



October 10, 2016

Honorable Mayor Clint Folsom and Members of the Board of Trustees:

I am pleased to submit to you, for your review and approval, the 2017 budget for the Town of Superior and its component units of \$41.8 million. The budget continues to, in a cost effective manner, incorporate a balanced and responsible approach to meeting the Town's short and long-term services and programs. The budget also supports the Town's values, goals and objectives established by the Trustees with input from the individuals who live and work in the community.

Municipal revenues continue to be somewhat volatile. Sales tax revenues, which fund most of the Town's operating and capital activities, are continually strained by:

- Retail competition from neighboring jurisdictions,
- Increasing on-line sales (and correspondingly decreasing "brick and mortar" sales) which typically result in no, or minimal, remittance of Superior sales tax,
- An aging population who typically spend more on service (non-taxed transaction) and less on tangible products (taxable transaction) and

Superior is further exposed to a situation where relatively few, but large, retailers generate most of the Town's sales tax revenues. By example, Superior's five largest retailers generate almost 80% of our sales tax income. If something would happen to one of these retailers (drop in sales, store closure, opening of a competitor store in a nearby municipality), Town revenues could materially decrease. Additionally, the Town continues to financially support our utility operations, in the form of an annual, material, sales and use tax transfer (\$274,000 in 2017 and \$2.0 million over the five year planning horizon). The Town continues to work to make these utilities financially self-sufficient.

In spite of these risks, exposures and fiscal transfers, the 2017 budget and 2017 – 2021 financial plans are balanced and sustainable. In fact, 2017 will be the 14th consecutive year that the Town has been able to reduce one or more of our controlled property tax rates – the Town, Superior/McCaslin Interchange Metropolitan District (SMID) and/or Superior Metropolitan Districts Nos. 2 & 3 (SMD 2/3). Town controlled sales tax rates have also not increased during this time. Additionally, the Town's capital programs continue to aggressively address our material on-going maintenance needs while allowing the Town to fund new capital amenities. With smart, targeted growth, such as the Superior Town Center, the Town's overall financial situation will continue to strengthen and diversify.

2017 WORK PLAN

The primary goals which have been identified by Trustees to be incorporated in the Town's 2017 work plan and budget are as follows:

- **Enhance Financial Stability and Business Retention** – Ensure the Town's long term financial stability by diversifying revenue streams, reducing and restructuring of existing debt, pursuing financial self-sufficiency of utility operations, and supporting local businesses.

For two decades, Trustees and staff have worked on the development of a Superior Town Center (STC). The Superior Urban Renewal Authority boundaries were expanded in 2006 to include the STC area, to potentially use tax increment revenues to assist with public infrastructure development. In 2008, the Board approved a plan/vision for this site including the creation of acceptable development parameters and adoption of a public sector investment policy. In 2012, the Town Board approved a Planned Development (PD) zoning for the Town Center site. This zoning designation and other activities have ultimately led to the Town Board's approval of a project in 2013. Construction began in earnest in 2015 to realize the vision of a Superior Town Center. Initial activity includes the construction of over \$10 million in public infrastructure and completion of the first vertical phase of the development including (1) Sports Stable @ Superior and (2) Impact Sports. Scheduled to build in early 2017 are a medical office building, hotel and residential development.

The Board and staff continue to work on revenue diversification, including annual analysis through the budget review process of the Town's long-term financial models and reserve policies. The Town's general property tax mill levy will remain at 7.93 (which represents a continuing mill levy credit of over 4.0 mills – or 34% below the property tax rate the Town could impose). SMD2 mill levy will also decrease by 0.1 mills to 5.2, as the result of higher assessed property values in the district. SMD3 mill levy will decrease by 0.1 mills to 5.1, as the result of higher assessed property values and growth in the district. And finally, SMID's property tax mill levy will remain at 26.0. This is the **fourteenth consecutive year** that Town controlled property tax rates have been reduced.

Financial self-sufficiency of the utility operations is an on-going objective. Roughly 5% of 2017 utility operating revenues are in the form of a sale/use tax transfer from the General Fund. This transfer has materially decreased from prior years – typically this transfer has been in the range of 30 – 35% of utility operating revenues or roughly \$1.5 million annually. Included in the budget is a 2.5% fee increase for water service charges, standby fees, miscellaneous fees and construction water. Wastewater service charges will increase by 5%. The 2.5% increase in water is also planned for 2018 and the 5% increase for wastewater is planned annually from 2018 – 2021. The Board continues to consider the addition of targeted developments, to among other things add one-time and on-going fee revenues to the utility operations (which in turn could help to moderate these projected utility rate increases and reduce/eliminate the General Fund transfer).

Annually the Board and staff review, and update where necessary, Town user fees. There are no major changes for 2017. A new Zoning Verification Letter fee and Founders Park Shelter fee have been added.

Since 2006 the Town has aggressively reduced its outstanding debt and other long-term obligation balances (2006 balance of \$71.5 million has been reduced to \$38.3 million by the end of 2016). The 2017 budget reflects an additional principal reduction of over \$4.7 million.

The Town will also continue to work with an economic development consultant to review and look for possible future economic development opportunities. In 2017, the Town will continue the engagement with a retail sales consultant to assist with the identification and recruitment of retailers to Superior.

- **Provide Excellent Public Services and Public Infrastructure** – Continue to expand and improve services and infrastructure by prioritizing and funding infrastructure and service needs; and pursuing service sharing opportunities and partnership for regional infrastructure improvements.

Projects budgeted in 2017 to achieve this goal include:

- First full year of the re-started Superior Call-n-Ride program.
- Nearly \$375,000 for park, pool and recreation infrastructure replacements and enhancements.
- New and replacement trees, plants and shrubs and additional landscaping enhancements totaling \$135,000.
- Almost \$1.3 million for the Town's annual street replacement and improvement program.
- Complete additional trail, underpass and landscaping improvements adjacent to the McCaslin interchange, totaling \$180,000. Begin design of the Davidson Mesa trail connection (\$100,000). Other 2017 trail funding of \$800,000 is also budgeted in Open Space.
- \$100,000 for Shan Shan house demolition. Also, design efforts (\$10,000) for a trailhead on this site.
- \$1.5 million for Coal Creek corridor enhancements.
- \$620,000 to design a new water storage reservoir.
- Over \$1 million in capital maintenance and improvements to the Town's water, sewer and storm drainage infrastructure.
- A proposed expansion to Town Hall. Currently Town staff/contractors that interact with the public are located in at least six separate locations. This physical separation contributes to staff inefficiencies as well as less than ideal service deliveries to our citizens and customers.
- \$50,000 for Public Art.
- \$200,000 budgeted for final park design within the Superior Town Center development.
- Study and community engagement process for the review of indoor recreation amenities.
- Evaluate alternatives for the delivery of broadband services Town wide.

- Yard waste site improvements and expansion of operating hours.
- System wide traffic signal upgrades.
- Communication enhancements between facilities and equipment (Water/Wastewater treatment plants, traffic signals, school zone flashers, parks, remote office locations) and Town Hall.
- **Engage Residents through Outreach and Marketing** – Explore and initiate methods that will continuously improve education, communication and meaningful dialog between the Town, its residents, homeowners associations and advisory groups, in order to maintain and improve our quality of life and aid in decision making that benefits the town as a whole.

In a continuing effort to enhance communication with the Town’s many and varied constituent groups, the 2017 budget has a number of programs and projects intended to meet this objective. Programs include:

- Web streaming of public meetings occurs in real time, with on-line viewing and listening available following each meeting on the Town’s web page. Meeting archives are available indefinitely.
- Meetings are also broadcast live and repeated on the Town’s cable access channel.
- Real time information is provided to constituents through Superior’s electronic message board at Town Hall, e-mail discussion lists supported by the Town, Town Facebook page, e-mail “blasts”, individual mailings/flyers and a Town wide telephone messaging service.
- A monthly newsletter is distributed to interested parties electronically and is available on the Town’s web site.
- Financial information is available via the web page and at Town hall including monthly financial statements, a quarterly financial report, a weekly Accounts Payable detailed report and a minimum of the last five years of Town of Superior budgets and Comprehensive Annual Financial Reports.
- An annual report is provided to the Board and citizens on previous year’s accomplishments.
- Staff works with Superior’s advisory committees to develop and disseminate annual work plans. Town personnel also staff all advisory committee meetings and report back to the Town Board through meeting minutes.

In addition to the on-going activities listed above, new outreach and engagement efforts in 2017 (which actually began late in 2016) will include SeeClickFix – a web and mobile application which allows residents to report and track non-emergency issues in the community.

- **Strategically Acquire Open Space** – Augment natural and developed open space within the Town through purchases and strategic acquisitions, and through responsible development.

Town staff will work with the Town Board as well as the Open Space Advisory Committee to find high priority open space acquisitions that help achieve this goal. Funds are budgeted annually for on-going maintenance of existing open space properties. In 2017 \$800,000 is earmarked for trail construction and improvements, \$1.5 million is budgeted for Coal Creek corridor enhancements, and \$110,000 for the demolition on the house on the Shan Shan property and design of a trail head at this site.

- **Promote and Manage Development Opportunities** – Manage development opportunities in a timely manner, reconciling public and private interests so that growth achieves the Town’s long term vision.

Town staff will continue work with the Superior Marketplace property management company to pursue revitalization of this area and integrate the Marketplace with the development of the Superior Town Center. Work will also continue to oversee additional development interest including the Rogers, Wiehe, Anderson, Zaharias, Discovery Office, Original Town and Resolute properties.

- **Support Environmental Sustainability** – Continue implementation of energy initiatives, promotion of water and energy conservation efforts, and possible expansion of Town program and incentives.

Efforts toward achievement of this goal include:

- On-going funds for environmental “green” enhancements to Town facilities.
- Continued work with the Town Board and Superior’s recycling and conservation advisory committee (RCAC), to expand the community’s recycling efforts.
- Town sponsored water conservation efforts including residential water irrigation audits and a rebate program intended to replace high water flow shower fixtures, toilets, dishwashers, washing machines, irrigation sprinkler controllers and sprinkler heads. Working with Xcel, switch out streets lights to LEDs (long term cost savings to the Town).

In 2010 and 2011, the Town installed two phases of photovoltaic solar panels at the Town’s Water and Wastewater Treatment plants (375.87 kW in total). Through a combination of Federal Government tax credits and Xcel grants, the phase I improvements generated a positive cash flow from day 1. The outstanding lease for Phase I improvements was paid in full in early 2016. Phase II improvements will recover their initial investment and provide a positive cash flow 50% through the equipment’s useful life. In addition to the Water and Wastewater plants, five additional Town facilities are equipped with solar panels.

BUDGET HIGHLIGHTS

Superior has a complicated governance system. Numerous governmental entities provide services to the residents of Superior. This document contains budgets for six governmental entities located in the Town of Superior: the Town of Superior, Superior Metropolitan District's No. 1, 2 and 3 (SMD No. 2 & 3 continue to exist for the sole purpose of repayment of previously authorized district debt – which will be paid in full in 2018), Superior/McCaslin Interchange Metropolitan District and the Superior Urban Renewal Authority. Each entity is a legally separate governmental body performing specific functions for the residents of Superior and individually authorizing the enclosed budgets. This document combines the budgets of these six entities, totaling approximately \$41,800,000 in 2017, and allows the interested reader to gather information in one place about the governments of Superior.

Town of Superior (Town) - The Town's 2017 budget of \$23,144,931 includes seven separate and distinct funds as follows:

General	\$12,073,556
Capital Improvement	6,370,025
Conservation Trust	120,000
Open Space	2,479,000
Open Space Debt Service	393,885
Landscape Fee	1,639,911
Trash and Recycling	68,554
	<u>\$23,144,931</u>

In addition to the core governmental services of police protection, public works, parks and recreation, library services, municipal court, building inspection, code enforcement, planning, engineering, legislation, legal, finance and administration, service level enhancements in 2017 include:

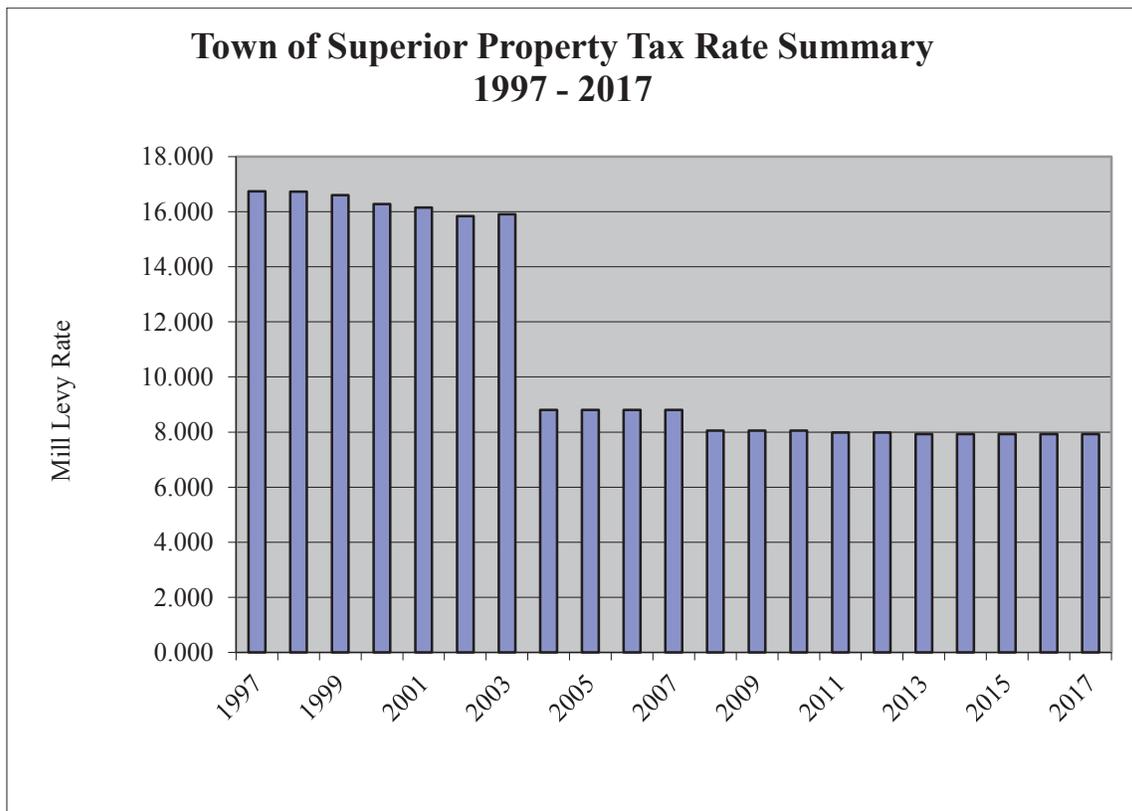
- Consultant to assist with identification/recruitment of retailers to Superior.
- Finalize design of Superior Town Center Fields and Parks.
- Dog Park Renovations.
- Yard Waste site improvements/expansions of operating hours.
- Review of indoor recreation amenities.
- Town Hall expansion.
- Shrub Bed renovations throughout Town.
- Public Art.
- Town-wide broadband service evaluation.

The Town is able to provide these services, while continuing to maintain reduced property tax rates (or mill levy) in Superior. The 2017 mill levy for SMD #2 debt service is decreasing to 5.20 (from 5.30), and SMD #3 debt service is decreasing to 5.10 (from 5.20). The Town has been able to reduce at least one Town controlled property tax mill

levies each of the last fourteen years. The Town has been able to reduce property taxes in spite of (1) trends over past years and (2) expectation in the next several years of:

- Continued competition from neighboring municipalities to expand their sales tax revenue base – many times through financial incentives to businesses that directly compete with our existing retailers.
- The expansion and proliferation of on-line retail sales, which typically result in no (or very minimal) sales tax revenues to the Town.
- A continued focus on the Town’s capital infrastructure maintenance program, which includes increased spending for critical street rehabilitation and utility infrastructure projects (which require a transfer of sales/use revenues from the Town’s General Fund to pay for these essential projects).

Find below a summary of Town’s general property tax rate over the past two decades:



Major capital programs include (1) \$1.28 million for street rehabilitation, maintenance and improvements, (2) \$1.5 million budgeted for Coal Creek corridor enhancements (3) \$2.95 million for design/construction of a Town Hall expansion, and (4) recreation, pool, existing park/trail and maintenance facility improvements, new construction and planning.

Sales tax revenue, the primary revenue source for Town operations, is projected to increase in 2017 at 4.0% - this is above historic returns because of new businesses within

the STC and along McCaslin Blvd. Staff will continue to closely monitor these revenue trends in 2017 and make budget adjustments as needed.

Superior Metropolitan District No. 1 (SMD No. 1) - SMD No. 1 supplies water, waste water treatment and storm water services to the entire Town of Superior. The Board of Trustees also serves as the Board of Directors for SMD No. 1. The 2017 SMD No. 1 budget is \$7,025,061 as follows:

Water Operating	\$ 3,403,475
Water Capital	1,102,000
Sewer Operating	1,533,460
Sewer Capital	394,000
Storm Drainage Operating	342,126
Storm Drainage Capital	<u>250,000</u>
	<u>\$ 7,025,061</u>

Water, waste water and storm projects include continued firming of the Town’s long term water supply (through the building of a regional water storage reservoir) and extensive capital maintenance to the Town’s water/wastewater plants and distribution systems. Potable and non-potable water fees will increase 2.5% and sewer fees will increase 5% in January, 2017. Storm drainage fees will remain unchanged. The five year utility financial plan calls for 2.5% water increases in 2017 and 2018. Sewer rates increase 5% each year.

Superior Metropolitan Districts No. 2 & 3 (SMD No. 2 & 3) Debt Service - SMD No. 2 & 3 debt service funded initial road, park, trail and open space infrastructure within these Districts. The current debt service schedule calls for debt payments through 2018. The Board of Trustees acts as surviving SMD No. 2 & 3 Board Members to certify property tax mill levies to pay for this debt. The 2017 SMD No. 2 mill levy has been **reduced** to 5.20 mills, down from 5.30 mills. The 2017 SMD No. 3 mill levy has been **reduced** to 5.10 mills, down from 5.20 mills. Since the Town took control over SMD 2 and 3 in 2004, property tax rates are down over 35%. The 2017 debt service budgets for SMD No. 2 & 3 are \$643,380 and \$305,717 respectively.

Superior/McCaslin Interchange Metropolitan District (SMID) - SMID was created in 2000 to fund improvements to and maintain the McCaslin Boulevard/US 36 interchange. Phase I construction improvements (primarily a new southwest interchange loop) were completed in 2006. Phase II design efforts began in 2013. Construction of a Divergent Diamond Interchange began in 2014 and was substantially completed in 2015. The final improvements for this project were completed in 2016. A new trail from the interchange to the regional Coal Creek trail system was substantially completed in 2016. This trail is to be finished in 2017, budgeted at \$100,000. The 2017 SMID total operating/capital budget is \$899,289. The 2017 SMID Debt Service budget is \$345,713. There are two revenue sources to fund these improvements and debt service: (1) a 26.00 mill levy on property within SMID (which is down 25% from 2012), and (2) a dedicated Town-wide sales tax of .16% which is scheduled to end after 2022.

Superior Urban Renewal Authority (SURA) - SURA was initially created in 1994 to facilitate development of an eighty acre retail center, known as the Superior Marketplace. The SURA boundaries were expanded in 2006 to include the 150+ acres that are known as the Superior Town Center (STC). SURA is composed of three funds, a Marketplace Sales Tax Revenue Fund, a Marketplace Debt Service Fund, and a STC Property Tax Revenue Fund budgeted in 2017 at \$5,900,000, \$2,100,500 and \$1,456,000 respectively. All non-dedicated sales tax revenues generated in Superior Marketplace are deposited in the Marketplace Sales Tax Revenue Fund. These monies are then distributed to the SURA Debt Service Fund, SMD No. 1 and the Town based on sales tax sharing finance agreements. The Marketplace Debt Service Fund is for payments to the developer (through 2021) and bondholders (through 2019) for reimbursement of public improvement expenses. The STC Property Tax Revenue Fund collects tax increment financing (TIF) property taxes within the STC area. These monies are then distributed to the developer, STC metro districts, Rocky Mountain Fire District and other taxing entities based on a cost sharing agreement.

Staffing Plan

The 2017 budget includes no new full-time Town of Superior positions.

Summary and Conclusion

Presented to you, in this letter, is a brief summary of the many initiatives and programs begun by the Board which will continue in the 2017 budgets. This summary by no means begins to cover all of the services the Town provides, nor does it adequately describe all of the programs provided to our community.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the Town of Superior, Colorado for its annual budget for the fiscal year beginning January 1, 2016. This was the 15th consecutive year that Superior has achieved this prestigious award. A Distinguished Budget Presentation Award is valid for a period of one year only. We believe that our 2017 budget continues to meet the Program's requirements and we are submitting it to the GFOA to determine its eligibility for another award.

I would like to thank the Mayor and Board of Trustees for the attention and energy you have devoted to reviewing the details of the budget, both on your own time and at public meetings. I also want to thank all Town staff members who worked diligently in preparing not only the 2017 budget but also the 2017 – 2021 financial plans. Overall, I believe this budget meets the goals and objectives of the Board and will serve to benefit the citizens of this Town.

Respectfully submitted,



Matthew G. Magley
Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

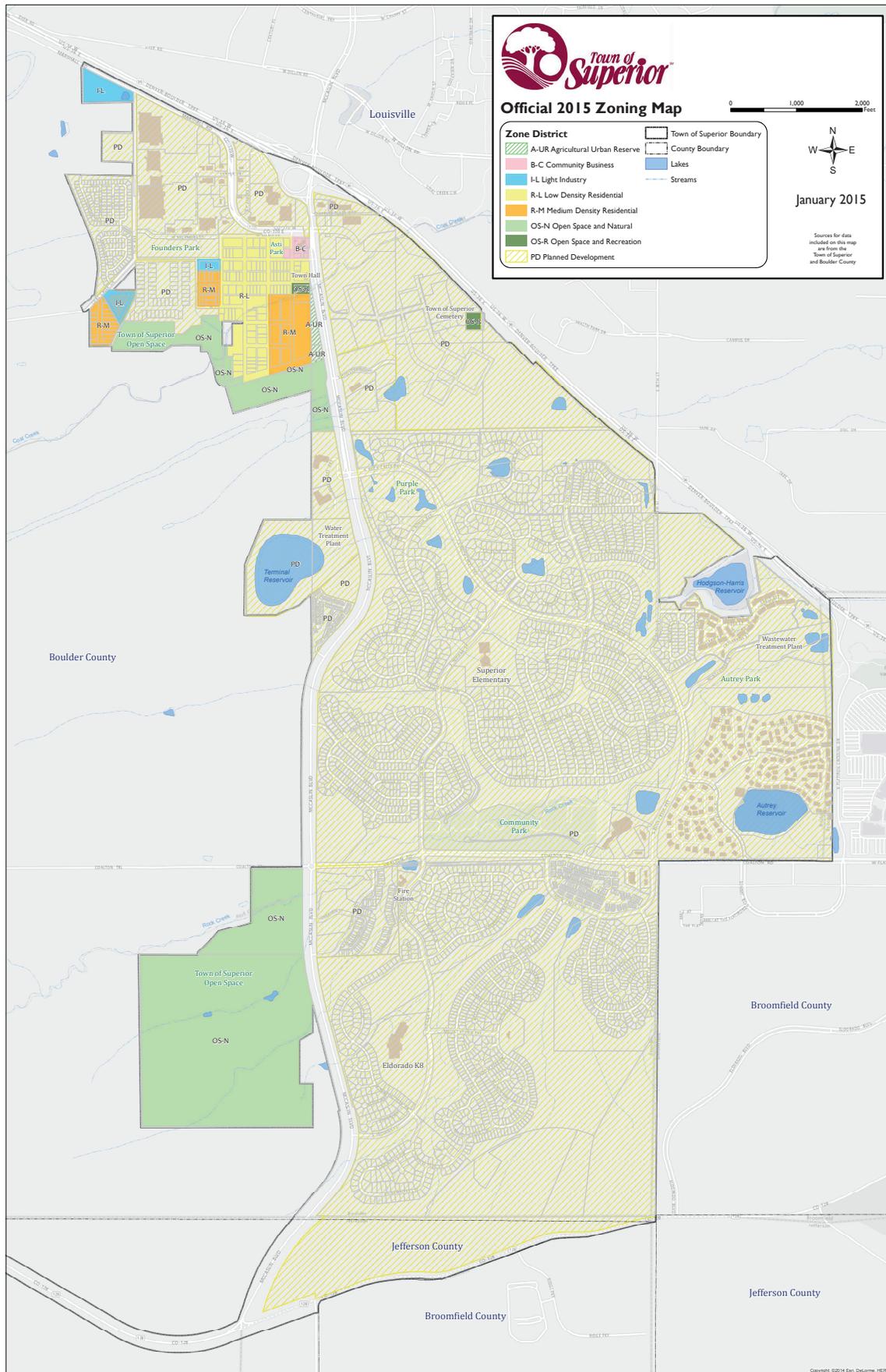
PRESENTED TO

**Town of Superior
Colorado**

For the Fiscal Year Beginning

January 1, 2016

Executive Director



TOWN OF SUPERIOR GENERAL INFORMATION

History

Superior's history is one of coal mining. The first mines in the area were developed in the late 1800's. The Town itself was founded in 1896 and incorporated in 1904. The Town reportedly was named after the "superior" quality of coal found in the area. Mining was the major force in Superior's history until the Industrial Mine closed in 1945. Subsequently, many people moved out of the area and the Town evolved into a quiet ranching and farming community. The population of the Town remained around 250 until the most recent developments occurred.



During the mid-1980's, the Town's wells and septic systems began to fail. In 1987, the Town approved a proposed development southeast of the original town that would allow for new residential development and the creation of both water and sewer treatment plants. The treatment plants would have the capability of providing clean water and sewer service for the entire Town. This major new growth area is known as Rock Creek Ranch and helped to increase the population to almost 11,000 by 2004. 2010 census population was 12,483.





The Town has also focused on retail and commercial developments to not only provide local shopping and office amenities for our residents but also to help fund a high level of services for our community. The Town has continued to mature and expand amenities to its residents through the construction of two public schools, one elementary and one K-8, in addition to improved parks, open space and trail systems. Within the Superior Marketplace are a Super Target, Costco, OfficeMax, PETsMART, TJ Maxx, Michaels, Whole Foods and several smaller shops and restaurants.

Construction continues in the Superior Town Center. In 2016, in addition to site grading and infrastructure installation, the anchor downtown tenant of Sports Stable @ Superior and Impact Sports began operations in their new buildings. Future development plans in the Town include commercial, retail, mixed use development, single family homes, and expanded public amenities such as parks, open space and trails within the Town.



Location

The Town of Superior planning area is approximately 4.26 square miles in area and neighbors several other cities including Louisville, Broomfield (city and county), Westminster, and Boulder. Located between the Boulder-Denver Turnpike (U.S. 36) to the north and State Highway 128 to the south, the Town sits mostly in Boulder County with a small southern portion in Jefferson County. Downtown Denver is thirty minutes to the southeast and Denver International Airport a thirty minute drive to the east. The City of Boulder as well as the University of Colorado at Boulder are also only a short distance away.

Government/Organizational Structure

The Town of Superior is a statutory town with a trustee-manager form of government. The Board of Trustees consists of six trustees and a mayor all elected by popular vote of the residents. The Mayor is elected separate of the Board. The Mayor Pro-tem is an elected Trustee and is appointed by a majority vote of the Board. The Board of Trustees meets at the Town Hall located at 124 East Coal Creek Drive on the second and fourth Mondays of each month at 7:00 p.m. Three Trustees are elected in November of each even numbered year and serve four-year terms. The Mayor is elected every four years and is a full voting member of the Board of Trustees.

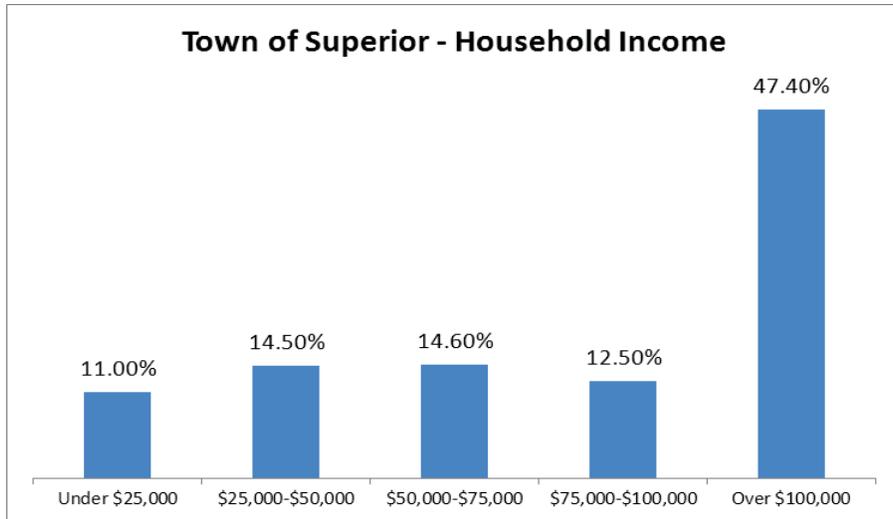
Population Demographics

The majority of the homes in Superior are single family homes. According to the 2010 U. S. Census, the average family size is 3.31 persons where the average household size is slightly smaller at 2.78 persons. They are, however, both above Colorado's average household size of 2.49 persons.

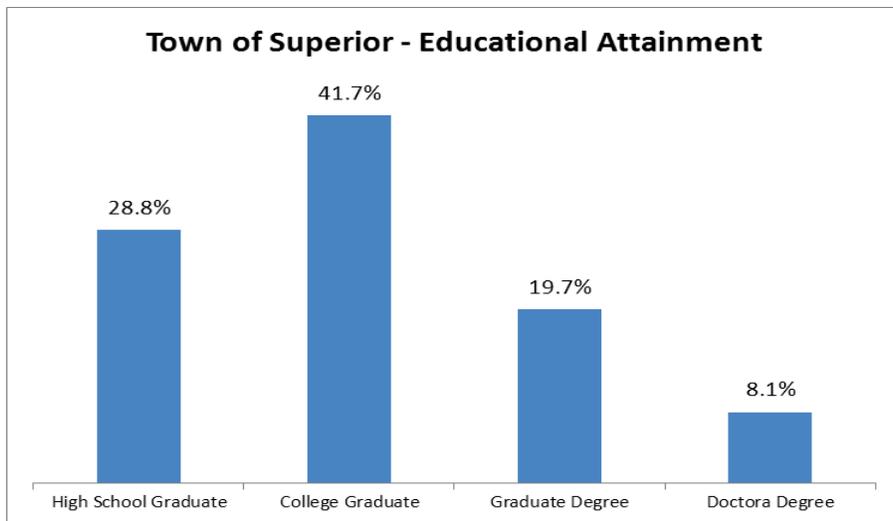
Year	Town of Superior	% Increase/ Decrease	Boulder County	% Increase/ Decrease	State of Colorado	% Increase
1950	134	-	48,296	-	1,325,089	-
1960	173	29.1%	74,254	53.7%	1,753,947	32.4%
1970	171	-1.2%	131,889	77.6%	2,209,596	26.0%
1980	208	21.6%	189,625	43.8%	2,889,735	30.8%
1990	255	22.6%	225,339	18.8%	3,294,394	14.0%
2000	9,008	3,432.5%	291,288	27.1%	4,301,261	30.6%
2010	12,483	38.6%	294,567	1.1%	5,029,196	16.9%
2011	12,611	1.0%	300,383	2.0%	5,118,526	1.8%
2012	12,781	1.3%	305,251	1.6%	5,188,683	1.4%
2013	12,833	0.4%	309,875	1.5%	5,246,894	1.1%
2014	12,857	0.2%	313,708	1.2%	5,353,471	2.0%
2015	12,989	1.0%	319,177	1.7%	5,456,584	1.9%

Source: Figures for 1950 through 2000 and 2010 were obtained from the US Dept. of Commerce, Bureau of Census; figures for 2011-2015 are estimates provided by the Colo. Dept. of Local Affairs, Division of Local Govt., and are subject to periodic revision.

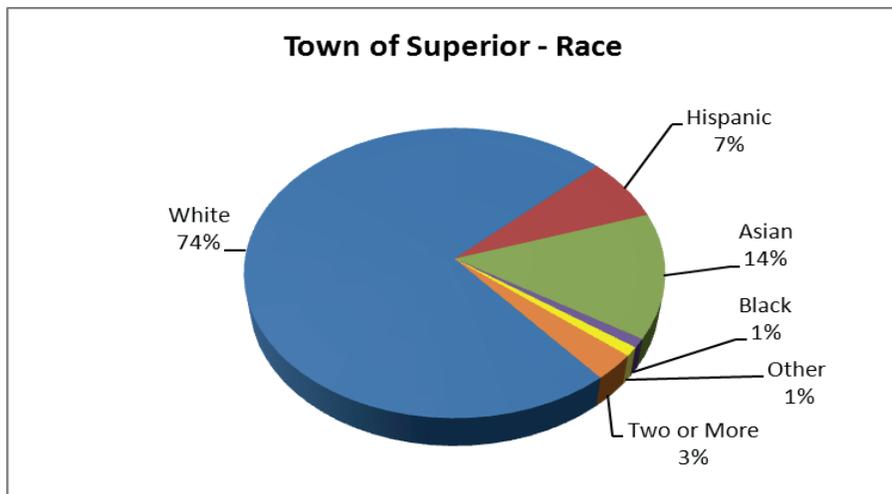
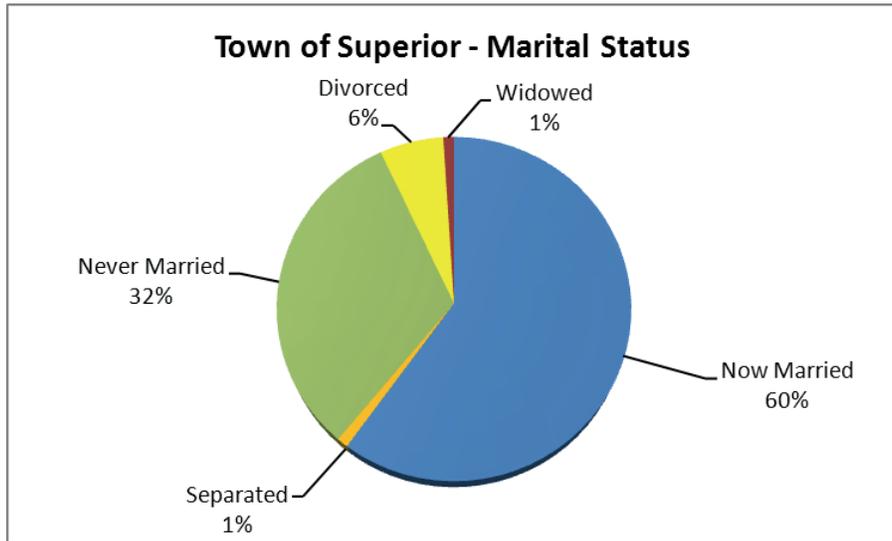
Almost 48% of Superior’s household income earns an average of over \$100,000 annually. This is substantially above the state’s average of approximately \$54,000 a year reported by the 2010 U. S. Census. 25% of Superior’s residents make less than \$50,000 a year.



Town residents are also very well educated. Nearly 70% of adult Superior residents have a minimum of a Bachelor’s Degree. Over 8% of the residents have earned a Doctoral degree.



As the following charts illustrate, the majority of Superior’s residents are Caucasian and 60% are married.



Climate and Environment

With over 300 days of sunshine, Superior provides an ideal playground for residents to use their time outdoors. The western side of Superior borders Boulder County open space providing a beautiful view of the Flatirons from countless locations. The Town currently has 25 miles of trails and 782 acres of parks and open space as well as two outdoor pools.

APPOINTED POSITIONS

Planning Commission

The Planning Commission is a nine-member board appointed by the Board of Trustees. This quasi-judicial board is responsible for developing recommendations for the Town Board regarding the Superior Comprehensive Plan. It is also responsible for the review of development proposals within the Town of Superior.

Board of Adjustment

The Board of Adjustment is the Board of Trustees. This board hears and rules on written appeals concerning the Town Building Official's decisions regarding interpretation of the Town Building Code and building permit refusals, permit exceptions and variations to the Town Zoning Regulations.

Other Committees

Ad hoc advisory committees are periodically formed for specific purposes, such as open space, parks, recreation and trails, recycling and conservation, youth advisory, local history and art in public places.

Staff

The Town Board appoints four staff members. These include the Town Manager, Town Clerk, Town Attorney, and Municipal Court Judge.

TOWN STAFF

Town Manager

The Town Manager serves at the pleasure of the Town Board, implements their policies, provides organizational leadership for addressing major issues, directs business and administrative procedures and appoints department directors. The following departments work for the Town Manager:

Administrative – The Administrative Department provides management assistance and professional support for the Town including media/publications and communications, Code Enforcement, Economic Development, Library Services, Trash/Recycling, Green/Renewable Energy Programs and Planning and Development. It also serves as the Town's representative for meetings with federal, state, county and municipal organizations. The department includes the following positions: Town Manager, Assistant Town Manager, Town Planner, Court Clerk/Executive Assistant, Multi-Media Graphics Specialist and part-time Code Enforcement Officer.

Finance – The Finance Department is responsible for all Town human resource, building maintenance, information technology and financial activities including accounting, financial reporting, fiscal policy development, forecasting, budgeting, capital financing/debt issuance and management, payroll, accounts payable, accounts receivable,

sales/use tax collections, audits and administration, cash/investment management, utility billing, utility rate setting, insurance/risk management, purchasing oversight, fixed asset management and administrative support/receptionist functions. The department includes the following positions: Finance Director, Accounting Manager, Administrative Services Manager, Accounting Technician, Administrative Clerk/HR Assistant, and two Part-Time Utility Billing Clerks.

Parks, Recreation, Open Space – The Parks, Recreation and Open Space Department is responsible for town-wide services including community events, volunteer programs, the promotion of recreation, art, culture, historic preservation, parks, open space and landscape management, staffing four citizen advisory committees, marketing and maintaining a dedicated website for recreation program registration and community volunteer programs and programming of parks and open space facilities. The department is led by the Parks, Recreation and Open Space Director. Additional departmental staffing includes: Superintendent of Parks and Open Space, Parks, Recreation and Open Space Analyst, Recreation Supervisor, Recreation Coordinator, Events/Volunteer Supervisor, Volunteer Program Specialist, Irrigation/ Parks Technician III, and two Parks Technicians. In addition, the department has part-time seasonal Lifeguard positions.

Public Works and Utilities – The Public Works and Utilities Department is responsible for the planning of and service to the drinking water supply, irrigation, wastewater services, storm water planning and maintenance, street maintenance, as well as traffic circulation planning and design. The department includes the Public Works and Utilities Director, Civil Engineer, Utilities Superintendent, Senior Construction Inspector, GIS Technician, Field Maintenance Superintendent, four Field Maintenance Technicians and four seasonal six (6) month part-time Field Maintenance Technicians.

Town Clerk

The Town Clerk's Office provides services to the Town such as preparing agendas for the Board of Trustees, the Superior Metropolitan District #1, the Superior/McCaslin Interchange Metropolitan District, Superior Urban Renewal Authority and Planning Commission meetings; preparing Town Board agenda documents to be posted on the Town's webpage; posting agendas for the Board of Trustees and the Planning Commission, posting notices for the Finance Committee meetings, the Transportation and Safety Committee meetings, and special meetings and work sessions; attending Board of Trustees meetings, preparing minutes of the Board of Trustees and Planning Commission meetings; processing business licenses, liquor license applications and renewals and peddler's licenses; preparing documents for codification in the Superior Municipal Code; record documents at the Boulder County Clerk & Records office, and at Jefferson County as well; and keeping accurate records of ordinances, resolution and minutes as well as all contracts or agreements approved by resolution. The Town Clerk also serves as the Town Treasurer. Other related services include conducting elections and processing development applications. Current positions include the Town Clerk.

Town Attorney

The Town Attorney's Office serves as legal advisor to the Town Board, SMD No. 1 Board, SMID Board, SURA Board, the Town Manager, and other departments of the Town through the Town Manager. The Town Attorney services include issuing oral and written opinions, the drafting of legislation, contracts, and other formal documents and reviewing all contracts and legal instruments to which the Town is a party. The Attorney is under contract for these services and is not officially a member of Town Staff.

Municipal Court Judge

The Town Board appoints the Municipal Court Judge. Court is conducted through the Judicial Division. The Court Clerk handles the day-to-day functions of the Court and customer service for Town offices. Municipal court is held on the second Wednesday and the Thursday following the second Wednesday of each month at Town Hall. Ordinance violations and traffic violations are held on Wednesday and trials are held on Thursday.

Town Consultants

The Town consults with outside parties for several municipal services. Law enforcement services are provided through contract with the Boulder County Sheriff. Library Services are currently provided by the City of Louisville. Planning, Engineering, Trash and Recycling and Building Inspection services are provided through contract with outside consultants. The Town Manager's Office oversees these consultants and contracts.

OTHER LOCAL GOVERNMENTS

The Town of Superior works in conjunction with other independent local governments to provide a complete level of services to Town of Superior residents. Other local governments working to serve Superior include Boulder Valley School District, Urban Drainage and Flood Control District, Rocky Mountain Fire Authority, SMD No. 1, 2 & 3, SMID, SURA and Boulder County. These governments are independent of the Town of Superior and have their own elected officials and taxing authorities.

Superior Metropolitan District No. 1

Of the independent local governments in Superior, the Superior Metropolitan District (SMD) No. 1 has the most impact on the daily lives of Superior's residents. A metropolitan district is a local government independent of municipal government, but like a municipality is a legal subdivision of the State of Colorado. Unlike fire protection, water, or recreation districts, a metropolitan district is a special district that provides more than one service to residents. SMD No. 1 is located solely within the boundaries of the Town of Superior.

SMD No. 1 provides water (drinking and irrigation), sewer and storm water service to users within the Town. The District operates the water and wastewater treatment plants and has secured water rights sufficient for the need of Superior residents into the future. SMD No. 1 has issued debt to finance the treatment plants and water rights which enables users to have state of the art facilities and a secure water source, primarily through the Northern Colorado Water Conservancy District. In 2000, the members of the Town Board of Trustees began serving as members of the Board of Directors of SMD No. 1.

Superior Metropolitan Districts No. 2 & 3

SMDs No. 2 & 3 provided identical services to two separate geographical regions in the Rock Creek development. These services included parks, recreation and road maintenance services. SMD No. 2 provided these services north of Coalton Road and SMD No. 3 provided services south of Coalton Road. As a result of a November, 2003 election, these two districts have been dissolved from an operation perspective with the Town assuming the responsibilities. Both districts are still in existence from a debt service perspective (through 2018) with the members of the Town Board of Trustees serving as surviving Board of Directors.

Superior / McCaslin Interchange Metropolitan District

Superior/McCaslin Interchange Metropolitan District (SMID) was created to fund improvements to the McCaslin Boulevard/U.S. 36 interchange. The District consists of most of the commercial retail and office property south of the interchange. A portion of the property taxes from these developments is used for interchange improvements and maintenance of public improvements. The City of Louisville and the Town of Superior entered into an intergovernmental agreement to fund the interchange improvements.

Superior Urban Renewal Authority

Superior Urban Renewal Authority (SURA) was initially designed to facilitate the development of an eighty-acre retail center that would diversify the revenue base of the Town. Superior Marketplace was developed on the land earmarked by SURA for retail development. Superior Marketplace includes Costco, Michael's, Office Max, PETsMART, Super Target, TJMaxx, Whole Foods, and several smaller shops and restaurants. Superior Marketplace is within the Sales Tax Increment Financing (TIF) portion of SURA. The TIF area enables public funds to be utilized for the cost of public improvements. This reimbursement is capped and can only be repaid if the shopping center generates sales tax revenue sufficient for reimbursement.

The boundaries of SURA were expanded in 2006, to the roughly 150+ acres of land east of Town Hall and McCaslin Boulevard, to encompass what is commonly known as the Superior Town Center (STC) development site. Property TIF revenues are being used to reimburse a portion of public improvements with the STC. This reimbursement is capped and can only be repaid if new, incremental property taxes are generated within the STC boundaries.

Rocky Mountain Fire Authority.

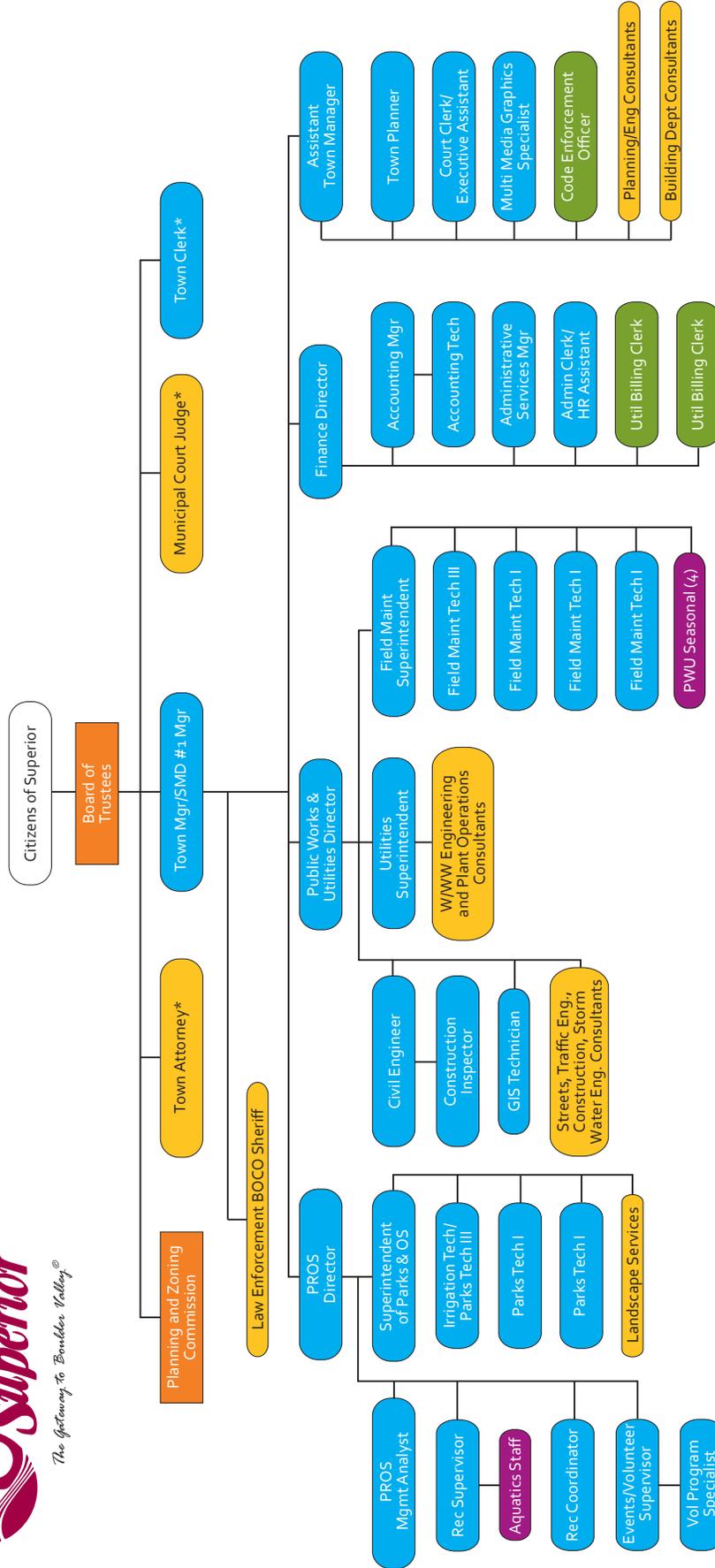
The Town of Superior is within the boundaries of the Rocky Mountain Fire Authority. Rocky Mountain Fire Authority provides emergency response, fire protection, fire suppression and ambulance services within the Town of Superior boundaries as well as areas outside the Town. Rocky Mountain Fire Authority has two fire stations in Superior.

Boulder County Sheriff's Department

In addition to working in conjunction with other independent local governments, the Town of Superior has a contractual relationship with the Boulder County Sheriff's Department to provide law enforcement services. The Town of Superior pays for an enhanced level of service relative to what the Sheriff's Department provides to unincorporated Boulder County. By having the Sheriff's Department serve as the Town's law enforcement the Town has a greater level of police service at a lower expense than would be possible with an independent Town of Superior police force. The contractual agreement for law enforcement services with Boulder County Sheriff's Department enables the Town to access the economies of scale, crime analysis expertise and recruiting ability of a large department while reducing training and equipment costs and liability exposure.



TOWN OF SUPERIOR, COLORADO
Organizational Chart



KEY: ● Full-Time Positions ● Boards & Commissions ● Contracted Positions ● Part-Time Seasonal ● Part-Time Positions

*While the Town Board of Trustees, or SMD #1 Board of Directors, appoints these positions, the Town Manager/SMD #1 Manager directs the daily operations of each position.

TOWN OF SUPERIOR STAFFING PLAN

The table below summarizes the Town’s full-time staffing plan. As the Town implements the Comprehensive Plan and fulfills development goals, the Board directed staffing levels grow accordingly to meet the service and administrative needs of the community. The Town’s six Departments and Divisions are listed below in the first column. The Public Works and Utilities Department is split to show the shared funding for these positions between the Town and Superior Metropolitan District No. 1.

	2015	2016	2017	2018	2019	2020	2021
Administration	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Clerk	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Finance	5	5	5	5	5	5	5
Judicial	.5	.5	.5	.5	.5	.5	.5
Parks, Recreation, Open Space	10	10	10	10	10	11	11
Public Works (Town)	4.5	5.0	5.0	5.0	5.5	5.5	5.5
Utilities (SMD No.1)	4.5	5.0	5.0	5.0	5.5	5.5	5.5
TOTAL FTE	30	31	31	31	32	33	33

SUPERIOR TOWN BOARD OF TRUSTEES

2017 GOALS

Each year, the Town Board of Trustees establishes a common set of goals for the Town to pursue during the current and upcoming years. Below are Town Board goals for 2017. The goals are not ranked in any order or priority, and not all are designed to be accomplished in a single budget year.

Enhance Financial Stability and Business Retention – Ensure the Town’s long term financial stability by diversifying revenue streams, reducing and restructuring of existing debt, pursuing financial self-sufficiency of the utility operations, and supporting local businesses.

Provide Excellent Public Services and Public Infrastructure – Continue to expand and improve services and infrastructure by prioritizing and funding infrastructure and service needs; and pursuing service sharing opportunities and partnership for regional infrastructure improvements.

Engage Residents through Outreach and Marketing – Explore and initiate methods the will continuously improve education, communication and meaningful dialog between the Town, its residents, homeowners associations and advisory groups, in order to maintain and improve our quality of life and aid in decision making that benefits the town as a whole.

Strategically Acquire Open Space – Augment natural and developed open space within the Town through purchases and strategic acquisitions, and through responsible development.

Promote and Manage Development Opportunities – Manage development opportunities in a timely manner, reconciling public and private interests so that growth achieves the Town’s long term vision.

Support Environmental Sustainability – Continue implementation of energy initiatives, promotion of water and energy conservation efforts, and possible expansion of Town programs and incentives.

LONG-TERM VISION

In addition to the goals listed above, many of which are multiple fiscal year objectives, the Board has developed other long-term policies which address concerns and issues in the community. One of these documents is the Town's **mission statement** noted as follows:

The Town of Superior, in our continuous pursuit of EXCELLENCE, is committed to provide the highest quality of municipal services in a professional, cost effective manner through communication and interaction with the community.

Other long-term strategic objectives pursued by the Board include (1) revenue diversification - intended to ensure long-term financial sustainability for the Town, (2) utility independence – work toward the Town's utility operations being 100% self-supporting with no tax transfers from the General Fund, (3) creation of a Town center – build a “downtown” Superior where residences can enjoy a sense of community and place and (4) development, funding and implementation of a 20 year infrastructure maintenance plan.

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