



CITY OF DENVER, CO 2011



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C O N T E N T S

Survey Background..... 1
 About The National Citizen Survey™ 1
 Understanding the Results 3

Executive Summary 5

Community Ratings 7
 Overall Community Quality 7
 Community Design 9
 Transportation 9
 Housing 12
 Land Use and Zoning 13
 Economic Sustainability..... 16
 Public Safety 19
 Environmental Sustainability..... 21
 Recreation and Wellness 23
 Parks and Recreation 23
 Culture, Arts and Education 25
 Health and Wellness 27
 Community Inclusiveness..... 28
 Civic Engagement..... 30
 Information and Awareness 32
 Social Engagement 33
 Public Trust..... 34
 City of Denver Employees 36

From Data to Action 38
 Resident Priorities 38
 City of Denver Action Chart™ 39
 Using Your Action Chart™ 41

Policy Questions 43

Appendix A: Complete Survey Frequencies 45
 Frequencies Excluding “Don’t Know” Responses 45
 Frequencies Including “Don’t Know” Responses..... 56

Appendix B: Survey Methodology 71

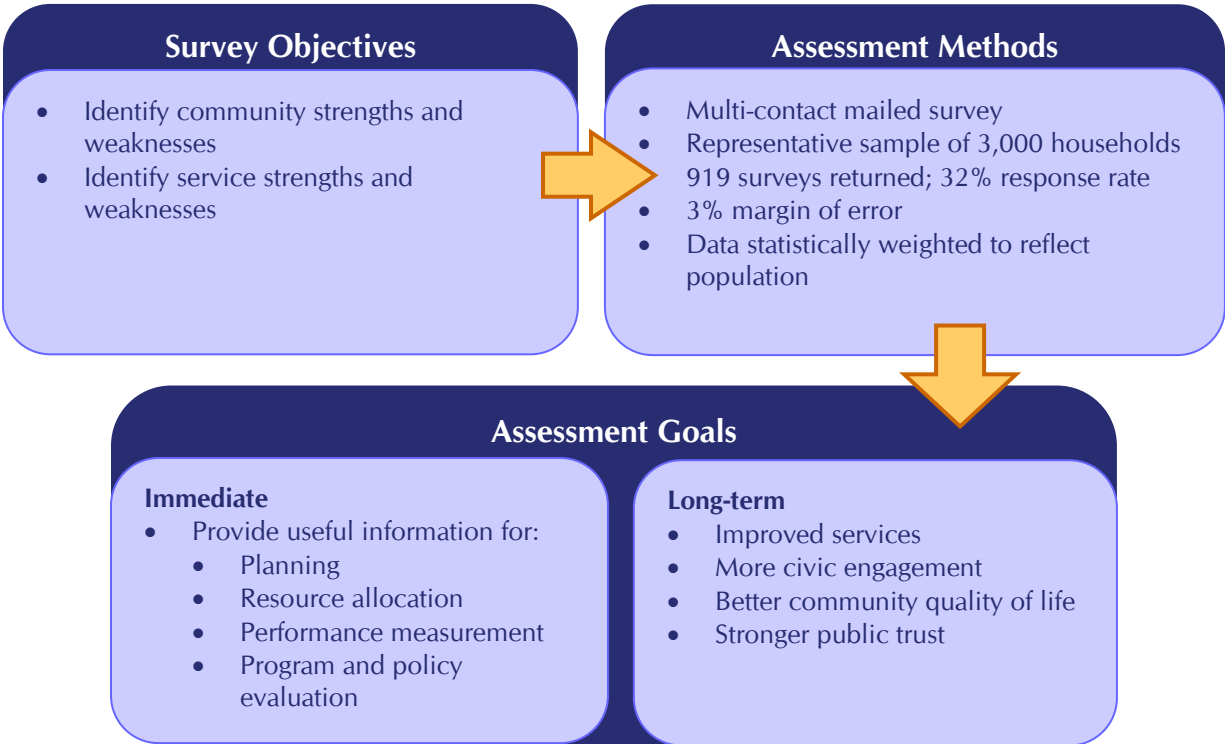
Appendix C: Survey Materials..... 81

SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

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

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



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

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 919 completed surveys were obtained, providing an overall response rate of 32%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

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

UNDERSTANDING THE RESULTS

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

Margin of Error

The margin of error around results for the City of Denver Survey (919 completed surveys) is plus or minus three 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 57-63% 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 City of Denver, but from City of Denver services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

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

Benchmark Comparisons

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

The City of Denver chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions with populations greater than 300,000). 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 City of Denver 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 City of Denver 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 City of Denver's rating to the benchmark.

“Don’t Know” Responses and Rounding

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

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

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

EXECUTIVE SUMMARY

This report of the City of Denver 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 City of Denver and believed the City was a good place to live. The overall quality of life in the City of Denver was rated as “excellent” or “good” by 83% of respondents. Almost all reported they plan on staying in the City of Denver for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were recreational opportunities, the overall image or reputation of Denver, and opportunities to attend cultural activities. Among the characteristics receiving the least positive ratings were the availability of affordable quality housing and the availability of affordable quality child care.

Ratings of community characteristics were compared to the benchmark database. Of the 18 characteristics for which comparisons were available, ten were above the national benchmark comparison, five were similar to the national benchmark comparison and three were below.

Residents in the City of Denver were civically engaged. About one-third had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, and more than half volunteered their time to some group or activity in the City of Denver. Both of these rates of participation were much above the benchmark.

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

City services rated were able to be compared to the benchmark database. Of the 28 services for which comparisons were available, four were above the benchmark comparison, four were similar to the benchmark comparison and 20 were below.

A Key Driver Analysis was conducted for the City of Denver which examined the relationships between ratings of each service and ratings of the City of Denver's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Denver 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
- Land use, planning and zoning
- Public library services
- City parks

Of these services, those deserving the most attention may be that which was below the benchmark comparisons: police services. For land use, planning and zoning and city parks, the City of Denver was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

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

Most of the City of Denver’s residents gave high 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 QUALITY OF LIFE BY YEAR

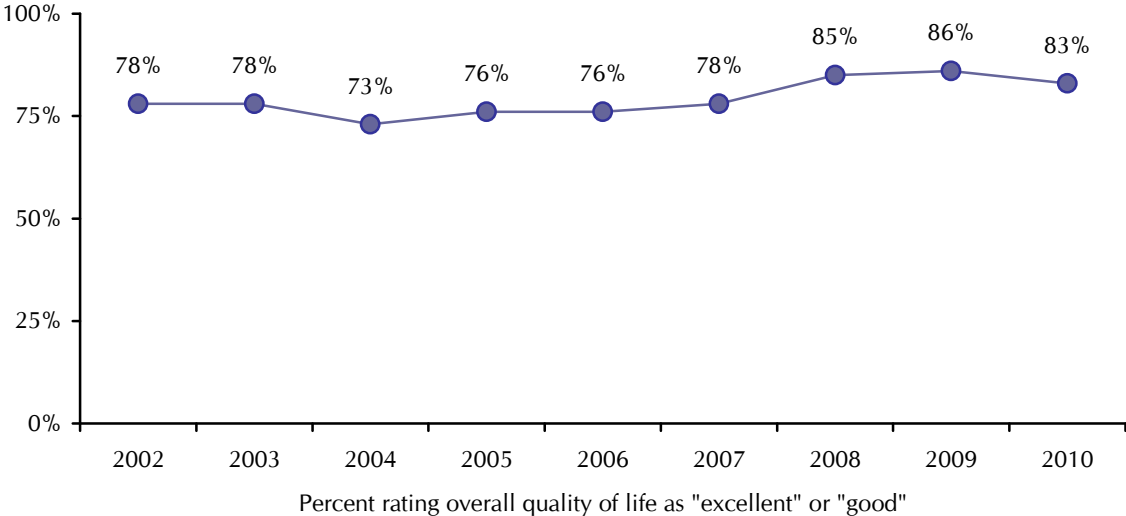


FIGURE 4: RATINGS OF OVERALL COMMUNITY QUALITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
The overall quality of life in Denver	83%	86%	85%	78%	76%	76%	73%	78%	78%
Your neighborhood as a place to live	75%	76%	74%	72%	68%	71%	69%	72%	73%
Denver as a place to live	89%	89%	93%	85%	83%	84%	84%	85%	86%
Percent "excellent" or "good"									

FIGURE 5: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Remain in Denver for the next five years	88%	88%	88%	NA	NA	NA	NA	NA	NA
Recommend living in Denver to someone who asks	89%	90%	90%	NA	NA	NA	NA	NA	NA

FIGURE 6: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Populations over 300,000 comparison
Overall quality of life in Denver	Much above	Much above
Your neighborhood as place to live	Similar	Above
Denver as a place to live	Much above	Much above
Recommend living in Denver to someone who asks	Much above	Much above
Remain in Denver for the next five years	Much above	Much above

COMMUNITY DESIGN

Transportation

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

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” Ease of walking in Denver was given the most positive rating, followed by ease of bicycle travel. These ratings tended to be higher than the benchmarks and had improved over time.

FIGURE 7: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Ease of car travel in Denver	52%	49%	50%	37%	33%	30%	27%	28%	24%
Ease of bus travel in Denver	48%	46%	53%	47%	53%	45%	44%	49%	42%
Ease of rail travel in Denver	49%	51%	51%	45%	45%	NA	NA	NA	NA
Ease of bicycle travel in Denver	67%	65%	65%	58%	56%	57%	55%	60%	53%
Ease of walking in Denver	70%	67%	68%	64%	60%	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 8: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ease of car travel in Denver	Below	Above
Ease of bus travel in Denver	Much above	Much above
Ease of rail travel by in Denver	Much above	Not available
Ease of bicycle travel in Denver	Much above	Much above
Ease of walking in Denver	Much above	Much above

Six transportation services were rated in Denver. As compared to other communities across the nation, ratings tended to be a mix of positive and negative.

FIGURE 9: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Street repair	31%	28%	31%	21%	29%	27%	23%	21%	23%
Street cleaning	61%	60%	57%	50%	53%	52%	55%	50%	54%
Street lighting	59%	60%	53%	50%	52%	51%	54%	54%	54%
Snow removal	50%	48%	37%	25%	54%	54%	53%	47%	52%
Traffic signal timing	45%	42%	39%	39%	38%	39%	39%	41%	42%
Bus or transit services	58%	61%	60%	61%	64%	61%	58%	58%	57%

Percent "excellent" or "good"

FIGURE 10: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Street repair	Much below	Below
Street cleaning	Below	Much above
Street lighting	Below	Above
Snow removal	Much below	Much below
Traffic signal timing	Below	Similar
Bus or transit services	Much above	Much above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 8% of work commute trips were made by transit, 5% by bicycle and 5% by foot.

FIGURE 11: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

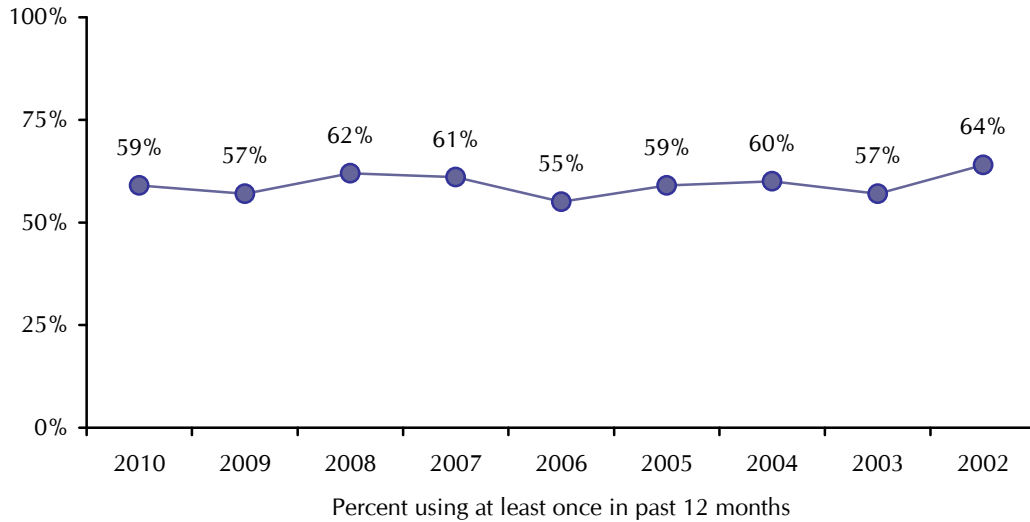


FIGURE 12: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Ridden a local bus within Denver	Much more	Much more

FIGURE 13: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) by myself	67%	66%	62%	NA	NA	NA	NA	NA	NA
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%	8%	8%	NA	NA	NA	NA	NA	NA
Bus, rail, subway or other public transportation	8%	9%	9%	NA	NA	NA	NA	NA	NA
Walk	5%	6%	9%	NA	NA	NA	NA	NA	NA
Bicycle	5%	3%	4%	NA	NA	NA	NA	NA	NA
Work at home	8%	7%	7%	NA	NA	NA	NA	NA	NA
Other	1%	1%	1%	NA	NA	NA	NA	NA	NA

FIGURE 14: DRIVE ALONE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Average percent of work commute trips made by driving alone	Much less	Much less

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 City of Denver 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 38% of respondents.

FIGURE 15: RATINGS OF HOUSING IN COMMUNITY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality housing	38%	35%	35%	27%	28%	25%	21%	23%	21%
Percent "excellent" or "good"									

FIGURE 16: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality housing	Similar	Much above

To augment the perceptions of affordable housing in Denver, 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 City of Denver experiencing housing cost stress. About 37% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 17: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE" BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Housing costs 30% or more of income	37%	37%	43%	NA	NA	NA	NA	NA	NA
Percent of respondents									

FIGURE 18: HOUSING COSTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	Similar	Much less

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Denver 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 City of Denver was rated as “excellent” by 16% of respondents and as “good” by an additional 54%. The overall appearance of Denver was rated as “excellent” or “good” by 74% of respondents and was higher than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Denver, 10% thought they were a “major” problem.

FIGURE 19: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Overall quality of new development in Denver	70%	68%	68%	61%	63%	NA	NA	NA	NA
Overall appearance of Denver	74%	73%	74%	70%	65%	70%	71%	72%	73%
Percent "excellent" or "good"									

FIGURE 20: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Quality of new development in Denver	Much above	Much above
Overall appearance of Denver	Above	Much above

FIGURE 21: RATINGS OF POPULATION GROWTH BY YEAR

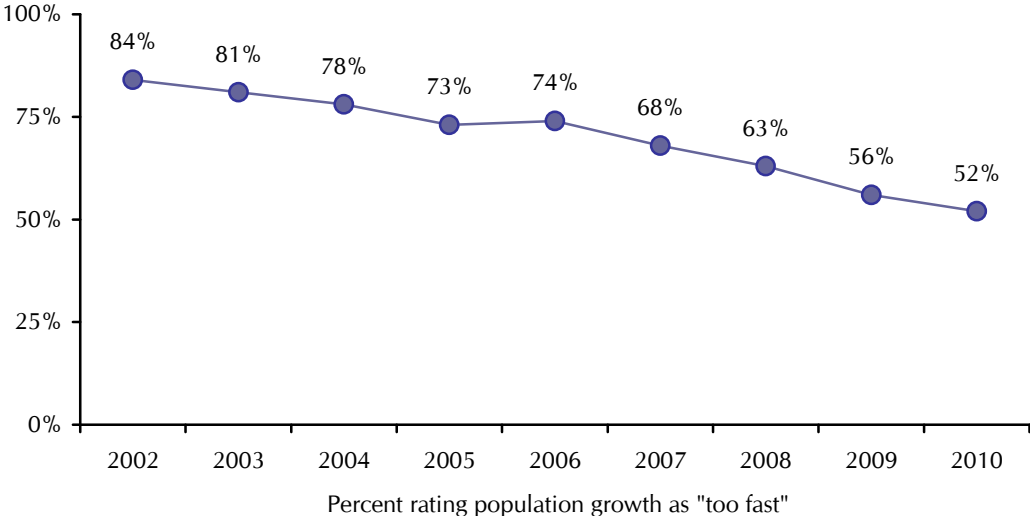


FIGURE 22: POPULATION GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Population growth seen as too fast	Much more	Less

FIGURE 23: RATINGS OF NUISANCE PROBLEMS BY YEAR

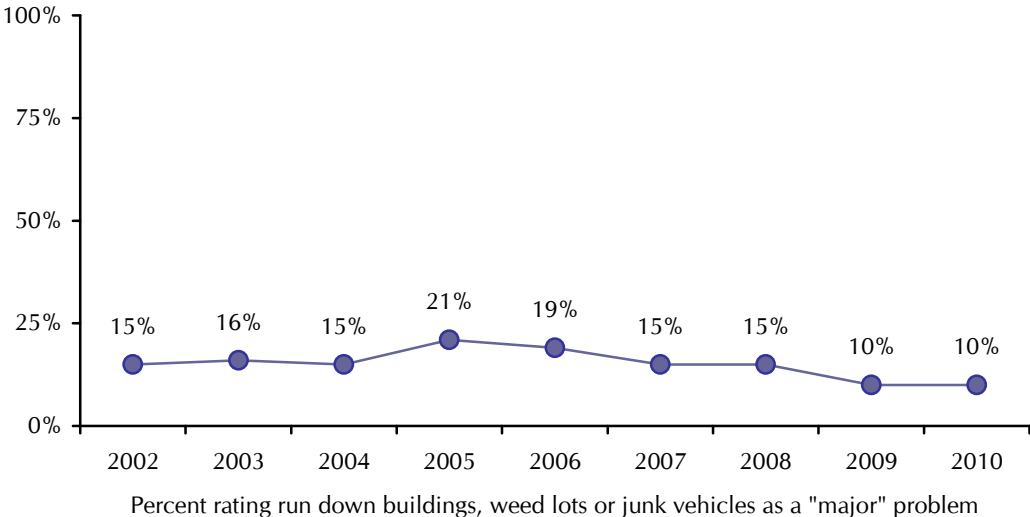


FIGURE 24: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Less	Much less

FIGURE 25: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Land use, planning and zoning	51%	48%	46%	34%	37%	40%	37%	37%	35%
Code enforcement (weeds, abandoned buildings, etc.)	39%	40%	35%	26%	30%	31%	37%	37%	36%
Animal control	56%	56%	52%	51%	50%	50%	52%	56%	54%
Percent "excellent" or "good"									

FIGURE 26: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Land use, planning and zoning	Much above	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Much below	Above
Animal control	Much below	Above

ECONOMIC SUSTAINABILITY

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

Survey respondents were asked to rate community features related to economic opportunity and growth. The most positively rated feature was Denver as a place to work.

FIGURE 27: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Employment opportunities	43%	44%	52%	48%	38%	41%	27%	35%	49%
Denver as a place to work	73%	73%	75%	72%	65%	61%	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 28: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Employment opportunities	Much above	Much above
Denver as a place to work	Much above	Much above

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 job growth in Denver, 83% responded that it was “too slow,” while 24% reported retail growth as “too slow.” Fewer residents in Denver compared to other jurisdictions believed that retail growth was too slow and many more residents believed that job growth was too slow.

FIGURE 29: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Retail growth seen as too slow	24%	21%	13%	9%	11%	12%	12%	10%	8%
Jobs growth seen as too slow	83%	80%	68%	62%	74%	76%	86%	77%	58%
Percent of respondents									

FIGURE 30: RETAIL AND JOB GROWTH BENCHMARKS

	National comparison	Populations over 300,000 comparison
Retail growth seen as too slow	Much less	Similar
Jobs growth seen as too slow	Much more	Much more

FIGURE 31: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

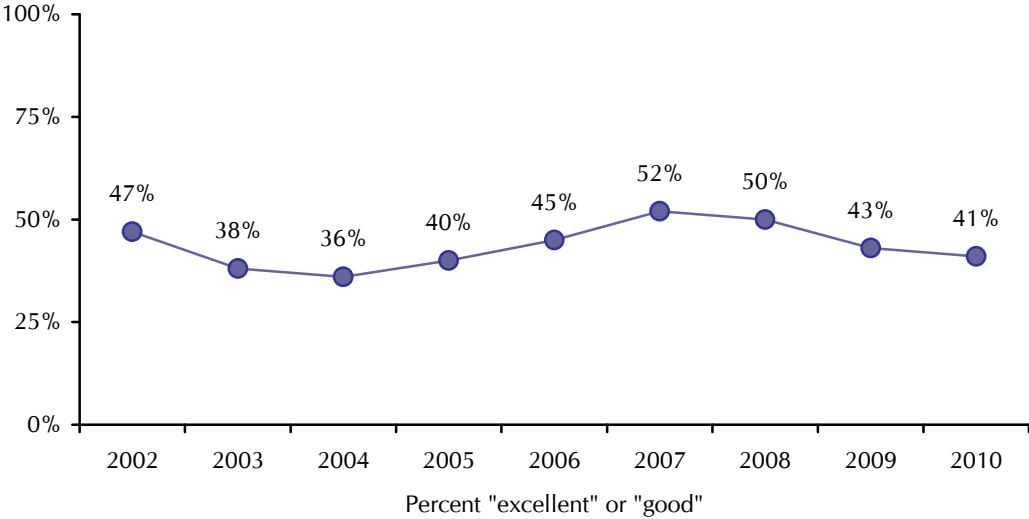


FIGURE 32: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Economic development	Below	Above

Residents were asked to reflect on their economic prospects in the near term. Nineteen percent of the City of Denver residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family.

FIGURE 33: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

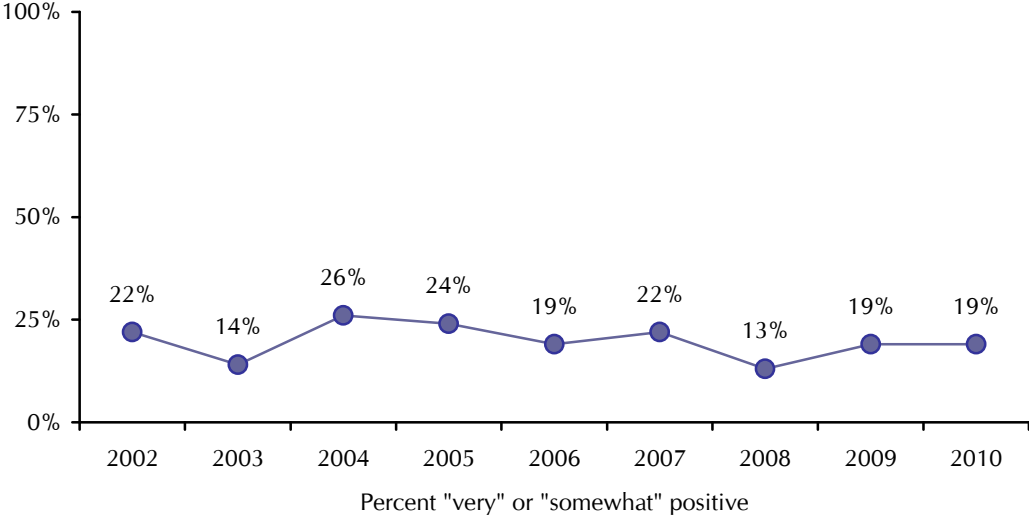


FIGURE 34: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Populations over 300,000 comparison
Positive impact of economy on household income	Similar	Above

PUBLIC SAFETY

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

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in the City Denver. About 61% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 68% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Ratings generally remained stable over time.

FIGURE 35: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Safety in your neighborhood during the day	92%	93%	90%	88%	88%	88%	88%	89%	88%
Safety in your neighborhood after dark	61%	66%	59%	58%	59%	59%	60%	64%	62%
Safety in Denver's downtown area during the day	84%	82%	84%	80%	80%	77%	78%	82%	80%
Safety in Denver's downtown area after dark	38%	38%	43%	36%	38%	40%	38%	41%	42%
Safety from violent crime (e.g., rape, assault, robbery)	61%	62%	57%	50%	45%	42%	45%	47%	49%
Safety from property crimes (e.g., burglary, theft)	47%	50%	47%	39%	31%	34%	33%	39%	36%
Safety from environmental hazards	68%	64%	61%	NA	NA	NA	NA	NA	NA
Percent "very" or "somewhat" safe									

FIGURE 36: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Populations over 300,000 comparison
In your neighborhood during the day	Similar	Above
In your neighborhood after dark	Much below	Below
In Denver's downtown area during the day	Much below	Much above
In Denver's downtown area after dark	Much below	Similar
Violent crime (e.g., rape, assault, robbery)	Much below	Similar
Property crimes (e.g., burglary, theft)	Much below	Similar
Environmental hazards, including toxic waste	Much below	Similar

As assessed by the survey, 20% 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, 66% had reported it to police. Compared to other jurisdictions with populations over 300,000 fewer Denver residents had been victims of crime in the 12 months preceding the survey and fewer of Denver residents had reported their most recent crime victimization to the police.

FIGURE 37: CRIME VICTIMIZATION AND REPORTING BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
During the past 12 months, were you or anyone in your household the victim of any crime?	20%	20%	18%	22%	27%	20%	27%	24%	20%
If yes, was this crime (these crimes) reported to the police?	66%	81%	59%	76%	76%	77%	75%	80%	78%
Percent "yes"									

FIGURE 38: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Victim of crime	Much more	Less
Reported crimes	Much less	Much less

Residents rated five City public safety services; of these, all five were rated below the national benchmark comparison, while two were rated below the custom benchmark comparison and there were rated similar to the custom benchmark. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and crime prevention received the lowest ratings. Most were rated similar compared to previous years.

FIGURE 39: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Police services	62%	69%	66%	63%	63%	57%	59%	66%	64%
Fire services	91%	91%	93%	95%	92%	88%	91%	92%	91%
Ambulance or emergency medical services	85%	86%	86%	86%	86%	82%	85%	88%	84%
Crime prevention	46%	48%	49%	34%	38%	38%	39%	45%	47%
Traffic enforcement	52%	54%	51%	50%	45%	40%	38%	45%	38%
Percent "excellent" or "good"									

FIGURE 40: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Police services	Much below	Much below
Fire services	Below	Similar
Ambulance or emergency medical services	Much below	Similar
Crime prevention	Much below	Below
Traffic enforcement	Much below	Similar

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 City of Denver were asked to evaluate their local environment and the services provided to ensure its quality.

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

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Air quality	42%	39%	36%	27%	34%	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 42: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Populations over 300,000 comparison
Air quality	Much below	Much below

Resident recycling was similar to recycling reported in comparison communities. Rates of recycling had increased over time.

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

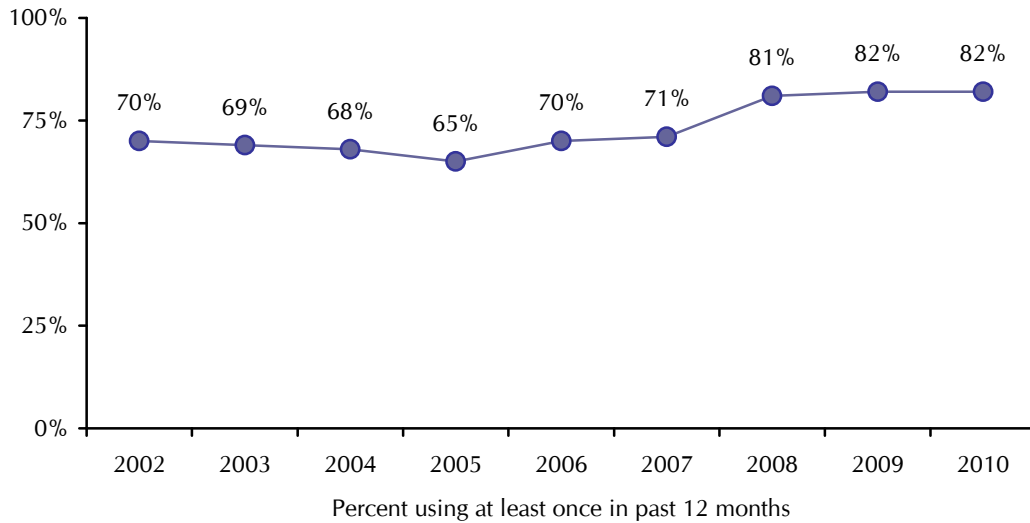


FIGURE 44: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recycled used paper, cans or bottles from your home	Similar	Similar

Of the three utility services rated by those completing the questionnaire, two were higher than the custom benchmark comparison, while one was below. These service ratings trends were varied when compared to past surveys.

FIGURE 45: RATINGS OF UTILITY SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Yard waste pick-up	57%	63%	67%	56%	55%	56%	58%	59%	NA
Recycling	74%	73%	73%	64%	67%	66%	60%	63%	60%
Garbage collection	82%	84%	83%	78%	76%	78%	78%	77%	76%
Percent "excellent" or "good"									

FIGURE 46: UTILITY SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Yard waste pick-up	Much below	Much below
Recycling	Above	Much above
Garbage collection	Similar	Above

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 City of Denver were rated positively as were services related to parks and recreation. Parks and recreation ratings have mostly stayed constant over time.

Resident use of Denver parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Denver recreation centers was less than the percent of users in comparison jurisdictions. However recreation program use in Denver was higher than use in comparison jurisdictions.

FIGURE 47: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

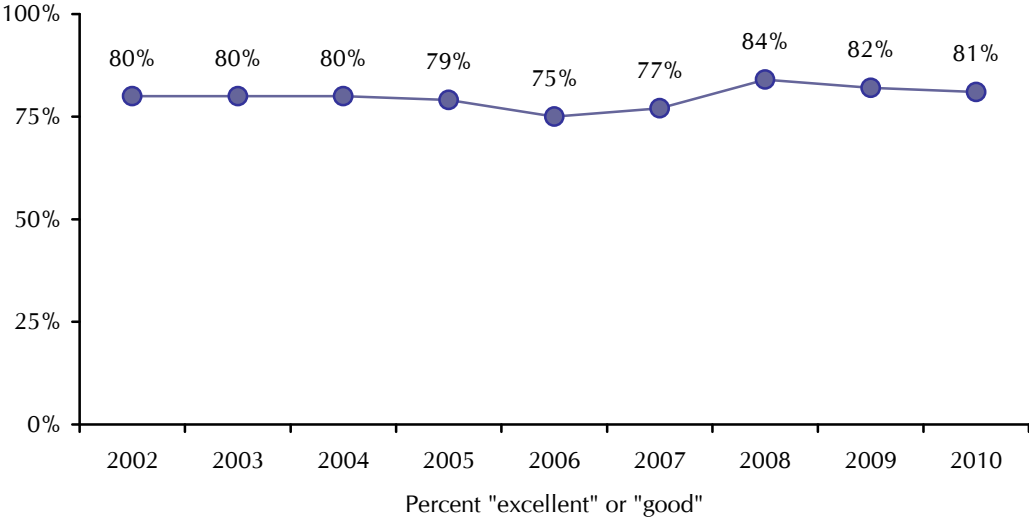


FIGURE 48: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Recreation opportunities	Much above	Much above

FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Used Denver recreation centers	54%	56%	54%	54%	52%	54%	50%	52%	52%
Participated in a recreation program or activity	51%	48%	45%	44%	42%	43%	45%	42%	45%
Visited a neighborhood park or City park	94%	94%	92%	92%	93%	93%	93%	94%	93%
Percent using at least once in last 12 months									

FIGURE 50: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Used Denver recreation centers	Less	Much less
Participated in a recreation program or activity	More	Much more
Visited a neighborhood park or City park	Much more	Much more

FIGURE 51: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
City parks	84%	86%	86%	81%	78%	79%	79%	80%	84%
Recreation programs or classes	71%	68%	75%	64%	68%	NA	NA	NA	70%
Recreation centers or facilities	71%	70%	68%	NA	NA	67%	72%	73%	69%
Percent "excellent" or "good"									

FIGURE 52: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
City parks	Much above	Much above
Recreation programs or classes	Similar	Much above
Recreation centers or facilities	Similar	Much above

Culture, Arts and Education

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

Opportunities to attend cultural activities were rated as “excellent” or “good” by 77% of respondents. Educational opportunities were rated as “excellent” or “good” by 66% of respondents. Compared to the benchmark data, educational opportunities were similar to the average of national comparison jurisdictions, while cultural activity opportunities were rated much above the benchmark comparisons.

About 72% of Denver residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was similar to comparison jurisdictions.

FIGURE 53: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Opportunities to attend cultural activities	77%	75%	72%	69%	68%	75%	74%	72%	72%
Educational opportunities	66%	65%	67%	63%	64%	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 54: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Opportunities to attend cultural activities	Much above	Much above
Educational opportunities	Similar	Above

FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Used Denver public libraries or their services	72%	75%	76%	76%	74%	78%	82%	82%	79%
Percent using at least once in last 12 months									

FIGURE 56: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Used Denver public libraries or their services	Similar	Similar

FIGURE 57: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Public schools	37%	43%	44%	25%	28%	30%	35%	34%	37%
Public library services	76%	85%	86%	NA	NA	76%	83%	84%	86%
Percent "excellent" or "good"									

FIGURE 58: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Public schools	Much below	Much below
Public library services	Much below	Similar

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.

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

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Availability of affordable quality health care	46%	39%	34%	36%	34%	33%	30%	33%	35%
Percent "excellent" or "good"									

FIGURE 60: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Availability of affordable quality health care	Similar	Above

Health services were rated below the national benchmark comparison, but above the benchmark for jurisdictions with populations over 300,000.

FIGURE 61: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

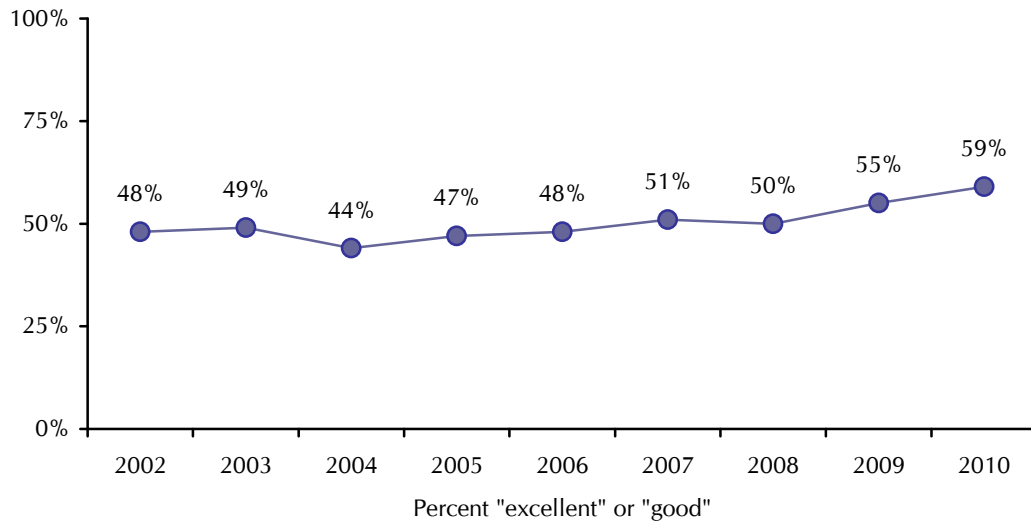


FIGURE 62: HEALTH AND WELLNESS SERVICES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Health services	Below	Above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Denver 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.

A majority of residents rated the City of Denver as an “excellent” or “good” place to raise kids and a majority rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” Further, most survey respondents felt the City of Denver was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but had improved over time.

FIGURE 63: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Sense of community	63%	63%	60%	53%	46%	NA	NA	NA	NA
Openness and acceptance of the community towards people of diverse backgrounds	63%	64%	62%	52%	48%	58%	64%	64%	65%
Availability of affordable quality child care	39%	31%	29%	24%	26%	NA	NA	NA	NA
Denver as a place to raise children	69%	72%	68%	58%	58%	57%	62%	62%	63%
Denver as a place to retire	64%	60%	60%	52%	44%	48%	45%	47%	52%
Percent "excellent" or "good"									

FIGURE 64: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Sense of community	Similar	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Similar	Much above
Availability of affordable quality child care	Below	Above
Denver as a place to raise kids	Much below	Above
Denver as a place to retire	Similar	Above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 40% to 49% with ratings of “excellent” or “good.”

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

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services to seniors	49%	50%	49%	47%	42%	43%	42%	42%	48%
Services to youth	46%	47%	46%	38%	31%	35%	36%	34%	45%
Services to low-income people	40%	44%	39%	31%	29%	29%	30%	32%	37%
Percent "excellent" or "good"									

FIGURE 66: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services to seniors	Much below	Below
Services to youth	Much below	Similar
Services to low income people	Below	Similar

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 City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. This survey information is essential for public communication and for helping local government staff to conceive strategies for reaching reluctant voters whose confidence in government may need boosting prior to important referenda.

Most of the participants in this survey had not attended a public meeting in the last 12 months, but a majority had volunteered. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. These rates of participation tended to be much higher than that of comparison communities.

FIGURE 67: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Attended a meeting of local elected officials or other local public meeting	31%	29%	31%	30%	26%	29%	32%	26%	25%
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	48%	45%	48%	44%	47%	50%	52%	53%	48%
Volunteered your time to some group or activity in Denver	58%	57%	53%	51%	51%	49%	52%	47%	48%

Percent participating at least once in the last 12 months

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Attended a meeting of local elected officials or other local public meeting	More	Much more
Watched a meeting of local elected officials or other public meeting on cable television, the Internet or other media	Much more	Much more
Volunteered your time to some group or activity in Denver	Much more	Much more

¹ Over the past few years, local governments have adopted communication strategies that embrace the Internet and new media. In 2010, the question, "Watched a meeting of local elected officials or other local public meeting on cable television" was revised to include "the Internet or other media" to better reflect this trend.

City of Denver residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-eight percent reported they were registered to vote and 79% indicated they had voted in the last general election. This rate of self-reported voting was mostly higher than in comparison communities.

FIGURE 69: REPORTED VOTING BEHAVIOR BY YEAR²

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Registered to vote	88%	87%	93%	83%	83%	84%	84%	78%	80%
Voted in the last general election	79%	78%	84%	64%	72%	78%	71%	68%	68%
Percent "yes"									

FIGURE 70: VOTING BEHAVIOR BENCHMARKS

	National comparison	Populations over 300,000 comparison
Registered to vote	Much more	Much more
Voted in last general election	Similar	More

² Note: In addition to the removal of “don’t know” responses, those who said “ineligible to vote” also have been omitted from this calculation. The full frequencies appear in Appendix A.

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 City of Denver Web site in the previous 12 months, 68% reported they had done so at least once. Public information services were rated favorably compared to custom benchmark data.

FIGURE 71: USE OF INFORMATION SOURCES BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Read Denver Newsletter	54%	58%	58%	55%	56%	NA	NA	NA	NA
Visited the City of Denver Web site (at www.denvergov.org)	68%	66%	59%	66%	60%	53%	NA	NA	NA
Percent using at least once in last 12 months									

FIGURE 72: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Read Denver Newsletter	Much less	Much less
Visited the City of Denver Web site	Much more	Much more

FIGURE 73: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Public information services	63%	67%	68%	45%	37%	56%	57%	58%	58%
Percent "excellent" or "good"									

FIGURE 74: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Populations over 300,000 comparison
Public information services	Similar	Much above

Social Engagement

Residents in Denver reported a fair amount of neighborliness. About half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was similar or less than the amount of contact reported in other communities.

FIGURE 75: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
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)?	48%	46%	41%	NA	NA	NA	NA	NA	NA
Percent "at least several times per week"									

FIGURE 76: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Has contact with neighbors at least several times per week	Similar	Less

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 City of Denver 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 City of Denver 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 City of Denver may be colored by their dislike of what all levels of government provide.

About half of respondents felt that the value of services for taxes paid was “excellent” or “good.” When asked to rate the job the City of Denver does at welcoming citizen involvement, 51% rated it as “excellent” or “good.” Of these four ratings, all were much above the custom benchmark, one was similar to the national benchmark and three were above the national benchmark.

FIGURE 77: PUBLIC TRUST RATINGS BY YEAR³

	2010	2009	2008	2007	2006	2005	2004	2003	2002
The value of services for the taxes paid to Denver	53%	52%	55%	62%	54%	57%	54%	54%	53%
The overall direction that Denver is taking	59%	63%	69%	64%	59%	64%	59%	54%	53%
The job Denver government does at welcoming citizen involvement	51%	51%	55%	59%	56%	56%	58%	51%	54%
Overall image or reputation of Denver	78%	77%	78%	74%	70%	NA	NA	NA	NA
Percent "excellent" or "good"									

FIGURE 78: PUBLIC TRUST BENCHMARKS

	National comparison	Populations over 300,000 comparison
Value of services for the taxes paid to Denver	Similar	Much above
The overall direction that Denver is taking	Above	Much above
Job Denver government does at welcoming citizen involvement	Above	Much above
Overall image or reputation of Denver	Much above	Much above

³ For jurisdictions that have conducted The NCS prior to 2008, this change in the wording of response options may cause a decline in the percent of residents who offer a positive perspective on public trust. It is well to factor in the possible change due to question wording this way: if you show an increase, you may have found even more improvement with the same question wording; if you show no change, you may have shown a slight increase with the same question wording; if you show a decrease, community sentiment is probably about stable.

On average, residents of the City of Denver gave the highest evaluations to their own local government and the lowest average rating to the federal government. The overall quality of services delivered by the City of Denver was rated as “excellent” or “good” by 66% of survey participants. The City of Denver’s rating was above the benchmark when compared to other communities with populations greater than 300,000. Ratings of overall City services had remained stable over the last nine years.

FIGURE 79: RATING OVERALL QUALITY OF SERVICES PROVIDED BY THE CITY OF DENVER BY YEAR

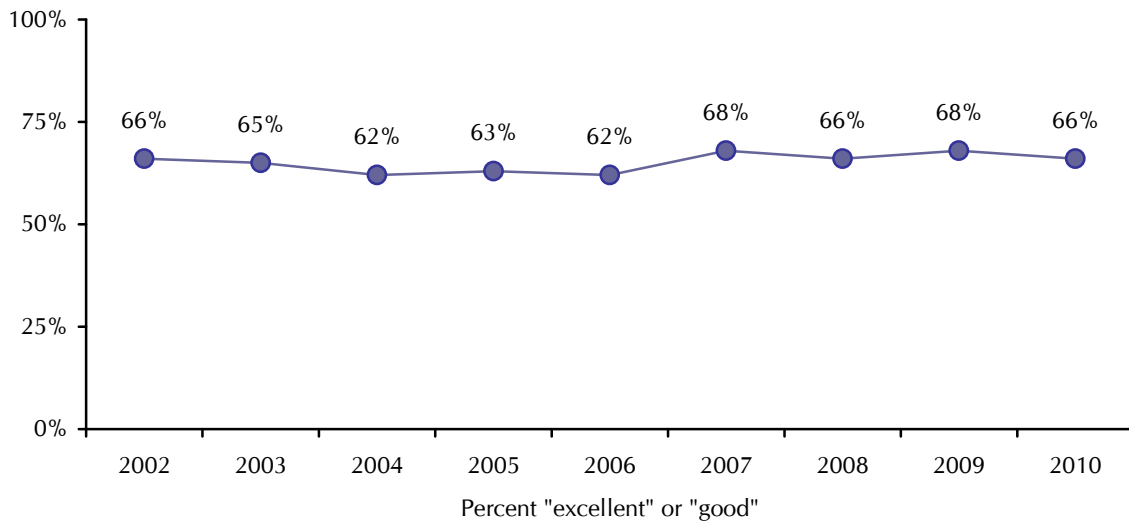


FIGURE 80: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Services provided by City of Denver	66%	68%	66%	68%	62%	63%	62%	65%	66%
Services provided by the Federal Government	37%	39%	37%	31%	31%	33%	39%	46%	43%
Services provided by the State Government	46%	46%	49%	45%	38%	44%	45%	51%	49%
Percent "excellent" or "good"									

FIGURE 81: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Populations over 300,000 comparison
Services provided by the City of Denver	Below	Above
Services provided by the Federal Government	Similar	Above
Services provided by the State Government	Above	Much above

City of Denver Employees

The employees of the City of Denver who interact with the public create the first impression that most residents have of the City of Denver. 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 City of Denver. 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 City of Denver staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person or over the phone in the last 12 months; the 55% who reported that they had been in contact were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated favorably; 66% of respondents rated their overall impression as "excellent" or "good."

FIGURE 82: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

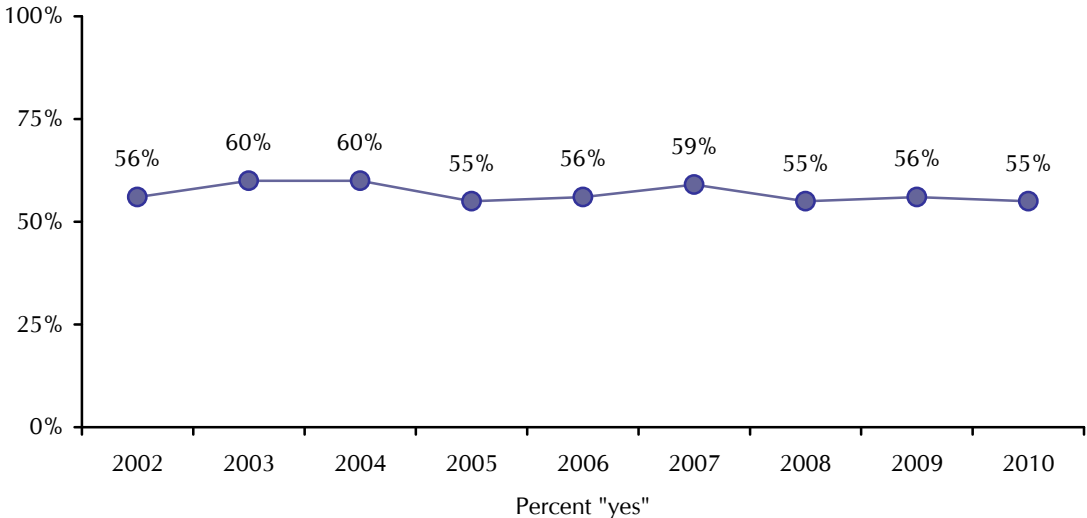


FIGURE 83: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Populations over 300,000 comparison
Had contact with City employee(s) in last 12 months	Similar	More

FIGURE 84: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Populations over 300,000 comparison
Knowledge	Much below	Similar
Responsiveness	Much below	Below
Courteousness	Much below	Much below
Overall impression	Much below	Below

FIGURE 85: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Knowledge	74%	73%	70%	76%	66%	68%	63%	67%	65%
Responsiveness	67%	62%	63%	63%	56%	58%	51%	54%	58%
Courtesy	69%	71%	64%	69%	60%	63%	58%	57%	60%
Overall impression	66%	65%	61%	65%	58%	60%	52%	55%	57%
Percent "excellent" or "good"									

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 City of Denver by examining the relationships between ratings of each service and ratings of the City of Denver's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Denver 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 Denver Key Driver Analysis were:

- Police services
- Land use, planning and zoning
- Public library services
- City parks

CITY OF DENVER ACTION CHART™

The 2010 City of Denver Action Chart™ on the following page combines three dimensions of performance:

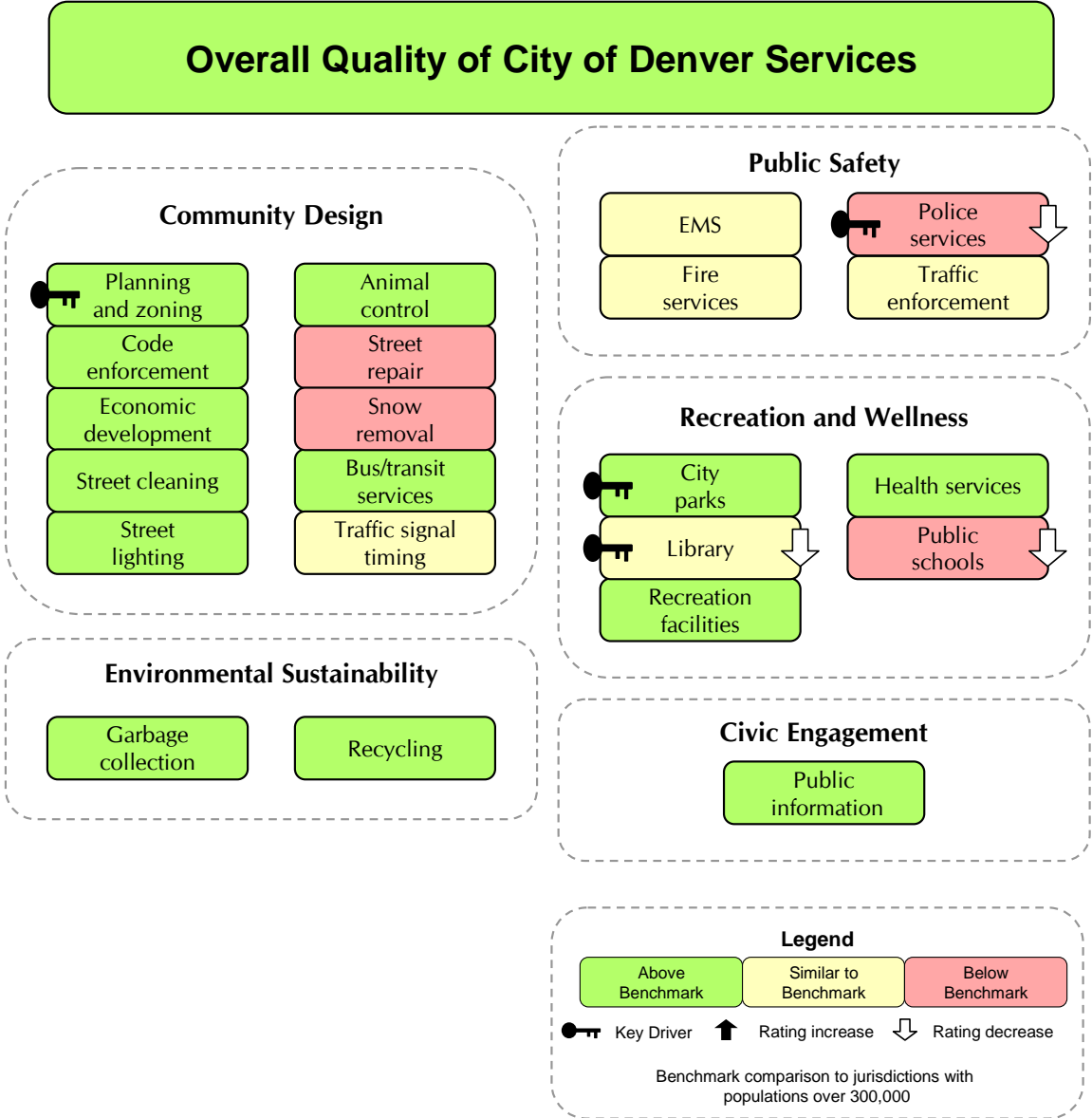
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services.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

Twenty-two services were included in the KDA for the City of Denver. Of these, 13 were above the benchmark, four were 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 trending down or that are not at least similar to the benchmark. In Denver, police services were below the benchmark and trending down. Public library services were similar to the benchmark but were trending down. More detail about interpreting results can be found in the next section.

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

FIGURE 86: CITY OF DENVER ACTION CHART™



Using Your Action Chart™

The key drivers derived for the City of Denver 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 City of Denver, 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 Denver, 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 Denver 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 City of Denver key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 87: KEY DRIVERS COMPARED

Service	City of Denver Key Drivers	National Key Drivers	Core Services
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Snow removal			
◦ Traffic signal timing			
◦ Bus or transit services			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City parks	✓		
◦ Recreation centers or facilities			
• Land use planning and zoning	✓	✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
◦ Health services			
Public library	✓		
Public information services		✓	
Public schools		✓	

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

POLICY QUESTIONS

Question 18a: Policy Question 1

How important, if at all, is it for Denver to encourage household and yard waste recycling?	Percent of respondents
Essential	41%
Very important	37%
Somewhat important	16%
Not at all important	5%
Total	100%

Question 18b: Policy Question 2

Other cities implement a "pay-as-you-throw" trash plan which charges increasing fees for larger amounts of household waste collected (which is not recycled). This encourages household and yard waste recycling. To what extent do you support or oppose Denver considering such an approach to increasing recycling?	Percent of respondents
Strongly support	31%
Somewhat support	36%
Somewhat oppose	17%
Strongly oppose	15%
Total	100%

Question 18c: Policy Question 3

In the last 12 months, about how many times, if ever, have you or other household members called the City's 311 number?	Percent of respondents
Once or twice	28%
3 to 12 times	14%
13 to 26 times	2%
More than 26 times	1%
Never/unaware of 311 services	56%
Total	100%

Question 18d: Policy Question 4

If you or someone in your household called the City's 311 number:	Yes	No	Total
Was it answered courteously and professionally?	86%	14%	100%
Were you satisfied with the answer?	76%	24%	100%
Was your question answered with one phone call?	74%	26%	100%

Question 18e: Policy Question 5	
To what extent do you agree or disagree with the following statement: 'The City of Denver government does a good job of managing police officer conduct'?	Percent of respondents
Strongly agree	11%
Somewhat agree	46%
Somewhat disagree	26%
Strongly disagree	17%
Total	100%

Question 18f: Policy Question 6					
In response to changes in the economy, the City of Denver is considering ways to maintain current levels of service to citizens, including continuing to control the total cost. To what extent do you support or oppose each of the following general approaches to generating revenue?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
A fee assigned to trash collection (currently only housing units with fewer than seven units receive this service from the City)	12%	39%	23%	26%	100%
An increase in property tax rates not to exceed the average metro area property tax mill levy	8%	38%	26%	28%	100%
Don't increase taxes and further reduce services	15%	27%	29%	29%	100%
Expanding the current sales tax to include services (currently only goods are taxed)	6%	31%	30%	32%	100%

Question 18g: Policy Question 7					
To what extent do you support or oppose funding each of the following services with additional taxes or fees?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Public safety	54%	32%	9%	5%	100%
Parks maintenance/green space	46%	38%	10%	6%	100%
Recycling and composting	49%	32%	10%	10%	100%
Road improvements	37%	44%	13%	6%	100%
Library services	33%	41%	17%	10%	100%
Recreation programs	24%	44%	20%	11%	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Denver:	Excellent	Good	Fair	Poor	Total
Denver as a place to live	47%	42%	9%	1%	100%
Your neighborhood as a place to live	35%	40%	19%	6%	100%
Denver as a place to raise children	23%	46%	25%	7%	100%
Denver as a place to work	24%	48%	20%	7%	100%
Denver as a place to retire	24%	39%	24%	13%	100%
The overall quality of life in Denver	32%	51%	16%	2%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Denver as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	12%	51%	29%	8%	100%
Openness and acceptance of the community towards people of diverse backgrounds	16%	46%	28%	9%	100%
Overall appearance of Denver	17%	57%	22%	4%	100%
Overall quality of new development in Denver	16%	54%	25%	6%	100%
Opportunities to attend cultural activities	30%	47%	18%	5%	100%
Recreational opportunities	48%	33%	16%	4%	100%
Employment opportunities	7%	37%	39%	18%	100%
Educational opportunities	19%	47%	26%	8%	100%
Ease of car travel in Denver	11%	41%	34%	14%	100%
Ease of bus travel in Denver	12%	36%	38%	13%	100%
Ease of rail travel in Denver	14%	35%	35%	15%	100%
Ease of bicycle travel in Denver	24%	43%	28%	5%	100%
Ease of walking in Denver	26%	44%	25%	5%	100%
Availability of affordable quality housing	7%	32%	43%	19%	100%
Availability of affordable quality child care	8%	32%	36%	25%	100%
Availability of affordable quality health care	11%	35%	36%	18%	100%
Air quality	5%	37%	43%	15%	100%
Overall image or reputation of Denver	20%	58%	19%	3%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Denver over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	2%	45%	33%	19%	100%
Retail growth (stores, restaurants, etc.)	4%	20%	52%	18%	6%	100%
Jobs growth	27%	56%	14%	1%	2%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Denver?	Percent of respondents
Not a problem	6%
Minor problem	39%
Moderate problem	44%
Major problem	10%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Denver:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	18%	43%	20%	15%	4%	100%
Property crimes (e.g., burglary, theft)	9%	39%	21%	22%	9%	100%
Environmental hazards, including toxic waste	30%	38%	19%	9%	4%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	57%	34%	5%	3%	1%	100%
In your neighborhood after dark	18%	43%	14%	17%	8%	100%
In Denver's downtown area during the day	41%	43%	9%	6%	1%	100%
In Denver's downtown area after dark	8%	31%	19%	30%	13%	100%

Question 7: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	80%
Yes	20%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	34%
Yes	66%
Total	100%

Question 9: 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 Denver?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Denver public libraries or their services	28%	23%	24%	10%	15%	100%
Used Denver recreation centers	46%	23%	18%	6%	7%	100%
Participated in a recreation program or activity	49%	24%	17%	5%	6%	100%
Visited a neighborhood park or City park	6%	13%	31%	19%	31%	100%
Ridden a local bus within Denver	41%	20%	16%	7%	16%	100%
Attended a meeting of local elected officials or other local public meeting	69%	21%	7%	2%	1%	100%
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	27%	15%	4%	3%	100%
Read Denver Newsletter	46%	19%	21%	5%	8%	100%
Visited the City of Denver Web site (at www.denvergov.org)	32%	24%	31%	8%	5%	100%
Recycled used paper, cans or bottles from your home	18%	7%	7%	14%	54%	100%
Volunteered your time to some group or activity in Denver	42%	20%	21%	6%	12%	100%

Question 10: 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	18%
Several times a week	30%
Several times a month	23%
Less than several times a month	30%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Denver:	Excellent	Good	Fair	Poor	Total
Police services	10%	51%	27%	12%	100%
Fire services	33%	58%	8%	1%	100%
Ambulance or emergency medical services	25%	60%	13%	2%	100%
Crime prevention	5%	41%	39%	15%	100%
Traffic enforcement	9%	43%	34%	13%	100%
Street repair	3%	28%	39%	30%	100%
Street cleaning	9%	51%	28%	11%	100%
Street lighting	8%	51%	28%	14%	100%
Snow removal	9%	41%	34%	17%	100%
Traffic signal timing	6%	40%	37%	17%	100%
Bus or transit services	13%	46%	33%	8%	100%
Garbage collection	25%	56%	15%	3%	100%
Recycling	31%	43%	17%	8%	100%
Yard waste pick-up	14%	43%	29%	13%	100%
City parks	35%	49%	15%	1%	100%
Recreation programs or classes	18%	53%	23%	6%	100%
Recreation centers or facilities	16%	55%	24%	5%	100%
Land use, planning and zoning	6%	45%	38%	11%	100%
Code enforcement (weeds, abandoned buildings, etc)	3%	36%	41%	20%	100%
Animal control	8%	48%	30%	14%	100%
Economic development	3%	38%	42%	17%	100%
Health services	10%	49%	32%	9%	100%
Services to seniors	7%	42%	37%	14%	100%
Services to youth	8%	39%	37%	16%	100%
Services to low-income people	8%	33%	36%	24%	100%
Public library services	29%	47%	21%	3%	100%
Public information services	15%	48%	30%	7%	100%
Public schools	6%	31%	43%	20%	100%
Graffiti abatement services	7%	35%	37%	21%	100%

Question 12: 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 City of Denver	9%	57%	29%	5%	100%
The Federal Government	2%	35%	46%	17%	100%
The State Government	4%	42%	42%	12%	100%

Question 13: Contact with City Employees	
Have you had any in-person or phone contact with an employee of the City of Denver within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	45%
Yes	55%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Denver in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	23%	51%	18%	8%	100%
Responsiveness	22%	45%	15%	18%	100%
Courtesy	27%	41%	17%	14%	100%
Overall impression	22%	44%	21%	13%	100%

Question 15: Government Performance					
Please rate the following categories of Denver government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Denver	9%	44%	34%	13%	100%
The overall direction that Denver is taking	10%	49%	30%	10%	100%
The job Denver government does at welcoming citizen involvement	8%	44%	37%	12%	100%

Question 16: 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 Denver to someone who asks	57%	32%	7%	4%	100%
Remain in Denver for the next five years	63%	25%	7%	5%	100%

Question 17: 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	4%
Somewhat positive	13%
Neutral	44%
Somewhat negative	30%
Very negative	9%
Total	100%

Question 18a: Policy Question 1	
How important, if at all, is it for Denver to encourage household and yard waste recycling?	Percent of respondents
Essential	41%
Very important	37%
Somewhat important	16%
Not at all important	5%
Total	100%

Question 18b: Policy Question 2	
Other cities implement a 'pay-as-you-throw' trash plan which charges increasing fees for larger amounts of household waste collected (which is not recycled). This encourages household and yard waste recycling. To what extent do you support or oppose Denver	Percent of respondents
Strongly support	31%
Somewhat support	36%
Somewhat oppose	17%
Strongly oppose	15%
Total	100%

Question 18c: Policy Question 3	
In the last 12 months, about how many times, if ever, have you or other household members called the City's 311 number?	Percent of respondents
Once or twice	28%
3 to 12 times	14%
13 to 26 times	2%
More than 26 times	1%
Never/unaware of 311 services	56%
Total	100%

Question 18d: Policy Question 4			
If you or someone in your household called the City's 311 number:	Yes	No	Total
Was your question answered with one phone call?	74%	26%	100%
Was it answered courteously and professionally?	86%	14%	100%
Were you satisfied with the answer?	76%	24%	100%

Question 18e: Policy Question 5	
To what extent do you agree or disagree with the following statement: 'The City of Denver government does a good job of managing police officer conduct'?	Percent of respondents
Strongly agree	11%
Somewhat agree	46%
Somewhat disagree	26%
Strongly disagree	17%
Total	100%

Question 18f: Policy Question 6					
In response to changes in the economy, the City of Denver is considering ways to maintain current levels of service to citizens, including continuing to control the total cost. To what extent do you support or oppose each of the following general approaches to generating revenue?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
An increase in property tax rates not to exceed the average metro area property tax mill levy	8%	38%	26%	28%	100%
Expanding the current sales tax to include services (currently only goods are taxed)	6%	31%	30%	32%	100%
A fee assigned to trash collection (currently only housing units with fewer than seven units receive this service from the City)	12%	39%	23%	26%	100%
Don't increase taxes and further reduce services	15%	27%	29%	29%	100%

Question 18g: Policy Question 7					
To what extent do you support or oppose funding each of the following services with additional taxes or fees?	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Total
Recycling and composting	37%	34%	14%	14%	100%
Public safety	39%	40%	13%	7%	100%
Parks maintenance/green space	34%	43%	14%	8%	100%
Library services	33%	41%	17%	10%	100%
Road improvements	37%	44%	13%	6%	100%
Recreation programs	24%	44%	20%	11%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	33%
Yes, full-time	56%
Yes, part-time	11%
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	67%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	8%
Walk	5%
Bicycle	5%
Work at home	8%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Denver?	Percent of respondents
Less than 2 years	10%
2 to 5 years	18%
6 to 10 years	13%
11 to 20 years	16%
More than 20 years	42%
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	48%
House attached to one or more houses (e.g., a duplex or townhome)	9%
Building with two or more apartments or condominiums	42%
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	44%
Owned by you or someone in this house with a mortgage or free and clear	56%
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	7%
\$300 to \$599 per month	17%
\$600 to \$999 per month	29%
\$1,000 to \$1,499 per month	24%
\$1,500 to \$2,499 per month	16%
\$2,500 or more per month	6%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	78%
Yes	22%
Total	100%

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

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	27%
\$25,000 to \$49,999	25%
\$50,000 to \$99,999	27%
\$100,000 to \$149,000	12%
\$150,000 or more	9%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	77%
Yes, I consider myself to be Spanish, Hispanic or Latino	23%
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	4%
Asian, Asian Indian or Pacific Islander	4%
Black or African American	9%
White	78%
Other	11%
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	5%
25 to 34 years	26%
35 to 44 years	19%
45 to 54 years	19%
55 to 64 years	12%
65 to 74 years	11%
75 years or older	9%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	50%
Male	50%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	12%
Yes	88%
Ineligible to vote	0%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	21%
Yes	77%
Ineligible to vote	2%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	12%
Yes	88%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	48%
Yes	52%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	34%
Land line	50%
Both	16%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

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

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Denver:	Excellent		Good		Fair		Poor		Don't know		Total	
	Denver as a place to live	47%	407	42%	361	9%	79	1%	13	0%	3	100%
Your neighborhood as a place to live	35%	298	40%	341	18%	158	6%	55	0%	3	100%	855
Denver as a place to raise children	20%	167	39%	327	21%	176	6%	47	15%	130	100%	847
Denver as a place to work	23%	198	46%	395	19%	164	7%	57	4%	35	100%	851
Denver as a place to retire	20%	172	32%	276	19%	166	10%	89	18%	151	100%	854
The overall quality of life in Denver	31%	267	50%	430	15%	132	2%	15	1%	9	100%	853

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Denver as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Sense of community	12%	102	50%	423	28%	237	8%	65	2%	20	100%
Openness and acceptance of the community towards people of diverse backgrounds	16%	134	45%	385	28%	236	9%	73	3%	28	100%	856
Overall appearance of Denver	17%	146	57%	483	22%	186	4%	34	1%	6	100%	853
Overall quality of new development in Denver	15%	130	51%	436	23%	199	5%	45	5%	44	100%	855
Opportunities to attend cultural activities	29%	251	45%	388	18%	154	4%	38	3%	30	100%	861
Recreational opportunities	46%	391	32%	274	15%	128	3%	29	3%	22	100%	845
Employment opportunities	6%	53	34%	286	36%	306	16%	140	8%	64	100%	849
Educational opportunities	17%	148	44%	375	25%	209	7%	60	7%	57	100%	849
Ease of car travel in Denver	11%	92	40%	341	33%	282	13%	113	3%	25	100%	852
Ease of bus travel in Denver	9%	80	29%	244	30%	256	11%	90	20%	172	100%	841
Ease of rail travel in Denver	11%	97	28%	234	28%	238	12%	103	20%	173	100%	844
Ease of bicycle travel in Denver	20%	171	36%	309	23%	197	5%	39	16%	132	100%	849
Ease of walking in Denver	26%	216	42%	357	25%	207	4%	38	3%	24	100%	842

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Denver as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	Availability of affordable quality housing	6%	53	28%	240	38%	327	17%	143	10%	87	100%
Availability of affordable quality child care	4%	30	15%	126	17%	144	12%	99	52%	434	100%	832
Availability of affordable quality health care	9%	77	30%	254	31%	263	16%	131	14%	116	100%	842
Air quality	5%	45	36%	308	42%	360	15%	126	2%	13	100%	852
Overall image or reputation of Denver	20%	171	57%	486	19%	162	3%	22	1%	9	100%	850

Question 3: Growth														
Please rate the speed of growth in the following categories in Denver over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
	Population growth	1%	6	2%	14	37%	315	27%	233	16%	137	18%	151	100%
Retail growth (stores, restaurants, etc.)	3%	29	18%	152	46%	394	16%	138	5%	43	12%	101	100%	857
Jobs growth	22%	191	47%	399	12%	101	1%	5	1%	11	17%	150	100%	856

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Denver?	Percent of respondents	Count
Not a problem	6%	50
Minor problem	36%	306
Moderate problem	41%	348
Major problem	9%	77
Don't know	8%	68
Total	100%	849

Question 5: Community Safety														
Please rate how safe or unsafe you feel from the following in Denver:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
	Violent crime (e.g., rape, assault, robbery)	18%	150	43%	365	19%	164	14%	124	4%	37	2%		15
Property crimes (e.g., burglary, theft)	8%	73	38%	324	20%	174	22%	188	9%	78	2%	17	100%	854
Environmental hazards, including toxic waste	27%	228	35%	296	17%	147	8%	70	3%	29	9%	79	100%	849

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	57%	492	34%	293	5%	44	3%	22	1%	7	0%		2
In your neighborhood after dark	18%	153	43%	367	14%	120	16%	141	8%	67	1%	9	100%	856
In Denver's downtown area during the day	39%	337	41%	350	8%	71	5%	46	1%	10	5%	42	100%	856
In Denver's downtown area after dark	7%	60	28%	244	18%	153	28%	238	12%	101	7%	63	100%	859

Question 7: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	79%	665
Yes	20%	171
Don't know	1%	11
Total	100%	847

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	34%	58
Yes	66%	114
Don't know	0%	0
Total	100%	171

Question 9: 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 Denver?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
	Used Denver public libraries or their services	28%	238	23%	193	24%	207	10%	89	15%	126	100%
Used Denver recreation centers	46%	394	23%	199	18%	152	6%	50	7%	59	100%	853
Participated in a recreation program or activity	49%	408	24%	195	17%	138	5%	41	6%	47	100%	829
Visited a neighborhood park or City park	6%	53	13%	114	31%	261	19%	162	31%	261	100%	850
Ridden a local bus within Denver	41%	341	20%	169	16%	136	7%	63	16%	133	100%	841
Attended a meeting of local elected officials or other local public meeting	69%	591	21%	180	7%	60	2%	14	1%	7	100%	852
Watched a meeting of local elected officials or other City-sponsored public meeting on cable television, the Internet or other media	52%	438	27%	230	15%	125	4%	33	3%	23	100%	849
Read Denver Newsletter	46%	392	19%	165	21%	174	5%	43	8%	72	100%	845
Visited the City of Denver Web site (at www.denvergov.org)	32%	268	24%	204	31%	258	8%	66	5%	41	100%	838
Recycled used paper, cans or bottles from your home	18%	151	7%	61	7%	62	14%	114	54%	455	100%	843
Volunteered your time to some group or activity in Denver	42%	356	20%	169	21%	178	6%	53	12%	98	100%	854

Question 10: 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	18%	150
Several times a week	30%	255
Several times a month	23%	193
Less than several times a month	30%	252
Total	100%	850

Question 11: Service Quality												
Please rate the quality of each of the following services in Denver:	Excellent		Good		Fair		Poor		Don't know		Total	
	Police services	10%	82	47%	399	25%	209	11%	91	8%	65	100%
Fire services	27%	228	48%	411	7%	59	0%	4	17%	147	100%	849
Ambulance or emergency medical services	19%	161	45%	380	10%	83	1%	12	25%	212	100%	848
Crime prevention	4%	33	33%	279	32%	268	12%	102	20%	166	100%	848
Traffic enforcement	8%	69	40%	335	31%	265	12%	102	9%	73	100%	844
Street repair	3%	24	28%	235	38%	322	29%	250	2%	18	100%	848
Street cleaning	9%	78	50%	424	28%	235	11%	93	2%	19	100%	849
Street lighting	8%	68	50%	423	27%	230	13%	115	2%	16	100%	852
Snow removal	9%	72	39%	326	32%	270	16%	132	5%	38	100%	839
Traffic signal timing	6%	47	39%	328	36%	308	17%	143	3%	22	100%	848
Bus or transit services	10%	82	35%	297	26%	218	6%	55	23%	192	100%	842
Garbage collection	24%	202	52%	446	14%	119	3%	26	7%	57	100%	850
Recycling	28%	232	38%	322	15%	129	7%	63	12%	97	100%	842
Yard waste pick-up	10%	79	28%	236	19%	161	9%	72	34%	281	100%	829
City parks	33%	279	46%	385	14%	121	1%	8	5%	45	100%	839
Recreation programs or classes	10%	86	31%	260	13%	112	4%	30	41%	343	100%	832
Recreation centers or facilities	10%	88	37%	310	16%	138	3%	26	33%	279	100%	840
Land use, planning and zoning	4%	33	30%	252	26%	215	7%	63	33%	277	100%	839

Question 11: Service Quality												
Please rate the quality of each of the following services in Denver:	Excellent		Good		Fair		Poor		Don't know		Total	
	Code enforcement (weeds, abandoned buildings, etc)	2%	21	26%	220	30%	250	14%	120	27%	223	100%
Animal control	6%	52	35%	295	22%	185	10%	86	27%	223	100%	841
Economic development	3%	22	29%	248	33%	274	14%	115	22%	183	100%	842
Health services	8%	67	41%	342	26%	218	8%	65	17%	144	100%	836
Services to seniors	4%	30	20%	170	18%	151	7%	57	52%	433	100%	841
Services to youth	4%	35	21%	176	20%	169	9%	74	46%	387	100%	841
Services to low-income people	5%	39	19%	162	21%	178	14%	119	40%	336	100%	833
Public library services	24%	207	40%	335	18%	150	3%	24	15%	129	100%	844
Public information services	12%	98	38%	318	23%	196	5%	44	22%	188	100%	844
Public schools	4%	36	21%	177	30%	251	14%	117	31%	256	100%	837
Graffiti abatement services	5%	45	27%	228	28%	238	16%	137	23%	197	100%	846

Question 12: 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 City of Denver	8%	71	54%	457	27%	229	5%	39	6%	48	100%
The Federal Government	2%	19	31%	260	41%	343	15%	129	11%	93	100%	842
The State Government	3%	27	38%	318	38%	316	11%	90	11%	91	100%	842

Question 13: Contact with City Employees		
Have you had any in-person or phone contact with an employee of the City of Denver within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	45%	374
Yes	55%	454
Total	100%	827

Question 14: City Employees												
What was your impression of the employee(s) of the City of Denver in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
	Knowledge	23%	103	50%	225	18%	78	8%	37	1%	4	100%
Responsiveness	22%	97	44%	198	15%	68	18%	80	1%	2	100%	446
Courtesy	27%	122	41%	185	17%	75	14%	64	0%	1	100%	446
Overall impression	22%	99	43%	193	21%	92	13%	59	1%	3	100%	445

Question 15: Government Performance												
Please rate the following categories of Denver government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
	The value of services for the taxes paid to Denver	8%	64	39%	331	30%	251	12%	99	12%	102	100%
The overall direction that Denver is taking	9%	80	45%	382	28%	236	9%	80	8%	69	100%	846
The job Denver government does at welcoming citizen involvement	6%	51	34%	285	29%	240	9%	77	22%	189	100%	842

Question 16: 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 Denver to someone who asks	55%	473	31%	267	7%	56	4%	37	3%	27	100%
Remain in Denver for the next five years	61%	522	24%	205	7%	59	5%	41	3%	28	100%	854

Question 17: 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	4%	34
Somewhat positive	13%	115
Neutral	44%	373
Somewhat negative	30%	258
Very negative	9%	75
Total	100%	855

Question 18a: Policy Question 1		
How important, if at all, is it for Denver to encourage household and yard waste recycling?	Percent of respondents	Count
Essential	41%	354
Very important	37%	321
Somewhat important	16%	141
Not at all important	5%	47
Total	100%	864

Question 18b: Policy Question 2		
Other cities implement a 'pay-as-you-throw' trash plan which charges increasing fees for larger amounts of household waste collected (which is not recycled). This encourages household and yard waste recycling. To what extent do you support or oppose Denver	Percent of respondents	Count
Strongly support	31%	266
Somewhat support	36%	308
Somewhat oppose	17%	147
Strongly oppose	15%	129
Total	100%	850

Question 18c: Policy Question 3		
In the last 12 months, about how many times, if ever, have you or other household members called the City's 311 number?	Percent of respondents	Count
Once or twice	28%	238
3 to 12 times	14%	117
13 to 26 times	2%	21
More than 26 times	1%	5
Never/unaware of 311 services	56%	484
Total	100%	863

Question 18d: Policy Question 4						
If you or someone in your household called the City's 311 number:	Yes		No		Total	
Was your question answered with one phone call?	74%	292	26%	104	100%	396
Was it answered courteously and professionally?	86%	336	14%	56	100%	392
Were you satisfied with the answer?	76%	299	24%	96	100%	395

Question 18e: Policy Question 5		
To what extent do you agree or disagree with the following statement: 'The City of Denver government does a good job of managing police officer conduct'?	Percent of respondents	Count
Strongly agree	11%	91
Somewhat agree	46%	384
Somewhat disagree	26%	220
Strongly disagree	17%	140
Total	100%	836

Question 18f: Policy Question 6										
In response to changes in the economy, the City and County of Denver is considering ways to maintain current levels of services to citizens, including continuing to control the total cost. To what extent do you support or oppose each of the following general approaches to generating revenue?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	An increase in property tax rates not to exceed the average metro area property tax mill levy	8%	66	38%	313	26%	218	28%	232	100%
Expanding the current sales tax to include services (currently only goods are taxed)	6%	50	31%	264	30%	254	32%	271	100%	839
A fee assigned to trash collection (currently only housing units with fewer than seven units receive this service from the City)	12%	99	39%	319	23%	188	26%	219	100%	825
Don't increase taxes and further reduce services	15%	122	27%	221	29%	242	29%	239	100%	824

Question 18g: Policy Question 6										
To what extent do you support or oppose funding each of the following services with additional taxes or fees?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	Recycling and composting	37%	317	34%	289	14%	122	14%	121	100%
Public safety	39%	334	40%	341	13%	110	7%	63	100%	848
Parks maintenance/green space	34%	291	43%	367	14%	121	8%	71	100%	850
Library services	33%	278	41%	346	17%	141	10%	84	100%	849
Road improvements	37%	310	44%	374	13%	112	6%	52	100%	848
Recreation programs	24%	207	44%	377	20%	171	11%	94	100%	849

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	33%	280
Yes, full-time	56%	481
Yes, part-time	11%	91
Total	100%	851

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	67%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc...) with other children or adults	6%
Bus, rail, subway or other public transportation	8%
Walk	5%
Bicycle	5%
Work at home	8%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Denver?	Percent of respondents	Count
Less than 2 years	10%	89
2 to 5 years	18%	150
6 to 10 years	13%	115
11 to 20 years	16%	140
More than 20 years	42%	363
Total	100%	858

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	48%	413
House attached to one or more houses (e.g., a duplex or townhome)	9%	78
Building with two or more apartments or condominiums	42%	357
Mobile home	0%	0
Other	1%	12
Total	100%	860

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	44%	366
Owned by you or someone in this house with a mortgage or free and clear	56%	463
Total	100%	829

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	7%	59
\$300 to \$599 per month	17%	146
\$600 to \$999 per month	29%	244
\$1,000 to \$1,499 per month	24%	201
\$1,500 to \$2,499 per month	16%	137
\$2,500 or more per month	6%	54
Total	100%	841

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	78%	670
Yes	22%	185
Total	100%	855

Question D8: Presence of Older Adults in Household		
Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	77%	663
Yes	23%	200
Total	100%	863

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	27%	222
\$25,000 to \$49,999	25%	207
\$50,000 to \$99,999	27%	217
\$100,000 to \$149,000	12%	95
\$150,000 or more	9%	74
Total	100%	815

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	77%	649
Yes, I consider myself to be Spanish, Hispanic or Latino	23%	198
Total	100%	847

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	4%	31
Asian, Asian Indian or Pacific Islander	4%	34
Black or African American	9%	76
White	78%	656
Other	11%	92
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	5%	44
25 to 34 years	26%	222
35 to 44 years	19%	160
45 to 54 years	19%	164
55 to 64 years	12%	103
65 to 74 years	11%	90
75 years or older	9%	74
Total	100%	857

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	50%	429
Male	50%	425
Total	100%	854

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	11%	97
Yes	87%	739
Ineligible to vote	0%	2
Don't know	2%	14
Total	100%	853

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	21%	177
Yes	77%	657
Ineligible to vote	2%	16
Don't know	1%	6
Total	100%	856

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	12%	102
Yes	88%	760
Total	100%	861

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	48%	410
Yes	52%	452
Total	100%	862

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	34%	125
Land line	50%	181
Both	16%	57
Total	100%	364

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 City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

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

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

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

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

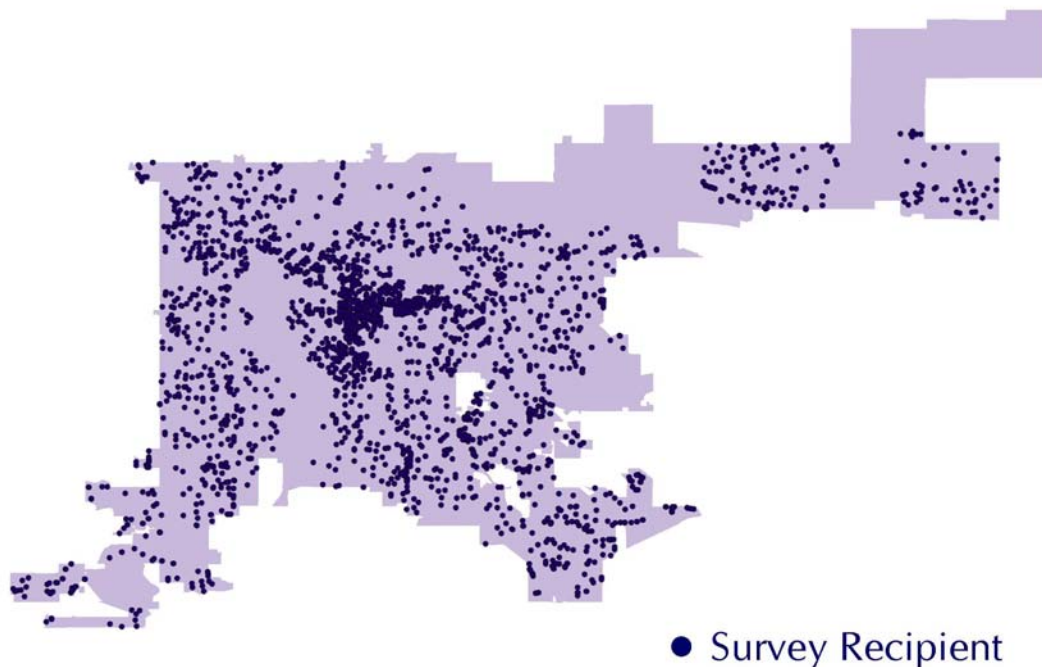
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Denver were eligible to participate in the survey; 3,000 were selected to receive the survey. These 3,000 households were randomly selected from a comprehensive list of all housing units within the City of Denver 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 City of Denver 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 City of Denver boundaries were removed from consideration.

To choose the 3,000 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Denver. 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 88: LOCATION OF SURVEY RECIPIENTS

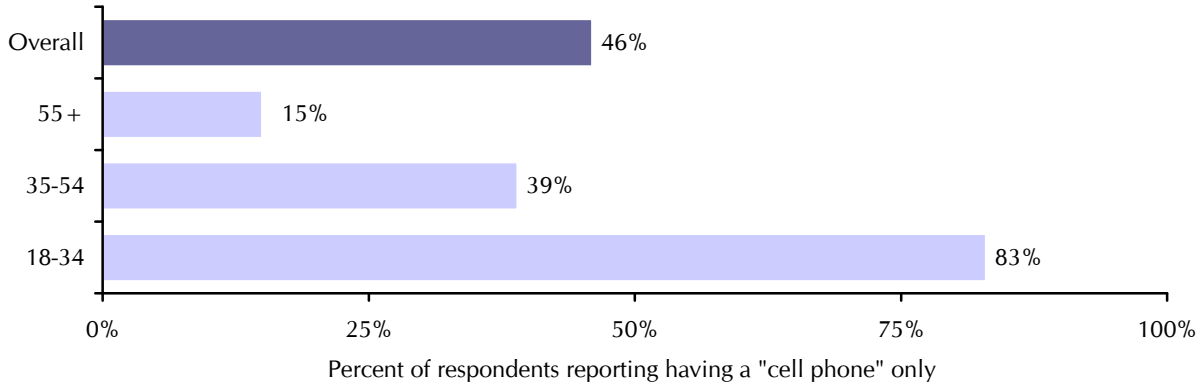
The National Citizen Survey™ City of Denver, CO 2011



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

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.⁴ Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Denver has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 89: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN DENVER



SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning November, 12 2010. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following six weeks.

Respondents also had the opportunity to complete the survey in Spanish.

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 City of Denver survey is no greater than plus or minus three percentage points around any given percent reported for the entire sample (919 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

⁴ <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

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

SURVEY PROCESSING (DATA ENTRY)

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

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

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2006-2008 American Community Survey Census estimates for adults in the City of Denver. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

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

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation
- The historical use of the variables and the desirability of consistently representing different groups over the years

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.

City of Denver, CO Citizen Survey Weighting Table			
Characteristic	Population Norm ⁵	Unweighted Data	Weighted Data
Housing			
Rent home	44%	43%	44%
Own home	56%	57%	56%
Detached unit	51%	38%	48%
Attached unit	49%	62%	52%
Race and Ethnicity			
White	77%	78%	74%
Not white	23%	22%	26%
Not Hispanic	71%	88%	77%
Hispanic	29%	12%	23%
White alone, not Hispanic	57%	73%	58%
Hispanic and/or other race	43%	27%	42%
Sex and Age			
Female	49%	55%	50%
Male	51%	45%	50%
18-34 years of age	33%	27%	31%
35-54 years of age	40%	31%	38%
55+ years of age	27%	42%	31%
Females 18-34	15%	17%	15%
Females 35-54	19%	16%	17%
Females 55+	15%	23%	18%
Males 18-34	17%	11%	16%
Males 35-54	21%	16%	21%
Males 55+	12%	19%	13%

⁵ Source: 2006-2008 ACS

SURVEY DATA ANALYSIS AND REPORTING

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

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

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

“Don’t Know” Responses

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

Benchmark Comparisons

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

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

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

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

The Role of Comparisons

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

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

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

Comparison of Denver to the Benchmark Database

The City of Denver chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database (jurisdictions with populations greater than 300,000). 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 City of Denver 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 City of Denver 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 City of Denver's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

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

Dear City of Denver
Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Denver. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Sincerely,
Estimado residente de la
ciudad de Denver,

Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Denver. Usted recibirá una copia de la encuesta la próxima semana por correo con instrucciones en completar y regresar la encuesta. Gracias de antemano por su ayuda con este proyecto importante!

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Resident,

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John W. Hickenlooper
Mayor/Alcalde



John W. Hickenlooper
Mayor/Alcalde

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John W. Hickenlooper
Mayor/Alcalde



John W. Hickenlooper
Mayor/Alcalde

CITY AND COUNTY OF DENVER

City and County Building
Denver, Colorado 80202-5376

Office of the Mayor



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JOHN W. HICKENLOOPER
MAYOR

CITY AND COUNTY OF DENVER

MAYOR'S OFFICE

CITY AND COUNTY BUILDING
1437 BANNOCK STREET
ROOM 350
DENVER, COLORADO 80202
PHONE: (720) 865-9000
FAX: (720) 865-9040

November 2010

Dear Denver Resident:

The City of Denver wants to know what you think about our community and City government. You have been randomly selected to participate in Denver's 2010 Citizen Survey.

En este documento la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios de la Ciudad, y su opinión de la calidad de vida aquí en Denver. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede hacer la encuesta incluida en inglés por favor llámenos al número (720) 913-5060 para pedir una copia de la encuesta en español. Todas sus respuestas se quedarán completamente anónimas. ¡Deseamos sus opiniones! Favor de entregar la encuesta en el sobre adjunto, lo cuál está con franqueo pagado. Muchas gracias.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City of Denver 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 Denver 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 (720) 913-5532.

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

Sincerely,

A handwritten signature in black ink, appearing to read "John W. Hickenlooper".

John W. Hickenlooper
Mayor



JOHN W. HICKENLOOPER
MAYOR

CITY AND COUNTY OF DENVER

MAYOR'S OFFICE

CITY AND COUNTY BUILDING
1437 BANNOCK STREET
ROOM 350
DENVER, COLORADO 80202
PHONE: (720) 865-9000
FAX: (720) 865-9040

November 2010

Dear Denver Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Denver wants to know what you think about our community and municipal government. You have been randomly selected to participate in The City of Denver's 2010 Citizen Survey.

En este documento la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios de la Ciudad, y su opinión de la calidad de vida aquí en Denver. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede hacer la encuesta incluida en inglés, por favor llámenos al número (720) 913-5060 para pedir una copia de la encuesta en español. Todas sus respuestas se quedarán completamente anónimas. ¡Deseamos sus opiniones! Favor de entregar la encuesta en el sobre adjunto, lo cuál está con franqueo pagado. Muchas gracias.

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

Sincerely,

John W. Hickenlooper
Mayor

The City of Denver 2010 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 Denver:

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Overall appearance of Denver	1	2	3	4	5
Overall quality of new development in Denver.....	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
Ease of car travel in Denver.....	1	2	3	4	5
Ease of bus travel in Denver.....	1	2	3	4	5
Ease of rail travel in Denver	1	2	3	4	5
Ease of bicycle travel in Denver	1	2	3	4	5
Ease of walking in Denver.....	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
Air quality.....	1	2	3	4	5
Overall image or reputation of Denver.....	1	2	3	4	5

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

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

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Denver?
 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 Denver:

	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 Denver's downtown area during the day.....	1	2	3	4	5	6
In Denver's downtown area after dark	1	2	3	4	5	6

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

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

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

- No Yes Don't know

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

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Denver public libraries or their services	1	2	3	4	5
Used Denver recreation centers	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Ridden a local bus within Denver	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 City-sponsored public meeting on cable television, the Internet or other media.....	1	2	3	4	5
Read Denver Newsletter	1	2	3	4	5
Visited the City of Denver Web site (at www.denvergov.org)	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 Denver	1	2	3	4	5

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

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

The City of Denver 2010 Citizen Survey

11. Please rate the quality of each of the following services in Denver:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
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
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
City 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 information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Graffiti abatement services.....	1	2	3	4	5

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Denver	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5

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

No → Go to Question 15 Yes → Go to Question 14

14. What was your impression of the employee(s) of the City of Denver in your most recent contact? (Rate each characteristic below.)

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

15. Please rate the following categories of Denver government performance:

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

16. 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 Denver to someone who asks	1	2	3	4	5
Remain in Denver for the next five years.....	1	2	3	4	5

17. 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

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

- a. How important, if at all, is it for Denver to encourage household and yard waste recycling?**
 Essential
 Very important
 Somewhat important
 Not at all important
- b. Other cities implement a "pay-as-you-throw" trash plan which charges increasing fees for larger amounts of household waste collected (which is not recycled). This encourages household and yard waste recycling. To what extent do you support or oppose Denver considering such an approach to increasing recycling?**
 Strongly support
 Somewhat support
 Somewhat oppose
 Strongly oppose
- c. In the last 12 months, about how many times, if ever, have you or other household members called the City's 311 number?**
 Once or twice
 3 to 12 times
 13 to 26 times
 More than 26 times
 Never/unaware of 311 services

d. If you or someone in your household called the City's 311 number:

	Yes	No
Was your question answered with one phone call?	1	2
Was it answered courteously and professionally?	1	2
Were you satisfied with the answer?	1	2

e. To what extent do you agree or disagree with the following statement: "The City of Denver government does a good job of managing police officer conduct"?

- Strongly agree
 Somewhat agree
 Somewhat disagree
 Strongly disagree

f. In response to changes in the economy, the City and County of Denver is considering ways to maintain current levels of services to citizens, including continuing to control the total cost. To what extent do you support or oppose each of the following general approaches to generating revenue?

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose
An increase in property tax rates not to exceed the average metro area property tax mill levy	1	2	3	4
Expanding the current sales tax to include services (currently only goods are taxed).....	1	2	3	4
A fee assigned to trash collection (currently only housing units with fewer than seven units receive this service from the City).	1	2	3	4
Don't increase taxes and further reduce services.	1	2	3	4

g. To what extent do you support or oppose funding each of the following services with additional taxes or fees?

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose
Recycling and composting.....	1	2	3	4
Public safety	1	2	3	4
Parks maintenance/green space	1	2	3	4
Library services	1	2	3	4
Road improvements	1	2	3	4
Recreation programs.....	1	2	3	4

The City of Denver 2010 Citizen Survey

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

D1. Are you currently employed for pay?

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

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

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

D3. How many years have you lived in Denver?

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

D4. Which best describes the building you live in?

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

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

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

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

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

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

- No Yes

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

- No Yes

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

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

Please respond to both question D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

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

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

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

D12. In which category is your age?

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

D13. What is your sex?

- Female Male

D14. Are you registered to vote in your jurisdiction?

- No Ineligible to vote
- Yes Don't know

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

- No Ineligible to vote
- Yes Don't know

D16. Do you have a cell phone?

- No Yes

D17. Do you have a land line at home?

- No Yes

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

- Cell Land line Both

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



JOHN W. HICKENLOOPER
MAYOR

CITY AND COUNTY OF DENVER

MAYOR'S OFFICE

CITY AND COUNTY BUILDING
1437 BANNOCK STREET
ROOM 350
DENVER, COLORADO 80202
PHONE: (720) 865-9000
FAX: (720) 865-9040

Noviembre 2010

Estimado residente de Denver:

La Ciudad de Denver desea saber qué piensa usted sobre la comunidad y el gobierno municipal. **Su hogar es uno de entre de algunos hogares seleccionados al azar para participar en la Ciudad de Denver 2010 Encuesta de los Ciudadanos.**

Por favor tome unos pocos minutos para llenar la Encuesta de Ciudadanos adjunta. Sus respuestas ayudarán a que el Concejo de la Ciudad tome decisiones para mejorar la entrega de los servicios a nuestra comunidad. Encontrará que las preguntas son interesantes y nosotros definitivamente encontraremos que sus respuestas son útiles. ¡Por favor participe!

Para obtener una verdadera muestra representativa de los residentes de Denver, solicitamos que llene la encuesta el adulto que haya tenido su cumpleaños más recientemente. La edad del adulto no importa siempre que tenga 18 años de edad o más. Al seleccionar de ésta forma a la persona que debe llenar la encuesta, se asegura que la encuesta en los hogares de la ciudad mejorara la exactitud de los resultados. Por favor tenga usted la seguridad de que se mantendrán anónimas.

Por favor, haga que el adecuado miembro del hogar pase unos minutos contestando todas las preguntas y devuelva la encuesta en el sobre adjunto con el franqueo pagado. Si tiene alguna pregunta acerca de la Encuesta de los Ciudadanos por favor llamanos (720) 913-5060.

Su participación en esta encuesta es muy importante especialmente puesto que su hogar es uno del pequeño numero que está siendo encuestado. Por favor, ayúdenos a darle forma al futuro de Denver. Gracias por su tiempo y participacion.

Sinceramente,

John W. Hickenlooper
Alcalde

Encuesta Ciudadana del 2010 de la Ciudad de Denver

Por favor complete este cuestionario si usted es el adulto (18 años o más) de su casa que más recientemente haya celebrado su cumpleaños. El año de nacimiento del adulto no importa. Por favor encierre en un círculo la respuesta que mejor represente su opinión en cada pregunta. Sus respuestas son anónimas y solo serán reportadas en forma general.

1. Por favor clasifique cada uno de los siguientes aspectos de la calidad de vida en Denver:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Denver como lugar en donde vivir	1	2	3	4	5
Su vecindario como lugar en donde vivir.....	1	2	3	4	5
Denver como lugar para criar niños.....	1	2	3	4	5
Denver como lugar para trabajar	1	2	3	4	5
Denver como lugar para jubilarse/retirarse.....	1	2	3	4	5
La calidad general de vida en Denver.....	1	2	3	4	5

2. Por favor evalúe la forma en que cada una de las siguientes características se relaciona en general con la Ciudad de Denver:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Sentido de cooperación comunitaria.....	1	2	3	4	5
Aceptación de la comunidad a gente de diferentes antecedentes	1	2	3	4	5
Aspecto general de la Ciudad de Denver	1	2	3	4	5
Calidad general de desarrollo nuevo en Denver	1	2	3	4	5
Oportunidades para asistir a actividades culturales	1	2	3	4	5
Oportunidades de recreación	1	2	3	4	5
Oportunidades para empleo	1	2	3	4	5
Oportunidades educativas	1	2	3	4	5
Facilidad para andar en carro.....	1	2	3	4	5
Facilidad para andar en autobús	1	2	3	4	5
Facilidad para viajar en tren / metro.....	1	2	3	4	5
Facilidad para andar en bicicleta	1	2	3	4	5
Facilidad para caminar.....	1	2	3	4	5
Disponibilidad de viviendas a precios accesibles.....	1	2	3	4	5
Guarderías infantiles a precios accesibles	1	2	3	4	5
Asistencia médica a precios accesibles	1	2	3	4	5
Calidad del medio ambiente (aire).....	1	2	3	4	5
Imagen/reputación general de Denver	1	2	3	4	5

3. Por favor evalúe la rapidez de crecimiento durante los últimos 2 años en las siguientes categorías:

	<i>demasiado lento</i>	<i>un poco lento</i>	<i>cantidad apropiada</i>	<i>un poco rápido</i>	<i>muy rápido</i>	<i>no sé</i>
Crecimiento de la población.....	1	2	3	4	5	6
Crecimiento del comercio (tiendas, restaurantes, etc.).....	1	2	3	4	5	6
Aumento de oportunidad de empleo	1	2	3	4	5	6

4. ¿Hasta qué grado son problema los edificios en ruinas, lotes de hierba mala o vehículos chatarra en Denver?

No son problema Problema menor Problema moderado Problema mayor No sé

5. Por favor clasifique qué tan seguro o inseguro se siente usted de lo siguiente en Denver:

	<i>muy seguro</i>	<i>más o menos seguro</i>	<i>ni seguro ni inseguro</i>	<i>más o menos inseguro</i>	<i>muy inseguro</i>	<i>no sé</i>
Crimen violento (Ej. violación, ataque, robo)	1	2	3	4	5	6
Crímenes de propiedad (Ej. robo, asalto).....	1	2	3	4	5	6
Peligros ambientales, incluyendo desecho tóxico	1	2	3	4	5	6

6. Por favor clasifique qué tan seguro o inseguro se siente usted:

	<i>muy seguro</i>	<i>más o menos seguro</i>	<i>ni seguro ni inseguro</i>	<i>más o menos inseguro</i>	<i>muy inseguro</i>	<i>no sé</i>
En su vecindario durante el día.....	1	2	3	4	5	6
En su vecindario durante la noche	1	2	3	4	5	6
En el centro de la Ciudad durante el día	1	2	3	4	5	6
En el centro de la Ciudad durante la noche.....	1	2	3	4	5	6

7. Durante los últimos 12 meses, ¿usted o alguno de los miembros de su familia fue víctima de algún crimen?

- No → Vaya a la pregunta #9
 Sí → Vaya a la pregunta #8
 No sé → Vaya a la pregunta #9

8. ¿Si usted marcó sí, denunció esos crímenes a la policía?

- No
 Sí
 No sé

9. Durante los últimos 12 meses, ¿cuántas veces (usted o algún miembro de su familia) participó en las siguientes actividades en la Ciudad de Denver?

	<i>Nunca</i>	<i>1 ó 2 veces</i>	<i>3 a 12 veces</i>	<i>13 a 26 veces</i>	<i>más de 26 veces</i>
Utilizó las bibliotecas públicas de Denver y sus servicios	1	2	3	4	5
Utilizó los centros de recreación de Denver	1	2	3	4	5
Participó en programas o actividades recreativas	1	2	3	4	5
Visitó un parque del vecindario o de la Ciudad	1	2	3	4	5
Utilizó un autobús local dentro de la Ciudad.....	1	2	3	4	5
Asistió a una reunión de autoridades locales u otra reunión pública.....	1	2	3	4	5
Miró una reunión de oficiales locales electos u otra reunión pública patrocinada por la Ciudad en televisión por cable, la Internet u otros medios	1	2	3	4	5
Leyó el boletín de la Ciudad	1	2	3	4	5
Visitó la Ciudad del sitio en red Denver (en www.denvergov.org)	1	2	3	4	5
Recicló papel, latas o botellas en su casa.....	1	2	3	4	5
Trabajó de voluntario en algún grupo o actividad.....	1	2	3	4	5

10. ¿Como qué tan a menudo, si lo hace, habla o tiene visita con sus vecinos inmediatos (gente que vive en los 10 o 20 hogares más cercanos a usted)?

- Casi todos los días
 Varias veces por semana
 Varias veces al mes
 Menos de varias veces al mes

Encuesta Ciudadana del 2010 de la Ciudad de Denver

11. Por favor clasifique la calidad de cada uno de los siguientes servicios en Denver:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Servicios de la Policía.....	1	2	3	4	5
Servicios de Bomberos	1	2	3	4	5
Servicios de Ambulancia / Médicos de Emergencia.....	1	2	3	4	5
Prevención de Crímenes.....	1	2	3	4	5
Imposición de las Leyes de Tránsito.....	1	2	3	4	5
Reparación de Calles	1	2	3	4	5
Limpieza de Calles	1	2	3	4	5
Iluminación de Calles	1	2	3	4	5
Removimiento de Nieve	1	2	3	4	5
Regulación de Semáforos / Señales de Tránsito.....	1	2	3	4	5
Servicios de Autobús / Transporte.....	1	2	3	4	5
Recolección de Basura.....	1	2	3	4	5
Reciclaje.....	1	2	3	4	5
Recolección de Desechos del Patio (jardín)	1	2	3	4	5
Parques de Ciudad.....	1	2	3	4	5
Clases o Programas Recreativos	1	2	3	4	5
Centros de Recreación.....	1	2	3	4	5
Uso, Planificación y Zonificación de Terreno	1	2	3	4	5
Imposición de las Ordenanzas (mala hierba, maleza, edificios abandonados, etc.).....	1	2	3	4	5
Control de Animales.....	1	2	3	4	5
Desarrollo Económico	1	2	3	4	5
Servicios de Salud.....	1	2	3	4	5
Servicios para Personas Mayores (de la tercera edad, Ciudadanos de oro, "seniors")	1	2	3	4	5
Servicios para la juventud.....	1	2	3	4	5
Servicios para Personas de Bajos Recursos.....	1	2	3	4	5
Servicios de Bibliotecas Públicas	1	2	3	4	5
Servicios de Información Pública.....	1	2	3	4	5
Escuelas Públicas.....	1	2	3	4	5
Servicios de la disminución de la pintada	1	2	3	4	5

12. En general, ¿cómo evalúa usted los servicios suministrados por...

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
la Ciudad de Denver.....	1	2	3	4	5
el Gobierno Federal.....	1	2	3	4	5
el Gobierno Estatal	1	2	3	4	5

13. ¿Ha tenido contacto personal o por teléfono con algún empleado de la Ciudad de Denver durante los últimos 12 meses (incluyendo policías, recepcionistas, planificadores u otros)?

No → Vaya a la pregunta #15 Sí → Vaya a la pregunta #14

14. ¿Cuál fue su impresión de los empleados de la Ciudad de Denver en su más reciente contacto? (Evalúe cada característica abajo.)

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Conocimiento.....	1	2	3	4	5
Simpatía	1	2	3	4	5
Cortesía	1	2	3	4	5
Impresión General.....	1	2	3	4	5

15. Por favor clasifique las siguientes categorías del desempeño gubernamental en Denver:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
El valor de servicios para los impuestos pagados a Denver	1	2	3	4	5
La dirección general que está tomando Denver	1	2	3	4	5
La labor del gobierno de Denver para incluir la participación ciudadana.....	1	2	3	4	5

16. Por favor indique qué tan probable o improbable es usted para hacer cada uno de los siguientes:

	Muy Probable	Algo probable	Algo improbable	Muy Improbable	No sé
Recomendarle vivir en Denver a alguien que pregunta.....	1	2	3	4	5
Permanecer en Denver para los próximos cinco años.....	1	2	3	4	5

17. ¿Qué impacto, si existe, piensa usted que la economía tendrá en los ingresos de su familia en los próximos 6 meses? Usted piensa que el impacto será:

- Muy positivo
 Más o menos positivo
 Neutral
 Más o menos negativo
 Muy negativo

18. Por favor marque la respuesta que represente mejor su opinión en cada una de las siguientes preguntas:

- a. **¿Qué tan importante es que Denver fomente el reciclaje de residuos de hogar y patio?**
 Esencial
 Muy importante
 Algo importante
 Nada importante
- b. **Otras ciudades llevan a cabo un plan de basura "pague-conforme-bota" que cobra honorarios en aumento para cantidades más grandes de residuos de hogar recogido (el cual no se recicla). Esto fomenta el reciclaje de residuos de hogar y patio. ¿Hasta qué punto apoya o se opone usted a que Denver considere tal enfoque para incrementar el reciclaje?**
 Fuertemente apoyo
 Algo apoyo
 Algo me opongo
 Fuertemente me opongo
- c. **Durante los últimos 12 meses, ¿como cuántas veces, si vez alguna, ha llamado usted u otros miembros del hogar al número 311 de la Ciudad?**
 Una o dos veces
 De 3 a 12 veces
 De 13 a 26 veces
 Más de 26 veces
 Nunca/desconozco los servicios 311
- d. **Si usted o alguien en su hogar llamó el número 311 de la Ciudad:**

	Sí	No
¿Su pregunta fue respondida con una sola llamada telefónica?	1	2
¿Fue respondida cortésmente y profesionalmente?	1	2
¿Quedó satisfecho con la respuesta?.....	1	2

- e. **¿Hasta qué punto está usted de acuerdo o en desacuerdo con la siguiente afirmación: "El gobierno de la Ciudad de Denver realiza un buen trabajo administrando la conducta de oficiales de policía"?**
 Fuertemente de acuerdo
 Algo de acuerdo
 Algo en desacuerdo
 Fuertemente en desacuerdo

- f. **En respuesta a cambios en la economía, la Ciudad y Condado de Denver está considerando maneras para mantener los niveles actuales de servicios a los ciudadanos, incluyendo continuar controlando el costo total. ¿Hasta qué punto apoya o se opone usted a cada uno de los siguientes enfoques generales para la generación de ingresos?**

	Fuertemente apoyo	Algo apoyo	Algo me opongo	Fuertemente me opongo
Un aumento en tasas de impuestos de propiedad que no exceda el impuesto de propiedad promedio del área metropolitana	1	2	3	4
Expandir el impuesto de ventas actual para incluir servicios (actualmente sólo artículos reciben impuesto).....	1	2	3	4
Una tarifa asignada a la recogida de basura (actualmente sólo unidades de vivienda con menos de siete unidades reciben este servicio de la Ciudad).....	1	2	3	4
No aumenten impuestos y reduzcan más los servicios.	1	2	3	4

- g. **¿Hasta qué punto apoya o se opone a financiar cada uno de los siguientes servicios con impuestos o tarifas adicionales?**

	Fuertemente apoyo	Algo apoyo	Algo me opongo	Fuertemente me opongo
Reciclaje y conversión en abono.....	1	2	3	4
Seguridad pública	1	2	3	4
Mantenimiento de parques/áreas verdes.....	1	2	3	4
Servicios de biblioteca	1	2	3	4
Mejorías de carreteras	1	2	3	4
Programas de recreación	1	2	3	4

Encuesta Ciudadana del 2010 de la Ciudad de Denver

Nuestras últimas preguntas son acerca de usted y su hogar. De nuevo, todas las respuestas son anónimas y serán reportadas en forma general.

D1. ¿Actualmente está empleado con sueldo?

- No → Vaya a la Pregunta D3
- Sí, tiempo completo → Vaya a la Pregunta D2
- Sí, medio tiempo → Vaya a la Pregunta D2

D2. Durante una semana típica, ¿cuántos días hace un recorrido hasta el trabajo (para la mayor distancia que recorre) de cada manera en la lista de abajo? (Ponga el número total de días, usando números enteros.)

- Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) solo días
- Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) con otros niños o adultos días
- Autobús, Vía férrea, Metro u otro transporte público días
- Caminar días
- Bicicleta días
- Trabajar en el hogar días
- Otro días

D3. ¿Cuántos años tiene usted viviendo en Wichita?

- Menos de 2 años 11-20 años
- 2-5 años Más de 20 años
- 6-10 años

D4. ¿Cuál describe mejor el edificio en el que vive?

- Casa de una sola familia separada de cualquier otra casa
- Casa adjunta a una o más casas (p.ej., un dúplex o townhome)
- Edificio con dos o más apartamentos o condominios
- Hogar móvil
- Otro

D5. ¿Es esta casa, apartamento o casa rodante / trailer es...

- Alquilada o la ocupa sin pago?
- Propia, o alguno de su familia la paga con hipoteca o ya está pagado?

D6. ¿Como cuánto es su costo mensual de vivienda para el lugar donde vive? (incluyendo renta, pago de hipoteca, impuesto de propiedad, seguro de propiedad y cuotas de asociación de propietarios (HOA))?

- Menos de \$300 por mes
- \$300 a \$599 por mes
- \$600 a \$999 por mes
- \$1,000 a \$1,499 por mes
- \$1,500 a \$2,499 por mes
- \$2,500 o más por mes

D7. ¿Algún niño de 17 años o menos vive en su hogar?

- No Sí

D8. ¿Tiene usted o cualquiera de los miembros de su familia 65 años o más?

- No Sí

D9. ¿Cuánto cree usted que será el ingreso de su familia antes de impuestos para el año actual? (Por favor incluya en su ingreso total todo ingreso de todas las personas de su casa.)

- Menos de \$24,999
- \$25,000 a \$49,999
- \$50,000 a \$99,999
- \$100,000 a \$149,999
- \$150,000 o más

Por favor responda a ambas preguntas D10 y D11:

D10. ¿Es usted Español, Hispano o Latino?

- No, no soy Español, Hispano o Latino
- Sí, me considero Español, Hispano o Latino

D11. ¿Cuál es su raza? (Marque uno o más grupos que indiquen lo que usted se considera.)

- Indio Americano o nativo de Alaska
- Asiático o de las Islas del Pacífico
- Negro, Afro-americano
- Blanco / Caucásico
- Otro

D12. ¿En que categoría está su edad?

- 18-24 años 55-64 años
- 25-34 años 65-74 años
- 35-44 años 75 años o más
- 45-54 años

D13. ¿Cuál es su sexo?

- Femenino Masculino

D14. ¿Está registrado para votar en su jurisdicción?

- No
- Sí
- No tengo derecho a votar
- No sé

D15. Muchas personas no tienen tiempo para votar en las elecciones. ¿Recuerda usted haber votado en la última elección general?

- No No tengo derecho a votar
- Sí No sé

D16. ¿Usted tiene un teléfono celular?

- No Sí

D17. ¿Usted tiene una línea de tierra (conexión a la pared) en el hogar?

- No Sí

D18. Si usted tiene tanto un teléfono celular como una línea de tierra, ¿a cuál considera como su número primordial de teléfono?

- Celular Línea de tierra Ambos

Gracias por completar esta encuesta. Por favor regrese la encuesta en el sobre prepagado a:
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

CITY AND COUNTY OF DENVER

City and County Building
Denver Colorado 80202-5376

Office of The Mayor



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