

THE TOWN'S STRATEGIC PRIORITIES

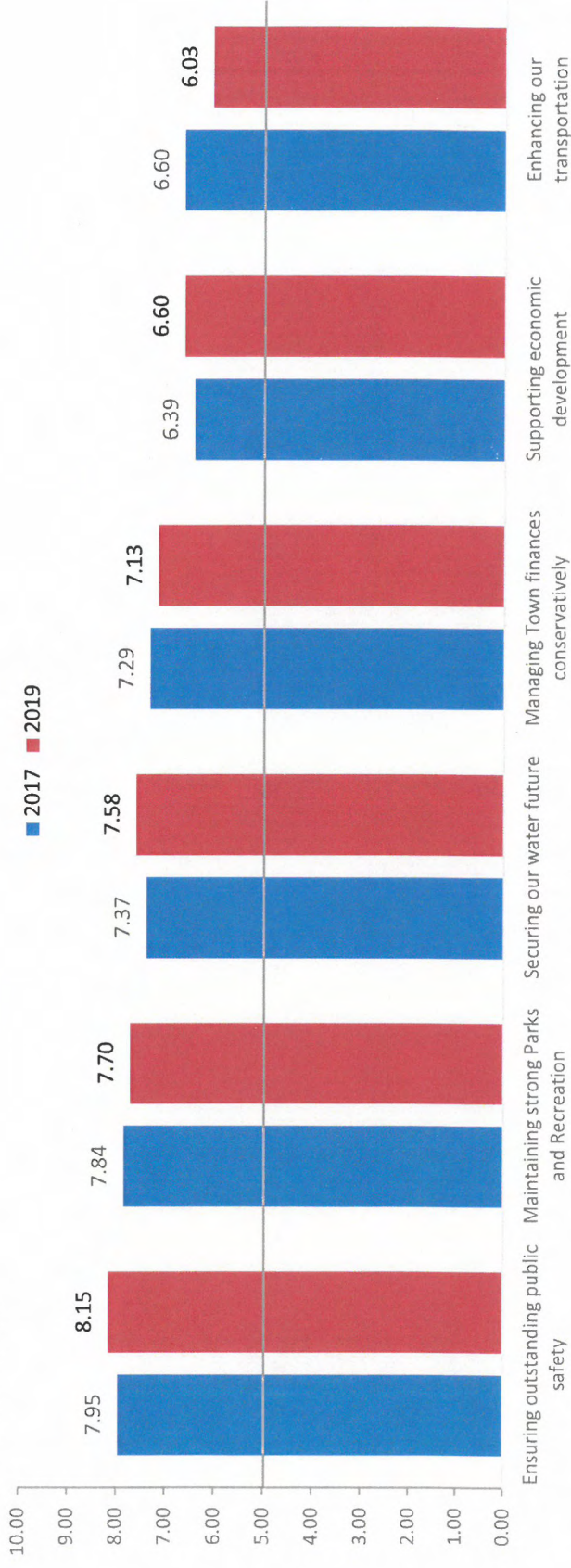
The Town's Six Key Priorities

The Town recently reviewed and updated its priorities and identified six key priorities that are comparable to six of the eight used in 2017. Residents were read each of these priorities, one at a time, and asked to indicate if they felt that the priority will lead the Town in the right or wrong direction.

Residents believe that all six priorities are on the right path and leading the Town in the right direction—providing scores above the midpoint of 5 on a 0 to 10 scale. Those priorities with the strongest support are ensuring public safety, maintaining strong parks and rec, ensuring the Town's water future, and managing the Town's finances conservatively—this is the same order as identified in 2017.

While residents maintain that supporting economic development and enhancing transportation are important, support is less so than for the other priorities mentioned.

Figure 13: Town Priorities



STRATEGY1 – For each priority shown, please indicate if you believe that it will lead the Town in the right or wrong direction.

Base: All Residents (n = 588)

Mean score based on a scale from 0 to 10.

KEY COMMUNITY QUESTIONS

Overall Ratings

The 2019 Community Survey asked 21 questions regarding the quality of, and residents' perceptions of, various aspects of the Town of Castle Rock.

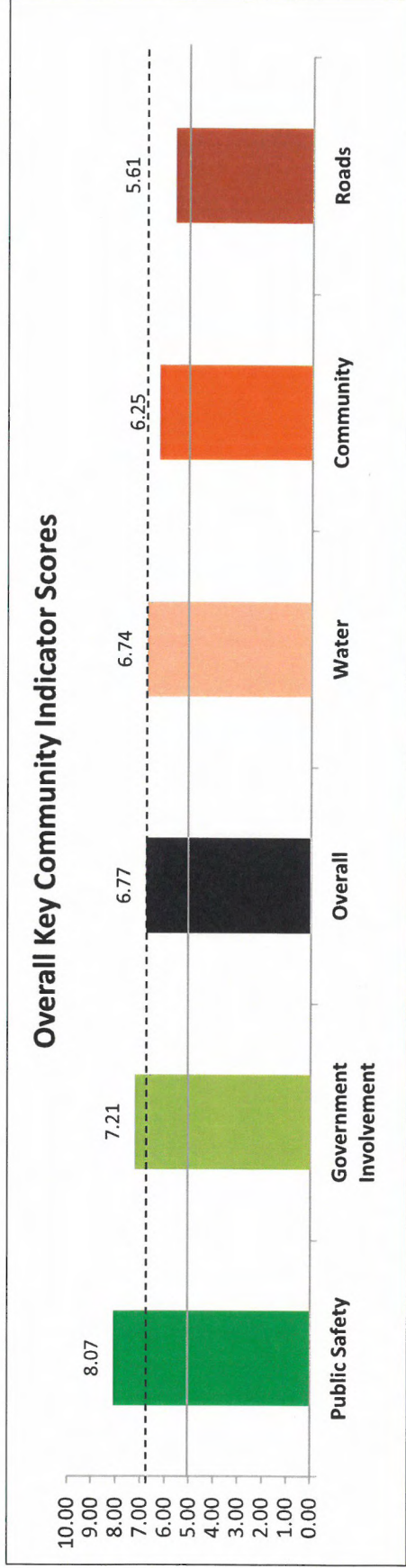
Factor analysis was performed using these questions and resulted in the formation of five key groupings of questions. Factor analysis is a type of advanced analytics that looks at the responses to multiple questions and groups questions with highly correlated responses into factors. All of the key community 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, in this case called a dimension.

Table 3 on the next page shows which questions were highly related to one another and how they were grouped to create each of the five dimensions: Public Safety, Government Involvement, Community, Water, and Mobility. Where possible, key community questions are trended from previous Community Surveys. Table 3 indicates which questions were asked in each of the previous surveys. If similar questions were asked, that will be noted, and wording differences will be shown.

Note that although questions may have been asked in previous years, the factor analysis is performed independently each year, thus comparing dimensions year over year is not recommended.

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 Drivers Analysis, later in this report.

Figure 14: Overall Performance on Key Question Indicator Dimensions



Mean score based on a scale from 0 to 10.

Table 3: Key Community Questions and Corresponding Dimensions

Dimension	Attributes	2015	2017	2019
Safety	POLICE3 - Overall, how would you rate the approachability of Police Officers in Castle Rock?	X	X	X
	POLICE6 - Overall, how confident are you in the Town's Police Department to provide a safe and secure community?		X	X
	POLICE2_H - Frequency of patrols	X	X	X
	FIRE3 - How confident are you in the ability of the Castle Rock Fire and Rescue Department to respond to emergencies?			X
	POLICE2_J - Response time	X	X	
	FIRE4_B - The town is well prepared to respond to routine emergencies		X	
	FIRE4_A - The town plans appropriately to respond to major disasters			X
	POLICE4_A - Safety in your neighborhood in general	X		
	POLICE4_B - Safety in your neighborhood after dark	X		
	POLICE4_C - Safety in town parks	X		
Government Involvement	GOV1_A - Keeps residents informed regarding Town happenings and initiatives	X	X	X
	GOV1_B - Seeks residents' involvement and input	X	X	X
	GOV1_D - Keeps residents informed regarding parks and recreation initiative			X
	GOV1_C - Keeps residents informed regarding Castle Rock water initiatives		X	X
Water	UTIL1_D - Customer service		X	X
	UTIL1_B - Value of service for rates paid	X	X	X
	UTIL1_G - Securing and managing long-term water supplies	X	X	X
	UTIL1_A - Overall quality of water	X	X	X
	UTIL1_C - Providing a water bill that is easy to understand		X	
	UTIL1_E - Water conservation programs	X	X	
	CR2_A - The ability to buy things locally	X	X	X
	CR2_B - Employment opportunities within the town	X	X	X
	CR2_D - Opportunities for youth	X	X	X
	CR2_J - The cost of living in Castle Rock	X	X	X
Community	CR2_C - Aesthetics and quality of town structures in Castle Rock			
	CR2_E - Availability of healthy lifestyle activities	X	X	
	COMM1 - Overall, how would you rate the sense of community in Castle Rock?	X	X	
	CR2_F - Entertainment and events offered by the Town	X		
	CR2_H - Arts and culture events offered by the town	X		
	CR2_J - The ability to work near where I live	X		
	PUB2_A - The overall condition of the road surface	X	X	X
	PUB2_B - Traffic signal timing	X	X	X
	PUB2_C - Level of congestion on the streets	X	X	X
	PUB2_E - Overall convenience and accessibility of the roads in Castle Rock	X	X	X
Roads	PUB2_D - Cleanliness of the streets	X		
	PUB4 - How would you rate the adequacy of walking and biking paths in Castle Rock?		X	

Water is ranked third among the five factors.

- There has been a decline in the perception of the overall quality of water. This is an area for further exploration, as it is unclear why residents would feel this way.

Table 6: Performance on Key Community Questions—Water

Key Community Questions	2015	2017	2019
Overall	-	7.23	6.74
Customer service	7.81	7.57	7.49
Overall quality of water	7.94	7.90	7.42 (↓ 2017)
Securing and managing long-term water supplies	7.11	6.78 (↓ 2015)	6.65 (↓ 2015)
Value of service for rates paid	6.25	6.24 (↓ 2015)	5.85 (↓ 2015)

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that

dimension. Base: All Respondents

Mean score based on a scale from 0 to 10.

Community is ranked fourth among the five factors.

- The ability to buy things locally is the top-scoring attribute in this dimension; it has seen an increase between 2017 and 2019 and has remained above 2015 levels.
- Opportunities for youth have declined from 2017.
- Employment opportunities increased between 2015 and 2017; they returned to 2015 levels in 2019.

Table 7: Performance on Key Community Questions—Community

Key Community Questions	2015	2017	2019
Overall	6.75	6.94	6.25
The ability to buy things locally	7.07	7.46 (↑ 2015)	7.22 (↑ 2015)
Overall sense of community	7.56	6.88 (↓ 2015)	6.75 (↓ 2015)
Opportunities for youth	7.20	7.06	6.59 (↓ 2017)
The cost of living in Castle Rock	6.15	5.56 (↓ 2015)	5.41 (↓ 2015)
Employment opportunities within the town	5.43	5.78 (↑ 2015)	5.27 (↓ 2017)

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that

dimension. Base: All Respondents

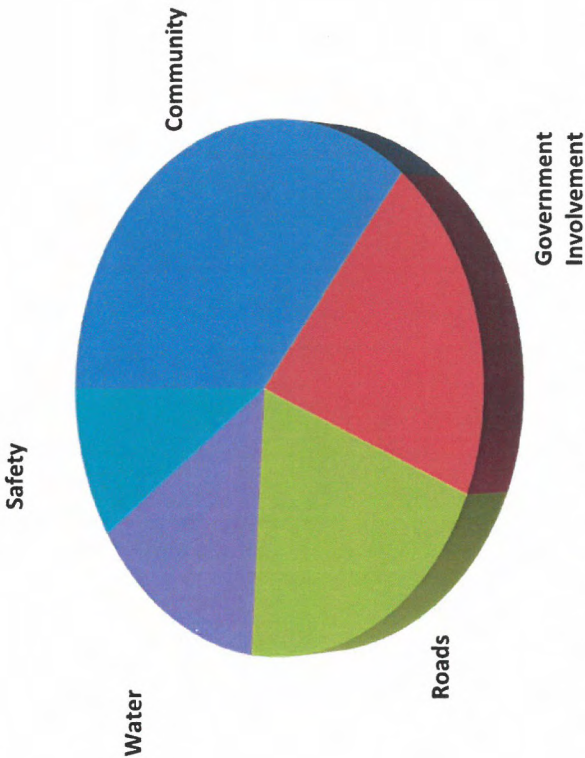
Mean score based on a scale from 0 to 10.

The first step in the analysis identifies the extent to which the five overall dimensions identified earlier impact Castle Rock's 5-Star rating.

All five dimensions have a significant impact on Castle Rock's 5-Star rating, with Community, Government Involvement, and Roads having the largest impact.

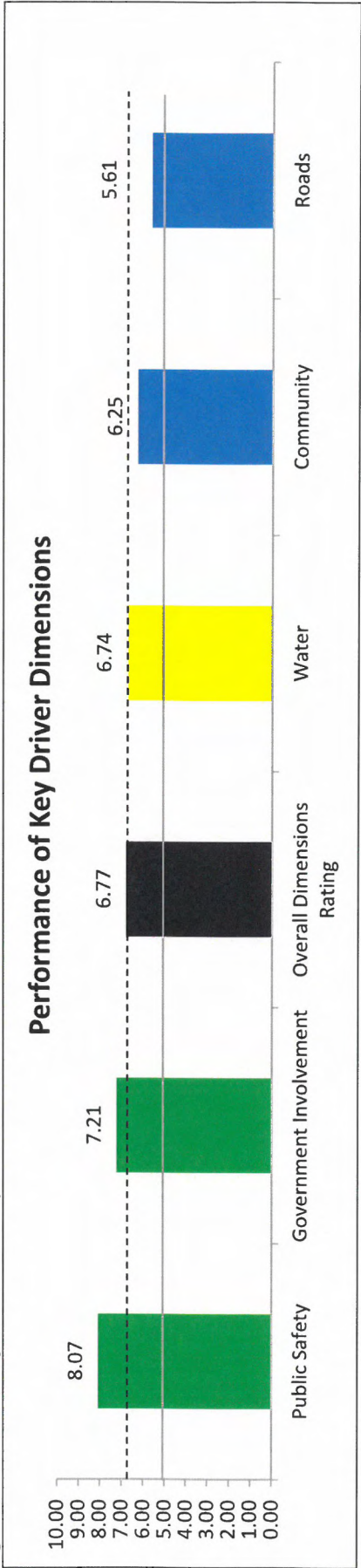
Key Drivers Analysis looks at relationships between individual survey questions or combinations of these questions and Castle Rock's 5-Star rating and identifies the questions that have the greatest influence on Castle Rock's 5-Star rating.

Figure 15: Key Drivers Analysis—Overall Dimensions



Those factors shown here are key drivers—that is, a change in these areas would have a significant impact on Castle Rock's 5-Star rating.

Figure 16: Overall Performance on Key Driver Dimensions



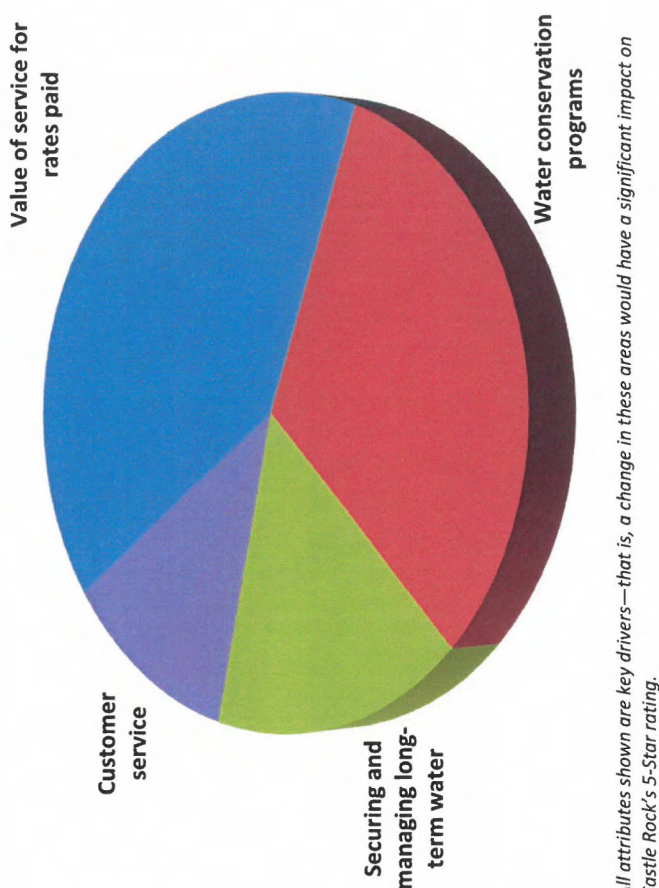
Mean score based on a scale from 0 to 10.

Within the Water dimension, there are two areas of focus.

Value of service for rates paid has remained steady over the years but is the lowest-rated attribute within this dimension.

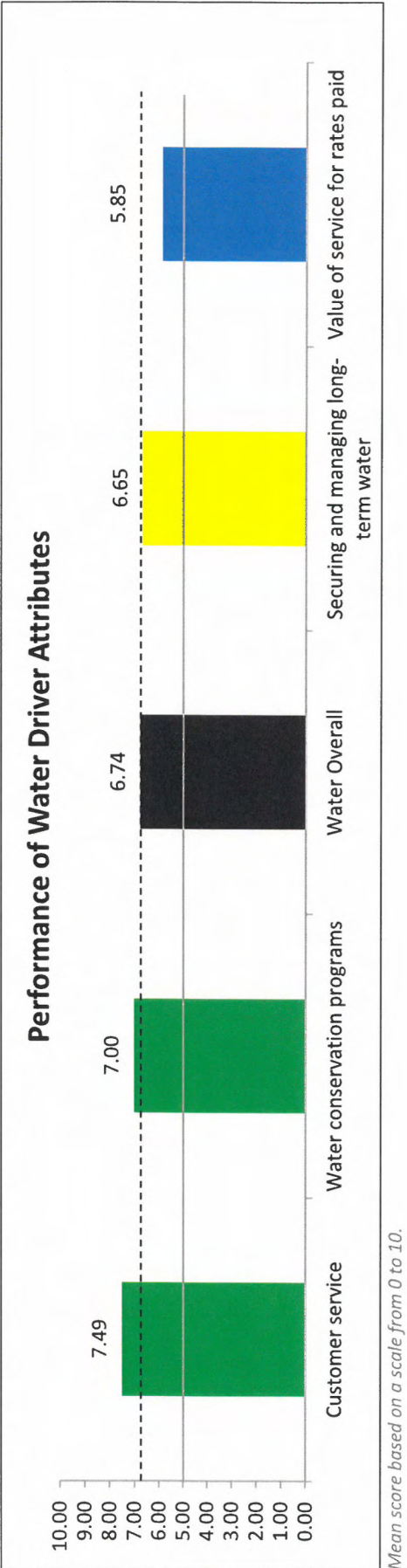
While securing and managing long-term water is not quite as important as water conservation programs, it receives lower ratings. It is recommended to ask residents how they differentiate these two items and what the Town can do to improve.

Figure 23: Key Drivers Analysis—Water



All attributes shown are key drivers—that is, a change in these areas would have a significant impact on Castle Rock's 5-Star rating.

Figure 24: Performance of Water Key Driver Attributes



Mean score based on a scale from 0 to 10.

Table 9: Resource Allocation Analysis

Importance					
COMMUNITY	GOVERNMENT INVOLVEMENT	ROADS	WATER	SAFETY	
Overall Sense of Community (↓ 2015)	Seeks Residents Involvement and Input (↑ 2017)	Level of Congestion on the Streets	Value of Service for Rates Paid (↓ 2015)	Confidence in Police Department to Provide a Safe and Secure Community	
Cost of Living (↓ 2015)	Keep Residents Informed Regarding Town Happenings and Initiatives (↑ 2017)	Overall Condition of the Road Surface	Water Conservation Programs	Frequency of Patrols	
Opportunities for Youth (↓ 2017)	Keep Residents Informed Regarding Parks and Recreation Initiatives (↑ 2017)	Overall Convenience and Accessibility of Roads	Securing and Managing Long-Term Water	Approachability of Police Officers (↑ 2015) Same as 2017	
Employment Opportunities within the Town (↓ 2017) Same as 2015	Keep Residents Informed Regarding Water Services and Projects (↑ 2017)	Traffic Signal Timing	Customer Service	Confidence in Fire and Rescue to Respond to Emergencies	
Ability to Buy Things Locally (↑ 2015) Same as 2017					

Key driver, lower-than-average agreement, invest

Key driver, near average agreement, invest as allowed

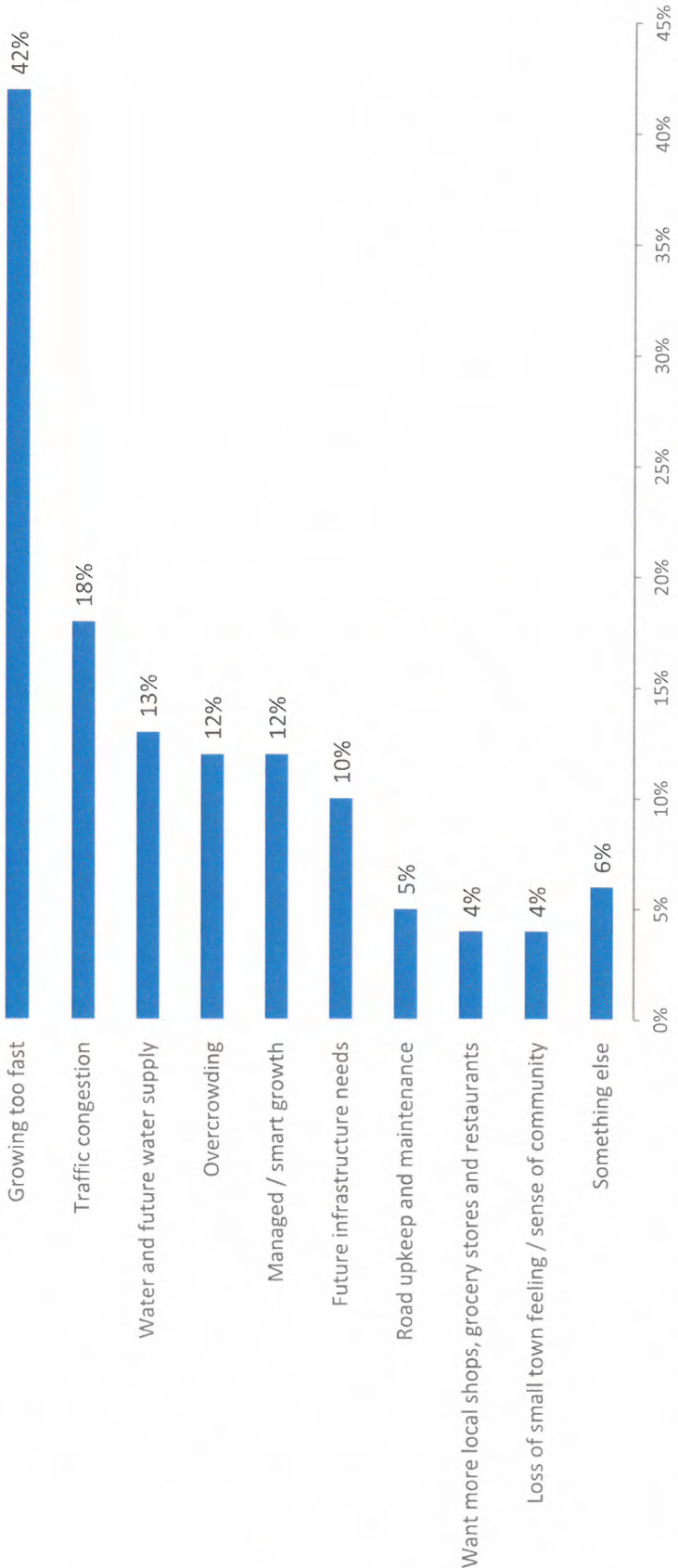
Key driver, above-average agreement, maintain

CASTLE ROCK AS A PLACE TO LIVE
Most Important Issue Facing Castle Rock

Residents were asked to describe the single most important issue facing the Town in the next five years. The responses were open-ended and then coded after data collection was completed. If a resident mentioned more than one thing in his or her response, each subject was categorized separately. This means that the sum in the figure below tallies to more than 100 percent.

By far, the most commonly mentioned topics were issues related to growth—including growing too fast, overcrowding, traffic congestion, and future infrastructure needs.

Figure 27: Biggest Issue Facing Castle Rock—2019



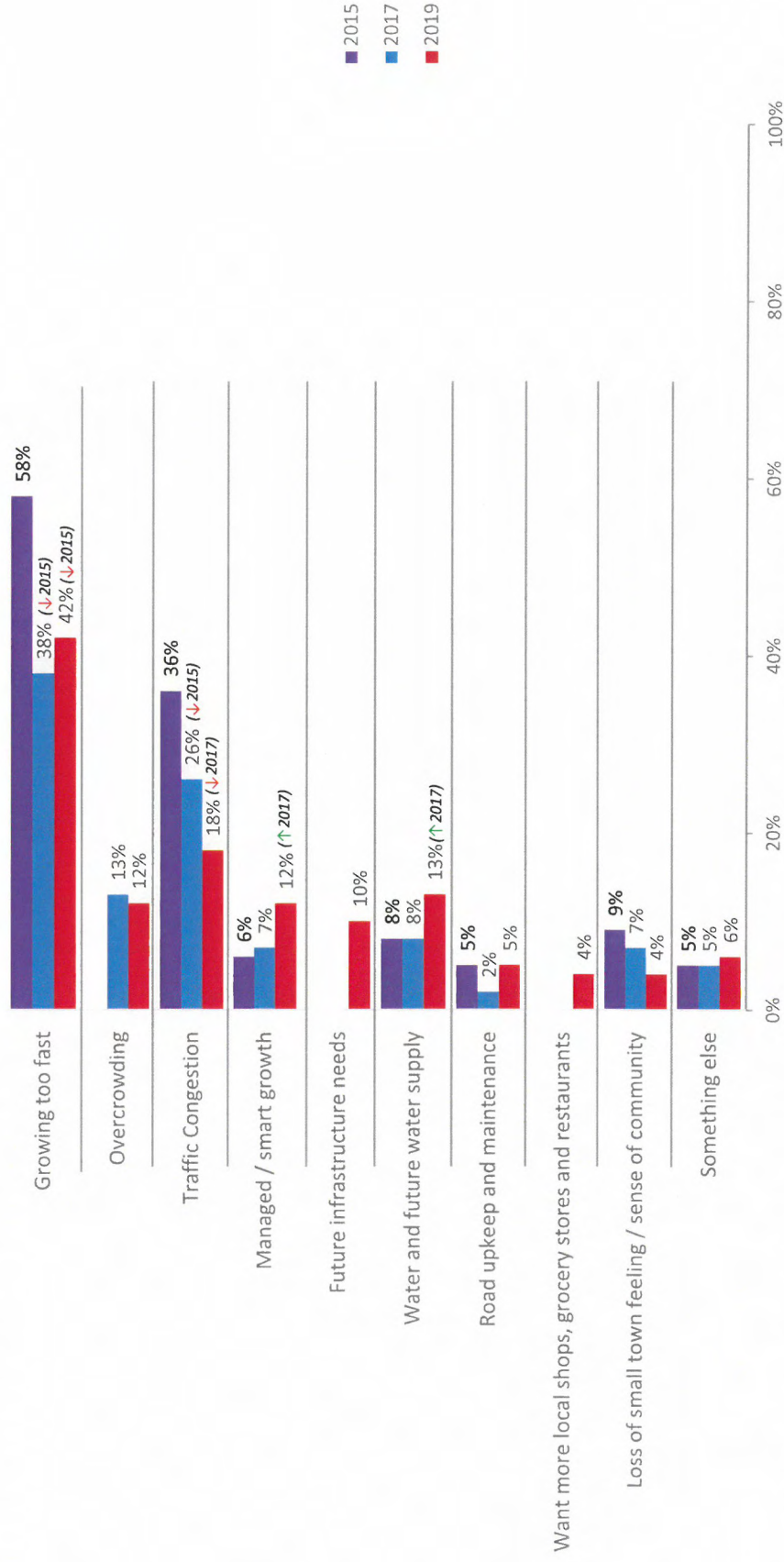
CR1 – What would you say is the single most important issue facing Castle Rock in the next 5 years? (open ended question coded into categories)

Base: All Residents

Multiple responses—may sum to more than 100 percent. Top 10 issues shown.

There are a few notable changes seen over the years. The two most notable are the steadily decreasing number of mentions regarding traffic congestion. While this is still an issue as identified in the Key Driver analysis earlier in the report, fewer residents mention this unprompted. The second issue of note is an overall attitude toward growth. In 2015, and to a lesser extent 2017, a majority of comments related to growth were akin to “stop the growth.” While this is still true in 2019, there has been a shift toward managing or using “smart” growth, as well as ensuring growth takes into account future infrastructure needs. While not overwhelming, this shift is worth noting.

Figure 28: Biggest Issue Facing Castle Rock Compared to Previous Years



CR1 – What would you say is the single most important issue facing Castle Rock in the next 5 years? (open ended question coded into categories)
Base: All Residents Multiple responses—may sum to more than 100 percent. Top 10 issues shown.

*Note, for comparison, as years go by codes generally get more refined. For example, between 2015 and 2017 a new category, “overcrowding,” was created, but it was rolled up into “growth” in general so growth was 58 percent. In 2019 we separated out overcrowding into its own code, which is why “growing too fast” appears to have dropped.

Residents were asked two questions regarding how well they believe the local government does at listening to residents and keeping them informed regarding Town happenings.

When compared to NWRG Benchmarks, the Town rates above national and other 3.5-Star benchmarks and similar to 4-Star communities in these areas. Year-over-year ratings for both attributes have rebounded from 2017—an area to highlight.

The Town continues to do a good job of keeping residents informed regarding parks and recreation initiatives and water services and projects. Both areas have improved.

Figure 33: Informing and Involving Residents – Mean Scores

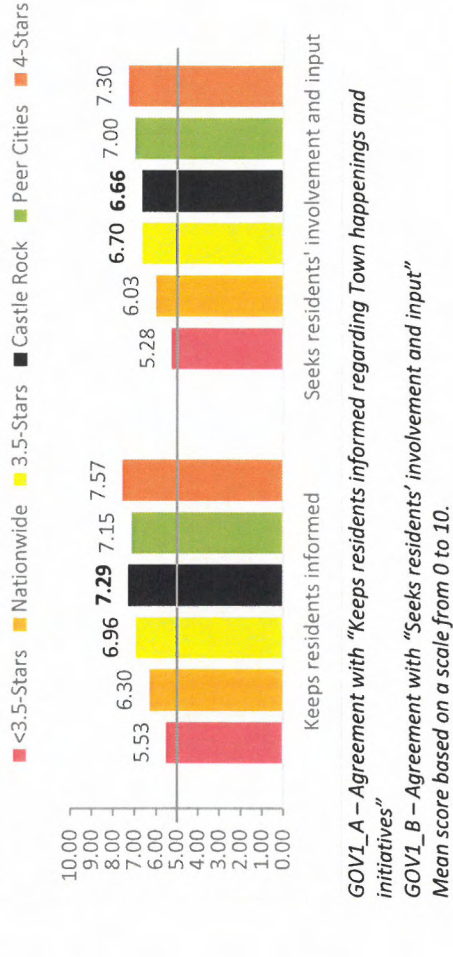
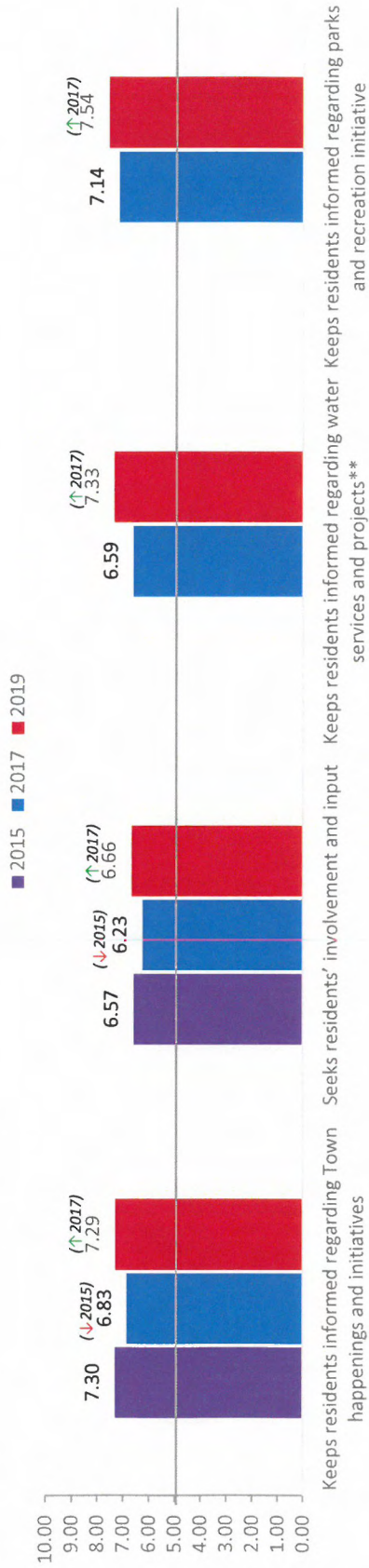


Figure 34: Informing and Involving Residents



GOV1_A – Agreement with “Keeps residents informed regarding Town happenings and initiatives” GOV1_B – Agreement with “Seeks residents’ involvement and input”
GOV1_C – Agreement with “Keeps residents informed regarding Castle Rock water initiatives” GOV1_D – “Keeps residents informed regarding parks and recreation initiatives”
Base: All Residents. Mean score based on a scale from 0 to 10.

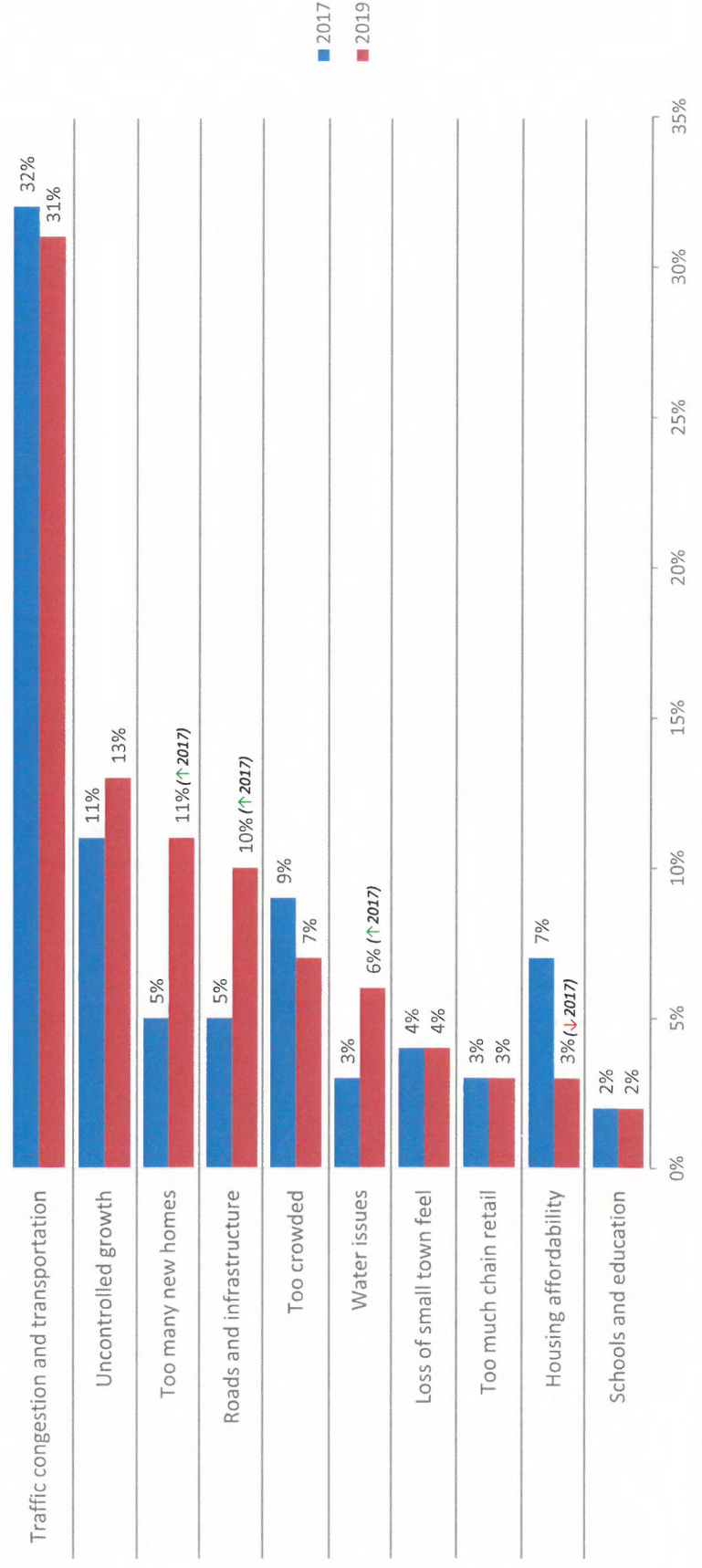
PLANNING FOR GROWTH

Growth-Related Stress

Residents were asked to describe, using a one- or two-word phrase, which aspect of growth was causing them the most stress. The most commonly mentioned aspect was increased traffic and congestion. This received over twice as many mentions as the second-most-mentioned aspect, uncontrolled growth, or growing too fast. There has been a marked increase in residents mentioning too many new homes and the ability for roads and infrastructure to keep up with development.

Castle Rock is not unique regarding these challenges, as NWRG has found traffic and rapid growth to be top issues in other cities.

Figure 40: Growth-Related Stress



GROW3A – Using a one- or two-word phrase, what aspect of growth in Castle Rock is causing you the most stress?

Base: All Residents

Multiple responses—may sum to more than 100 percent. Top 10 responses shown.

CASTLE ROCK WATER

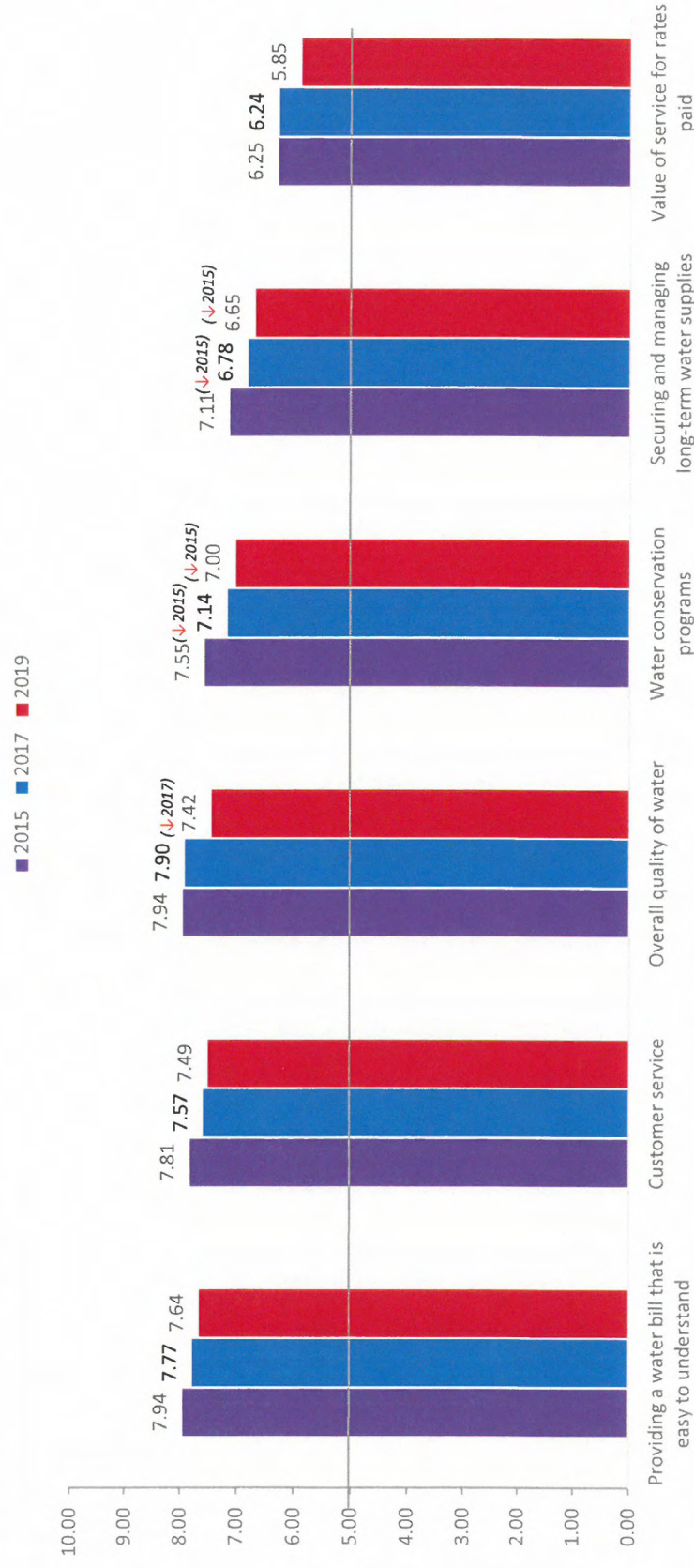
Castle Rock Water Performance

Residents were read a list of the Castle Rock Water functions and asked to rate the performance of each statement.

Overall, residents rate water services quite high, specifically regarding the quality of services being provided. While still quite high, performance regarding water conservation programs and securing long-term water supplies are still below their peak in 2015.

A notable finding is that the overall quality of water has decreased between 2017 and 2019. This is an area for further exploration, as it is unclear why residents would feel this way.

Figure 53: Castle Rock Water Services



UTIL1 – Please indicate how well Castle Rock Water is doing on each of the following items. . .

Base: All Residents

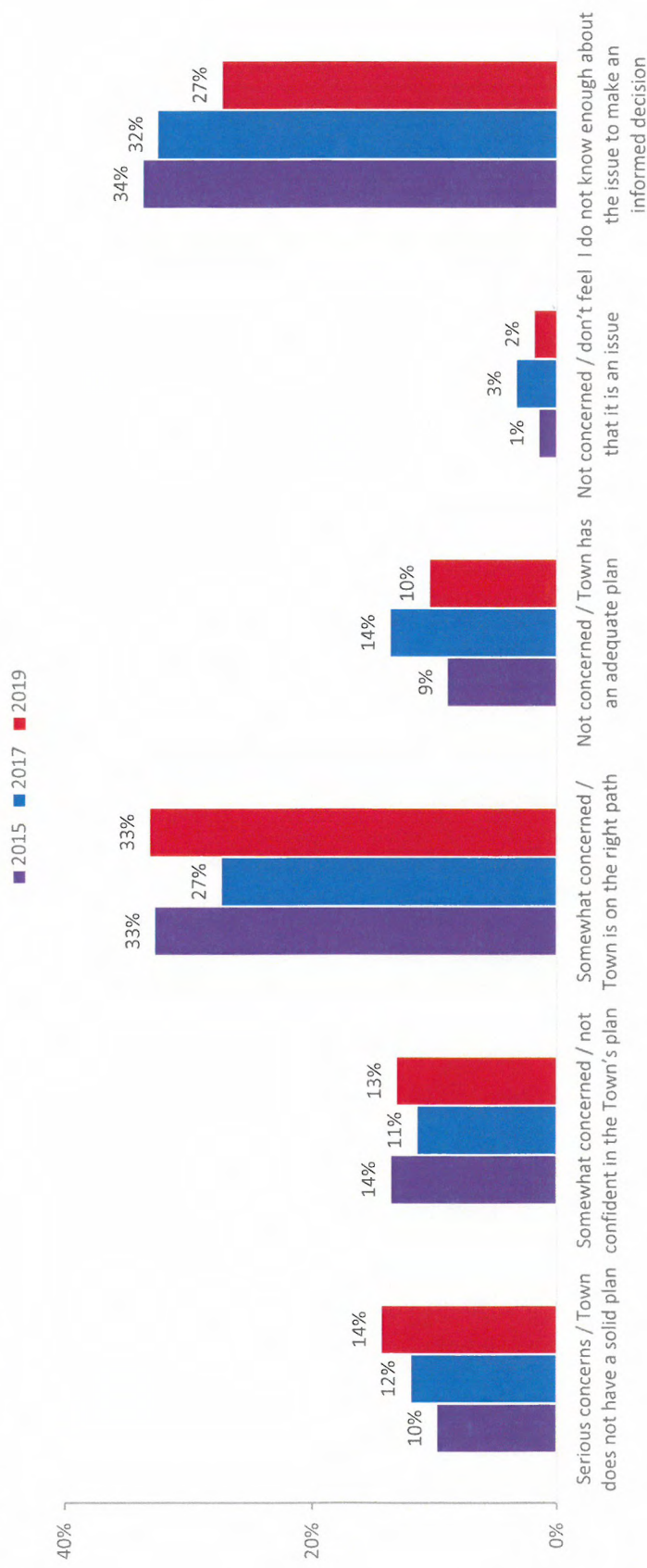
Mean score based on a scale from 0 to 10.

Long-Term Water Issues

Each year, residents are read a series of statements regarding long-term water issues in Castle Rock and asked to indicate which statement best describes their feelings.

While the changes are not statistically significant, there has been a decrease in residents who feel they do not know enough about the issue. Most of them have shifted to having some or serious concerns. Although the question appears static, it may be worth continuing to track to see if any of these changes becomes significant in a few years.

Figure 54: Long-Term Water Issues



UTIL3 – Which one of the following statements best describes your current feelings about long-term water issues in Castle Rock?

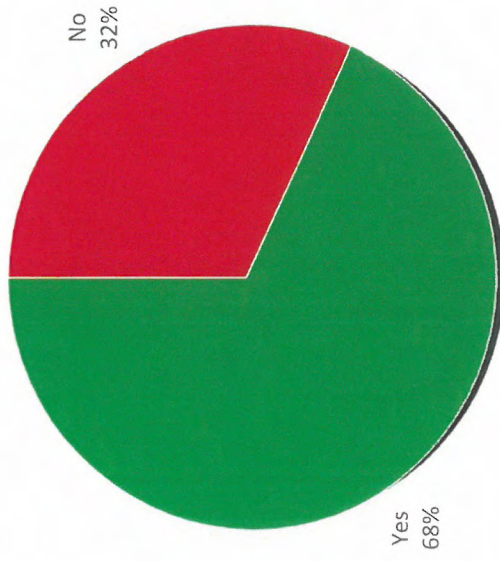
Base: All Residents

Two thirds of residents feel that “smart” water metering will be a valuable service.

Roughly the same number of residents have received information regarding the Town’s plan to incorporate purified “reuse” water as part of its long-term water supply plan.

Figure 55: Value in “Smart” Metering Service

Is There Value in "Smart" Metering

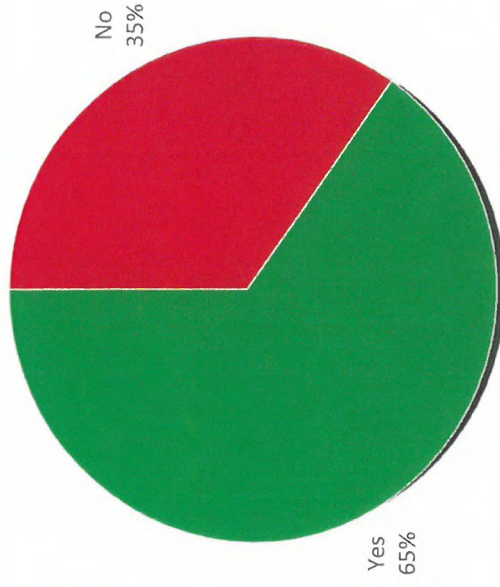


UTIL4– The Town is also evaluating the use of “smart” water metering. This will allow residents to monitor water usage in near-real time. Do you feel this is a valuable service?

Base: All Residents

Figure 56: Received Info Regarding “Re-Use” Water

Received Info Regarding "Re-Use" Water



UTIL5 – Have you seen, read, or heard any information regarding the Town’s plan to incorporate purified re-use water as part of the long term water supply plan?

Base: All Residents

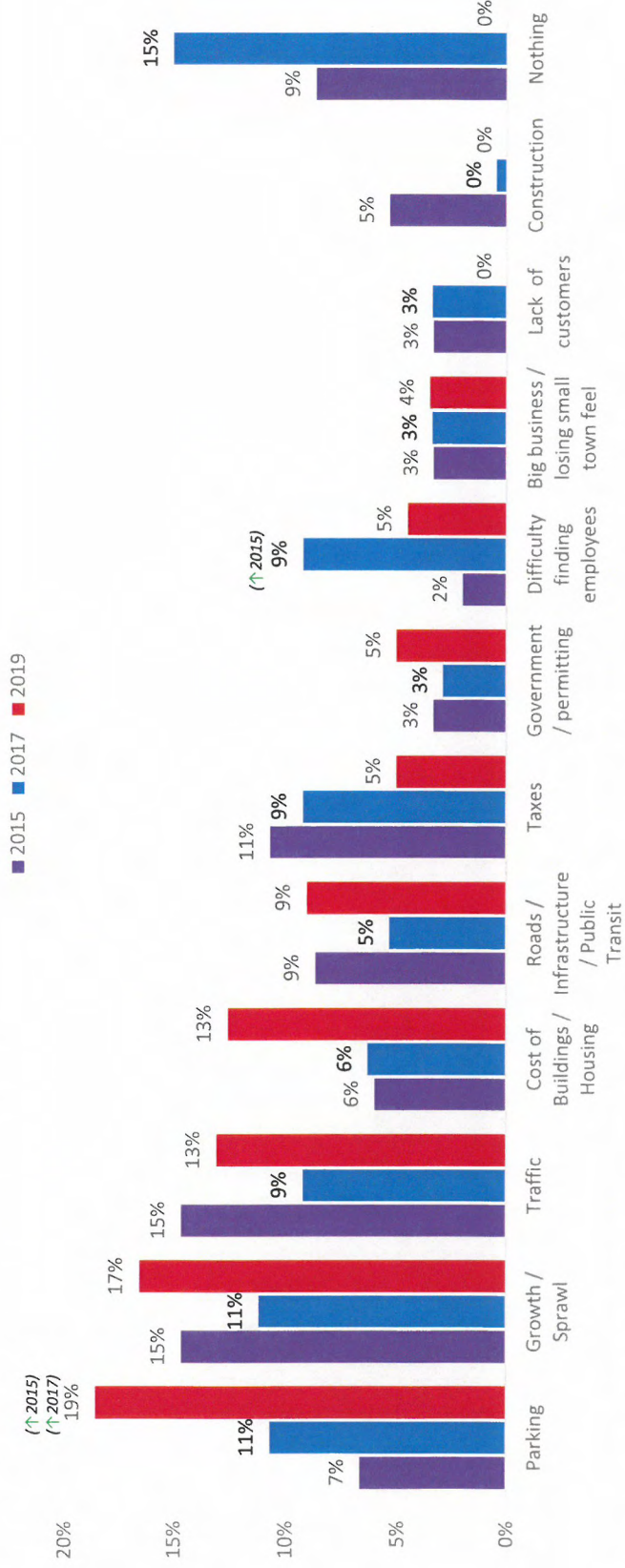
While residents were asked to describe the most important issue facing the Town overall, business owners and operators were asked to describe the single most important business-related issue facing Castle Rock.

While there has been some movement between over the years, most differences are within the margin of error and not statistically significant.

- The main exception to this is issues related to parking. Mentions of this have increased compared to both 2015 and 2017.

The top issues in 2019 are parking, growth/sprawl, traffic, and the cost of buildings/housing.

Figure 76: Issues Facing Businesses in Castle Rock



BCR1 – What would you say is the single most important business-related issue facing Castle Rock?
Base: All businesses