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EXECUTIVE SUMMARY
Northwest Research Group (NWRG) conducted the statistically valid phase of the 2019 Arvada Citizen Survey from September to October 2019 using a mixed-mode address-based methodology, resulting in a total of 598 interviews—426 completed online, 83 completed by landline, and 89 completed by cell phone.

Survey results were weighted so that respondent age, gender, tenure (rent versus own), and housing unit type (attached versus detached) were represented in the proportions reflective of the entire City. The margin of error is plus or minus 3.95 percentage points.

After the statically valid phase of the survey was complete, a survey link was launched on Speak Up Arvada for residents. Results of this survey and comparisons are discussed at the end of this report.

**5-STAR RATING SYSTEM**

In 2007, NWRG introduced a proprietary index and benchmarking tool, the 5-Star Rating System, designed to measure quality of governance and vision as a complement to traditional measures of the quality of life and quality of services in a City. Five powerful measures of performance were used to create the 5-Star Rating: Overall Quality of Life, Overall Quality of City Services, Comparability to Other Cities, Direction City is Headed, and Value of Services for Tax Dollars Paid.

The 5-Star Rating formula was revisited throughout 2018 and 2019 to account for changes across the country during the 11 years since its initial development. The changes resulted in a more up-to-date and accurate formula. The rating is intentionally designed to make achieving a 5-Star rating extremely difficult, and no cities surveyed by NWRG have achieved a 5-Star Rating.

Residents currently rate the City of Arvada as a 3.5-Star CityMarks rating, the same as 2017.

Residents’ ratings of the City are decidedly mixed.

- One out of three residents rate Arvada as less than 3-Stars (32%).
- On the other hand, nearly half or residents rate Arvada as 4-Stars or higher (45%).
COMMUNITY INDICATORS

The survey included a total of 31 questions regarding the quality and residents’ perceptions of various aspects of the City. Respondents were asked to rate the extent to which the City meets their expectations on a scale from 0 to 10 for each question. NWRG used factor analysis to identify the major themes and to group the questions accordingly.

The use of factor analysis to create these dimensions simplifies reporting and provides a more stable model when running other analytics such as the Key Driver Analysis. More details on how this was performed is located on page 48 of this report.

Several questions changed between the 2017 and 2019 surveys. In addition, factor analysis is somewhat dynamic. Thus, exact comparisons cannot be made between 2017 and 2019 results on the overall Community Indicators. However, 2017 results are shown in the chart for reference. No statistical testing was performed, and results are informative only.

Arvada is strongest in terms of the quality of parks, safety around Arvada, and Arvada’s public safety team. The area most in need of improvement is transportation and streets.

![Bar chart showing 2019 and 2017 results for various community indicators, including Parks, Trails, Open Space, Safety in Arvada, Safety, Overall, Governance, Community, and Transportation. The chart displays the mean scores for each category, with 2019 on the left and 2017 on the right, and the overall mean in the middle.]
KEY DRIVER ANALYSIS

The factor analysis discussed on the previous page was used in the Key Driver Analysis. The six dimensions were used as independent variables, and Arvada’s 5-Star Rating was the dependent variable in a relative importance analysis regression to determine the extent to which each dimension impacts the overall rating. Four of the six dimensions have a significant impact on Arvada’s 5-Star Rating: Planning & Quality of Life, Neighborhoods, Transportation, and Government Transparency.

The final step in the analysis is to identify areas where the City may wish to allocate additional resources based on what is most important to residents (i.e., Drivers of Arvada’s 5-Star Rating) and evaluate current performance within individual areas. The table below provides a breakdown of areas targeted for improvement. More information regarding Key Driver Analysis can be found on page 49 of this report.

<table>
<thead>
<tr>
<th>Improve</th>
<th>Maintain</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(Community Indicators receiving below the overall average ratings)</em></td>
<td><em>(Community Indicators receiving above the overall average ratings)</em></td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td></td>
</tr>
<tr>
<td>• Planning for growth in ways that add to quality of life</td>
<td>• Being inclusive of all residents</td>
</tr>
<tr>
<td>• Creating a business environment that supports new and diverse options to residents</td>
<td>• Delivering services in an equitable way</td>
</tr>
<tr>
<td>• Being inclusive of all residents</td>
<td>• Being a welcoming and supportive City</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
</tr>
<tr>
<td>• Seeking community involvement and input</td>
<td>• Utility employees completing repairs quickly</td>
</tr>
<tr>
<td>• The professionalism of City employees</td>
<td>• The professionalism of City employees</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
</tr>
<tr>
<td>• Level of congestion on the streets</td>
<td>• Overall convenience and accessibility of the streets</td>
</tr>
<tr>
<td>• Traffic signal timing</td>
<td>• Plowing of the streets</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td></td>
</tr>
<tr>
<td>• Safety in Olde Town after dark</td>
<td>• Safety in neighborhoods during the day</td>
</tr>
<tr>
<td>• Safety at bus/rail stops</td>
<td></td>
</tr>
<tr>
<td><strong>Public Safety Team</strong></td>
<td></td>
</tr>
<tr>
<td>• Professionalism of Arvada’s public safety team</td>
<td>• Ability of public safety personnel to handle emergencies in an effective manner</td>
</tr>
<tr>
<td><strong>Parks, Trails, and Open Space</strong></td>
<td></td>
</tr>
<tr>
<td>• Quality of children’s playgrounds and structures</td>
<td>• Quality of parks, trails, and open space</td>
</tr>
</tbody>
</table>
CITY PRIORITIES

The 2017 and 2019 Community Surveys incorporated an exercise called MaxDiff Scaling, which is a survey technique used to derive importance or preferences. To perform the analysis, the City identified five areas representing different functions of government: safety, efficient and effective governance, transportation, recreation, and business planning. Respondents were shown a series of five screens, each one containing three out of the five functions, and they were asked to identify which of the three is most important and which is least important. The analysis is akin to asking a person, “If you were on a limited budget and could only afford one of these three items, which one must be kept, and which one would you cut?” This puts respondents in a position where they must make a trade-off by picking something as a top priority and something as a low priority. The scores of all five functions sum to 100.

The analysis results in a single, powerful chart measuring scaled importance. That is, it provides a measure of how much more important one item is versus another. For example, in the chart below, the most important function is, “maintaining a city safe from crime,” which is assigned a rating of 34.5. The least important is, “attracting new industries and businesses to the City,” which is assigned a rating of 10.5. This means that not only is safety more important than attracting businesses, but residents believe it is at least three times as important.

There are two statistically significant changes between 2017 and 2019.

Maintaining a City safe from crime: While still considered a top priority, the point allocation decreased over the past two years.

Maintaining and expanding the City’s transportation network: Resident resource allocation has increased significantly in this area indicating that transportation issues are now more important to most residents.

While there has been some movement in the remaining three attributes, the differences are not statistically significant.

MaxDiff analysis Base: All respondents (2017n = 692; 2018n = 598) ↑/↓ Arrows indicate statistically significant differences compared to 2017
### Transportation (p. 75)
- Three of the five transportation-related questions (condition of streets, signal timing, congestion) ranked 29th, 30th, and 31st respectively. This makes them the lowest rated attributes in 2019.
- The importance of transportation-related issues has increased significantly between 2017 and 2019.
- Council District 4 has the lowest transportation-related scores.
- When asked if there were good and affordable housing options available in Arvada, half (55%) of residents believe that there would be “some” or “many” good options, and 10% said that there were no good options in their price range.
- Seven out of ten (70%) residents “somewhat” or “strongly” agree that the City should invest to ensure middle and low-wage workers can afford to live in Arvada.
- The same amount (72%) of residents “somewhat” or “strongly” agrees that the City should look into programs to mitigate the risk of homelessness for low-income families.
- Nearly all residents feel that duplexes and townhomes are appropriate for Arvada.
- Three-quarters (77%) of residents feel the same about low-rise apartment buildings (up to 3 stories) and tiny homes.
- Residents are split 50/50 over the appropriateness of apartment buildings over 3 stories in height.

### Attainable Housing (p. 85)
- Overall, two-thirds (62%) of residents either “somewhat” (19%) or “strongly” (43%) support the idea.
- Conversely 17% “somewhat” and 7% “strongly” oppose the idea.

### Single Hauler Trash and Recycling (p. 83)
- Conversely 17% “somewhat” and 7% “strongly” oppose the idea.
INTRODUCTION
BACKGROUND AND OBJECTIVES

Since 1997, the City of Arvada has conducted a survey of residents every other year to gather feedback on the quality of life, service delivery, and overall workings of the City government. Findings help City Council and the workforce understand how residents perceive City services and inform service resourcing and delivery improvements.

QUESTIONNAIRE DESIGN

The questionnaire underwent large revisions when NWRG first implemented the survey in 2017. While some changes to questions were made in 2019, the overall design and topic areas remain the same, allowing for trending across several areas. The questionnaire consisted of four major sections.

- **Screening**
  - Confirmation respondent is an Arvada resident
  - Demographics (age and gender) to monitor sample representation

- **Key Metrics**
  - Core questions to develop 5-Star Index
  - Areas related to overall quality of life

- **Work System Measures**
  - Neighborhood Engagement
  - Public Safety
  - Utilities
  - Civic Involvement / Communications
  - Transportation
  - Housing

- **Demographics**
  - Age
  - Household Income
  - Race / Ethnicity
  - Housing Type
  - Gender Identity
  - Household Composition
  - Language
  - Housing Tenure (own / rent and length of residency)
The survey (when conducted by phone) averaged approximately 24 minutes in length. The online version averaged 18 minutes in length. The survey was programmed and administered in English and Spanish.

Many of the questions used rating scales to evaluate performance. An 11-point scale (0-10) was used to reduce the extent to which respondents use the end points and produce greater variance in the data, allowing for more reliable analysis across population subgroups. Ideally, longer scale lengths reduce the variance within a homogeneous segment (e.g., 18—34-year-old residents) and increases the variance between different segments (e.g., 18—34-year old residents vs. residents 55+). Finally, a scale with more response categories and greater variance in the data is more effective when examining dependence relationships between scale variables using tools such as regression.

For presentation purposes, the 11-point scales were collapsed into five categories as illustrated below. The result is a relatively balanced scale between negative and positive, making Top and Top 2 Box (4—5 on a five point scale vs. 6—10 on an 11-point scale) comparisons equivalent.

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Negative</td>
<td>Negative</td>
<td>Neutral</td>
<td>Positive</td>
<td>Strongly Positive</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
SAMPLING AND DATA COLLECTION

The survey was conducted using an address-based sample (ABS) and a mixed-mode (mail-to-online, email-to-online, and outbound telephone) data collection methodology. The 2019 sample frame was composed of a list of all addresses in the City of Arvada—as defined by a shape file provided by the City—including those indicating that post office boxes are the only way they receive mail. This list was then matched against a comprehensive consumer database to determine if the household had a matching landline or cell phone number. Additionally, email addresses were appended when possible.

Outreach and data collection were based on the contact information available.

<table>
<thead>
<tr>
<th>Address Only / No Matching Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sampled households that could only be contacted by mail were sent a letter (and one reminder) signed by the Mayor asking them to complete the survey online or by calling a toll-free number.</td>
</tr>
<tr>
<td>• A reminder post-card was sent approximately one week after the initial mailing.</td>
</tr>
<tr>
<td>• If an email address was also available, these households were also sent emails asking and reminding them to complete the survey online or by calling a toll-free number.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address + Matching Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sampled households with a matching phone number were called and asked to complete the survey by phone.</td>
</tr>
<tr>
<td>• Households with an available email address were initially contacted by email and urged to complete the survey online or by calling a toll-free number.</td>
</tr>
<tr>
<td>• Non-responders to the email invitation were contacted by phone.</td>
</tr>
</tbody>
</table>

A total of 598 surveys were completed in 2019. The majority were completed online. Of the surveys completed by phone, approximately half (n = 89) were completed by cell phone, and roughly the same number (n = 83) were completed by landline.

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>434</td>
<td>426</td>
</tr>
<tr>
<td>Phone (Cell phone and landline)</td>
<td>258</td>
<td>172</td>
</tr>
<tr>
<td>Total</td>
<td>692</td>
<td>598</td>
</tr>
<tr>
<td>Margin of Error (95% confidence level)</td>
<td>3.7%</td>
<td>3.95%</td>
</tr>
</tbody>
</table>
A benefit of using an address-based sample is the ability to segment the data by geography. The latitude and longitude of each respondent was assigned a Council District, Police Sector, and Neighborhood. This report focuses on Council Districts. Results divided by Police Sector and Neighborhood are available in separate documents.

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</thead>
<tbody>
<tr>
<td>598</td>
<td>129</td>
<td>144</td>
<td>143</td>
<td>180</td>
<td>184</td>
<td>117</td>
<td>166</td>
<td>129</td>
<td></td>
</tr>
</tbody>
</table>
DEMOGRAPHIC PROFILE AND WEIGHTING

Sample demographics were monitored during data collection to ensure that segments of the population that are traditionally more difficult to reach (e.g., younger residents, low-income households, and culturally diverse residents) were represented.

Post stratification weighting was used to ensure that results of the Community Survey are generally representative of the population of Arvada according to the 2013–2017 American Community Survey 5-Year Estimates.

As the table to the right demonstrates, the sample demographics prior to weighting are generally representative of the general population. Renters, minority residents, and low-income households are somewhat underrepresented even with weighting.

Unless otherwise noted, this report focuses on results of the scientific survey.

Unless otherwise noted, weighted data are reported.

After the statically valid phase of the survey was complete, the survey link was launched on Speak Up Arvada for residents. Results of this survey and comparisons are discussed at the end of this report.

### Table 1: Sample Demographics

<table>
<thead>
<tr>
<th></th>
<th>Unweighted Scientific</th>
<th>Weighted Scientific</th>
<th>Arvada Population*</th>
<th>Unweighted Open Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>50%</td>
<td>48%</td>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td>Female</td>
<td>49%</td>
<td>52%</td>
<td>52%</td>
<td>56%</td>
</tr>
<tr>
<td>Some Other Identity</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Age**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18–34</td>
<td>20%</td>
<td>24%</td>
<td>24%</td>
<td>11%</td>
</tr>
<tr>
<td>35–54</td>
<td>39%</td>
<td>37%</td>
<td>36%</td>
<td>41%</td>
</tr>
<tr>
<td>55 plus</td>
<td>41%</td>
<td>39%</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>Race / Ethnicity</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>90%</td>
<td>90%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>Minority</td>
<td>10%</td>
<td>10%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Annual Household Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than $50,000</td>
<td>18%</td>
<td>17%</td>
<td>31%</td>
<td>8%</td>
</tr>
<tr>
<td>$50,000 -- &lt;$100,000</td>
<td>29%</td>
<td>32%</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>$100,000 or Greater</td>
<td>52%</td>
<td>51%</td>
<td>35%</td>
<td>60%</td>
</tr>
<tr>
<td>Household Composition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Children in Household</td>
<td>68%</td>
<td>68%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Household with Children</td>
<td>32%</td>
<td>32%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Housing Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single-Family</td>
<td>75%</td>
<td>75%</td>
<td>71%</td>
<td>90%</td>
</tr>
<tr>
<td>Multi-Family*** / Other</td>
<td>25%</td>
<td>25%</td>
<td>29%</td>
<td>10%</td>
</tr>
<tr>
<td>Home Ownership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own</td>
<td>85%</td>
<td>85%</td>
<td>73%</td>
<td>94%</td>
</tr>
<tr>
<td>Rent</td>
<td>15%</td>
<td>15%</td>
<td>27%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Source for population figures 2013–2017 American Community Survey 5-year estimates.
**Age based on percentage of population 18+ who are head(s) of household.
*** Multi-family includes single family attached house, apartment, condo, or townhome
REPORTING CONVENTIONS AND QUALITY STANDARDS

NWRG’S NATIONAL BENCHMARKING STUDY

Benchmarking is defined as “the routine comparison with similar organizations of administrative processes, practices, costs, and staffing to uncover opportunities to improve services and/or to lower costs.”1 Benchmarking enables communities to:

- Quantify measures of performance
- Quantify the gap between community performance and best practices
- Encourage focus on outcomes rather than performance alone

NWRG’s 2018 and 2019 benchmarking data is based on a survey of over 3,000 randomly selected households from across the United States each year. The sample was not designed to gather a specific number of completed surveys from a select number of cities. Therefore, there is no specific list of benchmark cities from which to compare in any given year. Benchmarking is performed against individuals residing in specific geographic areas or representing specific types of communities.

For benchmarking, Arvada’s results for benchmarked questions are compared to:

- Nationwide benchmarks,
- Cities in the Mountain Census Division,
- Other cities with a 3.5-Star Rating, and
- Cities with a 4.0-Star Rating.

Benchmarking is only available on questions in this survey that match NWRG’s benchmarking survey data from 2018 or 2019. The 2019 Arvada Community Survey contains questions that are unique to this City, and benchmarking data is not available for unique questions.

Portions of this report use benchmark cities unique to the City of Arvada. These are:

- Arvada Historically
- Neighboring Cities
- Baldrige Award Winning Cities

Please note that the neighboring and Baldrige cities each use different methodologies and scales, and Arvada changed questions and methodology from 2015 to 2017.

ISO

ISO (the International Organization for Standardization) is a worldwide federation of national standards for a wide variety of agencies and industries. ISO 20252: 2012 Market Research quality standards are internationally recognized standards designed to create a globally standardized structure and level of quality for market, opinion, and social research. All work for the 2019 Arvada Community Survey was conducted and is reported in accordance with ISO 20252: 2012 Market Research quality standards, and all respondents were assured that their responses would be kept confidential. No answers or opinions are tied back to individual residents, and responses are aggregated by neighborhood and analyzed by groups.

UNDERSTANDING THE DATA

This report summarizes the major findings of the research for each survey topic overall. Tables and charts provide supporting data. Unless otherwise noted, column percentages are used. Percentages are rounded to the nearest whole number. Columns generally sum to 100% except in cases of rounding. In some instances, columns sum to more than 100% due to multiple responses given to a single question; these cases are noted.

Except as noted, “don’t know” and “prefer not to answer” responses are counted as missing values and are not included in the reported percentages. Note both online and phone respondents had the option to provide a “don’t know” response or “prefer not to answer.” However, based on industry standards online respondents were required to provide a response before they could see a “don’t know” or “prefer not to answer” category. Industry research shows that providing this option up-front increases the amount of missing data and that those who don’t know or don’t wish to answer will generally try to skip the question.

The base for a question may vary depending on answers to previous questions or inclusion in a specific analytical group—for example, residents who have had contact with the police department versus those who have not had contact. Unless otherwise noted, the results in this report are based on the final weighted sample data, although actual (unweighted) base sizes are used to determine statistically significant differences and reliability.
5-STAR RATING
**5-STAR RATING: CALCULATION**

In 2007 NWRG developed an overall city health index called the 5-Star Rating. The index is a logarithmic calculation based on five questions:

- Overall Quality of Life,
- Overall Quality of Services,
- Comparability to Other Communities,
- Direction City is Headed, and
- Value of Services

The world has changed since 2007, and the calculation was revisited throughout 2018 and 2019.

The two-year effort resulted in NWRG using the same five questions, however changes were made to the relative weights each question had on the 5-Star Rating.

The new weighting resulted in greater importance regarding value of services and direction the City is headed. The result is a stronger, more nuanced model that provides more variance and deeper analytical possibilities.

However, there is a disadvantage. The recalculation caused the 5-Star Ratings to change for nearly all cities; however, we have been able to retroactively apply the new calculation to previous studies.
Residents currently rate the City of Arvada as a 3.5-Star CityMarks rating, which is the same as 2017.

Residents’ ratings of the City of Arvada are decidedly mixed.

- One out of three (32%) residents rate Arvada as less than 3-Stars.
- On the other hand, nearly half or residents rate Arvada as 4-Stars or higher.

Compared to NWRG’s other 3.5-Star cities, Arvada has a significantly higher proportion of residents who rate the City as 4.5-Stars. Conversely, Arvada residents are significantly more likely to rate the City as less than 4-Stars. There is some polarity among residents with a group indicating they are less connected to the City.

**Figure 2: 5-Star Rating by Council District**
Ratings are similar across most demographic segments. However, there are differences based on resident age and length of residency.

- Arvada’s older residents, 55 years old and over, rate the City at 3.5 Stars while residents under age 55 rate the City as 3 Stars.
- New residents (less than 5 years) and long-term residents (20+ years) rate the City as 3.5 Stars while those who have lived in Arvada from 5 to 20 years rate the City as 3 stars.

**Figure 3: 5-Star Rating by Age and Length of Residency**

<table>
<thead>
<tr>
<th>Category</th>
<th>&lt;5 yrs Residency</th>
<th>5-10 yrs Residency</th>
<th>10-20 yrs Residency</th>
<th>20+ yrs Residency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citywide</td>
<td>44%</td>
<td>33%</td>
<td>29%</td>
<td>50%</td>
</tr>
<tr>
<td>Age: &lt;55</td>
<td>52%</td>
<td>10%</td>
<td>25%</td>
<td>32%</td>
</tr>
<tr>
<td>Age: 55+</td>
<td>52%</td>
<td>15%</td>
<td>25%</td>
<td>32%</td>
</tr>
<tr>
<td>&lt;5 yrs Residency</td>
<td>12%</td>
<td>13%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>5-10 yrs Residency</td>
<td>13%</td>
<td>15%</td>
<td>25%</td>
<td>14%</td>
</tr>
<tr>
<td>10-20 yrs Residency</td>
<td>10%</td>
<td>25%</td>
<td>35%</td>
<td>12%</td>
</tr>
<tr>
<td>20+ yrs Residency</td>
<td>5%</td>
<td>10%</td>
<td>32%</td>
<td>13%</td>
</tr>
</tbody>
</table>
5-STAR RATING: INDIVIDUAL QUESTIONS

Looking at the detailed ratings for the five questions that make up the 5-Star CityMarks index:

- Ratings across all five index questions are statistically the same as in 2017. While it does not change the overall mean score, there is a notable shift from the “exceeds” expectations to “greatly exceeds” expectations regarding the overall quality of life.

- Arvada’s two highest ratings are comparability to other communities and overall quality of life. One out of three residents feel that Arvada as a place to live is “significantly better” than other communities, and nearly as many feel that their quality of life greatly exceeds their expectations.

- Arvada’s ratings for value of services for tax dollars paid and direction the City is headed are mixed, with a nearly equal number of residents reporting that the City is strongly headed in the right direction as feel the City is headed in the wrong direction (combined somewhat and strongly).

FIGURE 4: RATINGS FOR INDIVIDUAL 5-STAR INDEX QUESTION

<table>
<thead>
<tr>
<th></th>
<th>Quality of Life</th>
<th>Quality of Services</th>
<th>Comparability</th>
<th>Direction City is Headed</th>
<th>Value for Tax Dollars Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Positive (9-10)</td>
<td>30%</td>
<td>23%</td>
<td>17%</td>
<td>34%</td>
<td>17%</td>
</tr>
<tr>
<td>Somewhat Positive (6-8)</td>
<td>60%</td>
<td>67%</td>
<td>62%</td>
<td>55%</td>
<td>52%</td>
</tr>
<tr>
<td>Neutral (5)</td>
<td>-5%</td>
<td>-6%</td>
<td>-12%</td>
<td>-7%</td>
<td>-13%</td>
</tr>
<tr>
<td>Somewhat Negative (2-4)</td>
<td>-3%</td>
<td>-4%</td>
<td>-8%</td>
<td>-4%</td>
<td>-14%</td>
</tr>
<tr>
<td>Strongly Negative (0-1)</td>
<td>-1%</td>
<td>-1%</td>
<td>-2%</td>
<td>-1%</td>
<td>-4%</td>
</tr>
<tr>
<td>Mean</td>
<td>7.65</td>
<td>7.51</td>
<td>6.93</td>
<td>7.72</td>
<td>6.44</td>
</tr>
</tbody>
</table>

End points for scales vary: Comparability to other Communities 0 = “significantly worse” to 10 = “significantly better”; Overall Quality of Life and Overall Quality of Services 0 = “does not meet expectations at all” to 10 = “greatly exceeds expectations”; Value of Services for Tax Dollars Paid 0 = “definitely not getting money’s worth” to 10 = “definitely getting money’s worth”; Direction City is Headed 0 = “strongly headed in wrong direction” to 10 = “strongly headed in right direction”
FOCUSED FINDINGS: DIRECTION CITY IS HEADED

Most Arvada residents give positive ratings about the direction the City is headed. Specifically, they feel that the City is “somewhat” headed in the right direction.

While the majority of residents give positive ratings, and are on par with national and regional benchmarks, the City is slightly below other 3.5-Star cities and even further below 4-Star cities on this measure.
Residents are generally positive about the direction the City is heading across the four Council Districts. An area of note is Council District 2. Residents in Council District 2 are the least likely to feel Arvada is headed in the wrong direction. This difference is statistically significant when comparing Council District 1 and Council District 4.
Differences of opinion emerge when examining the data across demographics, specifically; the length of time a person has lived in Arvada. There is a general downward trend in levels of satisfaction the longer a person has lived in the City. This becomes significant when comparing new residents, those who have lived in Arvada for less than five years, to those who have lived in the City for 10 years or more. As with most cities in Colorado, Arvada is evolving. Those changes are
attracting new residents, yet may risk leaving longer-term residents feeling less satisfied. As shown on the following page, a possible method to minimize the reduced satisfaction among longer-term residents is to have and share a plan for growth; mapping out anticipated changes and efforts the City is taking.

**Figure 8: Direction City is Headed by Length of Residency**

<table>
<thead>
<tr>
<th>Group</th>
<th>&lt;5 yrs</th>
<th>5 &lt; 10 yrs</th>
<th>10 &lt; 20 yrs</th>
<th>20+ yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citywide</td>
<td>52%</td>
<td>54%</td>
<td>55%</td>
<td>49%</td>
</tr>
<tr>
<td>&lt;5 yrs</td>
<td>23%</td>
<td>17%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>5 &lt; 10 yrs</td>
<td>58%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 &lt; 20 yrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20+ yrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Strongly right direction (9-10)**
- **Somewhat right (6-8)**
- **Neutral (5)**
- **Somewhat wrong (2-4)**
- **Strongly wrong direction (0-1)**
Residents were asked a follow-up question to state why they feel the City is going in the (right/wrong) direction. Residents shared a variety of reasons behind their feelings as to the direction the City is headed.

Those who feel the City is heading in the right direction do so because they feel the City is safe, they enjoy the growth and development, good communities and neighbors, and the City is clean.

Those who feel Arvada is heading in the wrong direction generally relate it to growth-related issues such as homelessness, roads, growth, and traffic.
DRIVERS OF DIRECTION CITY IS HEADED

NWRG conducted Key Driver Analysis on attributes that may impact a resident’s perception regarding the direction the City is headed. More information on how Key Driver Analysis is performed and how to interpret the output is contained later in this report.

As mentioned on the previous pages, planning for growth is the largest driver, which means it is the most strongly correlated with residents’ feelings regarding the direction the City is headed.

Three attributes in the chart to the right are noted in blue text. These attributes are drivers not only for the direction the City is headed, but also for the overall quality of services and a resident’s 5-Star Rating. A deep dive into these three attributes is shown at the end of the Key Driver Analysis section of this report.
Focused Findings: Overall Quality of City Services

As noted earlier with the direction the City is headed, the majority of Arvada residents give positive ratings for the quality of City services. Also, as noted earlier, the largest concentration is among those who feel that the quality of services exceeds their expectations.

As illustrated below, this puts the City on par with national and regional benchmarks. Yet Arvada is slightly below other 3.5- and 4-Star cities on this measure.
Residents are generally positive about the quality of City services across the four Council Districts. An area of note is Council District 4, which has a significantly higher proportion of resident stating that the quality of services does not meet their expectations. It is recommended that the City have further discussion with these residents to gain a better understanding of the dissatisfaction and develop action plans to address the concerns.

**FIGURE 14: OVERALL QUALITY OF SERVICES BY COUNCIL DISTRICT**
When examined across demographics, data regarding quality of services present a different pattern than what is seen regarding perceptions about the City’s direction. Though there is not a significant difference based solely on residency, older residents feel that the quality of services received is significantly better than do younger residents.

The other observation is the difference between those who live alone when compared to those who live with others. Single-person households feel the quality of services is significantly higher than households with multiple people. The reason for these differences is not made clear with the existing data but warrants further investigation.

**Figure 15: Overall Quality of Services by Age and Household Composition**
DRIVERS OF QUALITY OF CITY SERVICES

Key Driver Analysis was completed on attributes that may impact a resident’s perception regarding the quality of services. More information on Key Driver Analysis and how to interpret the output is discussed later in this report.

Unlike what was noted with the direction the City is headed, there are a variety of attributes that drive residents’ perceptions regarding the quality of City services.

The largest driver is being a welcoming and supportive City that demonstrates caring for people through its services. Overall, this scores moderately well (mean of 6.8 out of 10) and there are no notable differences across Council Districts or demographics.

Two attributes in the chart to the right are noted in blue text. These are drivers not only for the direction the City is headed, but also for perceptions of overall quality of services and a resident’s 5-Star Rating. A deep dive into these attributes is shown at the end of the Key Driver Analysis section of this report.

![Figure 16: Drivers of Quality of City Services](image-url)
BENCHMARKING RESULTS
Examining the results of the five index questions year over year:

- All five questions are the same (within the margin of error).
- Arvada continues to do well with quality of life and comparability to other cities as a place to live.
- The City’s two areas of opportunity continue to be value of services for tax dollars paid and the direction the City is headed.

When benchmarked against NWRG’s national benchmarking study:

- Arvada performs well regarding the overall quality of life and is comparable to other cities as a place to live. Arvada rates at or near 4-Star cities for both attributes.
- While matching national and regional benchmarks, Arvada lags other 3.5-Star cities regarding the direction the City is headed. This represents an area for opportunity and improvement and is discussed in the following pages of this report.
- Arvada lags national and regional benchmarks regarding the quality of services delivered. Arvada’s ratings are similar to those of 3-Star cities. These areas represent opportunities for opportunity and improvement and are discussed in-depth in the following pages.
The City of Arvada has developed its own series of benchmark cities which include the following:

- Arvada historically
- Neighboring cities
- Baldrige Award winning cities

The next few pages of this report provide comparisons for reference. Please note that there are several differences to keep in mind when reviewing these comparisons:

- Arvada changed questions and methodology from 2015 to 2017.
- The neighbor and Baldrige cities each use different methodologies and scales.

Regarding quality of life, Arvada is performing similar to previous years, above neighboring cities (2019) and only rating below Coral Springs, FL.

**Figure 18: Arvada Quality of Life Trending**

**Figure 19: Arvada Quality of Life vs. Neighbors**

**Figure 20: Arvada Quality of Life vs. Baldrige Cities**
Arvada improved significantly on quality of services between 2015 and 2017 and has remained the same from 2017 to 2019.

Using 2019 data Arvada performs above Lakewood and Wheat Ridge while staying just below Westminster.

Arvada is comparable to most Baldrige Cities (2019) but remains below Coral Springs, FL.
Results have remained stable over the years regarding the City as a place to live.

Compared to its neighbors, Arvada is performing well.

Compared to Baldrige Cities, Arvada performs similar to Fort Collins and remains below Coral Springs, FL.
Regarding the Direction the City is Heading, Arvada has improved slightly each time the Community Survey has been implemented.

Compared to its neighbors, Arvada is ahead of Lakewood and Wheat Ridge, but below Westminster.

Compared to Baldrige Cities, Arvada has historically been below Germantown, TN, and remains below Coral Springs, FL.
BENCHMARKING: ARVADA’S SELECTED BENCHMARKING COMMUNITIES—VALUE FOR TAX DOLLARS

On Value for Tax Dollars, Arvada has shown improvement in 2017 and 2019.

Arvada performs above Lakewood and Wheat Ridge and on par with Westminster.

Versus Baldrige Cities, Arvada has historically performed below Germantown, TN and continues to perform below Coral Springs, FL.

FIGURE 30: VALUE FOR TAX DOLLARS

FIGURE 31: VALUE FOR TAX DOLLARS VS. NEIGHBORS

FIGURE 32: VALUE FOR TAX DOLLARS VS. BALDRIGE CITIES
KEY-DRIVER ANALYSIS
COMMUNITY INDICATORS

FACTOR ANALYSIS

The Community Survey included a total of 31 questions regarding the quality, and residents’ perceptions of, various aspects of the City. Respondents were asked to rate the extent to which the City meets their expectations on a scale from 0 to 10 for each of these questions.

Factor analysis was performed using these questions and resulted in the formation of six groupings of questions. Factor analysis is a type of advanced analytics that looks at the responses to multiple questions and groups questions with highly correlated responses into factors. All of the Community Survey questions were analyzed, and the results showed that many of the answers were highly related (e.g., individual responses to questions dealing with safety were very similar). The scores of the related questions are combined to create a new variable called a dimension.

The use of factor analysis to create these dimensions simplifies reporting and provides for a more stable model when running other analytics, such as the Key Driver Analysis on the following pages.

Several questions changed between the 2017 and 2019 Community Survey. In addition, factor analysis is somewhat dynamic. Thus, exact comparisons cannot be made between the survey results of 2017 and 2019 with respect to overall Community Indicators. However, 2017 results are shown in the chart below for reference. No statistical testing was performed and results are informative only.

Individual scores for all 31 questions are available in a separate document and are broken out by geography, demographics, and year-over-year comparisons (where available).

**Figure 33: Overall Performance of Dimensions**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks</td>
<td>8.1</td>
<td>8.1</td>
</tr>
<tr>
<td>Safety in Arvada</td>
<td>7.9</td>
<td></td>
</tr>
<tr>
<td>Public Safety Team</td>
<td>7.8</td>
<td>8.0</td>
</tr>
<tr>
<td>Overall*</td>
<td>7.2</td>
<td>6.9</td>
</tr>
<tr>
<td>Governance</td>
<td>7.0</td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>6.6</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>5.7</td>
<td>5.7</td>
</tr>
</tbody>
</table>

*Overall is not an exact year over year comparison because of changes in the questionnaire*
ARVADA’S 5-STAR DRIVERS

KEY DRIVER ANALYSIS

Key Driver Analysis uses a combination of factor and regression analysis to identify which areas have the greatest impact on residents’ overall impressions of the City as measured by its 5-Star Rating. The purpose of these analyses is to determine which questions in the survey are most closely associated with Arvada’s 5-Star Rating. While Key Driver Analysis is somewhat complex, and a full description is beyond the scope of this report, in its simplest form, Key Driver Analysis looks for a correlation between a respondent’s 5-Star Rating and how she or he responded to each of the questions. If there is a significant correlation between the two, then the question (or dimension) is a “driver” of the 5-Star Rating.

Key Driver Analysis is useful, as it provides the City with specific areas. For example, the question, “planning for growth in ways that add to my quality of life” is a Key Driver of Arvada’s 5-Star Rating; however, satisfaction is relatively low in this area compared to other areas of government actions. Key Driver Analysis suggests that if the City focuses on improving in this area—and residents recognize this improvement—Arvada’s overall 5-Star Rating should increase.

Conversely, “safety in your neighborhood during the day” is not a Key Driver of the 5-Star Rating. This does not mean that residents do or do not feel safe, nor is it to imply that safety is not important. In this case, it means that there is little variance in residents’ feelings of safety (i.e., nearly all residents feel safe), and that there is no strong correlation between this and Arvada’s 5-Star Rating.
The first step in the analysis identifies the extent to which the six overall dimensions identified earlier impact Arvada’s 5-Star Rating.

Four of the six dimensions have a significant impact on Arvada’s 5-Star Rating: Community, Governance, Transportation, and Safety.

The next several pages will review these areas in-depth.

The second step in the analysis, shown on the following pages, identifies the extent to which each of the individual questions contained within the overall dimension is a Key Driver. Again, regression analysis is used to identify areas that drive Arvada’s 5-Star Rating.

At the end of the Key Driver Analysis section is a summary table that identifies the drivers and relative performances for each dimension and attribute within dimensions.

*Key Driver Analysis looks at relationships between individual survey questions or combinations of these questions and Arvada’s 5-Star Rating and identifies the questions that have the greatest influence on the 5-Star Rating.*
Community is the largest Key Driver—that is, ratings for this dimension have the largest overall impact on Arvada’s 5-Star Rating.

Within this dimension the areas of focus are:
- Planning for growth in ways that add value to quality of life, and
- Helping to create a business environment that supports new and diverse options for residents.

Both of these attributes are significant drivers yet score relatively low compared to other attributes in this dimension. As noted earlier in this report, both of these attributes also contribute to residents’ perceptions regarding the direction the City is headed and the overall quality of services.

Factors in blue and bold are Drivers—that is, a change in these areas would have a significant impact on Arvada’s 5-Star Rating. Factors in black are not Key Drivers—that is, a change in these areas does not significantly impact Arvada’s 5-Star Rating.

Mean score based on a scale from 0 to 10.
Governance is the second largest Key Driver.

Within this dimension the areas of focus are:
- Seeking community involvement and input,
- Providing information in an open and transparent way, and to a lesser extent
- Money’s worth for water rates paid.

While the two communications attributes have increased significantly compared to 2017, they are still the lowest rated attributes and have statistically significant impacts on Arvada’s 5-Star Rating.

While not statistically significant, there is slight backward movement with residents’ perceptions of value for money paid for water utilities. It should also be noted that the mean score for this is a 7 out of a possible 10, which means that overall resident’s feel they are receiving good value.
Issues related to transportation form the third Key Driver.

Within this dimension the areas of focus are:
- The level of congestion,
- Traffic signal timing.

As noted in the initial inspection of Community Indicators, transportation continues to be the lowest performing dimension. Within this dimension both congestion and traffic signal timing score low. Traffic-related issues are noted in cities nationwide and some of the most difficult issues to resolve; however, ongoing research continues to show that traffic-related stress has a direct correlation with a person’s overall happiness and quality of life. It is recommended that the City continue to study and address these issues.

![Figure 39: Key Driver Analysis — Transportation](image)

Factors in blue and bold are Drivers—that is, a change in these areas would have a significant impact on Arvada’s 5-Star Rating. Factors in black are not Key Drivers—that is, a change in these areas does not significantly impact Arvada’s 5-Star Rating.

![Figure 40: Performance of Transportation Driver Attributes](image)

Mean score based on a scale from 0 to 10.
Issues related to Safety in Arvada form the fourth and final significant Key Driver.

Within this dimension only one area is a statistically significant driver:

- Safety in Olde Town during the day

Overall, residents feel very safe throughout Arvada.

Safety in Olde Town during the day is a statistically valid driver. Yet it should be noted that the vast majority of residents indicate they feel safe and the designation as a Key Driver is the result of a small number of residents who indicate not feeling safe and the strong correlation between their attitudes and their overall opinions of the City. No action is recommended here.

**Figure 41: Key Driver Analysis—Safety Around Arvada**

Factors in blue and bold are Drivers—that is, a change in these areas would have a significant impact on Arvada’s 5-Star Rating. Factors in black are not Key Drivers—that is, a change in these areas does not significantly impact Arvada’s 5-Star Rating.

**Figure 42: Performance of Safety Driver Attributes**

Mean score based on a scale from 0 to 10.
While not a significant Key Drivers of Arvada’s 5-Star Rating, there are two attributes within the public safety team dimension that are significantly correlated with the rating.

- The ability of the public safety team to consistently enforce the laws, and
- The professionalism of the public safety personnel.

The one area to observe is ratings related to the professionalism of public safety personnel. This has decreased significantly from 2017 to 2019. However, the question wording changed from professionalism of police (2017) to public safety personnel (2019) and the decrease may be a result of that change. Given that information it is recommended that this be observed.

**Figure 43: Key Driver Analysis—Public Safety Team**

Factors in blue and bold are Drivers—that is, a change in these areas would have a significant impact on Arvada’s 5-Star Rating. Factors in black are not Key Drivers—that is, a change in these areas does not significantly impact Arvada’s 5-Star Rating.

**Figure 44: Performance of Safety Team Driver Attributes**

Mean score based on a scale from 0 to 10. ↑/↓ Arrows indicate statistically significant differences compared to 2017.
The final attribute, parks, trails and open space is not a significant Key Driver of Arvada’s 5-Star Rating yet contains two attributes that are significantly correlated with the rating.

- Overall quality of parks, trails, and open space, and
- The maintenance of parks, trails, and open space.

Residents indicate high levels of satisfaction with Arvada’s parks, trails, and open space overall. As seen earlier with safety in Olde Town, the reason overall quality and maintenance show up as Key Drivers is because when residents indicate dissatisfaction in these areas they are correlated strongly with a decrease in their overall 5-Star Rating. No action is required for these Key Drivers.

**Figure 45: Key Driver Analysis—Parks, Trails and Open Space**

Factors in blue and bold are Drivers—that is, a change in these areas would have a significant impact on Arvada’s 5-Star Rating. Factors in black are not Key Drivers—that is, a change in these areas does not significantly impact Arvada’s 5-Star Rating.

![Figure 45: Key Driver Analysis—Parks, Trails and Open Space](image)

**Figure 46: Performance of Parks Driver Attributes**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, trails and open space</td>
<td>8.2</td>
<td>8.1</td>
</tr>
<tr>
<td>Maintenance of parks, trails, and open space</td>
<td>8.1</td>
<td>8.1</td>
</tr>
<tr>
<td>Parks</td>
<td>8.1</td>
<td>8.1</td>
</tr>
<tr>
<td>Quality of playgrounds and structures</td>
<td>7.9</td>
<td>7.9</td>
</tr>
</tbody>
</table>

Mean score based on a scale from 0 to 10.
RESOURCE ALLOCATION ANALYSIS

The final step in the analysis is to identify areas where the City may wish to allocate additional resources based on what is most important to residents (i.e., are Key Drivers of Arvada’s 5-Star Rating) and current performance within individual areas. Four resource allocation strategies are identified:

1. **Invest**: These are areas that are Key Drivers of Arvada’s 5-Star Rating and where residents’ satisfaction is below average when compared to the overall mean within each dimension. Investing in these areas may have a significant impact on Arvada’s 5-Star Rating. In the table on the next page, these areas are highlighted in dark blue.

2. **Maintain**: These are areas identified as Key Drivers of Arvada’s 5-Star Rating and where residents’ satisfaction is above average when compared to the overall mean within each dimension. Because of the impact of these items on Arvada’s rating, it is important to maintain existing levels of service in these areas, as a decrease in the level of service would have a negative impact on Arvada’s 5-Star Rating. These areas are highlighted in dark green.

3. **Monitor**: These are areas identified as Key Drivers of Arvada’s 5-Star Rating and where residents’ satisfaction is at or near average when compared to the overall mean within each dimension. Because of the impact of these items on Arvada’s rating and their mid-level satisfaction, these are areas to monitor and invest additional resources as available to improve performance. These items are highlighted in dark yellow.

4. **Non-Key Drivers**: These are areas that do not have a statistically significant impact on Arvada’s 5-Star Rating and fall into three categories:
   a. **Lower than average satisfaction**: These are areas where residents’ satisfaction is below average when compared to the overall mean within each dimension. While these currently do not impact the City’s 5-Star Rating, they should be monitored. These are highlighted in light blue.
   
   b. **Above average satisfaction**: These are areas where residents’ satisfaction is above average when compared to the overall mean within each dimension. While these currently do not impact the City’s 5-Star Rating, they are high performers and should be maintained. These are highlighted in light green.
   
   c. **Average satisfaction**: These are areas where residents’ satisfaction is at or near average when compared to the overall mean within each dimension. While these currently do not impact the City’s 5-Star Rating, residents believe that performance is adequate, and should be maintained. These are highlighted in light yellow.
<table>
<thead>
<tr>
<th>Satisfactor</th>
<th>Importance</th>
<th>Community</th>
<th>Governance</th>
<th>Transportation</th>
<th>Safety Around Arvada</th>
<th>Public Safety Team</th>
<th>Parks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being inclusive of all residents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivering services in an equitable way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being a welcoming and supportive City</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fostering and supporting a diverse community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining and enhancing a healthy natural environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helping to create an environment that supports new and diverse businesses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of community in neighborhoods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning for growth that adds value to quality of life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- = Key Driver
- = Key Driver, lower-than-average satisfaction; invest
- = Key Driver, near average satisfaction; monitor
- = Key Driver, above-average satisfaction; maintain
- = Not a Key Driver, lower than-average satisfaction; monitor
- = Not a Key Driver, near average satisfaction; maintain
- = Not a Key Driver, above-average satisfaction; maintain
The 2019 Community Survey asked about 31 attributes. Of these, five were transportation-related:

- Overall condition of the streets,
- Traffic signal timing,
- Level of street congestion,
- Convenience and accessibility, and
- Snow plowing of the streets

Three of the five (condition, signal timing, and congestion) ranked 29, 30, and 31 respectively. This makes them the lowest rated attributes in 2019.

While transportation ratings have not really varied compared to 2017 levels, it has developed into a more important issue to residents in 2019 than it was in 2017. This is first noted in the Key Driver Analysis where transportation is observed to have a strong correlation with residents’ 5-Star Rating of Arvada.

The two areas of greatest focus for the City should be traffic signal timing and reducing street congestion.
DEEP DIVE INTO NOTABLE KEY DRIVERS—PLANNING FOR GROWTH

Planning for growth is a significant Key Driver of Arvada’s 5-Star Rating. It is strongly correlated with Arvada’s 5-Star Rating and residents’ perceptions of the City’s direction. It also has the lowest score among all Key Driver attributes except those related to transportation (street congestion, signal timing, and condition of streets).

Table 2 shows the average 5-Star Rating based on how residents perceive the City is planning for growth. For comparison, Table 3 shows the same information, but this time correlating safety in neighborhoods during the day and the 5-Star Rating. While there is general alignment, it is not as strong. This indicates that making even relatively small progress toward increasing resident’s perceptions regarding planning for growth can have a significant impact on residents’ overall perceptions.

As seen elsewhere in this report, resident opinions vary. New residents provide significantly higher ratings than longer-term residents. This makes intuitive sense as it is the current state of growth of the City that may be attracting new residents. This provides the City with an opportunity to listen to and engage with longer-term residents.

**Table 2: Impact of Planning for Growth on 5-Star Rating**

<table>
<thead>
<tr>
<th>Rating: Planning for Growth</th>
<th>Direction City is Headed (mean)</th>
<th>5-Star Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not meet expectations at all</td>
<td>2.1</td>
<td>1-Star</td>
</tr>
<tr>
<td>Does not meet expectations</td>
<td>4.5</td>
<td>2-Stars</td>
</tr>
<tr>
<td>Neutral</td>
<td>5.7</td>
<td>3-Stars</td>
</tr>
<tr>
<td>Exceeds expectations</td>
<td>7.3</td>
<td>4-Stars</td>
</tr>
<tr>
<td>Greatly exceeds expectations</td>
<td>8.6</td>
<td>5-Stars</td>
</tr>
</tbody>
</table>

**Table 3: Impact of Daytime Safety in Neighborhood on 5-Star Rating**

<table>
<thead>
<tr>
<th>Rating: Daytime Safety - Neighborhood</th>
<th>5-Star Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all safe</td>
<td>1-Star</td>
</tr>
<tr>
<td>Not safe</td>
<td>1.5-Stars</td>
</tr>
<tr>
<td>Neither safe/unsafe</td>
<td>1.5-Stars</td>
</tr>
<tr>
<td>Safe</td>
<td>2.5-Stars</td>
</tr>
<tr>
<td>Completely safe</td>
<td>3.5-Stars</td>
</tr>
</tbody>
</table>

**Figure 49: Planning for Growth by Length of Residency**

<table>
<thead>
<tr>
<th>Citywide</th>
<th>Residency: &lt;5 yrs</th>
<th>Residency: 5 &lt; 10 yrs</th>
<th>Residency: 10 &lt; 20 yrs</th>
<th>Residency: 20+ yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>20%</td>
<td>13%</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>51%</td>
<td>57%</td>
<td>52%</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>11%</td>
<td>8%</td>
<td>8%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>18%</td>
<td>12%</td>
<td>20%</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>7%</td>
<td>8%</td>
<td>6%</td>
<td>6%</td>
<td>10%</td>
</tr>
</tbody>
</table>

*This table is a counter example showing that while there is some correlation between daytime safety and 5-Star Rating, the correlation is not strong. It emphasizes the findings in the table to the left.*
Deep Dive into Notable Drivers—Planning for Growth: Impact of Growth on Residents

The survey designers and the City recognized that growth is a concern for some Arvada residents and as a result, the survey designer added the following growth-specific question: “Arvada has experienced change over the past several years through rapid growth, development, transportation options, and a growing youth and aging population. This trend is expected to continue for the foreseeable future. How has this change impacted you?”

Overall, resident opinions regarding the impact of growth are divided. One third stated growth is having an overall positive impact, while 40 percent stated it is having a negative impact on their lives. As noted elsewhere the dividing lines are age and length of residency. Half of residents under age 35 say growth is having a net positive impact on their lives. This is significantly greater than the 31 percent of those 35+ years old who feel the same way.

The same trend is noted with length of residency. Half of new residents feel growth is having a net positive impact; only 21 percent say it is having a net negative impact. Conversely, nearly half of residents who have lived in Arvada for 5 or more years feel growth is having a negative impact while only 30 percent feel it has a positive impact.

**Figure 50: Healthy Natural Environment by Age and Length of Residency**

<table>
<thead>
<tr>
<th></th>
<th>Citywide</th>
<th>Age: 18-34</th>
<th>Age: 35-54</th>
<th>Age: 55+</th>
<th>Residency: &lt;5 yrs</th>
<th>Residency: 5 &lt; 10 yrs</th>
<th>Residency: 10 &lt; 20 yrs</th>
<th>Residency: 20+ yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13%</td>
<td>21%</td>
<td>9%</td>
<td>12%</td>
<td>22%</td>
<td>12%</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Major + impact (5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor + impact (4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No real impact (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor - impact (2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major - impact (1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                      | 23%      | 23%        | 24%        | 29%      | 22%               | 16%                   | 24%                     | 21%               |
| Major + impact (5)   |          |            |            |          |                   |                       |                        |                   |
| Minor + impact (4)   |          |            |            |          |                   |                       |                        |                   |
| No real impact (3)   |          |            |            |          |                   |                       |                        |                   |
| Minor - impact (2)   |          |            |            |          |                   |                       |                        |                   |
| Major - impact (1)   |          |            |            |          |                   |                       |                        |                   |

|                      | 26%      | 29%        | 24%        | 29%      | 26%               | A                     | A                      | A                 |
| Major + impact (5)   |          |            |            |          |                   |                       |                        |                   |
| Minor + impact (4)   |          |            |            |          |                   |                       |                        |                   |
| No real impact (3)   |          |            |            |          |                   |                       |                        |                   |
| Minor - impact (2)   |          |            |            |          |                   |                       |                        |                   |
| Major - impact (1)   |          |            |            |          |                   |                       |                        |                   |

|                      | 27%      | 31%        | 26%        | 30%      | 34%               | 28%                   | 31%                     |                   |
| Major + impact (5)   |          |            |            |          |                   |                       |                        |                   |
| Minor + impact (4)   |          |            |            |          |                   |                       |                        |                   |
| No real impact (3)   |          |            |            |          |                   |                       |                        |                   |
| Minor - impact (2)   |          |            |            |          |                   |                       |                        |                   |
| Major - impact (1)   |          |            |            |          |                   |                       |                        |                   |

|                      | 12%      | 6%         | 15%        | 13%      | 16%               | 8%                    | 16%                     | 16%               |
| Major + impact (5)   |          |            |            |          |                   |                       |                        |                   |
| Minor + impact (4)   |          |            |            |          |                   |                       |                        |                   |
| No real impact (3)   |          |            |            |          |                   |                       |                        |                   |
| Minor - impact (2)   |          |            |            |          |                   |                       |                        |                   |
| Major - impact (1)   |          |            |            |          |                   |                       |                        |                   |
DEEP DIVE INTO NOTABLE KEY DRIVERS—BUSINESS ENVIRONMENT THAT SUPPORTS NEW AND DIVERSE OPTIONS

Helping to create a business environment that supports new and diverse options for residents is another area worth examining. This is a Key Driver of Arvada’s 5-Star Rating, the direction the City is headed, and residents’ perceptions of the quality of services.

The table below shows the average 5-Star Rating based on how residents perceive Arvada is doing maintaining this type of business environment. There is a strong correlation indicating that improvement in this area may significantly increasing overall resident satisfaction.

The biggest attitudinal differences are noted across Council Districts. The City may want to focus on Council District 4, as these residents are significantly less satisfied than those who live elsewhere.

### TABLE 4: IMPACT OF BUSINESS ENVIRONMENT ON 5-STAR RATING AND QUALITY OF SERVICES

<table>
<thead>
<tr>
<th>Rating: Business Environment</th>
<th>Direction City is Headed (mean)</th>
<th>Quality of Services (mean)</th>
<th>Star Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not meet expectations at all</td>
<td>1.7</td>
<td>2.8</td>
<td>1-Star</td>
</tr>
<tr>
<td>Does not meet expectations</td>
<td>4.2</td>
<td>5.7</td>
<td>2-Stars</td>
</tr>
<tr>
<td>Neutral</td>
<td>5.2</td>
<td>6.3</td>
<td>2.5-Stars</td>
</tr>
<tr>
<td>Exceeds expectations</td>
<td>7.0</td>
<td>7.2</td>
<td>3.5-Stars</td>
</tr>
<tr>
<td>Greatly exceeds expectations</td>
<td>8.1</td>
<td>8.3</td>
<td>4.5-Stars</td>
</tr>
</tbody>
</table>

### FIGURE 51: BUSINESS ENVIRONMENT THAT SUPPORTS NEW BUSINESSES AND OFFERS DIVERSE OPTIONS BY COUNCIL DISTRICT

- Greatly exceeds expectations (9-10)
- Exceeds expectations (6-8)
- Neutral (5)
- Does not meet expectations (2-4)
- Does not meet expectations at all (0-1)
DEEP DIVE INTO NOTABLE KEY DRIVERS—MAINTAINING/ENHANCING A HEALTHY NATURAL ENVIRONMENT

Maintaining and enhancing a healthy natural environment is the third deep-dive area. This is also a Key Driver of Arvada’s 5-Star Rating, the direction the City is headed, and residents’ perceptions of the quality of services.

The table below shows the average 5-Star Rating based on how residents perceive the City is doing maintaining a healthy natural environment. As with the other two deep dives, there is a strong correlation.

As seen elsewhere in this report, resident opinions vary. New residents provide significantly higher ratings than longer-term residents.

<table>
<thead>
<tr>
<th>Rating: Natural Environment</th>
<th>Direction City is Headed (mean)</th>
<th>Quality of Services (mean)</th>
<th>Star Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not meet expectations at all</td>
<td>1.20</td>
<td>3.63</td>
<td>1-Star</td>
</tr>
<tr>
<td>Does not meet expectations</td>
<td>3.90</td>
<td>5.31</td>
<td>1.5-Stars</td>
</tr>
<tr>
<td>Neutral</td>
<td>4.93</td>
<td>6.01</td>
<td>2-Stars</td>
</tr>
<tr>
<td>Exceeds expectations</td>
<td>6.88</td>
<td>7.15</td>
<td>3.5-Stars</td>
</tr>
<tr>
<td>Greatly exceeds expectations</td>
<td>8.23</td>
<td>8.23</td>
<td>4.5-Stars</td>
</tr>
</tbody>
</table>

FIGURE 52: HEALTHY NATURAL ENVIRONMENT BY LENGTH OF RESIDENCY
CITY PRIORITIES
**MAXDIFF: CITY PRIORITIES**

The 2017 and 2019 Community Surveys incorporated an excercise called MaxDiff Scaling which is a survey technique used to derive importance or preferences. To perform the analysis, the City identified five functions of government: safety, efficient and effective governance, transportation, recreation, and business development. Respondents were shown a series of five screens, each one containing three out of the five functions, and they were asked to identify which of the three is most important and which is least important. The analysis is akin to asking a person, “If you were on a limited budget and could only afford one of these three items, which one must be kept, and which one would you cut?” This puts respondents in a position where they must make a trade-off by picking something as a top priority and something as a low priority. The scores of all five functions sum to 100.

The analysis results are illustrated below in a single, powerful chart measuring scaled importance. That is, it provides a measure of how much more important one item is versus another. For example, the most important function is, “maintaining a City safe from crime,” which is assigned a rating of 34.5. The least important is, “attracting new industries and businesses to the City,” which is assigned a rating of 10.5. This means that not only is safety more important than attracting businesses, residents state it is at least three times as important.

There are two statistically significant changes between 2017 and 2019 survey results.

1. **Maintaining a City safe from crime:** While still considered a top priority, the point allocation decreased over the past two years.
2. **Maintaining and expanding the City’s transportation network:** Resident resource allocation has increased significantly in this area indicating that transportation issues are now more important to most residents.

While there has been some movement in the remaining three attributes, the differences are not statistically significant.
The previous sections of the report presented two different types of analysis aimed at finding areas for improving residents’ quality of life in Arvada: Key Driver Analysis and MaxDiff Scaling. The two analyses were designed to accomplish different goals.

MaxDiff determines which functions of government deserve the highest prioritization of resources. It is natural that safety receives the highest prioritization. If people don’t feel safe, they may choose to leave Arvada.

Key Driver Analysis is designed to determine what actions may improve resident’s quality of life and improve the City’s 5 Star rating.

The three charts on this page provide information regarding the correlation of Dimensions with the 5 Star Rating.

**Safety:** Residents feel very safe in Arvada (overall mean score 7.9 out of 10). This need is being met. The safety correlation chart shows that there is not a very strong connection between how safe a resident feels and the resident’s overall perception with Arvada. Most of this is due to the vast majority of people feeling safe as illustrated by dots clustered on the right side of the graph.

**Transportation:** This is an area that shows up as important in both the MaxDiff and Key Driver Analysis as being important. A mean score of 5.7 shows that residents’ needs are being met, but just barely. The transportation correlation chart also shows that there is a moderately strong correlation between residents’ perceptions of transportation in Arvada and the City’s 5-Star Rating.

**Community:** This dimension was not addressed in the MaxDiff, but it is the strongest Key Driver Analysis. A mean of 6.6 indicates that expectations are being met, but there is room to improve. The community correlation chart shows a very strong correlation between residents’ perception of community and Arvada’s 5-Star Rating.
CITY SERVICES: PUBLIC SAFETY TEAM

One in five residents has had contact with Arvada’s public safety team in the past year. Among them, the most common reasons were:

- To report a crime or serve as a witness,
- Participate in a community activity with the public safety team,
- Request information from the safety team, or
- Involved in a traffic stop or accident.

Overall residents feel the professionalism of the safety team exceeds their expectations. Opinions are higher among residents who have had contact with someone from the public safety team.

FIGURE 54: CONTACT WITH PUBLIC SAFETY TEAM

FIGURE 55: PROFESSIONALISM OF PUBLIC SAFETY TEAM
CITY SERVICES: CRIME

Only 8 percent of residents have been the victim of a crime in the past year. Of those who have, 75 percent reported the crime to the police.

Overall, residents feel that crime has some of an impact on their quality of life; however, those who have been the victim of a crime feel that crime overall has a bigger impact on their quality of life.

**Figure 56: Victim and Crime Reporting**

- **Not a victim of crime:** 92%
- **Victim of a crime:** 8%
- **Reported:** 75%
- **Not reported:** 25%

**Figure 57: Impact or Crime-Related Issues on Quality of Life**

- **Overall:**
  - No impact (0-1): 20%
  - No impact (2-4): 25%
  - Some impact (5): 11%
  - Large impact (6-8): 11%
  - Very large impact (9-10): 25%

- **Not a victim of crime:**
  - No impact (0-1): 21%
  - No impact (2-4): 25%
  - Some impact (5): 11%
  - Large impact (6-8): 26%
  - Very large impact (9-10): 25%

- **Victim of a crime:**
  - No impact (0-1): 8%
  - No impact (2-4): 33%
  - Some impact (5): 9%
  - Large impact (6-8): 25%
  - Very large impact (9-10): 25%
CITY SERVICES: CODE ENFORCEMENT

Code enforcement issues are only a problem (somewhat or big) for a quarter of residents overall, though this varies by Council District. Residents in Council Districts 2 and 3 are the most likely to feel there are code enforcement issues.

Nearly half of residents say they talk to their neighbor when they see code issues in their neighborhood. Other actions are to contact the City, either Code Compliance or someone else within the City government. Only 10 percent of residents reported using the City customer service relations management system called Ask Arvada. This is an opportunity for the City to listen to the community regarding the lack of use of Ask Arvada.

**Figure 58: Extent of Code Violation Concerns by Council District**

**Figure 59: Actions to Address Code Concerns**

Multiple select, sum may add to more than 100%.
CITY SERVICES: PARKS, TRAILS AND OPEN SPACE

Nearly all residents have visited a City park and/or used the trails and open space in Arvada over the past 12 months. Those most likely to do so are:

- Younger residents—those under age 55 are significantly more likely to use parks, trails, and open space,
- Residents with children—families with children are also more likely to use parks, trails, and open space, and
- Residents with higher incomes—use of parks, trails, and open space increases with income.

Ratings for all three measured attributes associated with parks, trails, and open space are very high with nearly all residents saying they “exceed” or “greatly exceed” their expectations.

**FIGURE 60: VISITING/USING PARKS, TRAILS, AND OPEN SPACE**

**FIGURE 61: SATISFACTION WITH CITY PARKS, TRAILS, AND OPEN SPACE**
CITY SERVICES: UTILITIES

Overall, residents are very confident that City employees will complete water utility system repairs quickly and correctly in the event of a failure. While the mean scores across Council Districts are all within the margin of error, residents in Council District 3 are significantly more likely than those in Council Districts 1 and 2 to say they are “completely” confident in quick, quality repairs.

Value of services for water rates paid was identified as a Key Driver earlier in this report and performs moderately well across the City. Ratings are also consistent across the City.

**Figure 62: Confidence that Employees Will Complete Water Utility Repairs Quickly and Correctly**

**Figure 63: Value of Water Utilities Services for Rates Paid**
Transportation was discussed earlier in the Community Indicators and Key Driver Analysis section of this report. As noted in those sections, issues related to transportation in Arvada need to be addressed and action plans developed. Three of these attributes: level of congestion, signal timing, and overall condition of the street surface, are the three lowest-rated attributes in 2019.

The City team should review responses in Council District 4 where ratings are significantly lower than the other Council Districts for all attributes except for snow plowing.

**Figure 64: Transportation by Council District**

<table>
<thead>
<tr>
<th>Overall condition of street surface</th>
<th>Traffic signal timing</th>
<th>Level of congestion</th>
<th>Overall convenience and accessibility</th>
<th>Street snow plowing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.5</td>
<td>5.7</td>
<td>5.9</td>
<td>5.7</td>
<td>4.8</td>
</tr>
<tr>
<td>5.7</td>
<td>5.3</td>
<td>5.7</td>
<td>5.8</td>
<td>4.6</td>
</tr>
<tr>
<td>4.8</td>
<td>4.9</td>
<td>5.0</td>
<td>5.6</td>
<td>4.1</td>
</tr>
<tr>
<td>6.6</td>
<td>6.9</td>
<td>6.9</td>
<td>7.0</td>
<td>5.8</td>
</tr>
<tr>
<td>6.5</td>
<td>6.5</td>
<td>6.5</td>
<td>6.8</td>
<td>6.2</td>
</tr>
</tbody>
</table>

*Bolded letters inside the chart indicate statistically significant differences.*
CITY SERVICES: ARVADA'S WEBSITE

Not quite half of residents have visited the City website in the past 12 months. Seven out of ten residents who have visited the website say that the ease of finding information “exceeds” or “greatly exceeds” their expectations.

FIGURE 65: USE OF AND SATISFACTION WITH CITY’S WEBSITE

- Visited Website: 44%
- No: 56%

- Greatly exceeds expectations (9-10): 15%
- Exceeds expectations (6-8): 54%
- Neutral (5): 13%
- Does not meet expectations (2-4): 4%
The City has made significant improvements in all three trended attributes regarding how they provide and seek information from residents. Ratings are similar across all of Arvada indicating that the City is moving in the right direction in this area.

Figure 66: Use of and Satisfaction with Government Communications

↑ Arrows indicate statistically significant differences compared to 2017
CITY SERVICES: INFORMATION SOURCES

The Arvada Report is the top information source for residents. While there are a variety of differences in how individuals prefer to receive information, the majority of residents want to receive information from the City. Coming to a City facility or calling the City are not preferred methods of getting information.

There are differences seen between age groups regarding how to best receive information from the City. In general, residents 55 and older are significantly less likely than those under 55 to prefer electronic means of communication such as email, the City website, and social media.

FIGURE 67: PREFERRED METHODS FOR GETTING INFORMATION

![Preferred Methods for Getting Information Chart](chart.png)
CITY SERVICES: INVOLVEMENT

Overall, three-quarters of Arvada residents have participated in some type of community or civic-related event. Participation rates are highest among residents living in Council District 4; specific activities include volunteering to help others within Arvada and attending neighborhood meetings.

When looking at age, the only notable differences are that residents under 35 are significantly less likely to have attended a neighborhood meeting or to have used Ask Arvada.

**Figure 68: Involvement Type**
Residents were asked to rate the importance of water conservation to their household. The vast majority (85%) say that it is either “important” or “extremely important.”

There are no statistically significant differences across Council Districts or between any demographic differences.

**Figure 69: Importance of Water Conservation**

- Not important at all: 1%
- Not important: 4%
- Neutral: 10%
- Important: 48%
- Extremely important: 37%

Mean Score: 7.7

*Mean is based on 11-point scale where 0 = “Not at all important” to 10 = “Extremely important”*
The 2019 Community Survey repeated a question asking residents for their level of support for a single-hauler trash and recycling system in Arvada. Overall, two-thirds (63%) of residents either “somewhat” or “strongly” support the idea, and one in five (20%) of residents oppose the idea. While there is some movement between 2017 and 2019, it falls within the margin of error of the 2017 findings.

The largest opposition was voiced by long term residents. Support drops continually the longer a person has lived in Arvada. Even this group is generally in favor of a single-hauler type system with 58 percent supporting vs. 31 percent opposing.

There are no significant differences across other demographics or across Council Districts.

It should be noted that stated support in a survey does not always translate to specific actions (e.g., voting patterns) when residents are faced with a decision. The analysis on the next page provides a different look at support/opposition and provides a more realistic sense as to whether the issue would pass or fail if presented on a ballot.

**FIGURE 70: SUPPORT FOR SINGLE HAULER TRASH AND RECYCLING**

<table>
<thead>
<tr>
<th></th>
<th>Citywide 2019</th>
<th>Citywide 2017</th>
<th>Residency: &lt;5 yrs</th>
<th>Residency: 20 yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strongly support (9-10)</strong></td>
<td>43%</td>
<td>42%</td>
<td>43%</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Somewhat support (6-8)</strong></td>
<td>19%</td>
<td>26%</td>
<td>26%</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Neither support nor oppose (5)</strong></td>
<td>14%</td>
<td>12%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Somewhat oppose (2-4)</strong></td>
<td>7%</td>
<td>8%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Strongly oppose (0-1)</strong></td>
<td>17%</td>
<td>12%</td>
<td>7%</td>
<td>23%</td>
</tr>
</tbody>
</table>

2019 Question Text — The City has considered some form of single-hauler or consolidated curbside trash and recycling system, either community wide or by Council District. Using a scale from 0 to 10 where 0 means you “Strongly Oppose” and 10 means you “Strongly support”, what is your level of support for this type of waste collection service in Arvada?

2017 Question Text — The City has considered some form of single-hauler or consolidated curbside trash and recycling system, either community wide or by Council District. What is your level of support for this type of waste collection service in Arvada?
Another way of determining realistic support for a measure is to do a net-promoter type analysis, also called a net-promoter score (NPS). This analysis assumes that when a decision must be made (or pen to ballot) the only people you can be sure will vote in favor of a single-hauler system are those who “strongly support” the idea (9 or 10 on a scale from 0 to 10), and those who are against the issue (0 through 3) will vote against it.

The NPS analysis also assumes that people who are leaning neutral (4 through 6) will vote against the issue, and those who only “somewhat” support the idea (7 through 8) will end up split or abstaining (hence they are not shown). These assumptions are made because people generally tend to only vote in support of ballot measures when they have fairly strong feelings of support toward the issue.

When analyzed through this lens, the single-hauler issue becomes much more divisive and this analysis indicates a single-hauler ballot measure may or may not pass. There are the same number of strong supporters (9—10) as there are detractors (0—6).

**Figure 71: Support for Single Hauler Trash and Recycling—Net Supporter Score**

2019 Question Text – The City has considered some form of single-hauler or consolidated curbside trash and recycling system, either community wide or by Council District. Using a scale from 0 to 10 where 0 means you “Strongly Oppose” and 10 means you “Strongly support”, what is your level of support for this type of waste collection service in Arvada?

2017 Question Text – The City has considered some form of single-hauler or consolidated curbside trash and recycling system, either community wide or by Council District. What is your level of support for this type of waste collection service in Arvada?

Net Promoter Score is based on respondents who answered from 0-6 (inclusive) being categorized as “Non-supporters” and those who answered from 9-10 (inclusive) being categorized as “Supporters”. The NPS is a subtraction of Detractors from Promoters.
SPECIAL TOPICS: ATTAINABLE HOUSING

The 2019 Community Survey included several questions related to attainable housing in Arvada.

The first asked, “If you were considering the purchase of a home in Arvada, and thinking in terms of Arvada being an affordable place for a home to purchase, would you say there are…”

- While just over half of residents say there are “some” or “many” good options, it should be noted that one-third say there are only a few good options and one in ten say there are no good options. There are no significant differences between Council Districts nor among varying demographics. Additionally, responses are the same as 2017.

The next two questions asked residents for their level of agreement with the following:

- “The City should invest in programs that ensure middle and low-wage workers employed in Arvada can live in Arvada,” and
- “The City should provide programs to mitigate the risk of homelessness for low-income families.”

Both ideas receive fairly strong agreement with seven out of ten residents either “somewhat” or “strongly” agreeing with the ideas. Support is highest among renters and those with household incomes less than $50,000 (8 out of 10 agree). Support is lowest among those living in Council District 4 (two out of three residents agree).
The remaining housing-related questions focused on residents’ attitudes toward different housing types in the City.

Nine out of ten residents feel that duplexes and townhomes are appropriate for Arvada. While still receiving majority support, shorter apartment buildings and tiny homes are considered less appropriate than duplexes and townhomes.

The lowest level of support was for apartment buildings over three stories tall; residents are evenly split on their appropriateness. The following pages provide more detail on where, specifically, residents feel each of these housing types is appropriate.

**Figure 74: Citywide Support for Alternative Housing Types**

<table>
<thead>
<tr>
<th>Housing Type</th>
<th>Support %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duplexes</td>
<td>91%</td>
</tr>
<tr>
<td>Townhomes</td>
<td>92%</td>
</tr>
<tr>
<td>Apartments &lt; or = 3 stories tall</td>
<td>77%</td>
</tr>
<tr>
<td>Apartments &gt; 3 stories tall</td>
<td>50%</td>
</tr>
<tr>
<td>Tiny homes</td>
<td>71%</td>
</tr>
</tbody>
</table>

- Green: Appropriate
- Gray: Not appropriate
As mentioned on the previous page, nine out of ten residents feel that duplexes and townhomes are appropriate for Arvada. There are notable differences regarding where they should be built, especially regarding duplexes.

- Residents in Council District 2 are most open to having duplexes in their neighborhood.
- Residents in Council Districts 1 and 4 feel duplexes are appropriate in Arvada, just not in their neighborhoods.

Townhomes are generally viewed as more acceptable across the City.

- A majority of residents in Council Districts 2, 3, and 4 state townhomes are appropriate in their neighborhood. Note, there are no statistically significant differences regarding attitudes toward townhomes.

![Figure 75: Support for Duplexes](chart)

![Figure 76: Support for Townhomes](chart)
Residents have differing opinions regarding appropriateness of apartment buildings.

- Residents in Council Districts 2 and 3 are more supportive of apartment buildings in their neighborhoods but are much more likely to support apartment buildings with three or less stories.
- Residents in Council Districts 1 and 4 state apartment buildings with three or less stories are appropriate in other neighborhoods but do not feel that taller apartment buildings are appropriate in Arvada.
Tiny homes are generally seen as being appropriate for Arvada, though less so than duplexes and townhomes.

- Nearly half of residents in Council District 2 feel that tiny homes are appropriate in their neighborhood. This is significantly higher than residents in all other Council Districts.

**Figure 79: Support for Tiny Homes**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>28%</td>
<td>24%</td>
<td>45%</td>
<td>28%</td>
<td>14%</td>
</tr>
<tr>
<td>44%</td>
<td>46%</td>
<td>37%</td>
<td>39%</td>
<td>51%</td>
</tr>
</tbody>
</table>

- Appropriate in my neighborhood
- Appropriate elsewhere in Arvada
- Not appropriate in Arvada
SCIENTIFIC AND OPEN COMMUNITY SURVEYS
In order to understand the results when comparing the scientific and unweighted surveys, the differences in who responded must be addressed.

As mentioned in the methodology section, the scientific survey used an address-based sample (ABS) methodology and was sent out to a sample of residents. A primary goal of the ABS methodology is to get a selection of residents that is representative of the demographics of Arvada residents. Responses were monitored, and a variety of controls were implemented to accomplish this.

The open survey was pushed out electronically to residents from the City. It was open to anyone who wished to participate, and there were no controls nor was there any monitoring regarding who completed it.

The table to the right is a condensed version of Table 1 shown at the beginning of this report. It is reiterated here to display the differences in who completed the two surveys. The demographic results of the open survey show that this sample is not representative of the entire population. For example, open survey participants are more likely to:

- Be female,
- Be 55 years old or over,
- Have a higher income, and
- Live in single-family homes.

The overall results of the open survey are more negative than the scientific survey. This is expected due to demographic differences between the two groups. However, as the next few pages will demonstrate, the storylines are very similar.

<table>
<thead>
<tr>
<th>Table 6: Demographics: Scientific vs Open Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unweighted</td>
</tr>
<tr>
<td>Scientific</td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Some Other Identity</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>18–34</td>
</tr>
<tr>
<td>35–54</td>
</tr>
<tr>
<td>55 plus</td>
</tr>
<tr>
<td>Race / Ethnicity</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
</tr>
<tr>
<td>Minority</td>
</tr>
<tr>
<td>Annual Household Income</td>
</tr>
<tr>
<td>Less than $50,000</td>
</tr>
<tr>
<td>$50,000 -- &lt;$100,000</td>
</tr>
<tr>
<td>$100,000 or Greater</td>
</tr>
<tr>
<td>Household Composition</td>
</tr>
<tr>
<td>No Children in Household</td>
</tr>
<tr>
<td>Household with Children</td>
</tr>
<tr>
<td>Housing Type</td>
</tr>
<tr>
<td>Single-Family</td>
</tr>
<tr>
<td>Multi-Family / Other</td>
</tr>
<tr>
<td>Home Ownership</td>
</tr>
<tr>
<td>Own</td>
</tr>
<tr>
<td>Rent</td>
</tr>
</tbody>
</table>
The 5-Star Rating is lower among residents who participated in the open survey (3-Stars) than for the scientific survey participants (3.5-Stars). The lower rating among open survey participants is primarily driven by residents 55 years of age and older. This group has the largest disparity of results between the scientific and the open surveys, with the open survey participants giving significantly lower ratings than the scientific survey participants.

Similar results are found in several places when comparing the two surveys; the generally lower scores noted in the open survey results are generally a result of older residents expressing lower levels of satisfaction than the randomly selected older residents.
Key Driver Analysis shows that the drivers of Arvada’s 5-Star Rating are the same across both sets of survey respondents, open and scientific. The consistency between groups further demonstrates that focusing on the areas identified earlier in this report should enhance satisfaction for the majority of residents.
The results to the MaxDiff section are similar across the two survey groups. Both groups have the same rank-order of importance with safety and transportation at the top. The difference is within transportation specifically. Open survey participants give this significantly higher importance than the scientific sample.

**Figure 83: Scientific vs. Open Survey: City Priorities**

For both the open and scientific surveys transportation-related attributes are the lowest scoring attributes city-wide. As noted elsewhere, open survey respondents give the City lower transportation scores than do the scientific respondents.

**Figure 84: Scientific vs. Open Survey: Transportation / Streets**
APPENDICES
APPENDIX I–SURVEY COMPLETES BY NEIGHBORHOOD

Neighborhood data was appended to each of the completed surveys (via scientific sampling method). Note that the large number of neighborhoods means that not every neighborhood is represented. Additionally, some neighborhoods are represented by very small sample sizes. The neighborhood data is informative only.

<table>
<thead>
<tr>
<th>NEIGHBORHOOD</th>
<th># of Surveys</th>
<th>NEIGHBORHOOD</th>
<th># of Surveys</th>
<th>NEIGHBORHOOD</th>
<th># of Surveys</th>
<th>NEIGHBORHOOD</th>
<th># of Surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alkire Estates</td>
<td>0</td>
<td>Five Parks</td>
<td>9</td>
<td>Leyden West</td>
<td>18</td>
<td>South Sheridan</td>
<td>0</td>
</tr>
<tr>
<td>Allendale</td>
<td>27</td>
<td>Forest Springs</td>
<td>2</td>
<td>Marshall District</td>
<td>0</td>
<td>Spring Mesa</td>
<td>6</td>
</tr>
<tr>
<td>Allendale West</td>
<td>15</td>
<td>Geos</td>
<td>5</td>
<td>Meadowglen</td>
<td>5</td>
<td>Stocke-Walter</td>
<td>9</td>
</tr>
<tr>
<td>Alta Vista</td>
<td>10</td>
<td>Golden Gate Estates</td>
<td>1</td>
<td>Meadowlake</td>
<td>3</td>
<td>Sunrise Ridge</td>
<td>2</td>
</tr>
<tr>
<td>Apex</td>
<td>1</td>
<td>Hackberry Hill</td>
<td>16</td>
<td>Memorial Park</td>
<td>5</td>
<td>The Pond</td>
<td>4</td>
</tr>
<tr>
<td>Arlington Meadows</td>
<td>6</td>
<td>Harvest</td>
<td>4</td>
<td>New Town</td>
<td>7</td>
<td>Town Village</td>
<td>12</td>
</tr>
<tr>
<td>Arvada</td>
<td>9</td>
<td>Highlands</td>
<td>14</td>
<td>Northwest Arvada</td>
<td>15</td>
<td>Trail Village</td>
<td>1</td>
</tr>
<tr>
<td>Arvada Center</td>
<td>6</td>
<td>Hills at Standley Lake</td>
<td>5</td>
<td>Paradise Acres</td>
<td>5</td>
<td>Valley Village</td>
<td>2</td>
</tr>
<tr>
<td>Boyd Ponds</td>
<td>2</td>
<td>Historic Olde Town</td>
<td>12</td>
<td>Parkway</td>
<td>0</td>
<td>Van Arsdale</td>
<td>11</td>
</tr>
<tr>
<td>Cameo Estates</td>
<td>1</td>
<td>Homestead Park</td>
<td>11</td>
<td>Pomona</td>
<td>15</td>
<td>West Village</td>
<td>14</td>
</tr>
<tr>
<td>Campbell Elementary</td>
<td>22</td>
<td>Hometown</td>
<td>7</td>
<td>Rainbow</td>
<td>1</td>
<td>West Woods</td>
<td>6</td>
</tr>
<tr>
<td>Candelight</td>
<td>0</td>
<td>Hyatt</td>
<td>5</td>
<td>Ralston Estates East</td>
<td>4</td>
<td>West Woods Ranch</td>
<td>10</td>
</tr>
<tr>
<td>Clarabelle On Grandview</td>
<td>13</td>
<td>Lake Arbor</td>
<td>26</td>
<td>Ralston Estates West</td>
<td>8</td>
<td>West Woods Ridge</td>
<td>0</td>
</tr>
<tr>
<td>Clubcrest</td>
<td>14</td>
<td>Lakecrest Cape</td>
<td>3</td>
<td>Ralston Valley</td>
<td>7</td>
<td>Whisper Creek</td>
<td>10</td>
</tr>
<tr>
<td>Clubcrest South</td>
<td>3</td>
<td>Lakecrest Cluster</td>
<td>5</td>
<td>Saddle Brook</td>
<td>3</td>
<td>Wild Flower</td>
<td>3</td>
</tr>
<tr>
<td>Coal Creek</td>
<td>0</td>
<td>Lamar Heights</td>
<td>31</td>
<td>Scenic Heights</td>
<td>17</td>
<td>Woodland Valley</td>
<td>0</td>
</tr>
<tr>
<td>Columbine</td>
<td>7</td>
<td>Lamplighter</td>
<td>5</td>
<td>Shadow Mountain</td>
<td>4</td>
<td>Woodrun</td>
<td>6</td>
</tr>
<tr>
<td>Double E Ranch</td>
<td>0</td>
<td>Landing at Standley Lake</td>
<td>7</td>
<td>Sierra Vista</td>
<td>11</td>
<td>Wyndham</td>
<td>11</td>
</tr>
<tr>
<td>Far Horizons</td>
<td>7</td>
<td>Leyden Central</td>
<td>7</td>
<td>Skyline</td>
<td>13</td>
<td>Yacht Club</td>
<td>3</td>
</tr>
<tr>
<td>Fieldstone</td>
<td>2</td>
<td>Leyden East</td>
<td>13</td>
<td>South Central</td>
<td>10</td>
<td><strong>Total</strong></td>
<td><strong>594</strong></td>
</tr>
</tbody>
</table>
APPENDIX II—TRENDING QUESTIONS

There were several changes between the 2015 and 2017/2019 surveys: an entirely different methodology was introduced in 2017, the questionnaire was greatly revised (even several questions being compared were worded differently year-over-year), the question scales were modified from 4- or 5-point to 11-point scales, and the scale-ends were changed. It was known from the beginning that making these changes would result in “breaking” the ability to accurately compare the 2017 results to those of previous years. Even so, NWRG has provided trend data in this appendix. Please note, this data is for illustrative purposes only.

How to Read these Charts

The numbers shown in each of the charts represent the “top box” numbers. “Top box” means it is the combination of the top two response categories (e.g., somewhat satisfied + very satisfied). There are multiple ways of reducing an 11-point scale into a rough equivalent of a 5-point scale.

NWRG’s standard method of scale reduction is as follows: (0 thru 1=1) (2 thru 5=2) (5=3) (6 thru 8=4) (9 thru 10=5)

This is the method used for reporting the 2017 and 2019 numbers and is noted by purple text and these are the numbers found throughout the rest of the report.
1997 thru 2015: Overall, how would you describe the quality of life in Arvada?
1997: Terrible, Poor, Just OK, Good, Excellent
1999 thru 2015: Very Bad, Bad, Neither Good nor Bad, Good, Very Good
1997: Chart shows the top box percent (Good + Excellent)
1999 thru 2015: Chart shows the top box percent (Good + Very Good)
2017(9): How would you rate the overall quality of life in Arvada?
2017(9): Scale from 0 to 10 where 0 means “Does not meet expectations at all” and 10 means “Greatly exceeds expectations”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
1997 thru 2015: Overall, how would you rate Arvada as a place to live?
1999 thru 2015: Very Bad, Bad, Neither Good nor Bad, Good, Very Good
1999 thru 2015: Chart shows the top box percent (Good + Very Good)
2017(9): Compared with other cities and towns, how would you rate Arvada as a place to live?
2017(9): Scale from 0 to 10 where 0 means “Significantly worse than other cities and towns” and 10 means “Significantly better than other cities and towns”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
2003 thru 2015: Please rate your personal sense of safety in Arvada?
2003 thru 2015: Very unsafe, Somewhat unsafe, Neither safe nor unsafe, Somewhat safe, Very safe
2003 thru 2015: Chart shows the top box percent (Somewhat + Very safe)
2017(9): How safe do you feel when walking alone in your neighborhood during the day?
2017(9): Scale from 0 to 10 where 0 means “Not at all safe” and 10 means “Completely safe”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
1981 thru 1991: How would you rate the overall quality of your services provided by Arvada?
1999 thru 2015: Very Bad, Bad, Neither Good nor Bad, Good, Very Good
1981 thru 1991: Chart shows the top box percent (Good + Excellent)
1999 thru 2015: Chart shows the top box percent (Good + Very Good)
2017(9): How would you rate the overall quality of services provided by the City of Arvada?
2017(9): Scale from 0 to 10 where 0 means “Does not meet expectations at all” and 10 means “Greatly exceeds expectations”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
1999 thru 2015: I am pleased with the overall direction that the City is taking?
1999 thru 2015: Strongly Disagree, Somewhat Disagree, Neither Agree nor Disagree, Somewhat Agree, Strongly Agree
1999 thru 2015: Chart shows the top box percent (Somewhat + Strongly agree)
2017(9): Do you feel that Arvada is headed in the right or wrong direction?
2017(9): Scale from 0 to 10 where 0 means “Strongly headed in the wrong direction” and 10 means “Strongly headed in the right direction”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
1999 thru 2015: I receive good value for the City taxes I pay?
1999 thru 2015: Strongly Disagree, Somewhat Disagree, Neither Agree nor Disagree, Somewhat Agree, Strongly Agree
1999 thru 2015: Chart shows the top box percent (Somewhat + Strongly agree)
2017(9): Do you feel you are getting your money’s worth for your tax dollars?
2017(9): Scale from 0 to 10 where 0 means “Definitely not getting my money’s worth” and 10 means “Definitely getting my money’s worth”.
2017(9): Chart shows the MODIFIED top box percent (6 thru 10)
INTRODUCTION

Hello. This is _________ with Northwest Research Group, calling on behalf of the City of Arvada. We are conducting a survey to gather residents’ opinions regarding satisfaction with City services and would like to include the opinions of your household.

The information will be used to help Arvada plan for the future and improve services to the community. This study is being conducted for research purposes only, and everything you say will be kept strictly confidential. This call may be monitored and/or recorded for quality control purposes.

Your phone number has been randomly chosen for this study.

The study should take about 15 minutes.

Thank you for agreeing to complete this important survey for the City of Arvada. Your household is one of a small number of households randomly selected to participate in this survey so your participation is vital to the success of this research.

The survey should take about 15 minutes and is being conducted for research purposes only. Your responses will be kept strictly confidential. Your input will be used to help Arvada plan for the future and improve services to the community.
SCR1  Are you a current resident of Arvada?

(AS NEEDED) Do you live within the Arvada City Limits?

00  NO [SKIP TO THANK4]
01  YES
998  [DO NOT SHOW] DON'T KNOW [SKIP TOTHANK2]
999  [DO NOT SHOW] PREFER NOT TO ANSWER [SKIP TOTHANK2]

AGE_CAT  Just to make sure that our study is representative of Arvada residents, may I please have your age?

___ ENTER AGE [RANGE 18:99] [IF UNDER 18 TERMINATE – THANK3]
998  [DO NOT SHOW] DON’T KNOW
999  [DO NOT SHOW] PREFER NOT TO ANSWER

ASK AGE_CAT IF AGE=998 OR 999

AGE_CAT  Which of the following categories does your age fall into?

[READ OPTIONS]

01  18-24
02  25-34
03  35-44
04  45-54
05  55-64
06  65-74
07  75-84
08  85 or older
998  [DO NOT SHOW] DON’T KNOW
999  [DO NOT SHOW] PREFER NOT TO ANSWER

PROGRAMMER: POPULATE AGE_CAT AS FOLLOWS

IF (((AGE GE 18) AND (AGE LE 24)) OR (AGE_CAT = 01)) AGE_CAT=01.
IF (((AGE GE 25) AND (AGE LE 34)) OR (AGE_CAT = 02)) AGE_CAT=02.
IF (((AGE GE 35) AND (AGE LE 44)) OR (AGE_CAT = 03)) AGE_CAT=03.
IF (((AGE GE 45) AND (AGE LE 54)) OR (AGE_CAT = 04)) AGE_CAT=04.
IF (((AGE GE 55) AND (AGE LE 64)) OR (AGE_CAT = 05)) AGE_CAT=05.
IF (((AGE GE 65) AND (AGE LE 74)) OR (AGE_CAT = 06)) AGE_CAT=06.
IF (((AGE GE 75) AND (AGE LE 84)) OR (AGE_CAT = 07)) AGE_CAT=07.
IF (((AGE GE 85) AND (AGE LE 150)) OR (AGE_CAT = 08)) AGE_CAT=08.
IF (AGE_CAT=998) AGE_CAT=998.
IF (AGE_CAT=999) AGE_CAT=999.
PROGRAMMER: CREATE VARIABLE, “AGE_BAN” MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABELS FOR AGE (LOGIC IN PARENTHESIS)
  01 18 TO 34 (AGE_CAT = 01, 02)
  02 35 TO 54 (AGE_CAT = 03, 04)
  03 55 PLUS (AGE_CAT = 05, 06,07,08)
  999 UNKNOWN (AGE_CAT = 998 | 999)

GENDER
  [PHONE NOTE: RECORD RESPONDENT’S GENDER] Do you identify as . . .
  01 Male
  02 Female
  03 Gender non-binary or non-conforming
  04 Transgender
  888 Other gender identity (Please tell us:_______)
  998 [DO NOT SHOW / READ] Don’t know
  999 [DO NOT SHOW / READ] Prefer not to answer

PROGRAMMER: CREATE VARIABLE, “AGE_GENDER” MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABELS FOR AGE (LOGIC IN PARENTHESIS)
  01 MALE 18-34 [(AGE_BAN=1) AND (GENDER=1)]
  02 FEMALE 18-34 [(AGE_BAN=1) AND (GENDER=2)]
  03 MALE 35-54 [(AGE_BAN=2) AND (GENDER=1)]
  04 FEMALE 35-54 [(AGE_BAN=2) AND (GENDER=2)]
  05 MALE 55+ [(AGE_BAN=3) AND (GENDER=1)]
  06 FEMALE 55+ [(AGE_BAN=3) AND (GENDER=2)]
  999 UNKNOWN [(AGE_BAN=999) OR (GENDER=998 | 999)]

DWELL
  Do you live in a . . .
  [READ LIST AND SELECT ONE ANSWER]
  01 Single-family detached house (A house detached from any other house)
  02 Single-family attached house (A house attached to one or more houses such as a duplex or town home)
  03 Apartment or Condominium with Two to Four Units
  04 Apartment or Condominium with Five or More Units
  05 Accessory dwelling unit
  888 [DO NOT READ] OTHER [SPECIFY]
  998 [DO NOT READ] Don’t know
  999 [DO NOT READ] Prefer not to answer

PROGRAMMER: CREATE VARIABLE, “DWELLINGTYPE” MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABELS FOR DWELLING_TYPE (LOGIC IN PARENTHESIS)
  01 MULTI-FAMILY [DWELL=02 | 05 | 06]
  02 SINGLE FAMILY [DWELL=01 | 07]
  03 OTHER/NONE [DWELL=888 | 998 | 999]
RACE

Which categories do you consider yourself?
(Select all that apply)

01 White
02 Hispanic, Latino, or Spanish origin
03 Black or African American
04 Asian
05 American Indian or Alaska Native
06 Middle Eastern or North African
07 Native Hawaiian or Other Pacific Islander
888 Something else (Please tell us)
998 [DO NOT SHOW] DON'T KNOW
999 [DO NOT SHOW] PREFER NOT TO ANSWER

PROGRAMMER: CREATE VARIABLE, “RACE” MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABELS FOR RACE (LOGIC IN PARENTHESIS)

01 WHITE-ONLY [SCR6=01 AND No OTHER SELECTION]
02 NoT WHITE-ONLY [SCR6=02 OR 03 OR 04 OR 06 OR 07]
03 OTHER/Unknown [(SCR6=888 AND No OTHER SELECTION) OR SCR6=998, 999]
### 5-Star Rating

Using a scale from 0 to 10 where “0” means the quality of life in Arvada “does not meet your expectations at all” and “10” means the quality of life “greatly exceeds your expectations,” how would you rate your overall quality of life in Arvada?

**NWRG1**  
Using the same expectations scale, how would you rate the overall quality of services provided by the City of Arvada?

**NWRG3**  
Compared with other cities and towns, how would you rate Arvada as a place to live? Use a scale from 0 to 10 where 0 means “significantly worse than other cities and towns” and 10 means “significantly better than other cities and towns.”

#### NWRG1

<table>
<thead>
<tr>
<th>Overall quality of life in Arvada</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does Not Meet My Expectations at All (0)</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Greatly Exceeds My Expectations (10)</td>
<td>998 [WEB: DO NOT SHOW] DON'T KNOW</td>
<td>999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### NWRG2

<table>
<thead>
<tr>
<th>Overall quality of services provided</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does Not Meet My Expectations at All (0)</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Greatly Exceeds My Expectations (10)</td>
<td>998 [WEB: DO NOT SHOW] DON'T KNOW</td>
<td>999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### NWRG3

<table>
<thead>
<tr>
<th>Arvada as a place to live</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significantly Worse than Other Cities and Towns (0)</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Significantly Better than Other Cities and Towns (10)</td>
<td>998 [WEB: DO NOT SHOW] DON'T KNOW</td>
<td>999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Using a scale from “0” to “10” where “0” means “strongly headed in the wrong direction” and 10 means “strongly headed in the right direction,” overall, would you say that Arvada is headed in the right or wrong direction?

(AS NEEDED) Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Strongly Headed in the Wrong Direction (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Strongly Headed in the Right Direction (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direction City is headed</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

**PROGRAMMING NOTE FOR NWRG4A:**
- IF NWRG4 < 5 DISPLAY “think Arvada is headed in the wrong direction”
- IF NWRG4 = 05, 06 DISPLAY “feel this way”
- IF NWRG4 > 06 AND < 98 DISPLAY “think Arvada is headed in the right direction”
- IF NWRG4 = 998 | 999 SKIP TO NWRG5

Using a one- or two-word phrase, what are the reasons you [INSERT TEXT FROM LOGIC ABOVE]?

[DO NOT PROBE FOR ADDITIONAL ANSWERS]

[SMALL OPEN END BOX]

**NWRG5**
Thinking about services in Arvada, to what extent do you feel you are getting your money’s worth for your tax dollar? Please use a scale from 0 to 10 where “0” means “definitely not getting your money’s worth” and “10” means “definitely getting your money’s worth.”

(AS NEEDED) Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Definitely Not Getting My Money’s Worth (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Definitely Getting My Money’s Worth (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value for tax dollar</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
**GENERAL LIVABILITY**

Using a scale from 0 to 10 where “0” means “does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” please tell me how well does the City of Arvada rate on each of the following...

[RANDOMIZE DISPLAY ORDER]

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th></th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>QOL1A</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>QOL1B</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>QOL1C</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>QOL1D</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

**HOOD** Do you have a place in your neighborhood where you can gather together as a neighborhood and get to know your neighbors?

01 Yes
02 No
998 [DO NOT SHOW ON WEB] DON'T KNOW
999 [DO NOT SHOW ON WEB] PREFER NOT TO ANSWER
HOOD2

Neighborhoods that have a strong “sense of community” have attributes such as neighbors who know and look out for each other. Using a scale from 0 to 10 where “0” means “no sense of community at all” and “10” means “strong sense of community,” how would you rate your neighborhood?

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>No Sense of Community at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Strong Sense of Community (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of community</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

NEEDS

Using a scale from 0 to 10 where “0” means does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” how would you rate Arvada on each of the following...

[RANDOMIZE DISPLAY ORDER]

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEEDSA Being inclusive of residents of all abilities, cultures, ages, and backgrounds</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>NEEDSB Being a welcoming and supportive city that demonstrates caring for people through its services</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>NEEDSC Delivering services to its residents in a fair and equitable way</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

GROWTH

Arvada has experienced change over the past several years through rapid growth, development, transportation options, and a growing youth and aging population. This trend is expected to continue for the foreseeable future. How has this change impacted you? Would you say...

<table>
<thead>
<tr>
<th>01 Major negative impact</th>
<th>02 Minor negative impact</th>
<th>03 No real impact</th>
<th>04 Minor positive impact</th>
<th>05 Major positive impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>998 [WEB: DO NOT SHOW] DON’T KNOW</td>
<td>999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**CITY PRIORITIES**

RESPONDENTS WILL BE SHOWN FOUR ELEMENTS FROM THE LIST BELOW AND ASKED TO INDICATE WHICH OF THESE IS THE MOST IMPORTANT ASPECT OF SERVICE AND WHICH IS THE LEAST IMPORTANT AS ILLUSTRATED BELOW. THEY WILL THEN BE SHOWN ANOTHER FOUR ELEMENTS AND ASKED THE SAME QUESTION. THE NUMBER OF TIMES THEY WILL BE SHOWN GROUPINGS OF 4 ELEMENTS AND ASKED TO IDENTIFY MOST / LEAST IMPORTANT IS DEPENDENT ON THE NUMBER OF ATTRIBUTES.

**MAXDIFF** Just like you, cities have limited resources and need to allocate resources according to priorities.

For this next exercise we would like to place you in a similar position.

We will take you through five questions. Each question will consist of three items. Please indicate which of the items is the most important, and which is the least important.

The same attributes will appear multiple times. This is by design.

This exercise is called MaxDiff and works by making sure that every item is matched up against every other item at least twice.

**BUD1A** Maintaining and expanding the city’s transportation and infrastructure network

[AS NEEDED: Such as road maintenance, use smart technology to manage services like traffic signaling, modeling, and planning; connections to public transportation, and the creation and maintenance of bike and pedestrian pathways.]

**BUD1B** Helping to create a competitive business environment.

[AS NEEDED: That supports new businesses and offers diverse shopping, dining, entertainment and other options].]

**BUD1C** Maintaining city parks, trails and open spaces

**BUD1D** Maintaining a city safe from crime

[AS NEEDED: Such as police and fire services, traffic and code enforcement, criminal prosecution, youth programs and the public defender’s office.]

**BUD1E** Maintaining an efficient and effective local government

[AS NEEDED: Maintaining services within the city government, implementing process improvement to enhance efficiency, focus on transparency and customer service.]

**TABLE BELOW FOR ILLUSTRATIVE PURPOSES ONLY**

<table>
<thead>
<tr>
<th>Thinking about where the City of Arvada should prioritize its resources, and considering only the three attributes shown here, which is the Most Important and which is the Least Important?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Most Important</strong></td>
<td><strong>Least Important</strong></td>
</tr>
<tr>
<td>○</td>
<td>Maintaining and expanding the city’s transportation network</td>
</tr>
<tr>
<td>○</td>
<td>Attracting new industries and businesses to the city that meet customer needs</td>
</tr>
<tr>
<td>○</td>
<td>Maintaining city parks, trails, and open spaces</td>
</tr>
</tbody>
</table>
### Public Safety

Using a scale from 0 to 10 where “0” means “Not at all safe” and “10” means “Completely safe,” how safe do you feel when walking alone in each of the following situations?

[Randomize display order]

**PS1**

<table>
<thead>
<tr>
<th>Sitting</th>
<th>Not All Safe (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Completely Safe (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PS1A</td>
<td>In your neighborhood during the day</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>PS1B</td>
<td>In your neighborhood After Dark</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>PS1C</td>
<td>In Olde Town during the day</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>PS1D</td>
<td>In Olde Town After Dark</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>PS1F</td>
<td>At parks, open spaces, or on trails</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>PS1G</td>
<td>At bus stops, commuter rail stops, and the Olde Town Hub</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>

998       [WEB: DO NOT SHOW] DON’T KNOW
999       [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

**PD1**

Have you had any contact with Arvada’s public safety team during the past 12 months?

01 Yes 02 No

998       [WEB: DO NOT SHOW] DON’T KNOW
999       [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
PD2 [ASK PD2 IF PD1=1] What was the nature of that contact?
Check all that apply (show list online / read list by phone)
[RANDOMIZE]

READ ONLY IF NEEDED

01 Victim of a crime
02 Witnessed or reported a crime to police [MUTUALLY EXCLUSIVE FROM 01]
03 Routine traffic stop or traffic accident
04 Requested information or advice
05 Participated in a community activity with police
06 Arrested or suspected of a crime
07 Code issue or complaint
08 Requested a copy of a police report
888 Something else (Please tell us)
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

PD3 Using a scale from 0 to 10 where “0” means “does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” how would you rate the professionalism of Arvada’s public safety personnel?
[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Professionalism of public safety personnel</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o</td>
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<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

PD4 Using a scale from 0 to 10 where “0” means “not at all confident” and “10” means “completely confident,” how confident are you in each of the following aspects of Arvada’s police department...
[RANDOMIZE DISPLAY ORDER]

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>PD4A The ability to handle emergencies in an effective manner</th>
<th>Not at All Confident (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Completely Confident (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

| PD4B The ability to consistently enforcing the laws         |                          | o | o | o | o | o | o | o | o | o                                      |
|------------------------------------------------------------|--------------------------|---|---|---|---|---|---|---|---|---|-------------------------------|
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
CRIME1  
During the past 12 months, were you or anyone in your household the victim of any crime in Arvada?
1  Yes
2  No
998  [WEB: DO NOT SHOW] DON'T KNOW
999  [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

CRIME2  
[ASK CRIME2 IF CRIME1=1] Did you, or a member of your household report the crime(s) to the police?
1  Yes
2  No
998  [WEB: DO NOT SHOW] DON'T KNOW
999  [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

CRIME3  
[ASK CRIME3 IF CRIME2=1] Why did you choose not to report the crime?
[DO NOT PROB]
[SMALL OPEN END BOX]

CRIME4  
What do you believe is the single most serious public safety or crime-related problem in your neighborhood?
[RANDOMIZE RESPONSE OPTIONS 01 THRU 07]
1  Residential burglary
2  Juvenile crime
3  Drug-related crime
4  Theft from vehicles
5  Vandalism
6  Traffic offenses such as speeding, reckless driving, or turn violations
7  Theft of vehicles
888  Something else – please describe
997  None / there are no issues in my neighborhood
998  [WEB: DO NOT SHOW] DON'T KNOW
999  [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

CRIME5  
Using a scale from 0 to 10 where “0” means “no impact at all” and “10” means “very large impact,” how much of an impact do safety or crime-related issues have on your quality of life?
[RANDOMIZE DISPLAY ORDER]
[AS NEEDED] Please use your best estimate. There are no right or wrong answers

<table>
<thead>
<tr>
<th>Impact of safety / crime-related issues on quality of life</th>
<th>No Impact at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Very Large Impact (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
998  [WEB: DO NOT SHOW] DON'T KNOW
999  [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
The next question is about code enforcement. To what extent are code enforcement issues such as weeds, graffiti, abandoned automobiles, RVs parked on the street, barking dogs, and lack of snow removal on sidewalks currently a problem in your neighborhood? Would you say they are...

01 Not a problem at all
02 Only a small problem
03 Somewhat of a problem
04 A big problem
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

When you see code issues in your neighborhood, which of the following actions do you take to address them? (Select all that apply)

01 Talk to neighbor about code concern
02 Call the police
03 Contact someone else at the city
04 Report the issue through Ask Arvada
05 Contact the Code Compliance Office
888 Something else (please tell us ____)
997 Do nothing / ignore it
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

Did you talk to your neighbor with the code concern first, before taking other action?

01 Yes
02 No
998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
PARKS AND RECREATION

In the past 12 months, have you or anyone in your household...

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARK1A Visited any of the City’s parks</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PARK1B Used any of the trails or open spaces in Arvada</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PARK1C Visited the Majestic View Nature Center</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Next, think about Arvada’s parks. Using a scale from 0 to 10 where “0” means “does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” overall, how would you rate each of the following aspects of Arvada’s parks, trails, and open spaces?

<table>
<thead>
<tr>
<th></th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARKS2A Parks, trails and open spaces in Arvada</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>PARKS2B Quality of the children’s playgrounds and structures</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>PARKS2C Maintenance of parks, trails, and open spaces</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

[ASK PARKS2 IF PARKS1A NE 1] [AS NEEDED] Please use your best estimate. There are no right or wrong answers.
UTILITIES

The next series of questions deals with the City’s Utilities services, which provides water, sewer and drainage services. Utilities handled by the city do not include gas, electricity, internet service and telephone service, which are provided by private companies.

Using a scale from 0 to 10 where “0” means “not at all confident” and “10” means “completely confident,” how confident are you that Arvada’s employees will complete repairs quickly and correctly in the event of a failure?

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Confidence that Arvada’s utilities will complete repairs quickly and correctly in the event of a failure.</th>
<th>Not at All Confident (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Completely Confident (10)</th>
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<tr>
<td></td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Value for water and sewer service for rates paid.

<table>
<thead>
<tr>
<th>Definitely Not Getting My Money’s Worth (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Definitely Getting My Money’s Worth (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Importance of water conservation.

<table>
<thead>
<tr>
<th>Not Important at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Extremely Important (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
</tbody>
</table>
TRANSPORTATION

The City is responsible for neighborhood, arterial, and local city streets. State highways such as Indiana Street, Ward Road, Kipling Road, Wadsworth Boulevard and Sheridan Boulevard are maintained by the Colorado Department of Transportation (CDOT). With that in mind, and using a scale from 0 to 10 where “0” means “does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” how would you rate each of the following aspects of Arvada’s streets?

Randomize order

(As needed) Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Does Not Meet My Expectation at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRAN1_A</strong> The overall condition of the street surface</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td><strong>TRAN1_B</strong> Traffic signal timing</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td><strong>TRAN1_C</strong> Level of congestion on the streets</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td><strong>TRAN1_D</strong> Overall convenience and accessibility of the streets in Arvada</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td><strong>TRAN1_E</strong> The plowing of the streets in Arvada</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td></td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON'T KNOW

999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
CIVIC INVOLVEMENT / COMMUNICATIONS

WEB1  Have you visited the City’s website in the past 12 months?

01  Yes
02  No
998 [WEB: DO NOT SHOW] DON’T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

WEB2  [ASK WEB2 IF WEB1=1] Using a scale from 0 to 10 where “0” means “does not meet your expectations at all” and “10” means “greatly exceeds your expectations,” how would you rate the ease of finding the information you are looking for on Arvada’s website?

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Ease of finding information on Arvada's website</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
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<tr>
<td></td>
<td>o</td>
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<td>o</td>
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<td>o</td>
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<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>
998 [WEB: DO NOT SHOW] DON’T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER

GOV1  Using the same expectations scale, how would you rate the City on each of the following...

INTERVIEWER: PROBE FOR ANSWER BEFORE ACCEPTING DON’T KNOW/REFUSE: “PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS”

[RANDOMIZE DISPLAY ORDER]

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>GOV1A  Keeping the community informed regarding significant projects and initiatives in Arvada</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
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<td></td>
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<td>o</td>
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<td>o</td>
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<td>o</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOV1B  Seeking community involvement and input</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
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<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>GOV1C  Providing information in an open and transparent way</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>GOV1D  The professionalism of City employees</th>
<th>Does Not Meet My Expectations at All (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Greatly Exceeds My Expectations (10)</th>
</tr>
</thead>
<tbody>
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<td></td>
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<td>o</td>
<td>o</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>
998 [WEB: DO NOT SHOW] DON’T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
GOV2  How do you prefer to find or receive information regarding City events and services?  
[ENTER ALL THAT APPLY]

01 On the City of Arvada website
02 E-Mails from the City
03 By calling the City
04 In person by visiting City facilities
05 The City's community newsletter, The Arvada Report
06 The City’s electronic newsletter, Arvada News
07 Local television media
08 Local print media (such as The Arvada Press, Denver Post and other local print or online media outlets)
09 From friends or family (word-of-mouth)
10 The City's Facebook pages
11 The City's Twitter accounts
12 Nextdoor
13 Other (Specify: _______)
14 I do not want to find or receive information regarding City events and services

998 [DO NOT SHOW] DON'T KNOW
999 [DO NOT SHOW] PREFER NOT TO ANSWER

CIVIC1  Which of the following activities have you or someone in your household done in the past 12 months?  
[RANDOMIZE DISPLAY ORDER]

01 Attended or viewed a City Council meeting
02 Attended or viewed a neighborhood meeting
03 Contacted an elected official (such as a City Council member)
04 Volunteered your time to a group or activity to help others in the community within Arvada
05 Participated on Speak Up Arvada, the City’s online engagement platform?
06 Participated in “Coffee with a cop”
07 Used “Ask Arvada”
08 Posted on social media about a local issue that matters to you
09 Taken part in a group that shares an interest in an issue or cause
10 Attended any city government event such as open houses, workshops, or city hall meetings
11 Participated in any city government online survey or online open house
12 Some other activity related to local government or local issues (Please tell us)
13 I have not participated in any activity related to local government or local issues

998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
SPECIAL TOPICS

SINGLEHAULER The City has considered some form of single-hauler or consolidated curbside trash and recycling system, either community wide or by district. Using a scale from 0 to 10 where 0 means you “Strongly Oppose” and 10 means you “Strongly support”, what is your level of support for this type of waste collection service in Arvada?

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Strongly Oppose (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Strongly Support (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support for single hauler / consolidated curbside trash and recycling system</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

HOUSE1A If you were considering the purchase of a home in Arvada and thinking in terms of Arvada being an affordable place for a home purchase, would you say there are...

[PHONE NOTATION: (READ LIST)]

01 No good options
02 Only a few good options
03 Some good options
04 Many good options
998 [DO NOT SHOW] DON’T KNOW
999 [DO NOT SHOW] PREFER NOT TO ANSWER

HOUSE2 Using a scale from 0 to 10 where 0 means you “strongly disagree” and 10 means you “strongly agree,” do you agree or disagree with each of the following...

[RANDOMIZE DISPLAY ORDER]

[AS NEEDED] Please use your best estimate. There are no right or wrong answers.

<table>
<thead>
<tr>
<th>Strongly Disagree (0)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>Strongly Agree (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOUSE2A The City should invest in programs that ensure middle and low-wage workers employed in Arvada can live in Arvada</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>HOUSE2B The City should provide programs to mitigate the risk of homelessness for low-income families in Arvada</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON’T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
One of the ways to potentially reduce the cost of housing is to increase density by building multi-family dwellings and/or allowing people to build and rent out additional units on their property.

For each of the following, please state whether you feel it is appropriate in your neighborhood, appropriate elsewhere in Arvada, or not appropriate in Arvada at all.

<table>
<thead>
<tr>
<th>HOUSE3</th>
<th>Description</th>
<th>Appropriate in My Neighborhood</th>
<th>Appropriate elsewhere in Arvada</th>
<th>Not Appropriate in Arvada</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOUSE3A</td>
<td>Duplexes</td>
<td>O</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>HOUSE3B</td>
<td>Townhomes</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>HOUSE3C</td>
<td>Apartment buildings up to 3 stories tall near major roads</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>HOUSE3D</td>
<td>Apartment buildings with more than 3 stories near major roads</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>HOUSE3E</td>
<td>Tiny homes, smaller than 500 square feet</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

998 [WEB: DO NOT SHOW] DON'T KNOW
999 [WEB: DO NOT SHOW] PREFER NOT TO ANSWER
DEMOINT These final questions will help us group your answers with others.

DEMO1 Including yourself, how many people currently live in your household in each of the following age categories?

[IF NECESSARY: “Please include yourself when answering this question.”]

DEMO1A _____ Under 1 year old
DEMO1B _____ 1 to less than 6 years old
DEMO1C _____ 6 to 11 years old
DEMO1D _____ 12 to 17 years old
DEMO1E _____ 18 to 64 years old
DEMO1F _____ 65 years old and over

998 [DO NOT READ] Don’t know
999 [DO NOT READ] Prefer not to answer

DEMO2 How many years have you lived in Arvada?

[ALLOW FRACTIONAL ANSWERS]
[IF LESS THAN 6 MONTHS, ENTER “0”]
[IF 6 MONTHS TO 1 YEAR, ENTER “1”]

___ ENTER NUMBER OF YEARS LIVED IN ARVADA

998 [DO NOT READ] Don’t know
999 [DO NOT READ] Prefer not to answer

DEMO3 Do you own or rent your residence?

01 OWN
02 RENT

998 [DO NOT READ] Don’t know
999 [DO NOT READ] Prefer not to answer

DEMO4 Do you or does anyone in your household have a physical handicap or disability?

[MULTI-SELECT]

00 No, no one has a physical handicap or disability
01 Yes, I have a physical handicap or disability
02 Yes, someone else in my household has a physical handicap or disability

998 [DO NOT READ] Don’t know
999 [DO NOT READ] Prefer not to answer
INCOME

What is the approximate total annual family income of all members of your household? Is it...

**[MULTI-SELECT]**

- 01  Less than $25,000
- 02  $25,000 to less than $35,000
- 03  $35,000 to less than $50,000
- 04  $50,000 to less than $75,000
- 05  $75,000 to less than $100,000
- 06  $100,000 to less than $150,000
- 07  $150,000 to less than $200,000
- 08  $200,000 or more
- 998  [DO NOT READ] Don’t know
- 999  [DO NOT READ] Prefer not to answer
FUTURE RESEARCH

Would you be willing to participate in ongoing or future research for the City of Arvada?

00 NO
01 YES
998 DO NOT READ: DON'T KNOW
999 DO NOT READ: PREFER NOT TO ANSWER

ASK FUTURE2 IF FUTURE1=01

May I please get your first name only?

00 NO
01 YES, ENTER NAME __________
998 DO NOT READ: DON'T KNOW
999 DO NOT READ: PREFER NOT TO ANSWER

ASK FUTURE3 IF (FUTURE1=1)

Please enter your best contact email address?

ENTER EMAIL
01 EMAIL ENTER EMAIL ADDRESS __________
998 DO NOT READ: DO NOT HAVE AN EMAIL ADDRESS
998 DO NOT READ: DON'T KNOW
999 DO NOT READ: PREFER NOT TO ANSWER

ASK FUTURE4 AND FUTURE4W IF FUTURE1=1

[PHONE SHOW] And to confirm, is your best contact number [ENTER PHONE NUMBER]

01 YES
02 NO ENTER BEST NUMBER __________
998 DO NOT READ: DON'T KNOW
999 DO NOT READ: PREFER NOT TO ANSWER

[FWEB/INBOUND CALL SHOW] And finally, please provide your best contact number

ENTER BEST NUMBER __________
998 DO NOT READ: DON'T KNOW
999 DO NOT READ: PREFER NOT TO ANSWER
THANKEND  Thank you very much for your time. Your participation will assist the City of Arvada better plan for the future and improve services to the community.

[PHONE NOTATION] (INTERVIEWER: CODE IN CATI AS “COMPLETE”)

[WEB NOTATION] You may now close your browser window.

THANK1  I’m sorry for disturbing you. When would be a better time to call back?

[PHONE NOTATION] (INTERVIEWER: SCHEDULE A CALLBACK IN NUTTY)

[WEB NOTATION] You may now close your browser window.

[CODE AS CELL PHONE INCOMPLETE AND ALLOW SURVEY REENTRY. THE SURVEY SHOULD OPEN BACK UP TO INTROTEL]

THANK2  I'm sorry, but we cannot continue without that information. Have a good day/ evening.

[PHONE NOTATION] (INTERVIEWER: CODE IN CATI AS “SCREENER REFUSAL”)

[WEB NOTATION] You may now close your browser window.

[THESE SHOULD NOT FACTOR INTO THE INCIDENCE FORMULA]

THANK3  Thank you but we are only interviewing heads of household who are 18 years of age and older.

[PHONE NOTATION] (INTERVIEWER: CODE IN CATI AS “NQ TERM: AGE”)

[WEB NOTATION] You may now close your browser window.

THANK4  Thank you but we are only interviewing residents of Arvada.

[PHONE NOTATION] (INTERVIEWER: CODE IN CATI AS “NQ TERM: GEO”)

[WEB NOTATION] You may now close your browser window.