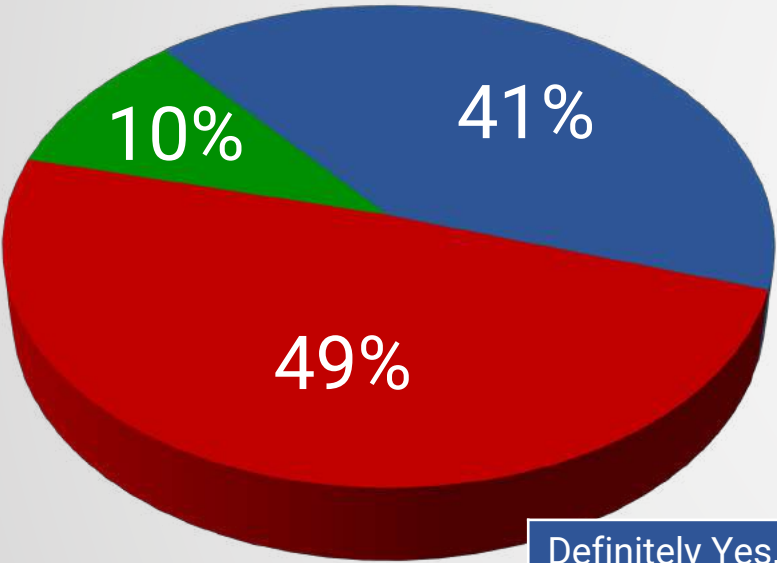


Thank you for taking the time to learn about the needs of the Westminster Fire Department and why this ballot measure is being considered. Now, we ask you to reread the two ballot questions and indicate how you would vote if it were on the ballot in November.

As a reminder, ONLY ONE OF THE QUESTIONS will be put before voters if the survey indicates enough voter support.

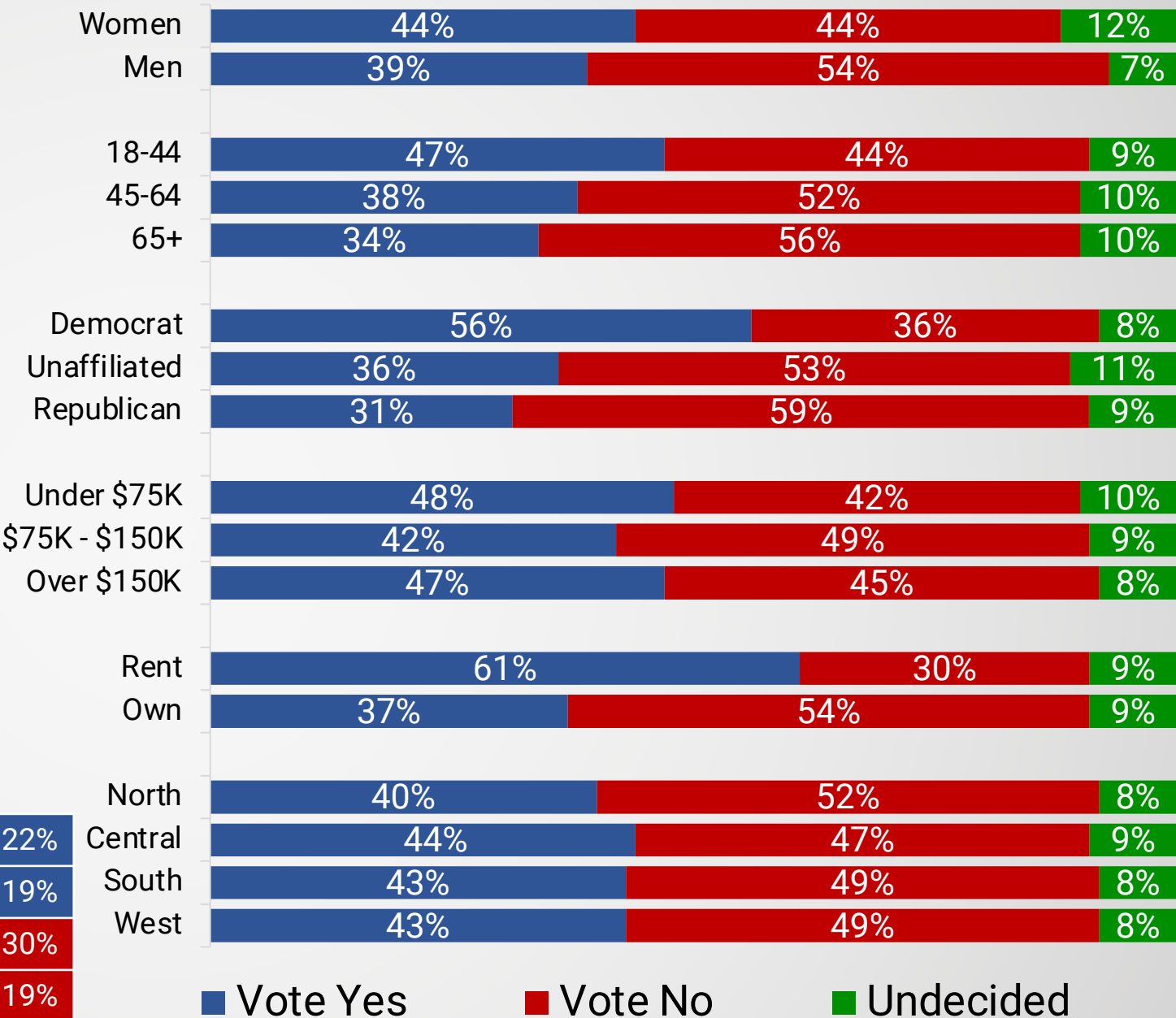
Informed 8-Mill Property Tax Ballot Test

If this 0.50% sales tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?



■ Vote Yes, Approve
■ Vote No, Reject
■ Undecided

Definitely Yes, Approve	22%
Probably Yes, Approve	19%
Definitely No, Reject	30%
Probably No, Reject	19%



Why 49% of Respondents Oppose an 8-Mill Property Tax Increase

Please describe the reasons why you would vote no and reject an 8-mill property tax increase.

Themes

Property Taxes Already Too High

Preference for Sales Tax

Dissatisfaction with City Spending

Concerns about Fairness and Equity

“Too much of an increase would be burdensome. Property taxes are high enough. Can't afford it.” –**Male, 65+, Republican, South**

“Sales tax makes more sense to me.” –**Male, 35-44, Unaffiliated, West**

“Funds should come from elsewhere in the City budget.” –**Female, 65+, Unaffiliated, Central**

“Recent unfair property valuation increases have left a very negative impact on the community. Definitely would not support any increases in property taxes.” –**Male, 55-64, Unaffiliated, North**

“Capital improvement fund should have been funded every year for the eventual replacement of those buildings. Eliminating the need to ask tax payers to fund it at a later date with a tax increase.” –**Female, 45-54, Republican, North**

“Applying tax to sales is a more fair way to fund the plan. Asking homeowners to pay more taxes seems to be unfair, especially given how many apartments are in the area.” –**Female, 35-44, Republican, South**

“Taxes are already too high. Stop wasting money on things that the city doesn't need and re-allocate it if you feel it's needed.” –**Male, 55-64, Unaffiliated, West**

“Property tax burden is already growing quickly, and adding more property taxes at this point will be a non-starter for many folks already struggling to pay property taxes.” –**Male, 55-64, Democrat, Central**

Why 49% of Respondents Oppose an 8-Mill Property Tax Increase

Property Taxes Already Too High

Many respondents express concern that property taxes are already too high and have increased substantially in recent years. They feel burdened by these increases, especially those on fixed incomes, and believe they cannot afford any further hikes.

Preference for Sales Tax

Several individuals prefer funding the fire department through a sales tax increase rather than a property tax increase. They argue that a sales tax spreads the financial burden more equitably among residents and visitors who utilize city services.

Dissatisfaction with City Spending

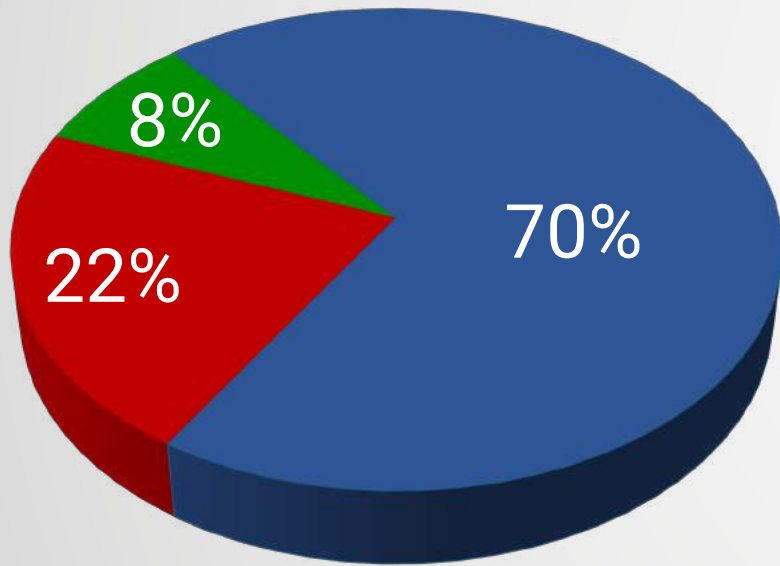
There is a notable lack of trust in how the city manages taxpayer funds. Some respondents feel that the city should focus on managing existing revenue more efficiently rather than asking for additional funds through property tax increases.

Concerns about Fairness and Equity

Many respondents raise concerns about the fairness and equity of solely targeting property owners for tax increases. They argue that other funding mechanisms, such as taxing commercial properties or implementing a sales tax, would be more equitable and spread the burden across a broader base. Additionally, there are concerns about the financial impact on seniors and those on fixed incomes.

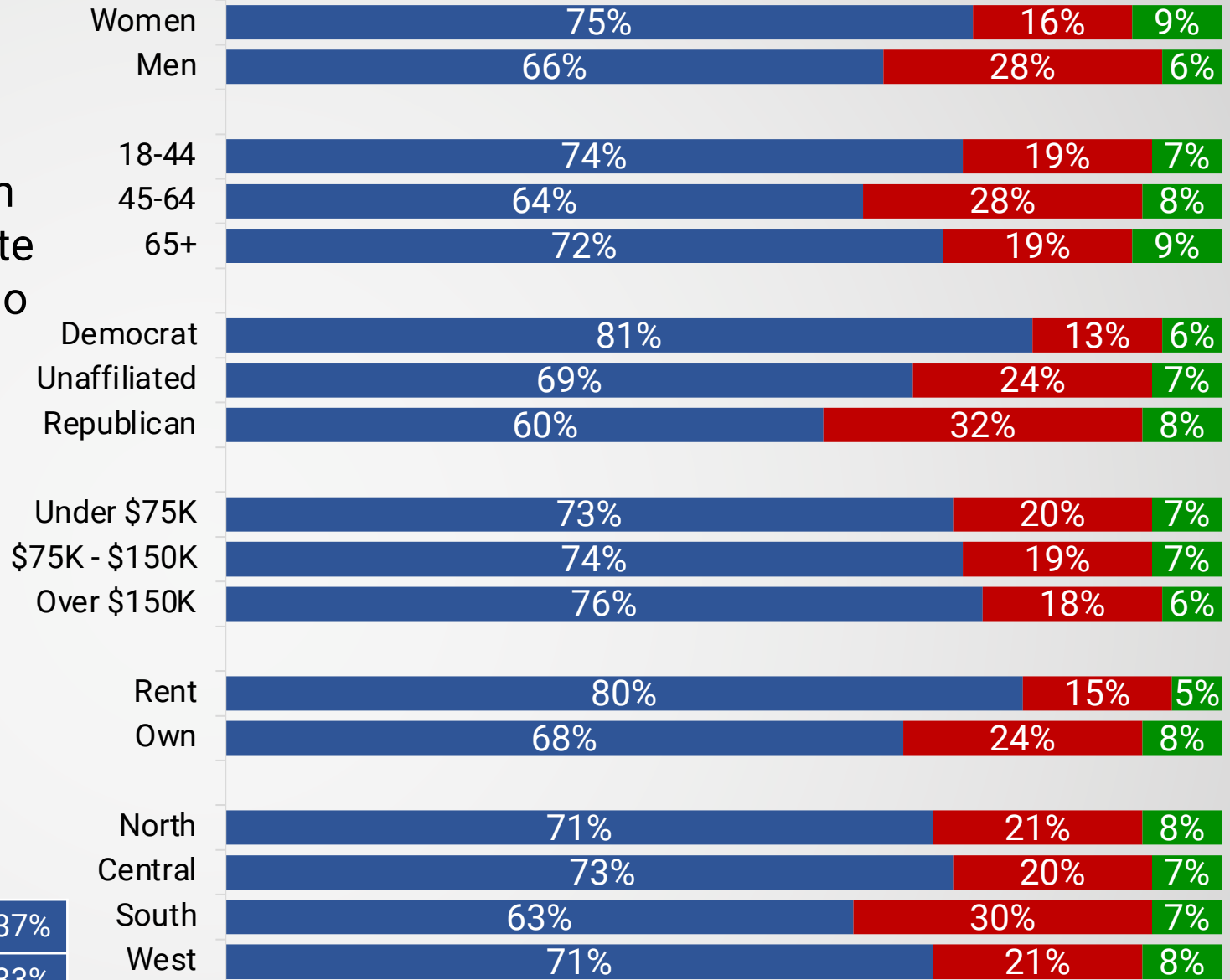
Informed 0.50% Sales Tax Ballot Test

If this 0.50% sales tax question was on the ballot this November, would you vote yes and approve it, or would you vote no and reject it?



■ Vote Yes, Approve
■ Vote No, Reject
■ Undecided

Definitely Yes, Approve	37%
Probably Yes, Approve	33%
Definitely No, Reject	13%
Probably No, Reject	9%



■ Vote Yes ■ Vote No ■ Undecided

Why 70% of Respondents Support a 0.50% Sales Tax Increase

Please describe the reasons why you would vote yes and approve a 0.50% sales tax increase.

Themes
Fairness
Safety and Service
Financial Impact and Affordability

"Sales tax is applied more fairly to all community residents and visitors, while property tax burden is borne by homeowners." **-Male, 35-44, Unaffiliated, Central**

"I think that adding two more stations and increasing the coverage and accessibility to emergency services benefits everyone." **-Male, 18-34, Democrat, West**

"I want to support the fire Department and this seems to be a very reasonable way of doing that!" **-Female, 65+, Republican, West**

"Sounds like the increased cost will pay for itself in other ways and we want to keep citizens as safe as possible." **-Female, 45-54, Unaffiliated, North**

"It's very little to pay for such an important cause." **-Female, 65+, Democrat, South**

"Sales tax is discretionary - citizens decide what they spend. The more they spend, the more tax is collected. It potentially doesn't affect lower-income residents as much as a property tax increase across the board." **-Male, 45-54, Unaffiliated, West**

"Westminster needs these services to be upgraded, we show poorly against the other communities." **-Female, 65+, Democrat, Central**

"Better than an increase in property tax, as ALL people, not just property owners, utilize fire services." **-Male, 65+, Unaffiliated, North**

"Do not want property taxes to be raised since there was a huge increase for this year." **-Female, 65+, Democrat, South**

Why 70% of Respondents Support a 0.50% Sales Tax Increase

Fairness

Many respondents believe that a sales tax increase is fairer than a property tax increase, as it spreads the financial burden across a wider population, including visitors and shoppers in Westminster. They feel that everyone who benefits from the fire department's services should contribute, not just homeowners.

Safety and Service

There is a strong consensus that supporting the fire department is crucial for public safety. Respondents emphasize the importance of having well-equipped firefighters, modernized facilities, and efficient emergency response services to keep the community safe, especially in the face of increasing risks such as wildfires and population growth.

Financial Impact and Affordability

Some respondents mentioned that the proposed sales tax increase would have a minimal financial impact compared to a property tax increase, which is already perceived as high. They expressed concerns about the affordability of property taxes, especially for those on fixed incomes, and viewed the sales tax as a more manageable option.

The Five
Fundamental
Steps to
Developing a
Ballot Measure
Survey That Will
Lead to Voter
Approval

Step 5: Developing Clear,
Specific, Informative
Ballot Language Voters
Will Understand



The Five
Fundamental
Steps to
Developing a
Ballot Measure
Survey That Will
Lead to Voter
Approval

27J Schools
Post-Election Ballot Measure
Survey Findings
November 2021



27J Schools Post-Election Ballot Measure Survey Findings Nov. 2021



The objectives of this survey were to measure and understand:

- Why 52% of voters rejected Ballot Issue 5A, which would have funded teacher salaries and STEM programs.
- What changes could be made to achieve voter approval in the future?
- Why voters approved Ballot Issue 5B, a bond measure for school construction.

27J Schools Ballot Issue 5A Ballot Language

SHALL SCHOOL DISTRICT 27J TAXES BE INCREASED \$16 MILLION BEGINNING IN TAX COLLECTION YEAR 2022, AND BY WHATEVER AMOUNTS AS MAY BE GENERATED ANNUALLY THEREAFTER BY THE IMPOSITION OF AN ADDITIONAL MILL LEVY OF NOT TO EXCEED 8 MILLS, BY THE COLLECTION OF AD VALOREM PROPERTY TAXES FOR DEPOSIT IN THE DISTRICT'S GENERAL FUND FOR EDUCATIONAL PURPOSES, INCLUDING, BUT NOT LIMITED TO:

RECRUITING, ATTRACTING AND RETAINING QUALITY TEACHERS AND STAFF BY INCREASING SALARIES; PROVIDING ENHANCED CAREER FOCUSED LEARNING AND TECHNICAL EDUCATION INCLUDING SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH (STEM) SO THAT STUDENTS GAIN THE SKILLS THEY NEED FOR JOBS AND CAREERS;

AND PROVIDED THAT 1 MILL OF THE 8 MILLS SPECIFIED ABOVE SHALL BE ALLOCATED TO THE ONGOING CAPITAL NEEDS OF THE DISTRICT, INCLUDING CHARTER SCHOOLS AUTHORIZED BY THE DISTRICT, WHICH NEEDS MAY INCLUDE THE REPAYMENT OF EXISTING CAPITAL OBLIGATIONS OF CHARTER SCHOOL PARTNERS TO EQUITABLY SUPPORT THE EDUCATION OF ALL STUDENTS ENROLLED IN DISTRICT SCHOOLS AND CHARTER SCHOOLS IN SUCH A MANNER AS DETERMINED BY THE BOARD; WITH SUCH AMOUNT IS IN ADDITION TO THE AMOUNT REQUIRED TO BE SHARED PURSUANT TO SECTION 22-32-108.5 C.R.S.; AND

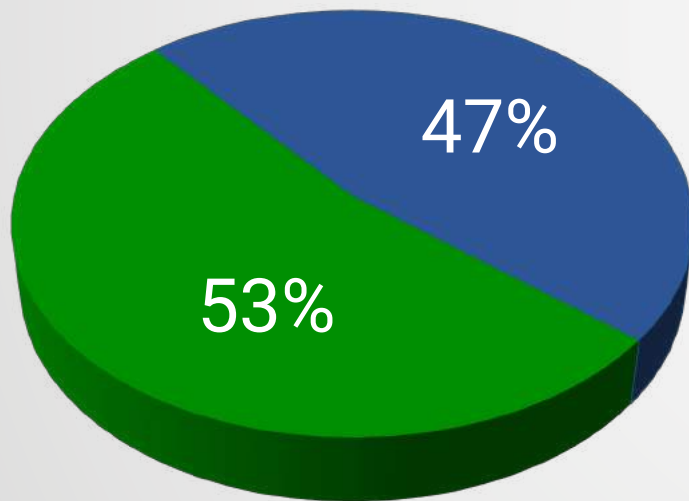
27J Schools Ballot Issue 5A Ballot Language

PROVIDED FURTHER THAT THE EXPENDITURE OF SUCH REVENUES WILL BE MONITORED BY A BOARD OF EDUCATION APPOINTED OVERSIGHT COMMITTEE OF RESIDENTS; AND SHALL SUCH TAX INCREASE BE AN ADDITIONAL PROPERTY TAX MILL LEVY IN EXCESS OF THE LEVY AUTHORIZED FOR THE DISTRICT'S GENERAL FUND,

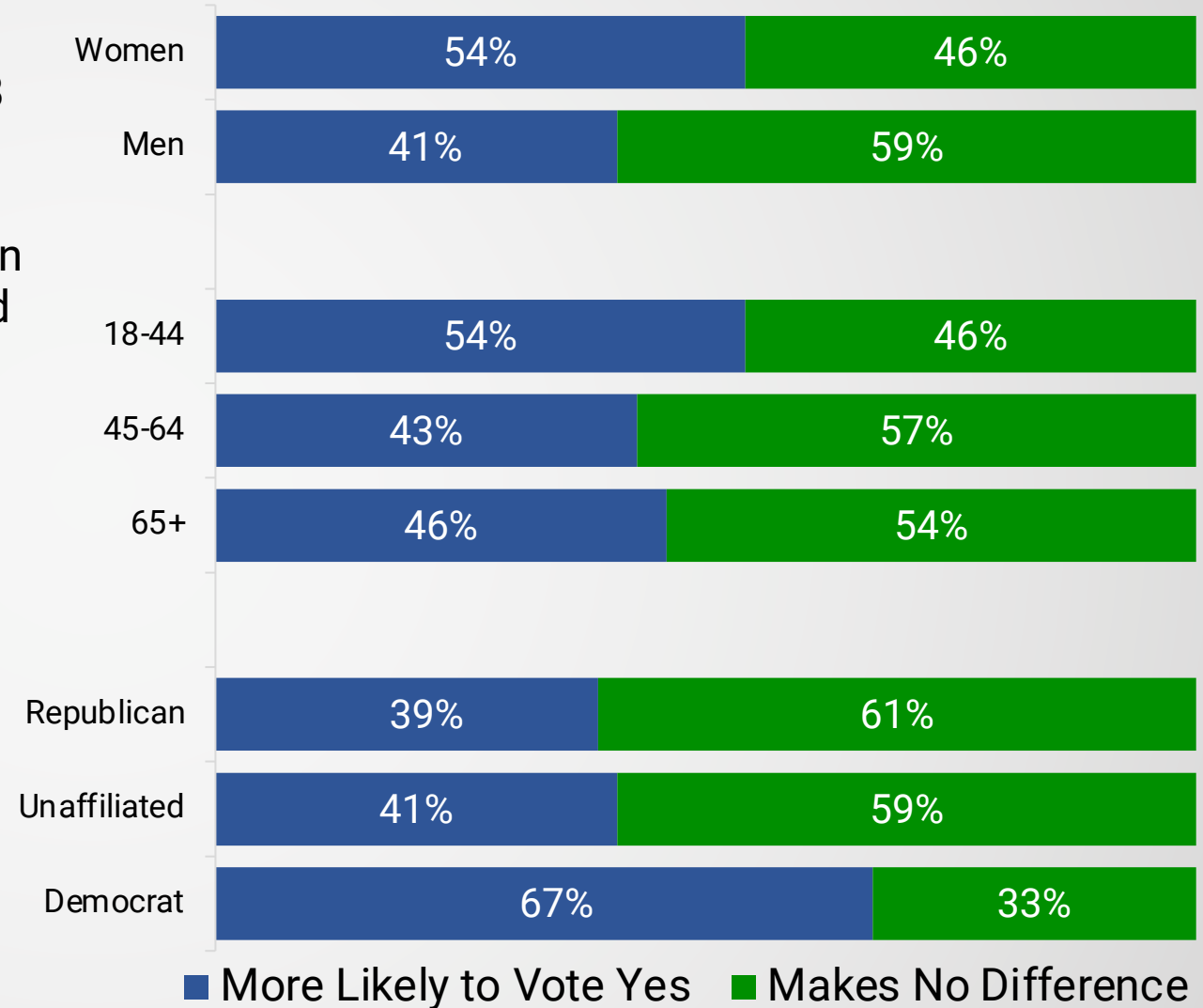
PURSUANT TO AND IN ACCORDANCE WITH SECTION 22-54-108, C.R.S., AND SHALL THE DISTRICT BE AUTHORIZED TO INCREASE SUCH MILL LEVY BEGINNING IN TAX COLLECTION YEAR 2022 AND ANNUALLY THEREAFTER TO OFFSET PROPERTY TAX REFUNDS OR ABATEMENTS OR REDUCTIONS IN THE PERCENTAGE OF ACTUAL VALUATION USED TO DETERMINE ASSESSED VALUATION; AND SHALL THE DISTRICT BE AUTHORIZED TO COLLECT, RETAIN AND SPEND ALL REVENUES FROM SUCH TAXES AND THE EARNINGS FROM THE INVESTMENT OF SUCH REVENUES AS A VOTER APPROVED REVENUE CHANGE UNDER ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION?

The Importance of Spelling Out the Mill Amount

The first paragraph of Ballot Issue 5A mentions an increase of “an additional mill levy of not to exceed 8 mills.” Knowing this, would you be more likely to consider voting yes and approving Ballot Issue 5A if the language included information about how much an 8-mill increase would cost annually on a home valued at \$500,000? The median home value in the school district is about \$486,000.



■ More Likely to Vote Yes
■ Makes No Difference

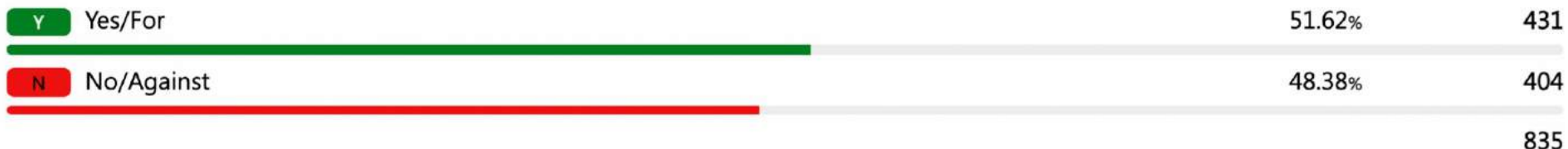




West Routt Fire Protection District Referendum 6A (Vote For 1)



SHALL WEST ROUTT FIRE PROTECTION DISTRICT TAXES BE INCREASED \$349,908.00 (FIRST FULL FISCAL YEAR DOLLAR INCREASE) ANNUALLY, BEGINNING IN LEVY YEAR 2022 (FOR COLLECTION IN CALENDAR YEAR 2023) BY INCREASING THE DISTRICT'S EXISTING PROPERTY TAX BY 3.0 MILLS (WHICH AMOUNTS TO \$21.45 PER \$100,000 OF ASSESSED PROPERTY VALUE PER YEAR AND \$87.00 PER \$100,000 OF COMMERCIAL PROPERTY VALUE PER YEAR) TO BE USED BY THE DISTRICT FOR MAINTENANCE, REPAIRS OF DISTRICT ASSETS, AND OPERATIONS TO INCLUDE THE ADDITION OF NEW PERSONNEL. ALL REVENUE AND ANY EARNINGS ON THIS TAX CONSTITUTING A PERMANENT VOTER-APPROVED REVENUE CHANGE WITHIN THE MEANING OF ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION AND AN EXCEPTION TO THE LIMITATIONS SET FORTH IN SECTION 29-1-301, COLORADO REVISED STATUTES, AND ANY OTHER LAW?



Ouray County Ballot Issue 1A (Vote For 1)



SHALL OURAY COUNTY'S TAXES BE INCREASED BY \$411,003 BEGINNING JANUARY 1, 2022 AND ANNUALLY THEREAFTER IN SUCH AMOUNTS AS ARE RECEIVED EACH YEAR FROM THE IMPOSITION OF AN ADDITIONAL TWO (2) MILLS LEVIED UPON THE TAXABLE REAL AND PERSONAL PROPERTY WITHIN THE COUNTY (\$14.30/year of property taxes per \$100,000 value of residential property); THE REVENUES FROM WHICH SHALL BE DEPOSITED IN THE PUBLIC HEALTH FUND AND USED SOLELY FOR THE OPERATION, MAINTENANCE, AND CAPITAL EXPENSES OF OURAY COUNTY PUBLIC HEALTH SERVICES; AND SHALL THE LEVY AND THE FULL AMOUNT OF ANY EARNINGS THEREON BE COLLECTED, RETAINED, AND EXPENDED AS A VOTER APPROVED REVENUE CHANGE WITHOUT LIMITATION OR CONDITION UNDER ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION AND COLORADO REVISED STATUTES SECTION 29-1-301 ET SEQ OR ANY OTHER LAW, ALL IN CONFORMANCE WITH OURAY COUNTY RESOLUTION 2021-030?



Questions?



Thank You for Your Time Today!



David Flaherty | Courtney Sievers
Ryan Winger | Katie Witt

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