

Budget Msg & Intro Tab



The Gateway to Boulder Valley®

October 10, 2022

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

I am pleased to submit to you the 2023 budget for the Town of Superior and its component units of \$55.1 million. The budget continues to, in a cost effective and efficient 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 have returned to being generally stable following the Marshall Fire. Sales tax revenues, which fund most of the Town's operating and capital activities, require continual monitoring because of:

- Retail competition from neighboring jurisdictions,
- An aging population who typically spend more on services (non-taxed transaction such as health care and travel) and less on tangible products (taxable transaction)
- Impacts of the Marshall Fire

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 65% - 70% of sales tax revenues. 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 would materially decrease.

This unfortunately occurred at the end of 2021 with the devastating Marshall Fire. All retail stores were closed at least for one week following the fire. Many were closed for several months. One of Superior's largest sales tax generators was closed for eight months. The fire also impacted Superior residents - 8% of the Town's population was displaced. The budget incorporates a gradual return of the displaced residences over the next two to three years. The net sales tax impact of the Marshall Fire was a reduction of 2022 sales tax revenues by 7 – 8% when compared to 2021. Revenues will rebound in 2023, estimated to increase at 12% over 2022.

The total negative financial impact of the Marshall Fire is estimated at \$16 million, between \$4 million in lost revenues and \$12 million in additional unreimbursed expenses. The Town has been able to balance its budgets through a combination of (1) cutting over \$2 million in 2023 operating and capital programs, (2) using \$9 million in General Fund

and Water reserves and (3) eliminating or delaying other capital projects in the five-year planning horizon.

The 2023 budget similarly considers a reduction of sales tax revenue for one of the major retailers in Town as a like store is set to open in the first quarter of 2023 in a nearby municipality (a new Costco opening in Longmont).

In spite of the Marshall Fire and these financial risks and exposures, the 2023 budget and 2023 – 2027 financial plans are balanced, sustainable and responsive to our community’s needs and wants. Additionally, the Town’s capital programs continue to aggressively address our material on-going maintenance needs. With smart, targeted growth, such as Downtown Superior, the Town’s overall financial situation will continue to strengthen and diversify.

2023 WORK PLAN

The primary goals which have been identified by Trustees to be incorporated in the Town’s 2023 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.

Downtown Superior and other select/limited developments generate new one-time (**\$15.8 million**) and net on-going revenues (**\$2.4 million**) over the 5-year planning horizon. This new high quality in-fill construction helps ensure long-term financial stability, utility fiscal independence and continuing revenue diversification, while only minimally increasing operating and capital costs.

The Board and staff continue work on revenue diversification, including 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 4.197 mills – or said another way, the Town could increase this mill levy by 53% to 12.127 mills**). This is even after the Boulder County Assessor temporarily reduced Town of Superior 2023 property values by 11.5% for properties impacted by the Marshall Fire. Superior/McCaslin Interchange Metropolitan District’s (SMID) property tax mill levy will increase in 2023 to 22.77 mills (which is still a 35% tax decrease since 2012). The SMID property tax increase is the first rise in Town controlled property taxes in 20 years.

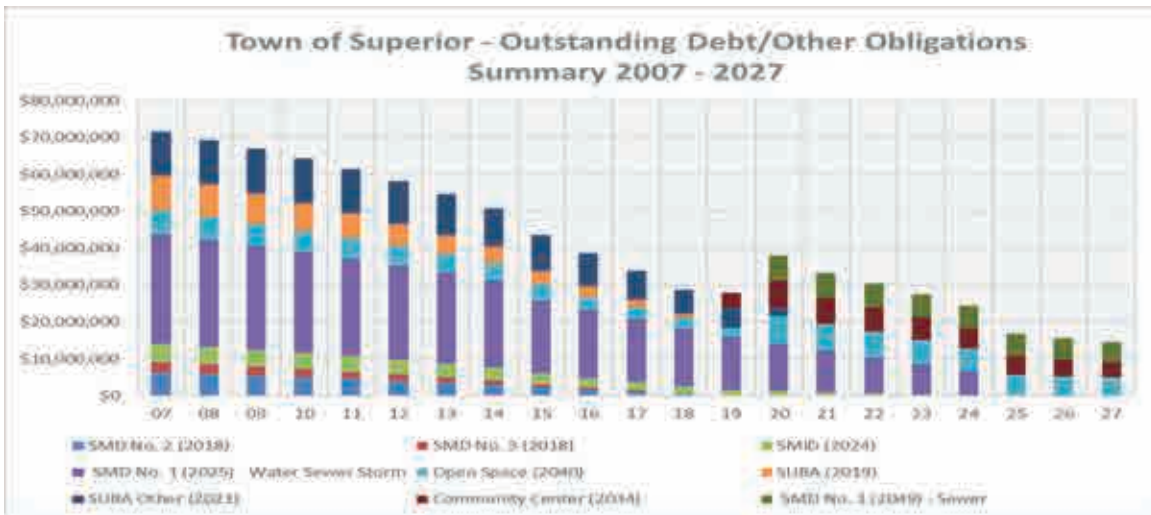
Financial self-sufficiency of the utility operations is an on-going objective. No sale/use tax transfers from the General Fund to the Town’s utilities have been needed since 2017, and only \$23k that year. Longer term financial plans (2023 – 2027) also anticipate no transfers to the Superior’s utilities. This transfer has materially decreased from prior years – typically in the range of 30 – 35% of utility operating revenues, or roughly \$1.5 million annually. Included in the 2023 budget is a 5% fee increase for wastewater service

charges and inflationary increases to Superior’s one-time utility connection fees. A 7.5% increase for wastewater is planned annually from 2024– 2027. Water rates will remain stable (no increase) through 2025. 5% rate increases are planned for water in 2026 and 2027. There are no rate increases planned for storm water monthly service fees in 2023 – 2027. On average, Superior’s monthly residential utility bill (water, sewer, storm drainage) is 14 – 25% lower than our neighboring Boulder County municipalities.

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 moderate projected utility rate increases and keep the utilities financial self-sufficient). By reducing the monetary transfers to our utility operations, additional resources are available for critical Town operating and capital needs.

Annually the Board and staff review, and update where necessary, Town user fees. The Landscape Maintenance Fee, used for enhanced landscaping throughout Town, is increasing 3%. The Town managed residential trash/recycling operation rate will see an inflationary increase to \$14.49/month.

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 \$30.3 million by the end of 2022). The 2023 budget reflects an additional principal reduction of over \$2.9 million.



The Economic Development Manager will work to retain and enhance local businesses as well as work to bring in new companies to improve the Town’s financial stability. The Town will continue to work with both economic development and retail sales consultants to review and look for future development and business opportunities. Funding for the local Chamber of Commerce will continue. Business retention incentives, public relations and community marketing will be expanded.

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

In addition to the current operating programs, enhancements budgeted in 2023 to achieve this goal include:

- Increased sustainability efforts. The Town added hours for the Sustainability Fellow to assist with this program.
- An added BOCO Sheriff Deputy to provide two deputies per shift.
- Downtown Superior Civic Space. One full-time position to manage the space and programs. Part-time staff to operate the community space up to 7 days a week.
- Part-time Finance Accounting Technician to help with the department increased workload and staff coverage.

Investment in existing Town capital assets includes:

- Over \$3.15 million for the Town wide street replacement and maintenance primarily focused on Rock Creek Parkway (McCaslin intersection to Wiggins)
- Playground/shade/park improvements (\$400k)
- Rebuilding of big and little Sagamore and Children’s parks (post Marshall Fire)
- Trees, plants, shrub, landscape, furniture, fence, irrigation system, other parks/recreation asset replacement/enhancements (over \$1.2 million)
- Utility system capital maintenance - \$5.8 million in 2023
 - Enhanced potable water ultra violet disinfection system
 - Purchase of Granular Activated Carbon treatment system and building
 - Sewer plant treatment improvements
 - Storm water drainage way improvements (grant funded)

Funding for new projects includes:

- Sustainability enhancements (new EV charging stations, building improvements)
- Wayfinding/signage program throughout Town (grant funded)
- Cultural Arts and Events
- Downtown Superior Community Space – furniture, fixtures and equipment
- Windy Gap Firming project (\$1.25 million, beginning of construction efforts) – Town’s long-term water storage reservoir

- **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 2023 budget has a number of programs and projects intended to meet this objective. Just some of the programs/efforts include:

- Managing Town websites

- Social Media Promotions and Engagement (Facebook, Instagram and Twitter)
 - Weekly Happenings email announcing upcoming meetings
 - Superior Community Center weekly update promoting programs and events
 - Marshall Fire Recovery Recap (bi-weekly)
 - Superior Sentinel Town monthly Newsletter
 - Parks, Recreation and Open Space monthly newsletter
 - Sustainability monthly newsletter
 - Historical Commission Corner monthly newsletter
 - SMS text messaging service to residents
 - Streaming Town Board and Advisory Group meetings
 - Channel 8 programming and announcements through Comcast
 - Town Message Board in front of Town Hall
 - Print Media
 - Screens in Municipal Buildings
 - YouTube Channel
 - Departmental support
 - Community Partner Support and Cross-marketing
 - Media Relations (tv, radio, newspaper)
 - In-person community engagement
 - Annual Town reports and publications (budget, financial reports, utilities, etc.)
 - Town Board Support (Mayor’s address, Special events)
- **Strategically Manage and Enhance Open Space, Parks and Trails** – Augment natural and developed open space and parks within the Town through strategic acquisitions, development and management.

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, coordination and education efforts for existing open space properties. An open space master plan is budgeted in 2023.

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

For two decades, Trustees and staff have worked on the development of Downtown Superior (DS). The Superior Urban Renewal Authority boundaries were expanded in 2006 to include the DS area, to use property 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 Downtown Superior. Activity to-date includes the

construction of over \$100 million in public infrastructure. Private construction development includes:

- (1) Sport Stable @ Superior
- (2) Medical office building including urgent care, imaging facility, Cornerstone Orthopedics, a urology practice and SCL Health Medical Group
- (3) In-line retail on McCaslin at Marshall
- (4) Tesla sales and service center
- (5) Element by Westin hotel (Superior's first hotel, unfortunately burned in the Marshall Fire)
- (6) High quality residential development
- (7) The start of main street mixed-use development

Town staff will continue to work with the Superior Marketplace property owner to pursue revitalization of this area and integrate the Marketplace with the Downtown Superior development. Work will also continue to oversee additional development interest including Discovery Office, Superior Shores/Resolute commercial properties, 76th Street and Zaharias. Additionally, economic development and business outreach programs will continue.

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

Efforts toward achievement of this goal include:

- Continued work with the Town Board and Superior's Advisory Committee for Environmental Sustainability, to expand the community's recycling and sustainability 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, reimbursement for rain barrels and irrigation drip conversion kits.
- Continued xeriscape enhancements. \$400,000 is budgeted over the five-year plan.

BUDGET HIGHLIGHTS

Superior has a multi-layered governance system. Numerous governmental entities provide services to the residents of Superior. This document contains budgets for four governmental entities located in Superior: Town of Superior, Superior Metropolitan District's No. 1, 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 four entities, totaling

over \$55.1 million in 2023, and allows the interested reader to gather information in one location about the governments of Superior.

Town of Superior (Town) - The Town’s 2023 budget of \$33.9 million includes seven separate funds as follows:

General	\$24,996,344
Capital Improvement	5,612,500
Conservation Trust	175,000
Open Space	449,612
Open Space Debt Service	660,791
Landscape Fee	1,866,569
Trash and Recycling	<u>200,000</u>
	<u>\$33,960,816</u>

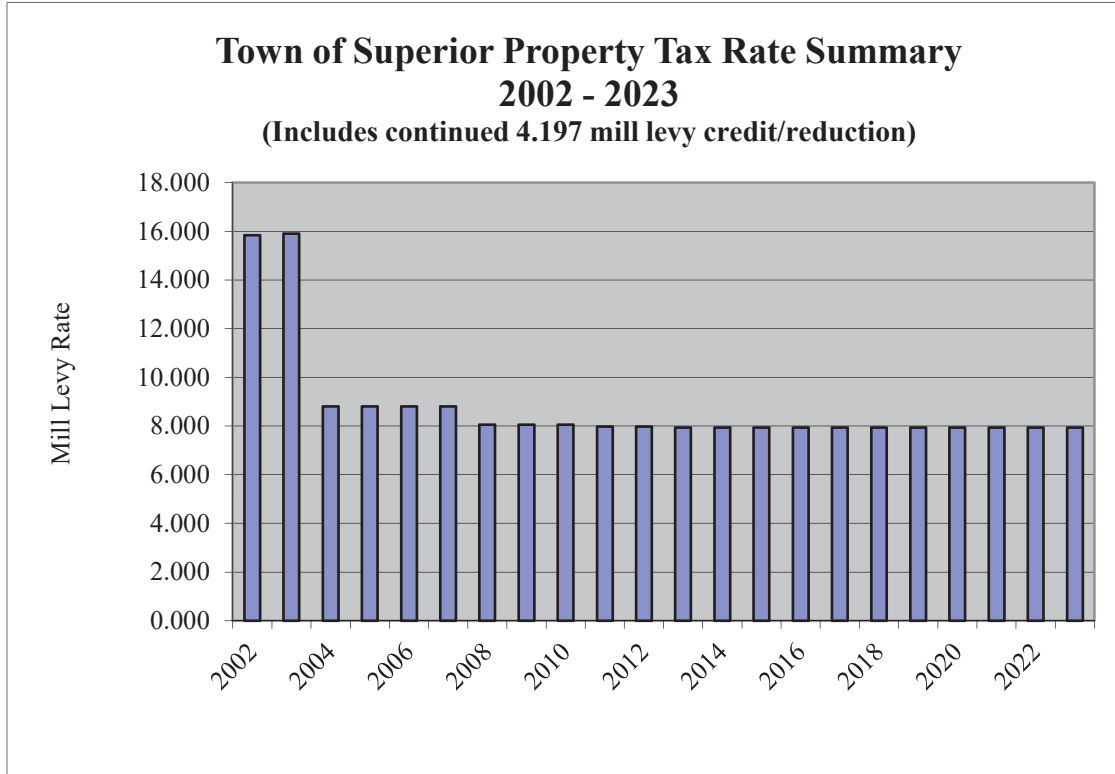
In addition to the core governmental services of police protection, public works, parks and recreation, library services, municipal court, building inspection, code enforcement, planning, engineering, legislation, legal, finance and administration, service level enhancements in 2023 include:

- An additional contract Boulder County Sheriff Deputy – allowing for two deputies on each shift
- A total of three staff (one full-time, the remainder part-time) to manage and operate the new Downtown Superior civic space
- A part-time Accounting Technician

The Town and its component units have been able to enhance service levels, while continuing to maintain property tax rates (or mill levy) in Superior. The 2023 Town mill levy will remain at 7.93, which includes **a continued 4.197 mill levy credit** for all Superior property owners. Maintaining property taxes have taken place in spite of trends over past years and expectation in the next several years of:

- A one-time 2023 reduction of (11.5%) of property values/property tax revenues by the Boulder County Assessor as a result of the Marshall Fire
- Continued Marshall Fire recovery expenses
- 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 (i.e. City of Longmont’s announcement of the spring 2023 opening of a new Costco store).
- A continued focus on the Town’s capital infrastructure maintenance program, which includes increased spending for critical street rehabilitation, rebuilding of the North and South pools and other infrastructure projects.
- Downtown Superior public space staffing (2023, 3 FTE) and programming expenses.

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



Major capital programs include:

- (1) \$3.15 million for street rehabilitation, maintenance and improvements – focused on Rock Creek Parkway
- (2) Playground, shading, park improvements - \$400,000
- (3) Rebuilding of big and little Sagamore and Children’s parks (post Marshall Fire)
- (4) Continued trees, plants, shrubs and landscaping enhancements
- (5) Over \$1 million for continued maintenance of parks, buildings, irrigation systems, fences and vehicle replacements

Sales tax revenue, the primary revenue source for Town operations, is projected to increase in 2023 at 12%. This follows a (7%) drop in 2022 sales tax revenues (Marshall Fire). Continued new construction throughout Town, combined with taxes generated from on-line sales, will help maintain this sales tax growth. Staff will continue to closely monitor these revenue trends in 2023 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 2023 SMD No. 1 budget is \$16.3 million as follows:

Water Operating	\$ 4,068,246
Water Capital	4,251,750
Sewer Operating	1,861,402
Sewer Capital	4,106,250
Storm Drainage Operating	378,501
Storm Drainage Capital	<u>1,654,500</u>
	<u>\$16,320,649</u>

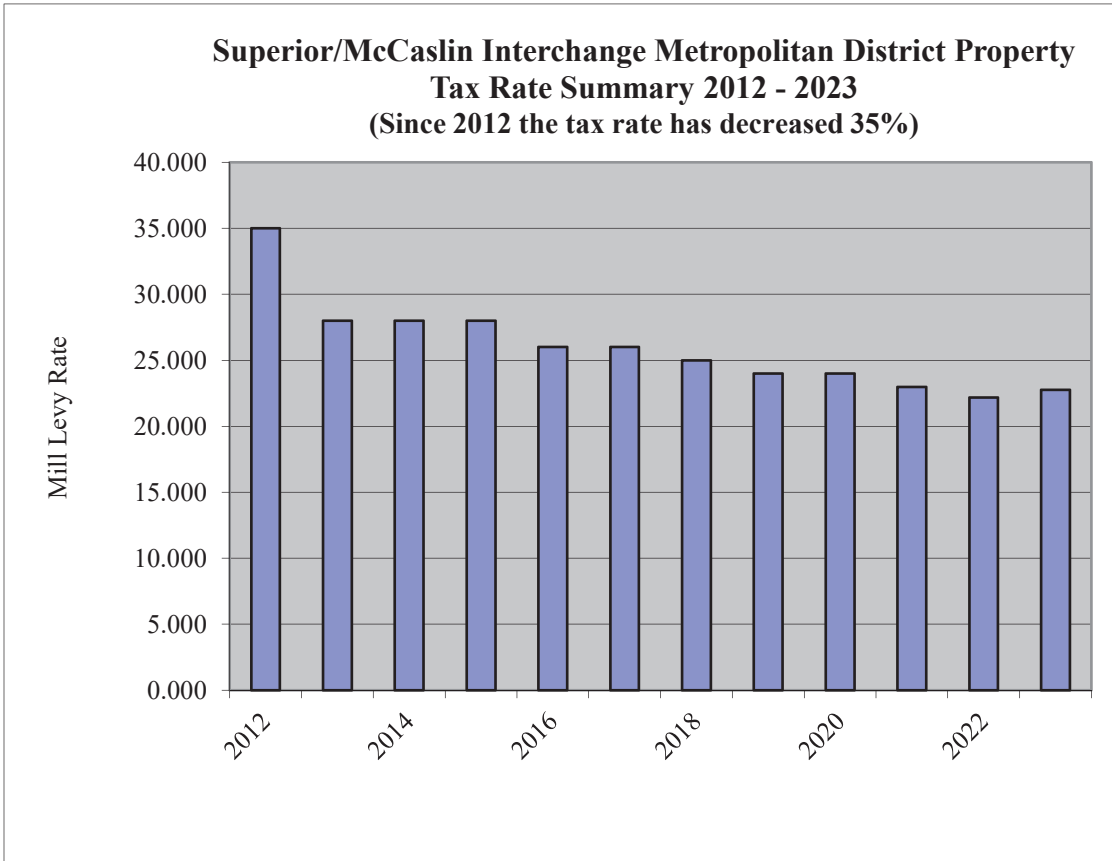
Water, waste water and storm projects include:

1. continued firming of the Town’s long-term water supply (through the building of a regional water storage reservoir)
2. water treatment/disinfection improvements
3. major storm drainage way improvements
4. extensive capital maintenance to the Town’s water/wastewater plants and distribution systems.

Sewer fees will increase 5% in March, 2023. Potable and non-potable water and storm drainage fees will not increase. The five-year utility financial plan calls for annual 7.5% sewer rate increases beginning in 2024 and 5% water rate increases in 2026 and 2027. One-time utility connection fees will increase at an inflationary level.

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 improvements (construction of a Diverging Diamond interchange) were substantially completed in 2015. A new trail from the interchange to the regional Coal Creek trail system was completed in 2017. A trail from the RTD park-n-ride to Davidson Mesa was completed in 2019. The 2023 SMID total operating/capital budget is \$619,858. The 2023 SMID Debt Service budget is \$342,839. SMID debt will be paid in full after 2024. Both of these budgets are supported exclusively by property tax. The 2023 combined mill levy is 22.77 (which is down 35% from 2012).

A summary of SMID property taxes (reflecting decreasing rates) is noted below:



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 Downtown Superior. SURA is composed of a Downtown Superior Property Tax Revenue Fund budgeted in 2023 at \$3,939,100. The Downtown Superior Property Tax Revenue Fund collects tax increment financing (TIF) property taxes within this area. These monies are then distributed to the developer, Superior Town Center Metropolitan Districts, Mountain View Fire Rescue, Louisville Fire, Boulder Valley School District and Boulder County based on a cost sharing agreement.

Staffing Plan

The 2023 budget includes two new full-time and part-time positions noted below.

New Full Time Positions

- Contract Boulder County Deputy – provides for two deputies on each shift
- Recreation Supervisor – will manage the new Downtown Superior Civic Space, opening summer 2023

New Part Time Positions

- Account Technician (20 hour per week)
- Guest Service Assistants (to staff the Downtown Superior Civic Space 7 days per week)

Summary and Conclusion

Presented to you, in this letter, is a brief summary of the many initiatives and programs which will continue in the 2023 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, 2022. This was the 21st consecutive year that Superior has achieved this respected award. A Distinguished Budget Presentation Award is valid for a period of one year only. We believe that our 2023 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 2023 budget but also the 2023 – 2027 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

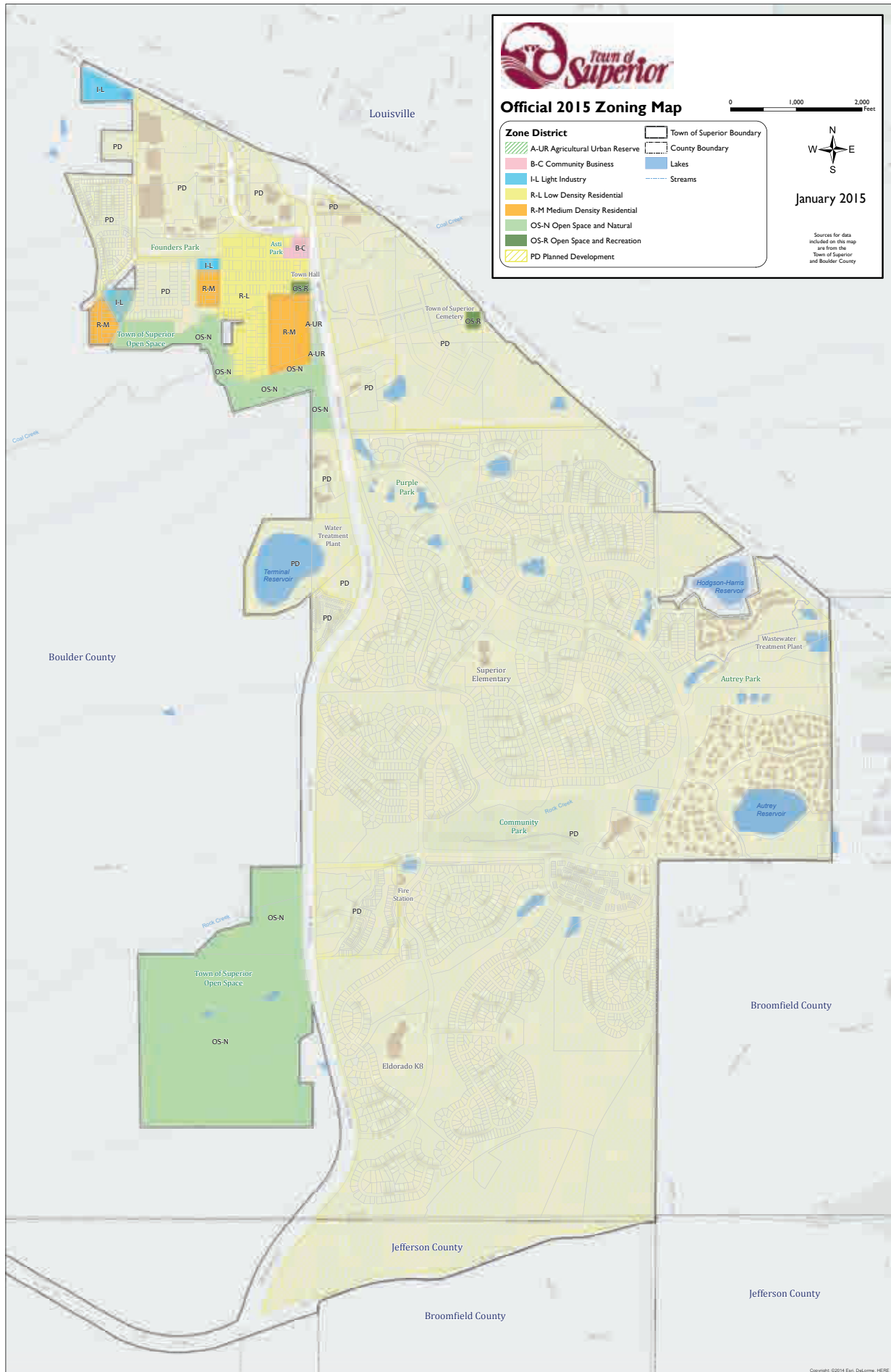
**Town of Superior
Colorado**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

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. Today's population is approaching 14,000.





The Town has 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 new and improved parks, open space and trail systems. Within the Superior Marketplace are a Super Target, Costco, PETsMART, TJ Maxx, Michaels, Whole Foods, Ulta Beauty, Ethan Allen, Stickley Furniture and several smaller shops and restaurants.

Construction continues in Downtown Superior. In addition to high quality residential units, other existing buildings includes the Sport Stable, a Medical Office Building, the Element Hotel (Superior's 1st hotel), a Tesla sales/service center and other retail. Construction of a mixed-use development began in early 2022, with additional residential, office buildings and expanded public amenities such as a municipal building/civic space, parks, open space and trails.



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. 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.

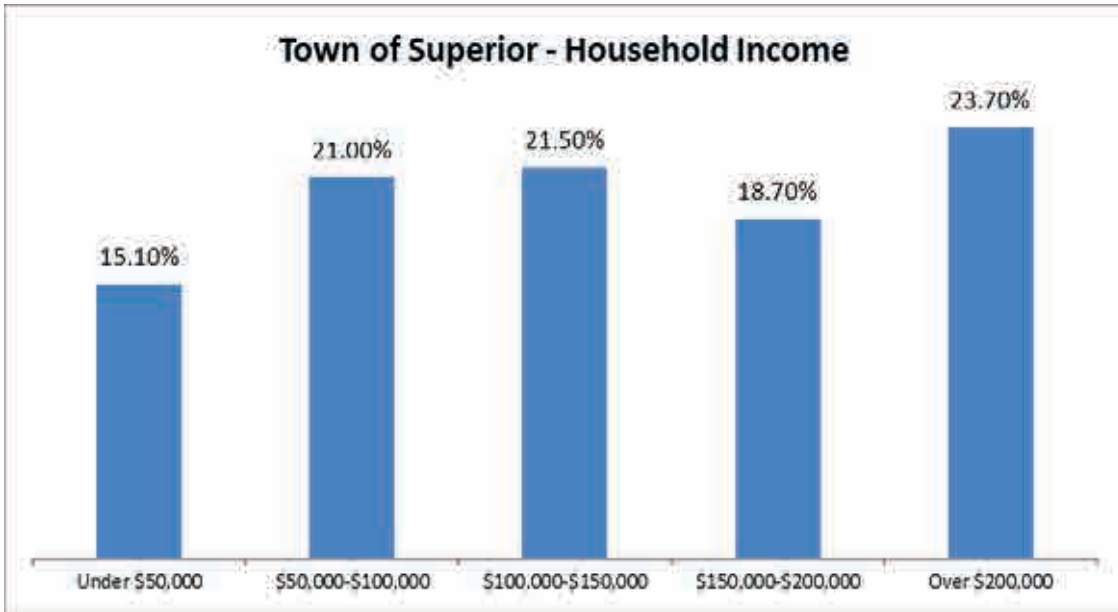
Population Demographics

The majority of the homes in Superior are single family homes. According to the 2020 United States Census, the average U.S. family size is 2.6 persons where the average household size in Superior is slightly larger at 3.0 persons. They are, however, both above Colorado's average household size of 2.6 persons.

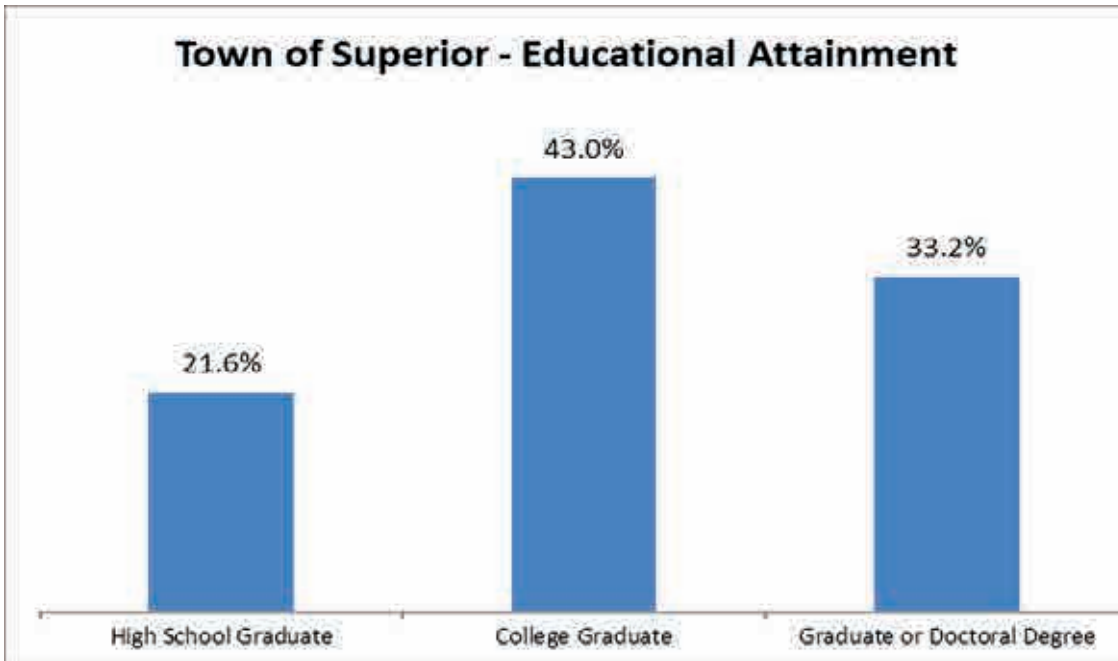
Year	Town of Superior	% Increase/ Decrease	Boulder County	% Increase/ Decrease	State of Colorado	% Increase
1950	134	-	48,296	-	1,325,089	-
1960	173	29.1%	74,254	53.7%	1,753,947	32.4%
1970	171	-1.2%	131,889	77.6%	2,209,596	26.0%
1980	208	21.6%	189,625	43.8%	2,889,735	30.8%
1990	255	22.6%	225,339	18.8%	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%
2020	13,094	4.9%	330,758	12.3%	5,773,714	14.8%
2021	13,053	-0.3%	329,793	-0.3%	5,814,707	7.1%

Source: Figures for 1950 through 2020 were obtained from the US Dept. of Commerce, Bureau of Census; figures for 2021 are estimates provided by the Colo. Dept. of Local Affairs, Division of Local Govt., and are subject to periodic revision.

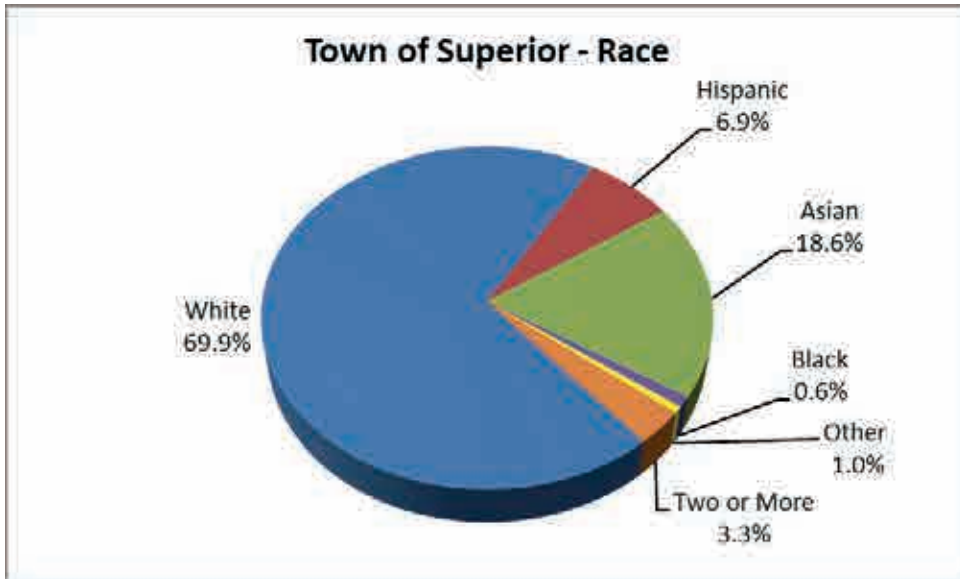
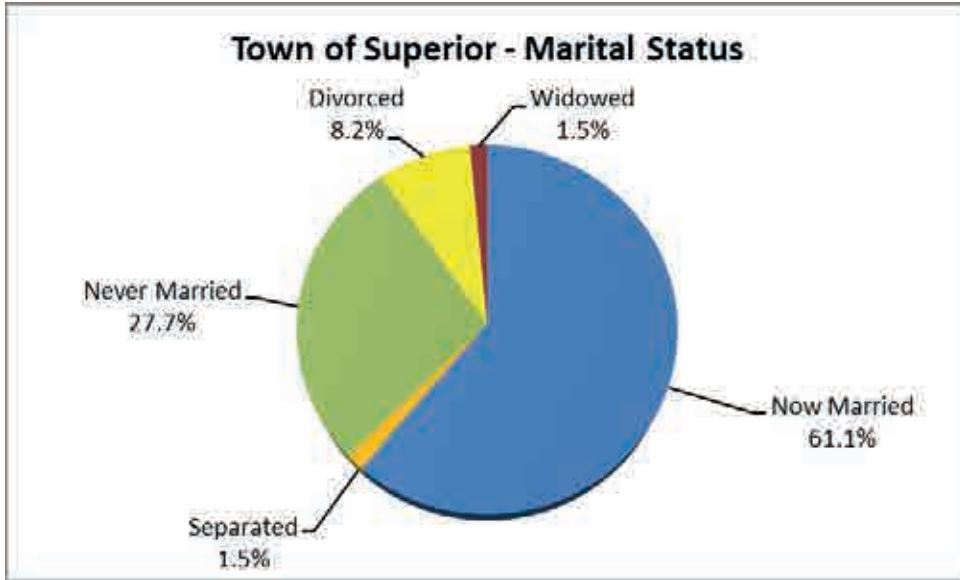
63.9% of Superior’s households earn on average of over \$100,000 annually. This is substantially above the state’s average of \$75,231 a year. 15.1% of Superior’s household income is less than \$50,000 a year.



Town residents are also very well educated. Over 76% of adult Superior residents have a minimum of a Bachelor’s Degree.



As the following charts illustrate, the majority of Superior’s residents are Caucasian and 61.1% 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 boundary of Superior borders Boulder County open space providing a beautiful view of the Flatirons from countless locations. The Town currently has over 35 miles of trails, 14 playgrounds, tennis/basketball/pickle ball courts, baseball/softball fields, full sized synthetic turf field, dog park, 2 skate parks, mountain bike course, disc golf, 600 acres of parks and open space, two outdoor pools and a new community center.

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, environmental sustainability, finance, 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 Communications and Community Engagement, Code Enforcement, Economic Development, Library Services, Trash/Recycling, Disaster Preparedness and Recover and Sustainability Programs. 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, Economic Development Manager, Court Clerk/Executive Assistant, Communications and Community Engagement Manager, Communications Specialist (one full-time, one part-time), Management Analyst II, Sustainability Analyst, Sustainability Intern (part-time) and Code Enforcement Officer.

Finance – The Finance Department is responsible for all Town human resource, building maintenance, information technology, channel 8/web stream broadcast 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/Treasurer, Accounting Manager, Administrative Services Manager, Accounting Technician (one full-time, one part-time), Administrative Clerk/HR Assistant, Utility Billing Clerk and IT Technician (part-time).

Planning/Building Inspection - The Planning and Building Department guides Superior’s development to ensure that the Town remains dynamic, attractive, and livable. The department is responsible for ensuring the safe and orderly development of the Town from the initial planning stages, through development review, to building permitting, contractor licensing, and inspections. The department upholds planning and zoning regulations along with building standards and codes as set forth by the Town to ensure public health, safety and welfare. Superior’s development goals are implemented and maintained by regulating and controlling land uses as well as the location, design, and construction of all buildings and structures within Superior. The department provides direct assistance to residents, businesses, developers and other departments and agencies in all aspects of land use and development. Department staffing includes a Planning Director and three Planners. Building inspection services are contracted to an outside third party.

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 five 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, Management Analyst II, Recreation Manager, Recreation Supervisor, two Recreation Coordinators, Cultural Arts Supervisor, Events and Volunteer Supervisor, Administrative Clerk (shared with Public Works/Utilities and Finance), Open Space Ranger and five Parks Technicians. In addition, the department has part-time lifeguard and community center staff.

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, Public Works and Utilities Coordinator, Field Maintenance Superintendent, five Field Maintenance Technicians and seasonal 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 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. 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. Generally, three sessions of Municipal Court are held on the second Thursday of each month at Town Hall. Ordinance violations are addressed during the morning session and traffic and juvenile violations are heard during the afternoon session. An additional monthly session is added as necessary for arraignments and trials, typically on the third Thursday of the month.

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, Mile High Flood District, Mountain View Fire Rescue, Louisville Fire, SMD No. 1, SMID, SURA, City of Louisville, Metropolitan Districts throughout Town 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 / 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, PETsMART, Super Target, TJMaxx, Whole Foods, Ulta Beauty, Ethan Allen, Stickley Furniture and several smaller shops and restaurants. This obligation was paid in full in 2021.

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 Downtown Superior. Property TIF revenues are being used to reimburse a portion of public improvements with Downtown Superior. This reimbursement is capped and can only be repaid if new, incremental property taxes are generated within the Downtown Superior boundaries. This obligation continues through 2038.

Mountain View Fire Rescue and Louisville Fire

The Town of Superior is within the boundaries of Mountain View Fire Rescue (MVFR) and Louisville Fire. Both entities provide emergency response, fire protection, fire suppression and ambulance services within the Town of Superior boundaries as well as areas outside the Town. MVFR has one fire station in Superior.

City of Louisville

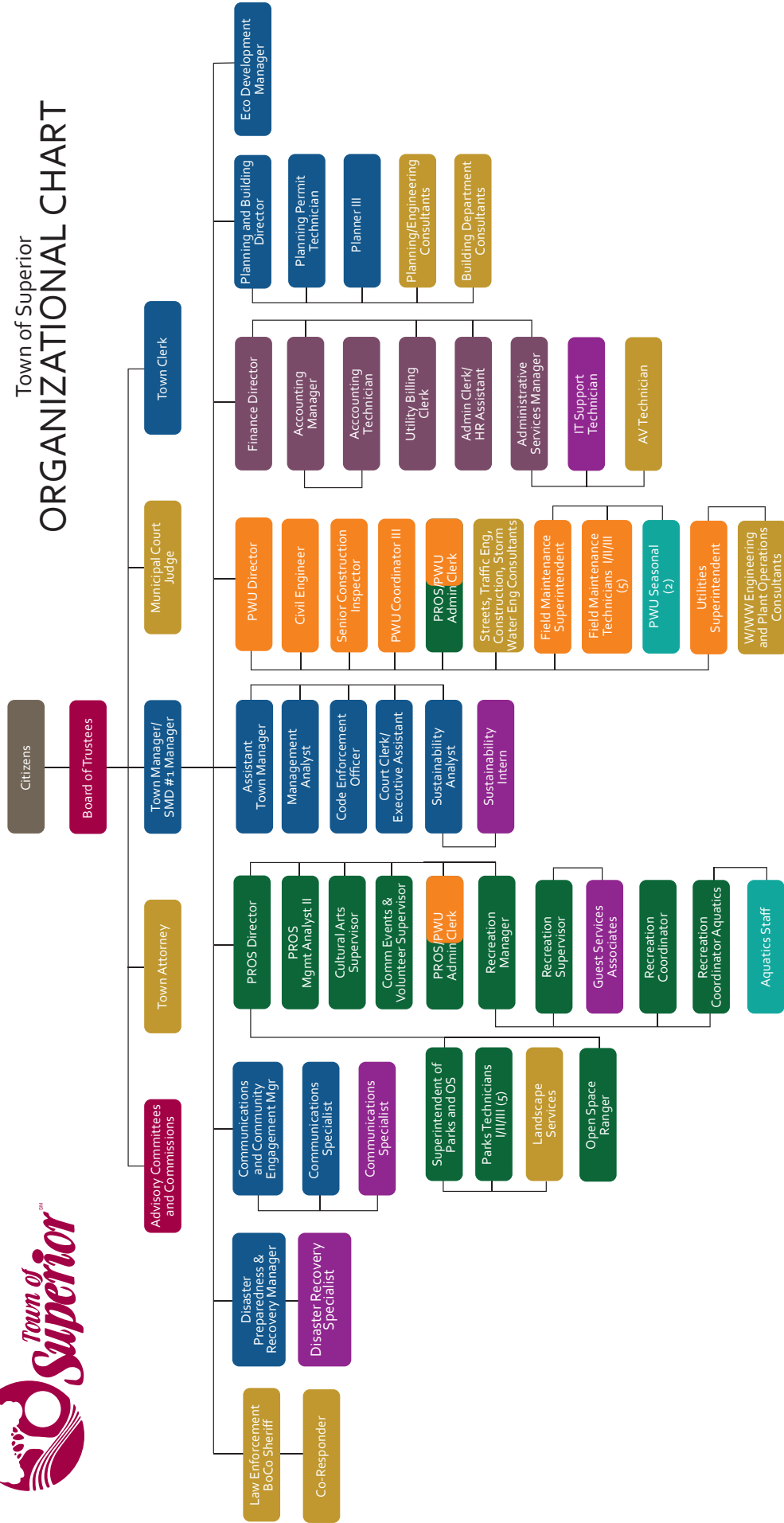
Access to current library services are provided by the City of Louisville through an Intergovernmental Agreement. In April, 2010 Superior residents approved a 1.5 mill property tax increase in order to fund library services and facility expenses.

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 and Co-Responder services (behavioral health and crisis management services for Superior). 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 and dispatch 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 ORGANIZATIONAL CHART



Admin
PROS
Finance
Pub Works

Part-Time
Seasonal
Contracted Vendors

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.

	2021	2022	2023	2024	2025	2026	2027
Administration	9.4	12.4	12.4	12.4	12.4	12.4	12.4
Clerk	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Finance	6	6	6	6	6	6	6
Judicial	.5	.5	.5	.5	.5	.5	.5
Parks, Recreation, Open Space	11	15.5	16.5	16.5	16.5	16.5	16.5
Public Works (Town)	5	6	6	6	6	6	6
Utilities (SMD No.1)	5	5.5	5.5	5.5	5.5	5.5	5.5
TOTAL FTE	38	47	48	48	48	48	48

SUPERIOR TOWN BOARD OF TRUSTEES

2023 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 2023. 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 to pursue service-sharing opportunities and partnerships for regional infrastructure improvements.

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.

Strategically Manage and Enhance Open Space, Parks and Trails – Augment natural and developed open space and parks within the Town through strategic acquisitions, development and management.

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

Support Environmental Sustainability – Continue implementation of this Goal through 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 – maintain the Town's utility operations as 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.