



**Council Work Session
Monday, September 15, 2025
Town Hall Council Chambers
6:00 p.m.**

The Council Work Session will be held in person and online. Members of the public may participate in the Work Session via Zoom ([instructions](#)) or view the meeting on YouTube (closed captioning available). The recording of the Council Work Session will be made available on YouTube and at SuperiorColorado.gov after the Work Session.

1. Work Session Discussion Items – 6:00 p.m.
 - a. Discussion of library services
 - b. Discussion of E-bikes regulations and ordinance
 - c. Review of 2026 events and 2025 disc golf tournament
 - d. Discussion of 2027 Sundance Festival
 - e. Discussion of employee survey and feedback on questionnaire
 - f. Discussion of north and south pool projects and construction schedules
 - g. Other items
2. Date for next Work Session – Monday, December 1
3. 10:00 p.m. – Adjourn

The meeting will be open to the public. There will be no public comments accepted at the meeting.



Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Sgt. Dave Salaman
Nicholas Hartman, Town Attorney

Date: September 15, 2025

Re: Discussion of Ordinance Regulating the use of E-bikes

Background

Sgt. Salaman and Nick will be in attendance to discuss and answer questions from the Council regarding the proposed ordinance regulating the use of electric bicycles and scooters in town. Current [Town of Superior Ordinance 8-3-20](#) outlines the use of electric bicycles and allows for use sidewalks, bicycles lanes and bicycle paths in the Town, provided that the use is not careless or imprudent. As the availability of electric bicycles and scooters has increased, user conflicts have been reported and observed between electric bicycles, scooters, walkers and other users of these shared modality routes.

Attachments

- Ordinance

TOWN OF SUPERIOR
ORDINANCE NO. O-
SERIES 2025

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF SUPERIOR
REPEALING AND REENACTING ARTICLE III OF CHAPTER 8 OF THE
SUPERIOR MUNICIPAL CODE REGARDING ELECTRIC-POWERED
VEHICLES

WHEREAS, the Town desires to regulate electric-powered vehicles in the Town in general conformance with neighboring jurisdictions; and

WHEREAS, the Town Council finds that adoption of this Ordinance is in the best interest of the public health, safety and welfare of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF SUPERIOR, COLORADO:

Section 1. Article III of Chapter 8 of the Superior Municipal Code is hereby repealed in its entirety and reenacted to read as follows:

**ARTICLE III
ELECTRIC-POWERED VEHICLES**

Sec. 8-3-10. – Definitions.

For purposes of this Article, the following terms shall have the following meanings:

Electric-assisted bicycle means a vehicle having two tandem wheels, or two parallel wheels, and one forward wheel, fully operable pedals and an electric motor not exceeding seven hundred fifty (750) watts of power.

(1) *Class 1 electric-assisted bicycle* means an electric-assisted bicycle equipped with an electric motor that provides assistance only when the operator is pedaling, and that ceases to provide assistance when the bicycle reaches a speed of twenty (20) miles per hour.

(2) *Class 2 electric-assisted bicycle* means an electric-assisted bicycle equipped with an electric motor that provides assistance regardless of whether the operator is pedaling, and that ceases to provide assistance when the bicycle reaches a speed of twenty (20) miles per hour.

(3) *Class 3 electric-assisted bicycle* means an electric-assisted bicycle equipped with a motor that provides assistance only when the operator is pedaling, and that ceases to provide assistance when the bicycle reaches the speed of twenty-eight (28) miles per hour.

Lightweight electric vehicle means any device capable of moving itself, or of being moved, from place to place upon wheels and that is powered by an electric motor and weighs less than one hundred (100) pounds, including without limitation an electric scooter, electric skateboard, electric unicycle, and self-balancing single-wheel electric personal transport board, but excluding any electric-assisted bicycle, motorcycle, or low-power scooter, that has a maximum speed of twenty (20) miles per hour on a paved level surface when powered solely by the electric motor.

Sec. 8-3-20. – Electric-assisted bicycles.

(a) *Operation.*

(1) Class 1 and Class 2 electric-assisted bicycles may be operated in all locations where bicycles are allowed; provided, however, that Class 1 and Class 2 electric-assisted bicycles may only be operated on trails that have been specifically designated as allowing electric-assisted bicycles.

(2) A Class 3 electric-assisted bicycle may be operated on roadways or bicycle lanes, but shall not be operated on any multi-use paths or trails, regardless of any designation allowing electric-assisted bicycles.

(b) *Speed limit.* It is unlawful to operate a Class 1 or Class 2 electric-assisted bicycle at a speed in excess of fifteen (15) miles per hour on any multi-use path or any trail that allows electric-assisted bicycles. Operators of all classes of electric-assisted bicycles on roadways or in bicycles lanes shall adhere to posted speed limits.

(c) *Rights and privileges.*

(1) Except as otherwise provided in this Article, an electric-assisted bicycle and the operator of an electric-assisted bicycle have all the rights and privileges, and are subject to all the duties, of a bicycle and the operator of a bicycle.

(2) An operator of a Class 3 electric-assisted bicycle must be at least sixteen (16) years of age, in addition to all other requirements of state law.

Sec. 8-3-30. – Lightweight electric vehicle.

(a) *Operation.* A lightweight electric vehicle may be operated in all locations where Class 1 electric-assisted bicycles are allowed.

(b) *Speed limit.* It is unlawful to operate a lightweight electric vehicle at a speed in excess of fifteen (15) miles per hour on any multi-use path or any trail that allows lightweight electric vehicles. Operators of all classes of lightweight electric vehicles on roadways or in bicycles lanes shall adhere to posted speed limits.

Sec. 8-3-40. – Penalty.

A person riding an electric-assisted bicycle or lightweight electric vehicle who violates this Article shall be subject to the same penalties as if the person were driving any other vehicle; except that C.R.S. § 42-2-127 shall not apply.

Section 2. Severability. If any article, section, paragraph, sentence, clause, or phrase of this Ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this Ordinance. The Town Council hereby declares that it would have passed this Ordinance and each part or parts hereof irrespective of the fact that any one or part or parts be declared unconstitutional or invalid.

Section 3. Safety. This Ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 4. Effective Date. This Ordinance shall take effect 10 days after publication following adoption.

**INTRODUCED, READ, PASSED AND ORDERED PUBLISHED this ____ day
of _____, 2025.**

Mark Lacis, Mayor

ATTEST:

Shannon Dujardin, Town Clerk

2026 Town & Community Events

red = large-scale Town event, all PROS help staff event day (2) bold = Town Events, events dept runs in full (27) italic = Non-Town Event blue-(Optional) Town-hosted events at Civic (5). Adtl; events throughout the year will be coordinated w/ third-party organizations				
	EVENT	TIME	LOCATION	HOST
January				
Sat, Jan 10	Civic Entertainment Event:TBD	7pm-9pm	Civic Space	Town
Feburay				
Sat, Feb 14	Civic Entertainment Event:TBD	7pm-9pm	Civic Space	Town
March				
Sat, Mar 14	Civic Entertainment Event:TBD	7pm-9pm	Civic Space	Town
April				
TBD	HOA Egg Hunt			
Sat, April 11	Hard to Recycle Event	9am-1pm	Eldorado k-8	Town SD/ACES
Sat, Apr 11	Civic Entertainment Event:TBD	7pm-9pm	Civic Space	Town
Sat, Apr 25	Arbor Day	10am-Noon	TBD: Where tree planting is needed	Town
May				
Wed, May 6	National Bike & Roll to School Day			Town +Eldo K-8
TBD	Electrification Expo	10am-1pm	Superior Community Center	Town SD/ACES
Wed, May 6	Superior Summer Market	5-8pm	DTS/Plaza	Town
Sat, May 16	Migitory Bird Day		Riverbend or Bowes	Phary
Wed, May 20	Superior Summer Market	5-8pm	DTS/Plaza	Town
	Central Park Grand Opening (non-event)			
	Community Park Grand Opening			
	Proposed CAPS Art Festival			
	Superior Morgul Bike Race		Superior Market Place	3rd party
Pending Summer Special Events Permitting				
- Dog Market			Superior Commons Amp	3rd party
- MoHi Graduation Parade (Late May)				
OR MoHi Senior Parade (Late Aug)				
June				
Wed, June 3	Superior Summer Market	5-8pm	DTS/Plaza	Town
Sat, June 6	National Trails Day			OSAC
TBD	Leave no Trace		Coyote Ridge	Phary/Jeremy
	HOA Movie in the Park			
Sat, June 13	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
Wed, June 17	Superior Summer Market	5-8pm	DTS/Plaza	Town
Wed, June 24	Bike to Work Day	6:30-9am	Coal Creek/36 underpass	Town
	Family Pool Night	5-8pm		
Sat, June 27	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
July				
	4th of July - Festival (no race or parade due to construction, expanded Centennial and carnival-themed festival for US 250/CO's 150th anniversary)			
Sat, July 4		9am - Noon	Community Park	Town
Wed, July 1	Superior Summer Market	5-8pm	DTS/Plaza	Town
	HOA Movie in the Park			
Sat, July 11	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
Wed, July 15	Superior Summer Market	5-8pm	DTS/Plaza	Town
Thurs, July 23	Broomfield Bites & Brews	5-8pm	Sports Stable	
Sat, July 25	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
TBD	Float & Flick			
TBD	Family Pool Night	5-8pm		
Aug				
Aug, 1	USA 250/CO 150 Anniversary - no event - incorporate in 4th ?and Market			
Tues, Aug 4	National Night Out (events helps with equip., zero waste, and set up)	5-8pm	Community Park	Sheriff's Dpt
Wed, Aug 5	Superior Summer Market: 150th theme	5-8pm	DTS/Plaza	Town
Sat, Aug 8	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
	HOA Movie in the Park			
Sat, Aug 15	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
Wed, Aug 19	Superior Summer Market: back to school	5-8pm	DTS/Plaza	Town
Sept				
Wed, Sept 2	Superior Summer Market	5-8pm	DTS/Plaza	Town
Thurs, Sept 3	Dog Days		North Pool	Town/Aquatics
Fri, Sept 4	Taste of Nepal		Superior Community Center	Sister City
Sat, Sept 12	Chili & Beer Fest	2pm-6pm	Community Park	Town
Wed, Sept 16	Superior Summer Market	5-8pm	DTS/Plaza	Town
October				
TBD	Ecotoberfest	2pm-6pm	Louisville Community Park	SD
Wed, Oct 7	Superior Summer Market - Fall Fest (OR)	5pm-8pm	DTS/Plaza	Town
OR Sat, Oct 10	Superior Summer Market - Fall Fest/October Fest?		DTS/Plaza	Town
	HOA October Fest			
TBD	State of Superior		TBD	Town/Comms
Sat, Oct 24	Monster Mash	5pm-8pm	SCC	Town/SYLC
November				
Thurs, Nov 5	Volunteer Reception	6pm-8pm	Civic Space	Town
11-Nov	Vetrans Day			Partner
Sat, Nov 14	Civic Entertainment Event:TBD		Civic Space	Town
December				
Sat, Dec 5	SCC-Sister City Bazar		Superior Community Center	Sister City
Sat, Dec 12	Winter Festival, Stocking Run	7a-7p	Downtown, Plaza, Civic Space	Chamber/Town
Sat, Dec 19 ?	Marshall Fire Memorial/Anniversary (Dec 30)		Memorial site OR Civic Space	Town
Community Center Events				
Jammin Trivia - bi-monthly Fridays				
Teen Nights - bi-monthly Fridays				
*Discontinued Live Music nights to make space for community activities, projects, and events				



Memorandum

To: Mayor and Town Council

From: Mikaela Gregg – Events & Volunteer Manager

Date: September 15, 2025

Re: Work Session Topic – Town Events & Special Events

2026 Town Events

Background

Over the last three years, the Town's events portfolio has expanded from four to over 30 events. This does not include overseeing permitting and logistics for community events such as the HOA movie nights, parades, requests for large events in our parks, and now community events in Civic Space. Attached is the draft schedule of Town and Community events for 2026. Council has expressed an interest in evaluating the current event portfolio. Based on the Events & Volunteer Team's current workload and this drafted schedule, if additional events are to be added, staff recommends replacing current events, and/or allowing third parties to fully host said events, and/or managing the scope of some current events. Staff would also like to share that there are other businesses and organizations interested in hosting community events yet due to the Town's expansive events schedule, there are limited opportunities, especially in the summer. The Town isn't big enough to run events on the same nights without jeopardizing attendance.

Staff has identified the following events to discuss as potential opportunities for change:

- Arbor Day – some type of an Arbor Day event is required to fulfill our Tree City USA status. The current event requires significant staff time with minimal community impact. The Town is competing with every other municipality to host the same event, with the same vendors, on the same day. There is a high demand for Earth Day and Arbor Day volunteer projects that might be a better use of staff time, can meet the Tree City USA requirements and offer residents a way to give back to the community during this time.
- Bike to Work Day – has a high overhead and no longer receives the sponsorships and partnerships that it used to.
- Summer Markets - we could consider not expanding the schedule and scope of offerings. There is a risk of oversaturating the market and not being able to support the vendor base required to maintain the high-quality market requested by the community.

- 4th of July Community Center BBQ – this event started as the grand opening for the community center. It now adds one more event to an already very full day, where staff and resources are already stretched thin; it has high overhead in terms of logistics and costs, and generally low attendance.

2026 Proposed Event Modifications

4th of July Race, Parade, Pancake Festival, and Community Center BBQ

Due to planned construction on Rock Creek Pkwy., the race and parade will require an alternate route. Due to traffic logistics and neighborhood impacts, rerouting down Coalton Rd. is the most likely option; however, it is not ideal for logistical and safety reasons. Staff would like to propose canceling the race and parade – just for this year – and in its place, host a larger, carnival-themed pancake festival. 2026 is also the 250-year and 150-year anniversaries for the US and Colorado; sesquicentennial-themed activities could be incorporated into the festival to celebrate these milestones. As mentioned above, it is also recommended that we discontinue the Community Center BBQ.

Chili & Beer Fest

It is no secret that chili samples have always been in short supply during this festival, and you have no idea the lengths staff have gone to, to provide just the bare minimum! Over the last few years, it has become significantly more difficult to solicit chili cook participation despite the Town offering generous incentives. As a result, many municipalities have canceled their chili fests, and even the International Chili Society cookoffs have diminished. Staff would like to propose broadening the food focus for this event, making it more of a food festival, i.e., ‘Taste of Superior’ per se. We would not have to change the name. We would simply expand what vendors would be allowed to make for samples (chili fries, spicy tuna rolls, green chili sliders, chips and salsa, jalapeno poppers, chili con queso, etc.). Next year is the 25th anniversary of the Chili & Beer Fest. What better way to celebrate than with a rebranding/expansion that will offer the community a better, more fulfilling experience?

Special Events

2025 RMW Disc Golf Championship Tournament

Background

The Rocky Mountain Women's Disc Golf Championship was founded in 2015, and has since become a significant event in women's disc golf, attracting over 100 competitors from around the nation. The Rocky Mountain Women's Disc Golf Tournament has been held in Superior in 2015, 2017, 2019, 2021, and in 2025. The location for the Tournaments hosted in Superior has always been at Purple Park. The 2025 Tournament was hosted by Discmania, a nonprofit organization, sanctioned through the Professional Disc Golf Association.

Financial Impacts

The costs charged to the tournament host started at \$1,500 in 2015 and have increased incrementally each year of the Superior Tournament to \$2,000 in 2025. The Town associated

costs varied per tournament year, generally including: waste and restroom management, parking logistics, minimal course maintenance, and minimal staff time.

Community Impacts

The tournament host offers a disc golf clinic, free to Superior residents. In previous years, the clinic has been full, often with a waitlist. The tournament host offers open-course play for the public prior to the tournament, Superior residents play for free.

2026 Registration and Participation

- Course Rounds, Tuesday – Thursday: 199 (15 Superior residents)
- RMWDGC Events: 78 players representing 30 different cities, 8 different states, 68 caddies, 17 volunteers
- ~ 10 local businesses took advantage of the free marketing opportunity offered for businesses to display a banner and offer giveaways during the tournament.

Economic Impacts

- The Town of Superior saw an increase in out-of-market visitors over the course of the event.
 - Aug 21 - 18.8k visitors
 - Aug 22 - 23.2k visitors
 - Aug 23 - 25.4k visitors
 - Aug 24 - 23.6k visitors
 - Aug 25 - 14.9k visitors
- For comparison, the weekend after the event had the following visitors:
 - Aug 28 - 16.3k visitors
 - Aug 29 - 16.9k visitors
 - Aug 30 - 23.2k visitors
 - Aug 31 - 17.6k visitors
 - Sept 1 - 12k visitors
- The favorite destinations of the Purple Park visitors between Aug 10 and Aug 31 were:
 - Superior Marketplace
 - Rock Creek Village
 - Safeway
 - Walmart
 - Target
 - DIA
 - Chick-fil-A
 - Twenty-Ninth Street
 - Costco

Attachments

- 2026 Draft Schedule of Town and Community Events



Memorandum

To: Town Council

From: Brannon Richards, Public Works and Utilities Director
Leslie Clark, Parks Rec and Open Space Director
Jordan Hayes, Project Manager

Date: September 15, 2025

Re: North and South Pool Discussion

Background

The North Pool Project has been pushed to 2026/27 offseason, due to costs coming in over budget, and delays due to redesign that would've pushed the pool opening date to June or July.

Staff is actively working with the design team (BRS) to value engineer the North Pool and get the project more in line with budget estimates. The value engineer changes and updated design will be completed in October of this year, at which time the revised design will be presented to Council. The goal is to finalize the design in October 2025, and advertise the project for construction bids in March 2026, with Council award in April 2026. Staff believes that doing a more traditional design, bid, build will also result in lower construction costs as it creates a more competitive environment. However, bids would not be solely evaluated on price and staff will require qualification packages from each bidder.

The design contract with BRS for South Pool will be presented at the September 22 Council meeting. If the fee presented is reasonable, staff recommends selecting BRS. Their familiarity with the South Pool facility, the community, Council, and staff makes them the most qualified. BRS has completed the site assessment and the public engagement process for the South Pool. If approved, BRS would start work on the design in early October and finish in February. Re-soliciting for design fees from other firms could cause delays in the design timeline, resulting in more construction schedule risk.

The design for South Pool would be completed concurrently to allow both pools to be bid out at the same time in March of 2026. Having a contractor under contract in early April would allow for ordering long lead items such as the aquatics equipment and electrical gear well in advance, minimizing the risks of schedule delays. AD Miller estimated 120 days for procurement of these long lead items. This option would allow for more budget and schedule certainty for both pool projects.

Staff would evaluate bid alternatives, but it is anticipated that we would advertise the bid such that a contractor could bid both pools or alternatively one pool. We would request cost savings if both pools are awarded to a single contractor for evaluation purposes. This would provide us the information needed when making award recommendations to Council in early April 2026.

South Pool Design Summary

Staff is actively working with BRS to finalize the scope of work for the South Pool. Below is a scope of work summary proposed for the South Pool:

- Bathhouse:
 - Renovate lockers rooms: new layout, remove unused lockers, all new plumbing fixtures and finishes, new lighting and benches
 - Renovate layout of the existing bathhouse to accommodate (1) family changing room
 - Renovate pool equipment room & chemical storage layouts/expansion of existing rooms as required
 - Renovate lobby and guard office: new finishes, casework, plumbing fixtures, and lighting
 - Provide new gutters/downspouts and doors
 - Add exhaust to pool equipment room and chemical storage
- Pool:
 - Replace pool mechanical equipment
 - New high-efficiency gas-fired heaters for pool
 - Replace skimmers with perimeter gutter system
 - Replace 500 SF wading pool with a zero-depth entry play pool
 - Replace existing slide with a run-out slide
 - Replace mushroom with modern play feature
 - Refinish pool shell, new waterline tile and special aggregate finish
- Site Work:
 - Upsize water service from 1" to 2" tap
 - New lighting on pool deck
 - Replace existing pool deck with new concrete
 - New permanent shade structures
 - Provide wind barrier on site
- Assumption and Exclusions in current Scope of Work:
 - Existing bathhouse exterior walls and exterior finishes to remain
 - Existing pool size and shape to remain, scope does **not** include increasing the water area, separate diving well, or hot tub
 - Pool designed to be operational during summer season only

Construction Schedule

Staff recommends moving forward with both the North and South Pools, such that we have the ability to award construction contracts for both pools if so desired in April 2026. Attached is a

schedule summary of completing both pools in 2026/27 as well as schedule summary if we decide to do only the North Pool in 2026/27 and the South Pool in 2027/28.

Pros and Cons of Completing Both Pools in 2026/27

Below is a summary of pros and cons of completing both pools in 2026/27.

Pros for completing both projects in 2026/27:

- South Pool's mechanical equipment continues to age and deteriorate. Delaying the project to 2027/28 could lead to unplanned maintenance costs and potential pool closings during the next two pool seasons.
 - Town spent \$46,000 in 2025 for unplanned maintenance at the south pool.
- South Pool will need repairs during this year's off-season to address issues with the aging filter. If BRS starts the design this October, their aquatics subcontractor can immediately assist with aligning current needs with the future design.
- Potential for some cost savings if the same contractor is awarded both pools. For example, economies of scale, purchasing multiple large equipment items and savings on equipment and shipment costs.
- None of the contractors that bid on the CM/GC RFP had any concerns about completing pool renovation projects during the off season. The September-May construction timeframe is typical/expected for pool construction.
- Construction costs will increase over time with inflation (i.e. 3-4% annually).

Cons for separating North and South Pool construction:

- If unexpected construction delays occur on both pools, it would result in no pool being available at the beginning of the 2027 swim season.

Staff Recommendation

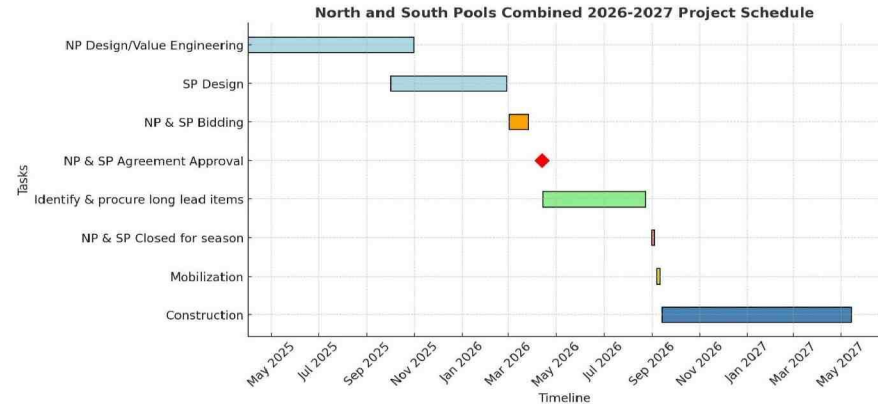
Staff recommends moving forward with both the North and South Pools, such that we have the ability to award construction and complete both projects in 2026/27. Staff believes that both pools can be completed prior to swim season in 2027, especially since long lead items can be ordered in early 2026. Staff and council will have the ability to review this decision again in April 2026, prior to awarding the construction contracts for both pools.

Attachments

- Pool Construction Schedules

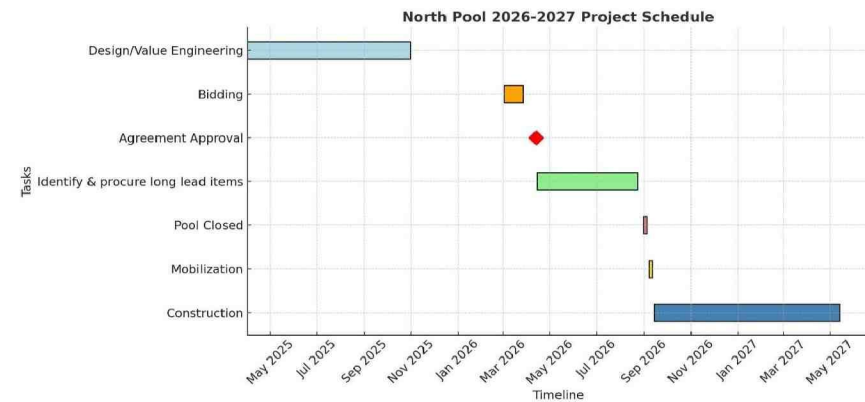
North and South Pools Combined 2026-2027

Task	Start	Finish
NP Design/Value Engineering	April 1, 2025	October 31, 2025
SP Design	October 1, 2025	February 27, 2026
NP & SP Bidding	March 2, 2026	March 27, 2026
NP & SP Agreement Approval	April 13, 2026	April 13, 2026
Identify & procure long lead items	April 14, 2026	August 23, 2026
NP & SP Closed for season	August 31, 2026	September 4, 2026
Mobilization	September 7, 2026	September 11, 2026
Construction	September 14, 2026	May 14, 2027



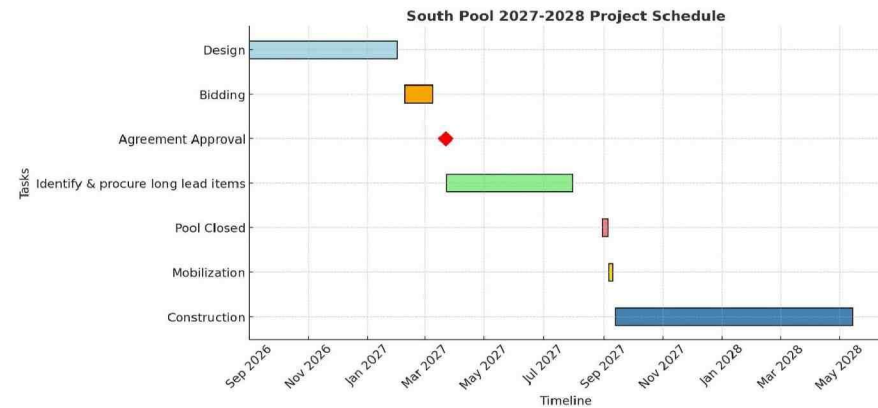
North Pool 2026-2027

Task	Start	Finish
Design/Value Engineering	April 1, 2025	October 31, 2025
Bidding	March 2, 2026	March 27, 2026
Agreement Approval	April 13, 2026	April 13, 2026
Identify & procure long lead items	April 14, 2026	August 23, 2026
Pool Closed	August 31, 2026	September 4, 2026
Mobilization	September 7, 2026	September 11, 2026
Construction	September 14, 2026	May 14, 2027



South Pool 2027-2028

Task	Start	Finish
Design	September 1, 2026	January 31, 2027
Bidding	February 8, 2027	March 9, 2027
Agreement Approval	March 22, 2027	March 22, 2027
Identify & procure long lead items	March 23, 2027	July 31, 2027
Pool Closed	August 30, 2027	September 5, 2027
Mobilization	September 6, 2027	September 10, 2027
Construction	September 13, 2027	May 14, 2028





TOWN BOARD GOALS

Marshall Fire Recovery – Ensure the Town, the Community, and all residents are supported as needed to continue their recovery from the Marshall fire

Provide Excellent Public Services – Continue expanding and improving upon community services by prioritizing those services needed by our Residents as Community needs continue to evolve

Maintain and Improve Excellent Public Infrastructure – Continue to maintain and improve our infrastructure by prioritizing the appropriate funding and pursue partnerships for infrastructure improvements

Realize the Town Energy Action Plan – Maintain a focused effort on greenhouse gas emission reductions, increases to the waste diversion rate, reduced per-capita energy and water usage, and improvement to community air quality

Enhance Financial Stability and Business Retention – Ensure the Town's long term financial stability by continuing to diversify revenue streams, advocate for financial self-sufficiency of utility operations, and supporting local business development and growth

Engage Residents through Outreach and Marketing -- Explore and identify methods to continuously improve education, communication, and meaningful dialog between the Town, its residents, 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, Manage, and Identify Development and Redevelopment Opportunities – Review development opportunities in a timely manner, reconciling public and private interests to achieve the Town's long-term vision as stated in the Town's Comprehensive Plan (Expected update in 2025)

TOWN BOARD GOALS



Quality of Life

Ensure all residents feel welcomed and appreciated. Continue Town actions to improve the quality of life for Superior residents by reducing noise and air pollution.

Marshall Fire Recovery

Ensure the Town, the community and all residents are supported as needed to continue their recovery from the Marshall Fire, and that the Town continues its ongoing efforts in the prevention and mitigation of future fires.

Provide Excellent Public Services

Continue expanding and improving community services by prioritizing those services needed by our residents as community needs continue to evolve.

Maintain and Improve Excellent Public Infrastructure

Continue to maintain and improve our infrastructure by prioritizing the appropriate funding and pursuing partnerships for infrastructure improvements.

Realize the Town Sustainability Action Plan

Through the Sustainability Action Plan, maintain a focused effort on greenhouse gas emission reductions, increases to the waste diversion rate, reduced per capita energy and water usage and improvement to community air quality.

Enhance Financial Stability and Business Retention

Ensure the Town's long-term financial stability by continuing to diversify revenue streams, advocate for financial self-sufficiency of utility operations and support local business development and growth.

Engage Residents through Outreach and Marketing

Continuously improve education, communication and dialog between the Town, residents and advisory groups, to maintain and improve quality of life and decision-making.

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, Manage, and Identify Development and Redevelopment Opportunities

Review development opportunities in a timely manner by reconciling public and private interests to achieve the Town's long-term vision as stated in the Town's Comprehensive Plan.



Sample Employee Opinion Survey Report

The following is a sample Employee Opinion Survey Report.

Questions asked, number of questions in the survey, demographics, and the dimensions will vary throughout the report.

All data has been created for the purpose of this sample report ONLY and has no relevance to any survey administered.

This report reflects a typical 4 section report. Not all reporting options are reflected in this sample. Please discuss options with your survey administrator.

Your Organization 2024 Employee Opinion Survey Results

Confidential Results Report Prepared: July 2024

Prepared by:

Important Notice:

The information provided herein is general in nature and designed to serve as a guide to understanding. These materials are not to be construed as the rendering of legal or management advice. If the reader has a specific need or problem, the services of a competent professional should be sought to address the particular situation.

©Copyright, 2019 Employers Council. All rights reserved. Quotation from or reproduction of any part of this report, in any form, without prior permission in writing from the Employers Council, is prohibited.

Table of Contents Sample

Executive Summary	Pages 1-4
Participation Rates	2
Dimension Average and Favorability	3
Least and Most Favorable Items	4
Historical Comparison 2017 thru 2021	Pages 5-12
Participation Rate Comparisons	6
Dimension and Item Average and Favorability with Historical Favorability Comparison	7-10
Least Favorable Items Historical Comparison	11
Most Favorable Items Historical Comparison	12
Historical Average Trend Lines	Pages 13-16
eNPS	Pages 17-21
eNPS Percentages and Scores with Historical Comparison – Overall and by Demographic	18-20
Open-Ended eNPS Item Responses	20-21
Demographic Comparison	Pages 22-41
Department	22-25
Exemption Status	26-29
Generation	30-33

Your Organization 2024
Executive Summary

Your Logo Here

Your Organization
in collaboration with
Employers Council

Employee Opinion Survey Results



Participation Counts

Note:
-Participation by demographic will not always match the overall participation total if the item was not forced or entered as metadata.
-Groups that do not meet the anonymity threshold are combined with the next smallest group.

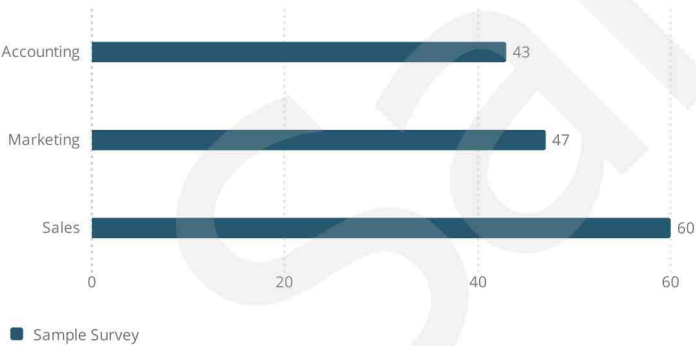
Overall Participation

100.00%

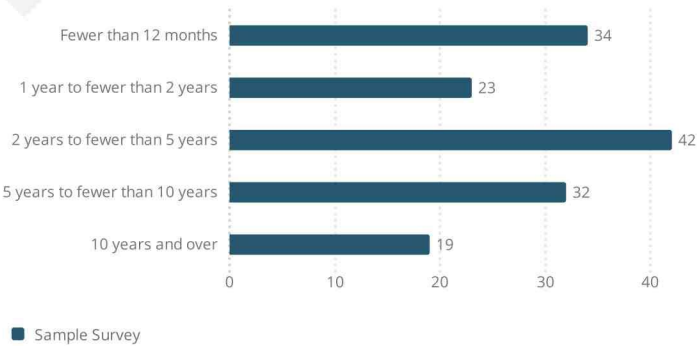


Responses
150 of 150

Participation by Department



Participation by Length of Employment



Dimension (and Item) Mean and Favorability

The scorecards below display dimension (category) [and item] average and favorability. [Item average and favorability will be displayed in the Historical Comparison Report.]

Understanding Favorability Scores

Favorability is calculated by taking the item frequency of responses from strongly disagree to strongly agree and creating a percentage for negative and positive statements as follows:

Favorable (green): Strongly Agree to Agree

Neutral (yellow): Neither Agree nor Disagree

Unfavorable (red): Disagree to Strongly Disagree

*The calculation remains consistent for all 5-pt rating scales.

Example: If an item has a 71.22% favorable response, then 71.22% of the responses were either strongly agree or agree.

This feature takes the place of item frequency reports and provides a better platform for action planning.

Understanding the Average/Mean

Multiple-choice items are scored on a 1.00 to 5.00 scale, with 5.00 being the most positive possible score.

The numerical values used in this survey can generally be interpreted as follows:

Very Positive = 3.75 and above

Positive = 3.45 - 3.74

Somewhat Positive = 3.23 - 3.44

Neutral = 3.01 - 3.22

Negative = Less than 3.00

Note:

-US Benchmark data via favorability has been provided for comparison. Percentages in the US Benchmark column that are green indicate your 2021 favorability percentage for that item is higher. Percentages in the US Benchmark column that are red indicate your 2021 favorability percentage for that item is lower.

-Negatively worded items, such as "I have been unfairly singled out because of the demographic group to which I belong", have been reverse-coded such that "Strongly Disagree and "Disagree" become the highest scores (5 or 4) and will be considered favorable. This will allow these statements to properly reflect their impact on the overall average and meaning of the item.

Dimension Average and Favorability

Name	Responses	Mean	Distribution
➤ Overall Score		3.31	45.72% 24.45% 29.83%
➤ Collaboration		3.32	45.67% 25.50% 28.83%
➤ Communication		3.32	46.44% 24.00% 29.56%
➤ Company Leadership		3.29	44.44% 24.67% 30.89%
➤ Employee Engagement		3.34	46.93% 23.60% 29.47%
➤ Growth & Development		3.35	44.50% 27.50% 28.00%
➤ Inclusion		3.30	45.56% 23.67% 30.78%
➤ Performance & Accountability		3.35	47.17% 23.83% 29.00%
➤ Corporate Responsibility & Ethics		3.18	42.67% 20.44% 36.89%
➤ Managing Change		3.37	48.00% 23.56% 28.44%
➤ Pay & Benefits		3.34	45.11% 27.33% 27.56%
➤ Work-Life Balance		3.33	46.00% 26.33% 27.67%

Least Favorable Items

Question	Responses	Mean	Distribution ▾
I have confidence in the future of this company	150	3.13	40.67%38.00%
This company is taking action to be socially responsible (e.g., supporting community events, char...	150	3.16	40.67%39.33%
This company shows a commitment to ethical business decisions and conduct	150	3.14	40.67%36.67%
Safety risks are quickly corrected at this company	150	3.15	38.67%34.67%
I am empowered to make decisions to best serve my customers	150	3.07	34.00%37.33%
View All			

Most Favorable Items

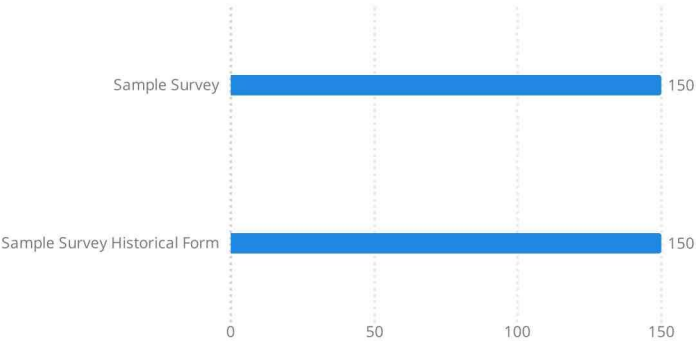
Question	Responses	Mean	Distribution ▾
My manager does a good job communicating the reasons behind important changes that are made	150	3.51	55.33%
I have the authority I need to do my job	150	3.53	55.33%
At this company, people are held accountable for their performance	150	3.47	52.00%
Work is well coordinated on my team	150	3.43	52.00%
My manager keeps me informed about the things I need to know	150	3.44	52.00%
View All			

Your Organization
2021 Historical Comparison

Historical Comparison of Participation by Demographic

- Note:**
- Participation by demographic will not always match the overall participation total if the item was not forced or entered as metadata.
 - When comparing demographic participation across years, please note that demographic names and/or groupings may have changed.
 - Participant data that does not meet the anonymity threshold will be grouped with the next smallest group.
 - Data from previous years that does not meet the anonymity threshold for this year will not be displayed.

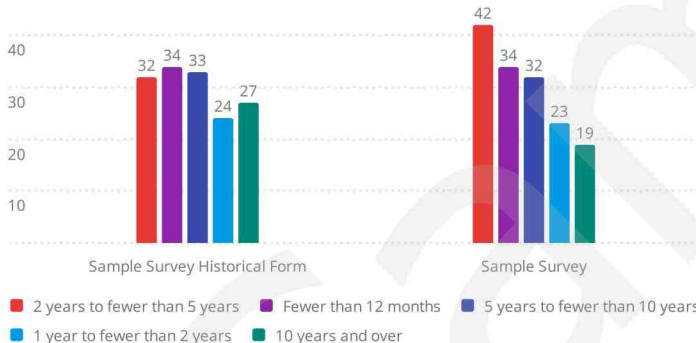
Participation Comparison by Year 300 Responses



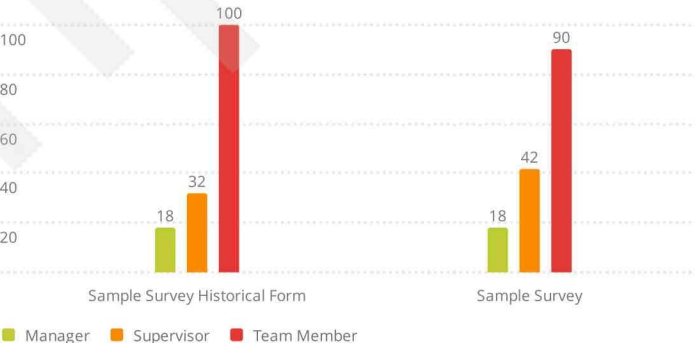
Participation Comparison by Department



Participation Comparison by Length of Employment



Participation Comparison by Position



Dimension and Item Average and Favorability with Historical Favorability Comparison

The scorecards below display dimension and item average and favorability for 2021 along with 2017 thru 2019 favorability percentages [averages] for comparison. A red percentage [average] in the 2020 column, for example, indicates the favorability percentage [average] for that item has decreased in 2021. A green percentage [average] in the 2020 column indicates the favorability percentage [average] for that item has increased in 2021.

Understanding Favorability Scores

Favorability is calculated by taking the item frequency of responses from strongly disagree to strongly agree and creating a percentage for negative and positive statements as follows:

Favorable (Green): Strongly Agree to Agree

Neutral (Yellow): Neither Agree nor Disagree

Unfavorable (Red): Disagree to Strongly Disagree

*The calculation remains consistent for all 5-pt rating scales.

Example: If an item has a 71.22% favorable response, then 71.22% of the responses were either strongly agree or agree. This feature takes the place of item frequency reports and provides a better platform for action planning.

Understanding the Average/Mean

Multiple-choice items are scored on a 1.00 to 5.00 scale, with 5.00 being the most positive possible score.

The numerical values used in this survey can generally be interpreted as follows:

Very Positive = 3.75 and above

Positive = 3.45 - 3.74

Somewhat Positive = 3.23 - 3.44

Neutral = 3.01 - 3.22

Negative = Less than 3.00

Note:

- Comparison analysis will only be completed using the items that simultaneously exist in the surveys being compared. This can lead to what looks like year-to-year inaccuracies but creates better comparison data.

Dimension and Item Average and Favorability with Historical Comparison

Name	Responses	Mean	Distribution	2018 Survey
➤ Overall Score		3.31	45.72% 24.45% 29.83%	51.48%
▼ Collaboration		3.32	45.67% 25.50% 28.83%	55.67%
At this company, there is effective collaboration between teams	150	3.36	48.00% 22.67% 29.33%	52.67%
At this company, we do a good job of sharing knowledge across business lines	150	3.33	44.67% 30.00% 25.33%	56.67%
My manager encourages collaboration on my team	150	3.22	43.33% 23.33% 33.33%	58.67%
The people I work with cooperate to get the job done	150	3.35	46.67% 26.00% 27.33%	54.67%
▼ Communication		3.32	46.44% 24.00% 29.56%	49.11%
I receive the information I need to do my job effectively	150	3.23	42.00% 26.67% 31.33%	47.33%
There is open and honest communication at this company	150	3.28	45.33% 25.33% 29.33%	52.67%
My manager keeps me informed about the things I need to know	150	3.44	52.00% 20.00% 28.00%	47.33%

Dimension and Item Average and Favorability with Historical Comparison

Name	Responses	Mean	Distribution	2018 Survey
▼ Company Leadership		3.29	44.44% 24.67% 30.89%	56.00%
I have confidence in the senior leadership team to make the right decisions for this company	150	3.39	48.00% 28.00% 24.00%	61.33%
Senior leadership demonstrates that employees are important to the success of this company	150	3.27	42.00% 20.67% 37.33%	48.67%
The behavior of our senior leadership team is consistent with this company's values	150	3.23	43.33% 25.33% 31.33%	58.00%
▼ Employee Engagement		3.34	46.93% 23.60% 29.47%	54.00%
I am proud to work for this company	150	3.31	46.00% 20.67% 33.33%	51.33%
I would recommend this company to people I know as a great place to work	150	3.24	43.33% 26.00% 30.67%	49.33%
My work gives me a feeling of personal accomplishment	150	3.33	47.33% 20.67% 32.00%	58.67%
This company motivates me to contribute more than is normally required to complete my work	150	3.47	49.33% 26.67% 24.00%	54.67%
I rarely think about looking for a new job with another company	150	3.35	48.67% 24.00% 27.33%	56.00%

2018 Least Favorable Items

Question	Mean	Distribution ▼
I have a clear understanding of what is expected of me	3.39	45.33% 27.33% 27.33%
I am confident that action will be taken as a result of this survey	3.35	45.33% 24.67% 30.00%
I feel comfortable reporting any safety concern, no matter how small	3.46	45.33% 32.67% 22.00%
Safety risks are quickly corrected at this company	3.39	44.67% 29.33% 26.00%
My job is challenging and interesting	3.41	43.33% 30.67% 26.00%
View All		

2019 Least Favorable Items

Question	Mean	Distribution ▼
I have confidence in the future of this company	3.13	40.67% 21.33% 38.00%
This company is taking action to be socially responsible (e.g., supporting community events, char...	3.16	40.67% 20.00% 39.33%
This company shows a commitment to ethical business decisions and conduct	3.14	40.67% 22.67% 36.67%
Safety risks are quickly corrected at this company	3.15	38.67% 26.67% 34.67%
I am empowered to make decisions to best serve my customers	3.07	34.00% 28.67% 37.33%
View All		

2018 Most Favorable Items

Question	Mean	Distribution ▾
I have confidence in the senior leadership team to make the right decisions for this company	3.77	61.33% 20.67%
This company shows a commitment to ethical business decisions and conduct	3.71	60.00% 22.00%
My work gives me a feeling of personal accomplishment	3.67	58.67% 22.00%
My manager encourages collaboration on my team	3.71	58.67% 26.67%
The behavior of our senior leadership team is consistent with this company's values	3.67	58.00% 23.33%

[View All](#)

2019 Most Favorable Items

Question	Mean	Distribution ▾
My manager does a good job communicating the reasons behind important changes that are made	3.51	55.33% 25.33%
I have the authority I need to do my job	3.53	55.33% 22.67% 22.00%
At this company, people are held accountable for their performance	3.47	52.00% 25.33% 22.67%
Work is well coordinated on my team	3.43	52.00% 21.33% 26.67%
My manager keeps me informed about the things I need to know	3.44	52.00% 20.00% 28.00%

[View All](#)

Your Organization
2021 eNPS Scores and Percentages

NPS Percentages and Scores According to the Statement:

On a scale of 0-10, how likely are you to recommend working at XXX to friends and family?

NPS percentages are completed by taking the percentage of participants who responded with the following scores: Detractors: 0-6, Passives: 7-8, Promoters: 9-10

Your Net Promoter Score is your percentage of promoters minus your percentage of detractors, but this number is not a percentage. Any positive NPS score is considered good, but above 50 is considered excellent.

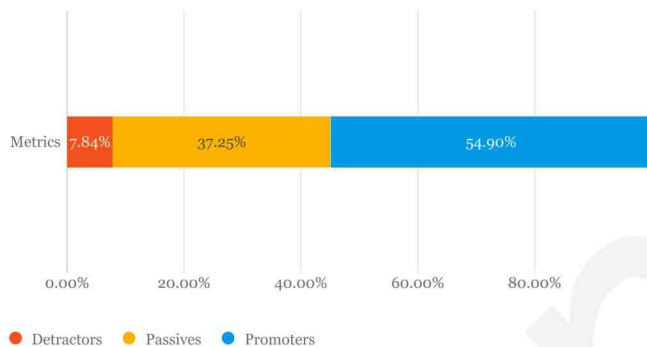
One way to think about NPS scores as they relate to employees, is to think about engagement and the product you are offering to your employee is their employment.

Promoters are loyal, strong advocates, and enthusiastic about their employment experience, whereas, Detractors are not. Promoters have a higher retention rate than Detractors, and will spend more energy adding value to the organization and take pride in their work.

Passive employees are neutral and can be thought of as employees of opportunity, as with proper engagement techniques, they can be developed into Promoters. Without engagement opportunities, passive employees run the risk of turning into Detractors.

Increasing the number of Promoters and decreasing the number of Detractors will increase organizational engagement, productivity, and effectiveness in meeting organizational goals. Identifying the issues that are most important to Passive employees and to Detractors at the upper end of the scale, and acting on them, will help move employees along the scale.

Overall NPS Percentages



Overall NPS Score

Net Promoter Score (eNPS)

47.06

NPS Percentages by Department



NPS Scores by Department 47 Responses

Department:	Net Promoter Score (eNPS)
Administration or Legal	50.00
Benefits	53.33
Investments	28.57
Operations	57.89

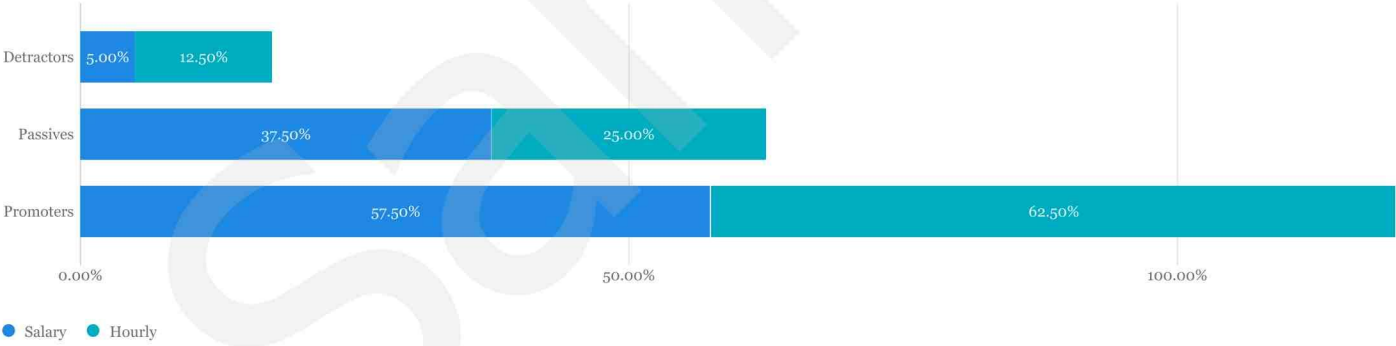
NPS Percentages by Position/Job Status



NPS Scores by Position/Job Status

Position/Job Status:	Net Promoter Score (eNPS)
Director	70.00
Executive Management	75.00
Manager	25.00
Staff/Non-Management	38.71

NPS Percentages by Exemption Status



NPS Scores by Exemption Status

Exemption Status	Net Promoter Score (eNPS)
Hourly	50.00
Salary	52.50

Your Organization
2021 Demographic Comparison
by Department

Dimension and Item Favorability (or Average) Comparison by Demographic

Department

Heat Map widgets provide an efficient way to quickly identify high points and low points across your organization or various demographic groups. These widgets are ideal for visualizing comparisons, showing how the many levels of a field compare on items across the organization.

The shades of red color represent negative change values compared to the overall score, and the shades of blue color represent positive change values compared to the overall score. The opacity of the color is based on the magnitude of the change.

The tables below display the favorability percentage for each dimension and item by demographic and compare them to the 2021 overall favorability score for that dimension or item.

Favorability: Percentage of employees who chose Strongly Agree to Agree for each item

Note:

- Groups are listed in order of response totals.
- Groups that do not meet the anonymity threshold will be grouped with the next smallest group.
- Missing demographic subgroups did not meet the anonymity threshold.
- Negatively worded items, such as "I have been unfairly singled out because of the demographic group to which I belong", will be re-coded such that "Strongly Disagree and "Disagree" become the highest scores (5 or 4) and will be considered favorable. This will allow these statements to properly reflect their impact on the overall average and meaning of the item.
- [No Value] indicates the participant chose not to identify within the demographic item.

Dimension and Item Favorability Comparison by Demographic

Comparison: 2019 Survey

Breakout: Department

	2019 Survey	Accounting	Marketing	Sales
Responses	150	43	47	60
➤ Overall Score	45.72%	51.05%	50.93%	37.81%
▼ Collaboration	45.67%	52.91%	49.47%	37.50%
At this company, there is effective collaboration between teams	48.00%	60.47%	53.19%	35.00%
At this company, we do a good job of sharing knowledge across business lines	44.67%	46.51%	48.94%	40.00%
My manager encourages collaboration on my team	43.33%	48.84%	46.81%	36.67%
The people I work with cooperate to get the job done	46.67%	55.81%	48.94%	38.33%
▼ Communication	46.44%	51.94%	53.90%	36.67%
I receive the information I need to do my job effectively	42.00%	48.84%	48.94%	31.67%
There is open and honest communication at this company	45.33%	51.16%	59.57%	30.00%
My manager keeps me informed about the things I need to know	52.00%	55.81%	53.19%	48.33%
▼ Company Leadership	44.44%	48.84%	51.77%	35.56%
I have confidence in the senior leadership team to make the right decisions for this company	48.00%	65.12%	44.68%	38.33%
Senior leadership demonstrates that employees are important to the success of this company	42.00%	41.86%	53.19%	33.33%
The behavior of our senior leadership team is consistent with this company's values	43.33%	39.53%	57.45%	35.00%

Your Organization
2021 Open-Ended Responses
by Question

Open-Ended Responses by Question

Open-ended question responses in this report section are listed without filtration and verbatim. In addition, word clouds are provided to create a visualization on the most popular words. A word's popularity is related to the size of the word in the word cloud. Words in a large font appear more often than words in a smaller font.

What does this company do well that helps you be successful? 150 Responses

- provides training
- provides development opportunities
- focus on collaboration
- company activities
- investment in technology services
- constantly renewing technology
- great at investing in the future
- forward thinking
- lots of free lunches
- N/A

What does this company do well that helps you be successful?



Your Organization
2021 Survey



WELCOME

Welcome to our employee feedback survey!

As a company, we're committed to providing the best environment for all of our employees, to enable each and every one of you to give your best back to us. This survey is your chance to tell us what we are doing well in creating that environment, and where we can make improvements.

In order for this feedback to be useful to us it has to be honest - we want you to feel comfortable in giving us your views and so all data will only be viewable for groups of 5 or more responses. Confidentiality is a major consideration for us on this initiative - it will be impossible for any manager or leader to ever see an individual's response.

We're excited to hear your views! Thank you in advance for your feedback.

Demographics

In which department do you work?

- ☐ Sales
- ☐ Marketing
- ☐ Accounting

What is your employee position?

- ☐ Team Member
- ☐ Supervisor
- ☐ Manager

Sample Response Scales

	5-pt likert
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	5
NA Does Not Apply to Me	NA

Met/Unmet Obligations	
Much Less than Promised	1
Less than Promised	2
About What was Promised	3
More than Promised	4
Much More than Promised	5
NA Does Not Apply to Me	NA

Satisfaction	
Very Dissatisfied	1
Dissatisfied	2
Not Satisfied/Dissatisfied	3
Satisfied	4
Very Satisfied	5
NA Does Not Apply to Me	NA

©Copyright, 2023 Mountain States
Employers Council Inc. DBA
Employers Council All rights
reserved. Quotation from or
reproduction of any part of this report
or document, in any form, without
prior permission in writing from
Employers Council, is prohibited.

Demographic Questions:

This multiple choice option allows for filtering and comparison of responses for increased analysis and action planning. You may choose from the options below, or create your own. These are samples and can be edited to meet your needs. **Keep in mind the purpose of your survey when choosing demographic items, asking too many will decrease participation and can feel intrusive.**

Place an "X" on the items you would like included in your survey.

	Position/Job Status
	Executive Management
X	Director
X	Manager/Supervisor (Does Evaluations)
X	Staff/Non-Management
	Exemption Status
X	Non-Exempt
X	Exempt
	Schedule
X	Full-time (Regularly scheduled to work 40 hours a week)
X	Part-time (Regularly scheduled to work less than 40 hours a week)
	Tenure
X	0 up to 2 years
X	2 years up to 4 years
X	4 years up to 10 years
X	10+ years
	Department
X	Administration
X	Parks, Recreation and Open Space
X	Public Works and Utilities
X	Planning
X	Finance
	Please indicate the racial or ethnic groups with which you identify. [Select all that apply]
	Asian
	African American/Black
	Hispanic/Latinx/Latina/Latino
	Middle Eastern
	Multi-Racial
	Native American/Alaskan Native
	Native Hawaiian/Pacific Islander
	White/Caucasian
	Prefer not to answer
	Prefer to Self-Describe [open-ended]

	All data is aggregated. No one's individual responses will be shared.
	How would you describe your gender identity? [Select all that apply]
X	Woman
X	Man
	Genderqueer or Genderfluid
	Prefer not to answer
	Prefer to Self-Describe [open-ended]
X	Additional gender category/identity not listed [open-ended]
	Do you identify as Trans?
	Yes
	No
	Prefer not to answer
	Age:
	18-29
	30-39
	40-49
	50-59
	60+
	Prefer not to answer
	Sexual Orientation:
	Straight/Heterosexual
	Gay or Lesbian
	Bisexual
	Asexual
	Prefer not to answer
	Prefer to Self-Describe [open-ended]
	Additional category/identify not listed [open-ended]

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

US, Global, and Healthcare Benchmarks:

We can provide benchmarks for favorability comparison in the following areas.

I would like included in your survey.

	Items	Dimension	Benchmarks
	The behavior of our senior leadership team is consistent with this company's values.	Company Leadership Questions	US, Global, and Healthcare
	I have confidence in the senior leadership team to make the right decisions for this company.	Company Leadership Questions	US and Global
	Senior leadership demonstrates that employees are important to the success of this company.	Company Leadership Questions	US and Global
	I can see a clear link between my work and this company's strategic objectives.	Strategic Alignment Questions	US, Global, and Healthcare
	This company is making changes necessary to compete effectively.	Strategic Alignment Questions	US, Global, and Healthcare
X	Senior leadership Town Council gives employees a clear picture of the direction our company is heading.	Strategic Alignment Questions	US, Global, and Healthcare
X	I have confidence in the future of this company.	Strategic Alignment Questions	US and Global
X	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	Working Conditions Questions	US, Global, and Healthcare
	I rarely think about looking for a new job with another company.	Employee Engagement Questions	US, Global, and Healthcare
	My work gives me a feeling of personal accomplishment.	Employee Engagement Questions	US, Global, and Healthcare
	This company motivates me to contribute more than is normally required to complete my work.	Employee Engagement Questions	US, Global, and Healthcare
	I am proud to work for this company.	Employee Engagement Questions	US, Global, and Healthcare
	I would recommend this company to people I know as a great place to work.	Employee Engagement Questions	US, Global, and Healthcare
	I am given the opportunity to be involved in decisions that affect me.	Inclusion Questions	US, Global, and Healthcare
	I receive appropriate recognition when I do a good job.	Inclusion Questions	US, Global, and Healthcare
	I trust my manager.	Inclusion Questions	US, Global, and Healthcare
	I am treated with respect at work.	Inclusion Questions	US and Global
	Diverse perspectives are valued and encouraged in my team.	Inclusion Questions	US and Global
	I am comfortable voicing my ideas and opinions, even if they are different from others.	Inclusion Questions	US, Global, and Healthcare
	My job makes good use of my skills and abilities.	Job Enablement Questions	US, Global, and Healthcare
X	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	Job Enablement Questions	US, Global, and Healthcare
	My job is challenging and interesting.	Job Enablement Questions	US, Global, and Healthcare
	I have the authority I need to do my job.	Job Enablement Questions	US, Global, and Healthcare
	The people I work with cooperate to get the job done.	Collaboration Questions	US, Global, and Healthcare
	My manager encourages collaboration on my team.	Collaboration Questions	US, Global, and Healthcare
	At this company, there is effective collaboration between teams.	Collaboration Questions	US and Global
	I am encouraged to come up with better ways of doing things.	Work Process Questions	US, Global, and Healthcare
	My department looks for ways to change processes to improve productivity.	Work Process Questions	US and Global
	On my team, decisions are made in a timely manner.	Work Process Questions	US and Global
	Work is well coordinated on my team.	Work Process Questions	US, Global, and Healthcare
X	I receive the information I need to do my job effectively.	Communication Questions	US, Global, and Healthcare
X	There is open and honest communication at this company.	Communication Questions	US, Global, and Healthcare
	My manager keeps me informed about the things I need to know.	Communication Questions	US and Global
	At this company, we do a good job of sharing knowledge across business lines.	Communication Questions	US and Global
X	I have the training I need to do my job effectively.	Growth & Development Questions	US, Global, and Healthcare
	This company provides me with the opportunity for learning and development.	Growth & Development Questions	US, Global, and Healthcare
	Overall, I feel that my career goals can be met at this company.	Growth & Development Questions	US and Global
	My manager helps me in my career development.	Growth & Development Questions	US, Global, and Healthcare
	I have a clear understanding of what is expected of me.	Performance & Accountability Questions	US, Global, and Healthcare
	I receive feedback that helps me improve my performance.	Performance & Accountability Questions	US, Global, and Healthcare
X	At this company, people are rewarded according to their performance.	Performance & Accountability Questions	US and Global
X	At this company, people are held accountable for their performance.	Performance & Accountability Questions	US and Global
	Customer problems and concerns are dealt with quickly.	Customer Focus Questions	US, Global, and Healthcare
	We regularly use customer feedback to improve the way we work.	Customer Focus Questions	US, Global, and Healthcare
	I am empowered to make decisions to best serve my customers.	Customer Focus Questions	US and Global
	This company's processes enable me to effectively meet my customers' needs.	Customer Focus Questions	US and Global

	I believe that positive change will happen as a result of this survey.	Survey Follow-up Questions	US, Global, and Healthcare
	I have seen positive changes taking place as a result of previous surveys.	Survey Follow-up Questions	US, Global, and Healthcare

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved.
Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Leadership/Supervision:

*When using items to measure leadership and supervision you may want to define what leadership and supervision mean for your organization.

Place an "X" on the items you would like included in your survey.

Item Samples		Dimension
	Leadership encourages new ideas or suggestions from employees	Leadership Questions
	Leadership keeps me informed about important issues that affect me	Leadership Questions
	The interests of employees are considered when changes are made in the organization (e.g., new policies and procedure	Leadership Questions
	Leadership is aware of the important issues outside the organization that affect our work.	Leadership Questions
X	☐ Leadership Town Council will take the necessary steps to correct the problems identified by this survey.	Leadership Questions
	Leadership provides the strategic direction that keeps this organization strong	Leadership Questions
X	The leaders Department Head/Directors in this organization are good role models for other employees and manage	Leadership Questions
	Leadership of this organization is aware of the problems at my level of the organization	Leadership Questions
X	☐ Leadership Town Council is aware of employee attitudes and opinions	Leadership Questions
	Leadership keeps employees informed of the goals and direction of the Company	Leadership Questions
	I am free to seek assistance from more senior people if my supervisor cannot resolve my problems	Leadership Questions
	I know who the leaders are in this Company	Leadership Questions
	The leaders in this organization care about my well being	Leadership Questions
X	☐ Leadership Town Council decisions make it harder to do my job	Leadership Questions
	Leadership encourages employees to do their best	Leadership Questions
	My supervisor cares about me as a person.	Supervision Questions
X	My supervisor treats employees fairly	Supervision Questions
	My supervisor applies organization policies consistently	Supervision Questions
	My supervisor is willing to help and/or answer questions about my work	Supervision Questions
X	I am comfortable making complaints or criticisms to my supervisor	Supervision Questions
	My supervisor sets clear expectations for my performance	Supervision Questions
	My supervisor is able to help and/or answer questions about my work	Supervision Questions
X	My supervisor sets a good example	Supervision Questions
	My supervisor does a good job of getting answers to the questions I ask	Supervision Questions
X	My supervisor is a good leader	Supervision Questions
	My supervisor encourages me to give my best effort	Supervision Questions
	Once my supervisor decides how a job should be done, he/she won't change the plan if there is a better way	Supervision Questions
	My supervisor makes good decisions	Supervision Questions
	My supervisor asks my opinion before making decisions that affect me	Supervision Questions
X	My supervisor takes responsibility for dealing with situations, which may turn into problems	Supervision Questions
	My supervisor lets me know what he/she intends to do about suggestions I make	Supervision Questions
	My supervisor listens to my suggestions with an open mind	Supervision Questions
	My supervisor helps me understand Company goals	Supervision Questions
X	I feel free to talk with my supervisor about things that bother me at work	Supervision Questions
	I understand the instructions I get from my supervisor	Supervision Questions
	My supervisor does a good job of handling my complaints	Supervision Questions
	My supervisor is helping me reach my goals with the Company	Supervision Questions
	My supervisor's comments about my work are helpful	Supervision Questions
	My supervisor treats employees with the kind of respect a person deserves	Supervision Questions

	My supervisor makes important decisions promptly	Supervision Questions
	I participate with my supervisor in setting my work goals	Supervision Questions
	My job duties are clearly explained to me	Supervision Questions
	My supervisor knows when I have done a good job	Supervision Questions
	Work in my department is distributed fairly	Supervision Questions
	My supervisor trusts me to get my work done	Supervision Questions
	My supervisor keeps me informed about the things I need to know about my job	Supervision Questions
	My supervisor is honest with me	Supervision Questions
	There is a problem receiving directions from more than one person	Supervision Questions
	My supervisor does a good job of planning my department's work activities.	Supervision Questions
X	My supervisor is committed to, and supports, diversity, equity and inclusion.	Supervision Questions
X	My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	Supervision Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Compensation and Benefits:

Compensation and benefits form part of your total rewards package, which also includes intangible rewards, such as recognition, work-life balance, and development.

Place an X on the items you would like included in your survey.

	Item Samples	Dimension
	I have a good understanding of how my pay is determined	Compensation Questions
	I am paid what my job is worth to the organization	Compensation Questions
X	I am paid fairly compared to others doing similar work in this organization	Compensation Questions
X	I am satisfied with the pay for the work I do	Compensation Questions
	I am paid fairly compared to others doing similar work in other organizations	Compensation Questions
	My job description is accurate	Compensation Questions
	The pay range for my job is reasonable	Compensation Questions
	The way pay raises are determined is reasonable	Compensation Questions
	The pay system at this Company rewards superior performance	Compensation Questions
	Pay increases are given at reasonable intervals	Compensation Questions
X	The amounts of pay increases I receive are adequate	Compensation Questions
	Overtime is administered on an equitable basis in my department	Compensation Questions
	Organization benefits are administered fairly	Benefits Questions
X	Organization benefits are adequate to meet my needs	Benefits Questions
	I have a good understanding of the benefits for which I am eligible	Benefits Questions
	Compared to other companies, our medical care plan is good	Benefits Questions
	The Company's profit sharing/retirement plan compares favorably to those of other companies	Benefits Questions
	The current health insurance plan provides adequate coverage when I am sick	Benefits Questions
	The sick leave plan provides adequate security when I am sick	Benefits Questions
	I understand our Profit Sharing Plan	Benefits Questions
	My credit union membership is a valuable benefit	Benefits Questions
	There are adequate Company sponsored social activities	Benefits Questions
	The Company's retirement plans (pension plan, savings plan) are important to me	Benefits Questions
	My dental benefits are as good as other companies in this area	Benefits Questions
	I get timely answers to my benefit questions	Benefits Questions
	I receive benefits comparable to those received by others doing similar work in other organizations	Benefits Questions
	I am satisfied with my current work schedule	Work/Life Balance Questions
	I have flexibility in my work schedule	Work/Life Balance Questions
X	I Leadership Town Manager in this organization respects the importance of personal and family life	Work/Life Balance Questions
	My job allows me to balance my time between work and family or other outside interests	Work/Life Balance Questions
	A flexible work schedule (e.g., working 5 AM to 2 PM or trading shifts) is important to me.	Work/Life Balance Questions
	Given the opportunity, I would like to telecommute	Work/Life Balance Questions
	A modified workweek (e.g., 4 10-hour days) is important to me	Work/Life Balance Questions
	Opportunities to reduce my total commuting time are important to me	Work/Life Balance Questions
	I can do much of my work without being at my workstation	Work/Life Balance Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Performance Management, Training, and Development:

Place an X on the items you would like included in your survey.

	Item Samples	Dimension
X	I receive the training I need to do my job well	Training and Development Questions
	The job training I have received here has been good	Training and Development Questions
	The training I receive from this organization has been relevant to my job	Training and Development Questions
	I have the opportunity to apply knowledge or skills learned in training to my job	Training and Development Questions
	I have the support of my supervisor to apply new training, knowledge or skills to my job	Training and Development Questions
	The training I have received here adequately prepares me for other jobs in this organization	Training and Development Questions
	I have a good understanding of the career opportunities in this organization	Training and Development Questions
	My job gives me a chance to learn new skills	Training and Development Questions
	I am receiving adequate technical training to do my job well	Training and Development Questions
	I have a good understanding of how to do my job	Training and Development Questions
	The training I have received here adequately prepares me for jobs in other organizations	Training and Development Questions
	The training I receive is consistent with what my supervisor expects of me	Training and Development Questions
	I have received a formal performance review in the past year	Performance Appraisal Questions
	The performance reviews I have received have helped me to improve my job performance	Performance Appraisal Questions
	During my performance appraisal, my supervisor gives me the feedback I need to improve my performance	Performance Appraisal Questions
	The evaluation I received last time fairly described my performance	Performance Appraisal Questions
	I have an opportunity to provide input during the performance appraisal process	Performance Appraisal Questions
	My performance reviews are based on facts rather than opinions	Performance Appraisal Questions
	The Company's performance reviews are conducted often enough	Performance Appraisal Questions
	The Company's performance reviews result in the kind of recognition I deserve for my job performance	Performance Appraisal Questions
	In my organization, salary decisions are based on performance appraisal results	Performance Appraisal Questions
	In my organization, promotion decisions are based on performance appraisal results	Performance Appraisal Questions
	Supervisors and subordinates agree on what constitutes good or poor performance	Performance Appraisal Questions
	Most supervisors are not rewarded for conducting performance appraisals well	Performance Appraisal Questions
	The performance reviews I have received helped me improve my knowledge and skills	Performance Appraisal Questions
	Salary decisions should be based on performance appraisal results	Performance Appraisal Questions
	Promotion decisions should be based on performance appraisal results	Performance Appraisal Questions
	A subordinate's self appraisal should be an important part of the performance appraisal process	Performance Appraisal Questions
	Performance appraisals should be based on goals previously set by the supervisor and subordinate	Performance Appraisal Questions
	Timely appraisals motivate me to improve my job performance	Performance Appraisal Questions
	The human resources department is responsive to my needs	Human Support Questions
	If I had a problem with my working arrangements (e.g., scheduling, pay), I would know who to ask for help	Human Support Questions
	Work related personnel problems are solved in a timely manner	Human Support Questions
	Orientation for new employees covers the essential information they need	Human Support Questions
	I would use the grievance procedure if I felt I were being treated unfairly	Human Support Questions
	If I had a work related grievance, I would know who to go to for resolution	Human Support Questions
	Doing good work helps me get ahead	Advancement Questions
X	The Company promotes those who have earned it	Advancement Questions
X	I am content with my current job	Advancement Questions

	My chances for advancement here look good in the next few years	Advancement Questions
	This Company follows a policy of promotion from within	Advancement Questions
	The system of informing employees about job openings is effective	Advancement Questions
	"Who you know" is important for getting ahead at this Company	Advancement Questions
	I know what I must do to prepare myself for a higher level job	Advancement Questions
X	Internal job openings are made available to employees in a timely manner	Advancement Questions
	Procedures for filling positions result in qualified candidates getting the job	Advancement Questions
	There are opportunities for advancement for qualified employees at this organization	Advancement Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved.
Quotation from or reproduction of any part of this report or document, in any form, without prior permission
in writing from Employers Council, is prohibited.

Working Conditions:

Place an "X" on the items you would like included in your survey.

	Item Samples	Dimension
	The flow of work in my department is properly planned or organized	Working Conditions Questions
	The organization shows concern for the safety of its employees	Working Conditions Questions
	The lighting in my work area is sufficient for me to do my best work	Working Conditions Questions
	Supplies and materials are available when I need them	Working Conditions Questions
	I have the equipment I need to do my job well	Working Conditions Questions
X	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively	Working Conditions Questions
	I receive the technical support I need (regarding computers and equipment) to do my job well	Working Conditions Questions
	My work area is ergonomically well designed	Working Conditions Questions
	The noise level where I work is a problem	Working Conditions Questions
X	My department is adequately staffed	Working Conditions Questions
X	I have the workspace I need to effectively do my job	Working Conditions Questions
X	The number of hours I have to spend doing my job is fair and reasonable	Working Conditions Questions
	The required paperwork is essential to the function of my job	Working Conditions Questions
	Dining facilities are satisfactory	Working Conditions Questions
	The food quality in the cafeteria is satisfactory	Working Conditions Questions
	Company security is effective	Working Conditions Questions
	Workflow systems between departments allow for work to be completed efficiently	Working Conditions Questions
	The temperature in my work area is too hot or too cold	Working Conditions Questions
	My equipment is safe to use	Working Conditions Questions
X	I am generally able to complete my job within normal working hours	Working Conditions Questions
	My equipment is a hindrance rather than a help due to its age or condition	Working Conditions Questions
	Departments work well together to provide quality products/services	Working Conditions Questions
	Absenteeism is a problem here	Counter Productive Work Behavior Questions
	Laziness is a problem here	Counter Productive Work Behavior Questions
	Alcohol in the workplace is a problem at this Company	Counter Productive Work Behavior Questions
	Drugs in the workplace are a problem at this Company	Counter Productive Work Behavior Questions
	I could report an instance of sexual harassment without suffering any related reprisal	Counter Productive Work Behavior Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Climate:

Climate refers to the way people experience the work environment; their perceptions and attitudes.

Place an "X" on the items you would like included in your survey.

	Item Samples	Dimension
	The working environment here encourages open, candid communication	Climate Questions
	The working environment here encourages doing your job well	Climate Questions
X	The working environment here encourages high morale	Climate Questions
X	Morale is good among employees in my department	Climate Questions
	The Company is genuinely concerned about the welfare of its employees	Climate Questions
	I am responsible for helping to solve problems identified by this survey	Climate Questions
	Generally, this Company values employees trying out new ideas	Climate Questions
	I would prefer to work at a different job at this Company	Climate Questions
X	I am respected and valued here	Climate Questions
	The Company is a better place to work now than when I first started	Climate Questions
	Most of the people in my department care about the quality of their work	Climate Questions
	The Company has a good future as a profitable, growing corporation	Climate Questions
	Company (services or products) are better than they were three years ago	Climate Questions
	The Company has kept abreast of technological advances that affect my job	Climate Questions
	The Company is making positive efforts to improve employee relations	Climate Questions
	Poor performers within the Company are identified quickly	Climate Questions
	Poor performance at this Company is addressed in a timely manner	Climate Questions
	The Company is committed to quality	Climate Questions
	The Company is committed to continuous improvement	Climate Questions
	I try to improve the quality of the Company's products and services	Climate Questions
X	The company's policies or procedures encourage diversity, equity and inclusion.	Diversity & Inclusion
	The leadership at this company encourages diversity.	Diversity & Inclusion
	Management shows that diversity is important through its actions.	Diversity & Inclusion
	This company is committed to improving the diversity of employees.	Diversity & Inclusion
	This company fosters a workplace that allows employees to be themselves at work without fear.	Diversity & Inclusion
	This company respects individuals and values their differences.	Diversity & Inclusion
X	The leadership Town Manager at this company treats all employees fairly.	Diversity & Inclusion
	At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.	Diversity & Inclusion
	I feel I have been unfairly singled out because of the group to which I belong	Diversity & Inclusion
	I often feel prejudged based upon my membership in a group.	Diversity & Inclusion
	Where I work, members of some demographic groups are treated better than members of other groups	Diversity & Inclusion
	At work people are intolerant of others from different backgrounds	Diversity & Inclusion
	There are tensions between members of different groups in this organization	Diversity & Inclusion
	When conflict arises, this organization tends to take sides based on group membership	Diversity & Inclusion
	Most levels of this organization are diverse in terms of group membership	Diversity & Inclusion
	Input from all employees is effectively considered at all levels in the organization	Diversity & Inclusion
	Employees of different backgrounds interact well in this company.	Diversity & Inclusion
	Management of this company demonstrates a commitment to meeting the needs of employees with disabilities.	Diversity & Inclusion
	Employees of different ages are valued equally by this organization.	Diversity & Inclusion
	Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated at this organization.	Diversity & Inclusion
	This company provides an environment for the free and open expression of ideas, opinions and beliefs.	Diversity & Inclusion
X	All employees are included in social functions regardless of their demographic group membership	Diversity & Inclusion
	I feel included during casual conversations with members of other demographic groups	Diversity & Inclusion
	I can fit in at work without having to change who I am	Diversity & Inclusion
	Employees of different backgrounds are encouraged to apply for higher positions	Diversity & Inclusion
	Opportunities to grow professionally are available to everyone	Diversity & Inclusion
	I feel I have the opportunity to provide input regarding decisions that affect my job.	Diversity & Inclusion
	I am given the opportunity to be involved in decisions that affect me.	Diversity & Inclusion

	I receive appropriate recognition when I do a good job.	Diversity & Inclusion
X	I feel my contributions are respected and valued at work.	Diversity & Inclusion
	I am treated with respect at work.	Diversity & Inclusion
	Diverse perspectives are valued and encouraged in my team.	Diversity & Inclusion
	This company has done a good job providing educational programs that promote diversity, equity and inclusion in our workplace.	Diversity & Inclusion
	I have the opportunity to voice my ideas and opinions, even if they are different from others.	Diversity & Inclusion
	Organization benefits are adequate to meet my needs	Equity Items
	The company's policies or procedures discourage discrimination.	Equity Items
	I feel policies, procedures, and day to day practices (both written and unwritten), are fair and equitable.	Equity Items
	Professional development opportunities support my preferred learning style.	Equity Items
	Opportunities to grow professionally are available to everyone.	Equity Items
	Employees of different backgrounds are encouraged to apply for higher positions.	Equity Items
	Professional development has been available to me.	Equity Items
	I believe I am paid fairly for my position in this organization.	Equity Items
	Employees of different backgrounds are treated fairly in the internal promotion process.	Equity Items
	There is a career development path for all employees at this company.	Equity Items

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Employee Engagement:

Place an "X" on the items you would like included in your survey.

	Item Samples	Dimension
	I have a clear understanding of what empowerment means at this Company	Empowerment Questions
	Employees are generally seen as experts in their own work areas	Empowerment Questions
	People in this organization are held accountable for producing quality work	Empowerment Questions
	Innovative and creative ways of doing my job are valued	Empowerment Questions
	I think of myself as a member of a total organization team	Empowerment Questions
	My supervisor expects me to be responsible for correcting my own errors	Empowerment Questions
	I have the authority I need to carry out my job responsibilities	Empowerment Questions
	Company policies and procedures support employee empowerment and employee involvement	Empowerment Questions
	I have some control over my training	Empowerment Questions
X	This organization is committed to employee empowerment	Empowerment Questions
	I am encouraged to make decisions that affect my job	Empowerment Questions
	I have the information I need to do my job effectively	Empowerment Questions
	I am able to have input on decisions that affect my job	Empowerment Questions
	I am able to set goals and priorities that affect my job	Empowerment Questions
	I feel loyal to this organization	Outcomes Questions
	I would recommend this organization to others as a good place to work	Outcomes Questions
	I am motivated to do my best work	Outcomes Questions
X	I sometimes think about quitting my job here	Outcomes Questions
	I have recommended this organization as a good place to work to friends, family, or others I know	Outcomes Questions
	I would consider a similar job with similar pay in a different organization	Outcomes Questions
	The employees here I know best care about the quality of their work	Outcomes Questions
	I am proud to tell others I work for this organization	Outcomes Questions
X	I plan to be working for this organization one year from now	Outcomes Questions
	I am motivated to do high quality work	Outcomes Questions
X	I hope to be working for this organization for many years	Outcomes Questions
	The overall attitude of employees at this organization is positive	Outcomes Questions
	(For each of the following, how satisfied are you with...)	
	The recognition for the work I do	Satisfaction Questions
X	Having the opportunities to use all my skills and abilities in my job	Satisfaction Questions
	The work I normally do	Satisfaction Questions
	The freedom to use my own judgment on the job	Satisfaction Questions
	The opportunity to achieve my own personal goals and objectives with the organization	Satisfaction Questions
	The opportunity to do things that make a difference	Satisfaction Questions
	My relationships with co-workers	Satisfaction Questions
X	My overall job	Satisfaction Questions
	The amount of work I handle regularly	Satisfaction Questions
	The opportunity to do interesting work	Satisfaction Questions

	The opportunity to do challenging work	Satisfaction Questions
	The importance of my daily accomplishments	Satisfaction Questions
	The necessity of the work I do	Satisfaction Questions
	The opportunity to make decisions which affect my job	Satisfaction Questions
	Opportunities for advancement in this organization	Satisfaction Questions
	My job security	Satisfaction Questions
	The opportunity to do different things from time to time	Satisfaction Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved.
Quotation from or reproduction of any part of this report or document, in any form, without prior
permission in writing from Employers Council, is prohibited.

Collaboration:

Place an "X" on the items you would like included in your survey.

Item Samples	Dimension
Members of my department (team) receive regular feedback about their performance in relation to goals	Teams Questions
In my immediate work group we all do our fair share of work	Teams Questions
There is more independent effort than teamwork in my department	Teams Questions
Teams in this Company are effective	Teams Questions
Members of my work unit (team, department) meet regularly to review progress towards our goals	Teams Questions
Everyone on my team influences decisions that affect his or her job	Teams Questions
Team members have the skills needed to accomplish their roles within the team	Teams Questions
Everyone on the team understands the team's priorities	Teams Questions
As a team, we work together to set appropriate goals	Teams Questions
The team understands how it fits into the organization	Teams Questions
There is a good match between the capabilities and responsibilities of each person on the team	Teams Questions
The team has the support and resources it needs to meet customer expectations	Teams Questions
The team leader believes that everyone on the team has something valuable to contribute	Teams Questions
Members of my work team are committed to common goals	Teams Questions
My teammates are helpful for getting the work done	Teams Questions
Working as a team makes my job more interesting or enjoyable	Teams Questions
I have the knowledge and skills to step in and help others on my team do their work if necessary	Teams Questions
Members of my team generally get along	Teams Questions
My team makes decisions on its own about getting the work done	Teams Questions
My team works together to solve work-related problems	Teams Questions
My team members (coworkers) are helpful and cooperative	Teams Questions
Employee meetings are useful	Meeting Practices Questions
Employee meetings are necessary	Meeting Practices Questions
It is clear who is responsible for action steps following department meetings	Meeting Practices Questions
I attend regular staff meeting (at least one per month) for my department	Meeting Practices Questions
Group meetings are used to get everyone's input on group decisions	Meeting Practices Questions
Meetings I attend provide me an opportunity to review and discuss business goals and objectives	Goal Setting Practices Questions
I understand this organization's business goals and objectives	Goal Setting Practices Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Communication:

Place an "X" on the items you would like included in your survey.

	Item Samples	Dimension
	I trust the information I receive from this organization	Communication Questions
X	The organization as a whole keeps me informed about the things I need to know about working here	Communication Questions
	People in this organization feel free to say what they think	Communication Questions
	Employees in my area are kept informed of changes affecting us before they are implemented	Communication Questions
	It is OK to state negative opinions	Communication Questions
	Suggestions for improvement are taken seriously	Communication Questions
	This organization encourages open communication	Communication Questions
	I receive information from the Company as quickly as I would like	Communication Questions
	My Company newsletter provides valuable and interesting information	Communication Questions
	Employee meetings are valuable	Communication Questions
	I read information posted on bulletin boards	Communication Questions
X	Communication problems between departments are handled appropriately	Communication Questions
	I received clear information about the Company when I started working here	Communication Questions
	When I need information, I know who to see	Communication Questions
	The communication between my department and other departments within the Company is effective	Communication Questions
	I am satisfied with the effectiveness of the communication in my department	Communication Questions
	Internal communication at this Company has improved over the last 12 months	Communication Questions
	I read and understand the Company's financial statement	Communication Questions
X	I understand why my job is important to this Company	Communication Questions
	I understand the rules and policies that affect me	Communication Questions
	I utilize the company intranet	Communication Questions
	I understand this organization's business goals and objectives	Communication Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Miscellaneous Items:

Place an X on the items you would like included in your survey.

	Item Samples	Dimension
	Customers of this Company are treated well	Customer Satisfaction Questions
	I can personally affect customer satisfaction	Customer Satisfaction Questions
	I think about ways to improve the quality of service to our customers	Customer Satisfaction Questions
	I understand the (services or products) we offer to customers	Customer Satisfaction Questions
	This Company is honest with its customers	Customer Satisfaction Questions
	This organization is committed to measuring and improving customer service	Customer Satisfaction Questions
	Corporate Ownership cares about the success of our Company	Corporate Ownership Questions
	Corporate Ownership understands our business	Corporate Ownership Questions
	Corporate Ownership has helped us meet our business objectives	Corporate Ownership Questions
	Corporate Ownership cares about the welfare of our company's employees	Corporate Ownership Questions
	I can name specific actions that have been taken as a result of the last employee opinion survey	Reaction to Previous Survey Questions
	Management has responded appropriately to the previous employee opinion survey	Reaction to Previous Survey Questions
	I have seen changes implemented based on the results of the last survey	Reaction to Previous Survey Questions
	Workers sometimes believe that their employers have made commitments or promises to them before or early in their employment with that organization. For the following items, employees were asked to think about the extent to which the organization has made real or perceived promises, and to think about how well it has fulfilled or kept those promises.	
	Met/Unmet Obligations (Psychological Contract)	
	Opportunities for advancement	Psychological Contract Questions
	Competitive pay	Psychological Contract Questions
	Training for job-related skills	Psychological Contract Questions
	Job security	Psychological Contract Questions
X	Supervisory support	Psychological Contract Questions
X	Upper management support	Psychological Contract Questions
X	Training for advanced skills (professional development)	Psychological Contract Questions
	Career development opportunities	Psychological Contract Questions

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved.
Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

Open-Ended Items:

Place an "X" on the items you would like included in your survey.

The following list are sample open-ended items. They can be edited to meet your needs and/or you can create your own.	
	Please describe something about working for this Company that particularly pleases you.
	Please describe something about working for this Company that particularly bothers you.
	What improvements could the Company make? For example, you may wish to suggest ways in which the Company can cut costs in your area; or you might suggest ways the Company can make your area more productive or a more pleasing place to work.
	Please describe any health or safety conditions that need correcting.
	I think management in my department could be improved if the managers learned more about:
	If you have thought of leaving your job, what has been the main reason?
	What additional employee benefits should the Company consider?
	What is your best source of information at this Company?
	What keeps you from doing your job as well as you would like to do it?
	What is one thing about your work experience that is really positive?
	What is one thing about your work experience that needs significant improvement?
	What three words or phrases best describe your organization’s culture?
	What is one thing the organization does well as an employer?
	Stay Interview Questions
	If you could change one thing about the organization to make it a better workplace for you and your co-workers, what would it be?
	What do you look forward to when you come to work each day?
	What do you like most or least about working here?
	What keeps you working here?
	If you could change something about your job, what would that be?
	What would make your job more satisfying?
	How do you like to be recognized?
	What talents are not being used in your current role?

©Copyright, 2023 Mountain States Employers Council Inc. DBA Employers Council All rights reserved. Quotation from or reproduction of any part of this report or document, in any form, without prior permission in writing from Employers Council, is prohibited.

INTERGOVERNMENTAL AGREEMENT

THIS INTERGOVERNMENTAL AGREEMENT ("Agreement"), is made and entered into this 13th day of April, 2009, by and between the TOWN OF SUPERIOR, COLORADO, a Colorado municipal corporation ("Superior") and the CITY OF LOUISVILLE, COLORADO ("Louisville"), a Colorado municipal corporation (collectively the "Parties").

WHEREAS, C.R.S. § 29-1-201, *et seq.*, clearly articulates and affirmatively expresses a policy authorizing and encouraging political subdivisions of the state to cooperate and contract to make the most efficient and effective use of their respective powers; and

WHEREAS, Louisville currently maintains library facilities and provides library services, and such services are used by some residents of Superior; and

WHEREAS, the Parties seek agreement on contributions to Louisville for the operating costs for library facilities and services, and resolution of issues concerning long-term access to library services for residents of Superior.

NOW, THEREFORE, in consideration of the mutual covenants herein contained and other good and valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the Parties hereby agree as follows:

1. Superior's Duties: In order to maintain continued access for residents of Superior to the full range of services available through the Louisville Library or to establish its own municipal library, Superior agrees to the following:
 - a. Monetary Contributions: Superior contributed \$103,657.53 (\$115,000 prorated for 329 days of service) to Louisville on February 17, 2009. Subject to the appropriation of funds by the Superior Board of Trustees for 2010, Superior shall contribute an additional \$125,000 to Louisville on or before January 31, 2010.
 - b. Ballot Measure to Fund Library Services Provided Through Louisville: Superior shall at its April, 2010 election submit to the registered electors of Superior a ballot issue asking whether Town of Superior taxes shall establish a tax levy of 1.5 mills dedicated for library services.
 - c. Ballot Measure to Create a Municipal Library in Superior: In the alternative to 1(b), above, Superior shall at its April, 2010 election, submit to the registered electors of Superior a ballot issue asking whether Town of Superior taxes shall be increased by an amount and for a term determined by Superior to provide sufficient funding for the creation, operation and maintenance of a municipal library in Superior.
 - d. Transmittal of Ongoing Funding: In the event the ballot issue specified in paragraph 1(b) above is approved by the electors of Superior, Superior shall transmit to Louisville no later than January 31, 2011, and annually thereafter, until such time as either party renegotiates or terminates this agreement, an amount equivalent to the proceeds of a 1.5 mill levy imposed on the total assessed valuation of Superior as

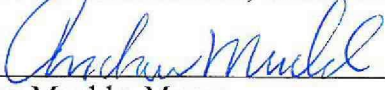
certified for general tax purposes by the Boulder County Assessor for the preceding year.

- e. Transmittal of Transitional Funding: In the event the ballot measure specified in paragraph 1(c) above is approved by the electors of Superior, Superior shall transmit to Louisville no later than January 31, 2011, and annually thereafter, until a municipal library is open in Superior, an amount equivalent to the proceeds of a 1.5 mill levy imposed on the total assessed valuation of Superior as certified for general tax purposes by the Boulder County Assessor for the preceding year. In the event a library is established in Superior during any calendar year, the amount of the transmittal for such year shall be prorated to the date that a municipal library is open in Superior.
2. Louisville's Duties: In exchange Superior's performance of its duties specified in Section 1, Louisville agrees to the following:
- a. Library Cards: Louisville shall issue a library card to any resident of Superior who satisfies the applicable eligibility requirements of both Louisville and Superior and who requests a card.
 - b. Access to Library Services: Louisville shall provide to residents of Superior who have a valid library card the same access to library services as residents of other reciprocal jurisdictions enjoy.
 - c. Use Statistics: Louisville shall share with Superior's duly authorized representatives aggregate data regarding library users that the Louisville Library maintains on (1) municipality of residence of library users, (2) total number of adult books and children books borrowed, and (3) number of children's programs participated in.
 - d. Budget Information: Louisville shall each year (i) provide to the Superior Town Manager an electronic copy of the Louisville City Manager's recommended budget for library services and library building maintenance at the same time that recommended budget is made available to the Louisville City Council; (ii) address in a timely manner any questions and consider any recommendations that the Superior Town Manager has regarding that budget information; and (iii) provide an electronic copy of the library services and library building maintenance budgets for each year as soon as those budgets are finalized and approved by the City Council.
 - e. Library Board Representation: Louisville shall appoint to the Louisville Library Board of Trustees one member nominated by the Town of Superior Board of Trustees.
 - f. Minimum Service Levels: Louisville shall maintain at least the existing library hours and days of operation which consist of a total of 52 hours per week and at least 4 hours of service on Sundays. In the event of an extraordinary loss of revenue to the City of Louisville, these service levels may be renegotiated.

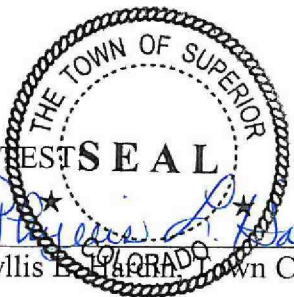
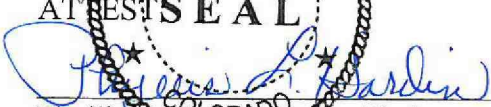
3. Governing Law and Venue. This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in Boulder County, Colorado.
4. Integration. This Agreement constitutes the entire agreement between the Parties, superseding all prior oral and written communications.
5. Third Parties. There are no intended third-party beneficiaries to this Agreement.
6. Severability. If any provision of this Agreement is found by a court of competent jurisdiction to be unlawful or unenforceable for any reason, the remaining provisions hereof shall remain in full force and effect; however, the Parties shall negotiate in good faith to enter into an amendment to this Agreement to achieve to the greatest degree possible the intent of the affected provision(s).
7. Modification. This Agreement may only be modified upon written agreement of the Parties.
8. Assignment. Neither this Agreement nor any of the rights or obligations of the Parties hereto shall be assigned by either Party without the prior written consent of the other Party.
9. Governmental Immunity. The Parties and their officers and employees are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently one hundred fifty thousand dollars (\$150,000) per person and six hundred thousand dollars (\$600,000) per occurrence) or any other rights, immunities or protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.*, as amended, or otherwise available to the Parties and their officers or employees.
10. Contingency; No Debt. Pursuant to Article X, § 20 of the Colorado Constitution, Superior's financial and Louisville's operational obligations under this Agreement are specifically contingent upon annual appropriation and receipt of funds sufficient to perform such obligations. This Agreement shall never constitute a debt or obligation of Superior or Louisville within any statutory or constitutional provision. Louisville shall have no obligation to provide any services for which contribution from Superior is not received, and shall be entitled to recover as damages the value of any services provided and all other damages available in law or equity.
11. No Joint Venture. Nothing in this Agreement is intended or shall be construed as in any way establishing a legal relationship of joint venture between the Parties, or as constituting the officers, employees, agents or volunteers of either Party as agents of the other Party.
12. Termination. Either party may terminate this Agreement, with termination effective at the beginning of any calendar year, provided the party gives written notice at least 180 days in advance of termination. If the ballot issue specified in either paragraph 1(b) or 1(c) is rejected by the electors of Superior, this Agreement shall terminate on December 31, 2010. If the ballot measure specified in paragraph 1(c) is approved by the electors of Superior, Louisville shall refund any advance payments made by Superior with the amount of the refund prorated on the basis of the date that a municipal library is open in Superior, and this Agreement shall terminate 30 days after the date that a municipal library is open in Superior.

IN WITNESS WHEREOF, this Agreement shall be effective the day and year first above written.

TOWN OF SUPERIOR, COLORADO



Andrew Muckle, Mayor

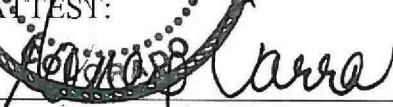

ATTEST 

Phyllis E. Garbado, Town Clerk

APPROVED AS TO FORM:

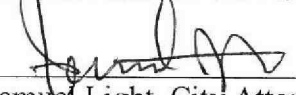


Kendra L. Garberry, Town Attorney


ATTEST: 

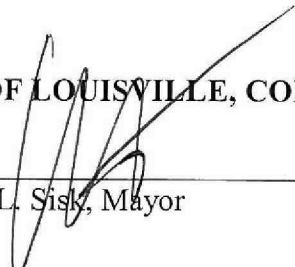
Nancy Varra, City Clerk

APPROVED AS TO FORM:



Samuel Light, City Attorney

CITY OF LOUISVILLE, COLORADO



Charles L. Sisk, Mayor

FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT

THIS FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT is made and entered effective the _____ day of _____, 2011, with reference to that certain INTERGOVERNMENTAL AGREEMENT dated April 13, 2009 (the "Agreement"), by and between the TOWN OF SUPERIOR, COLORADO, a Colorado municipal corporation ("Superior") and the CITY OF LOUISVILLE, COLORADO, a Colorado municipal corporation ("Louisville"); Superior and Louisville are collectively referred to as the "Parties."

WHEREAS, the Parties previously entered into the Agreement in order to set forth certain mutual understandings regarding contributions by Superior to the operating costs of the Louisville Public Library and access to services of the Louisville Public Library by residents of Superior, and related matters; and

WHEREAS, the Parties have determined that it is desirable for a book drop to be located at the Superior Town Hall; and

WHEREAS, the parties desire to amend the Agreement to add a new provision regarding the funding, installation, operation and maintenance of a book drop at the Superior Town Hall;

NOW THEREFORE, in consideration of the mutual covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. Paragraph 1 of the Agreement, entitled "Superior's Duties" is hereby amended by the addition of a new Subparagraph 1.f, to read as follows:

f. Book Drop. For so long as this Agreement is in effect, there shall be maintained at Superior Town Hall a book drop purchased with funds provided by Louisville pursuant to paragraph 2.g. below. The book drop shall be purchased, installed, operated and maintained in accordance with the following provisions:

- i. The book drop, which consists of the book return, an accompanying book cart, and any other mutually agreed upon components, shall be acquired with funds provided by Louisville pursuant to paragraph 2.g. The book drop shall be owned by Louisville and shall be installed in the air lock between the first and second sets of doors at Superior Town Hall.
- ii. The book drop to be acquired shall be suitable for indoor use and shall be selected jointly by representatives of Louisville and Superior, who shall be either the respective Manager of the Party or the Manager's designee. The book drop shall be

acquired only after the Parties have mutually designated in writing the book drop to be purchased. Louisville shall fund the purchase and pay the vendor; the book drop shall be delivered to Superior Town Hall and installed by Superior personnel.

- iii. Superior shall be responsible for all costs of routine maintenance of the book drop. In the event of theft, vandalism, or other damage or loss to the book drop other than through normal wear and tear, funds for the costs of repair or replacement shall be provided through available insurance, if any. If insurance funds are not available, Louisville shall have no obligation to repair or replace the book drop.
- iv. The book drop shall be made available to library users from 8:00 a.m. to 5:00 p.m. from Monday through Friday.
- v. Once each day Monday through Friday, by no later than 3:00 p.m., Superior personnel shall collect the items from the book drop in hard plastic courier bins owned and provided by Louisville and shall deliver the bins to the Louisville Public Library.
- vi. Superior shall be responsible for all costs related to delivering and returning the bins. Superior personnel making the deliveries shall at no time be considered employees or agents of Louisville.
- vii. A notice shall be posted on the book drop stating the pickup time and warning book drop users that (A) materials deposited after the pick up time will not be delivered to the Louisville Public Library until the next day; (B) materials deposited on Friday after the day's pickup will not be delivered to the Louisville Public Library until the following Monday, and (C) materials will be checked in when delivered and will be subject to any late fees that may accrue.
- viii. There will be no deliveries on holidays falling Monday through Friday when the Superior Town Hall is closed.
- ix. If, as determined by Superior, use of the book drop is insufficient to warrant continued operation, Superior shall remove the book drop and return it to Louisville.

2. Paragraph 2 of the Agreement, entitled "Louisville's Duties" is hereby amended by the addition of a new Subparagraph 2.g to read as follows:

- g. Book Drop: Louisville shall provide funding in an amount sufficient to fund the purchase in 2011 of a book drop to be installed at Superior Town Hall, which book drop shall be purchased, installed, operated and maintained in accordance with the provisions of subparagraph 1.f of this Agreement. Louisville shall also provide to Superior hard plastic courier bins to be utilized by Superior staff to deliver books to Louisville as set forth in subparagraph 1.f.

IN WITNESS WHEREOF, the Parties have executed this First Amendment to Intergovernmental Agreement effective as of the day and year first above written.

TOWN OF SUPERIOR, COLORADO

Andrew Muckle, Mayor

ATTEST:

Phyllis L. Hardin, Town Clerk



CITY OF LOUISVILLE, COLORADO

Charles L. Sisk, Mayor

Nancy Varra, City Clerk

Estimated In-House Library Costs at Existing Superior Community Center Space

Item	Cost Estimate	Notes	Ongoing Costs	Ongoing Costs Notes
Collection	\$ 150,000.00	Books, audio books, eBooks, DVDs, CDs, periodicals	\$ 125,000.00	Replacement Materials, Renewals for eBook & audio book licenses
Database Access	\$ 150,000.00	Databases & Online Services A-Z	\$ 50,000.00	Annual Subscriptions
Programming	\$ 15,000.00	Library programming services	\$ 15,000.00	
Personnel				
Library Director	\$ 185,351.60	1 FTE (\$132,394 salary + 40% benefits)	\$ 185,351.60	
Librarians	\$ 199,080.00	2 FTE (\$71,100 salary + 40% benefits)	\$ 199,080.00	
Library Assistants	\$ 64,480.00	2 PT (\$31/hr, 20 hours/week)	\$ 64,480.00	
Furniture & Supplies	\$ 6,500.00	Furniture and supplies for staff	\$ 2,500.00	
Employee Training/Travel	\$ 8,350.00		\$ 8,350.00	
Technology				
Google Chromebase	\$ 700.00	1 Online Public Access Catalog Computer	\$ 70.00	Maintenance
All in One Computers	\$ 21,000.00	\$3500 each, 4 for staff 2 for patrons	\$ 2,100.00	Maintenance
iPads	\$ 1,750.00	For patrons to check out, 5 at \$350 each	\$ 300.00	Maintenance
Copier/Printer	\$ 5,000.00	For patron and staff use, pay for print	\$ 500.00	Maintenance
Staff Peripherals	\$ 1,000.00	1 receipt printer and 1 barcode scanner	\$ 100.00	Maintenance
Wireless Network	\$ 1,500.00	1 Wap, 1 switch, server rack	\$ 150.00	Maintenance
Marmot Library Network Membership	\$ 20,000.00	Voting Membership; Resource Sharing Systems/services; Marmot Overdrive; Additional eResources via Marmot; IT & Cybersecurity The Marmot Library Network includes the Boulder, Broomfield, Louisville, Longmont, Lafayette and Loveland Public Libraries.	\$ 28,020.84	Annual Membership
MARC Record Source	\$ 5,000.00	Machine Readable Cataloging to put books into the system (records)	\$ 5,000.00	Annual Subscription
Courier Service (via CLiC)	\$ 575.00	3 days/week \$575 1st year; benchmark of Grand County 30k lending and borrowing events	\$ 12,000.00	
Contingency (15%)	\$ 171,817.86	15% of total ongoing costs	\$ 171,817.86	
Estimated Start-up Total	\$ 1,007,104.46		Estimated Ongoing Total	\$ 869,820.30

Assumptions: Open same hours as Superior Community Center

Town of Superior Library Payments to Louisville 2007-2025

Year	Amount
2007	\$ 75,000.00
2008	\$ 105,000.00
2009	\$ 103,658.00
2010	\$ 125,000.00
2011	\$ 243,785.00
2012	\$ 238,327.00
2013	\$ 240,386.00
2014	\$ 246,282.00
2015	\$ 246,649.00
2016	\$ 289,168.00
2017	\$ 291,655.00
2018	\$ 321,604.00
2019	\$ 325,287.00
2020	\$ 350,689.00
2021	\$ 347,647.00
2022	\$ 397,687.00
2023	\$ 350,465.00
2024	\$ 436,673.00
2025	\$ 452,048.00
Total 2007-2025	\$ 5,187,010.00

library systems  services

LIBRARY PARTNERSHIP TOWN OF SUPERIOR, CO

LIBRARY COMMUNITY IMPACT

- ✓ Local Library Excellence
- ✓ Service Alignment with Community
- ✓ Community Connections
- ✓ Innovation & Vibrancy
- ✓ Cross-community Collaboration
- ✓ Industry Best Practices
- ✓ Economic Development

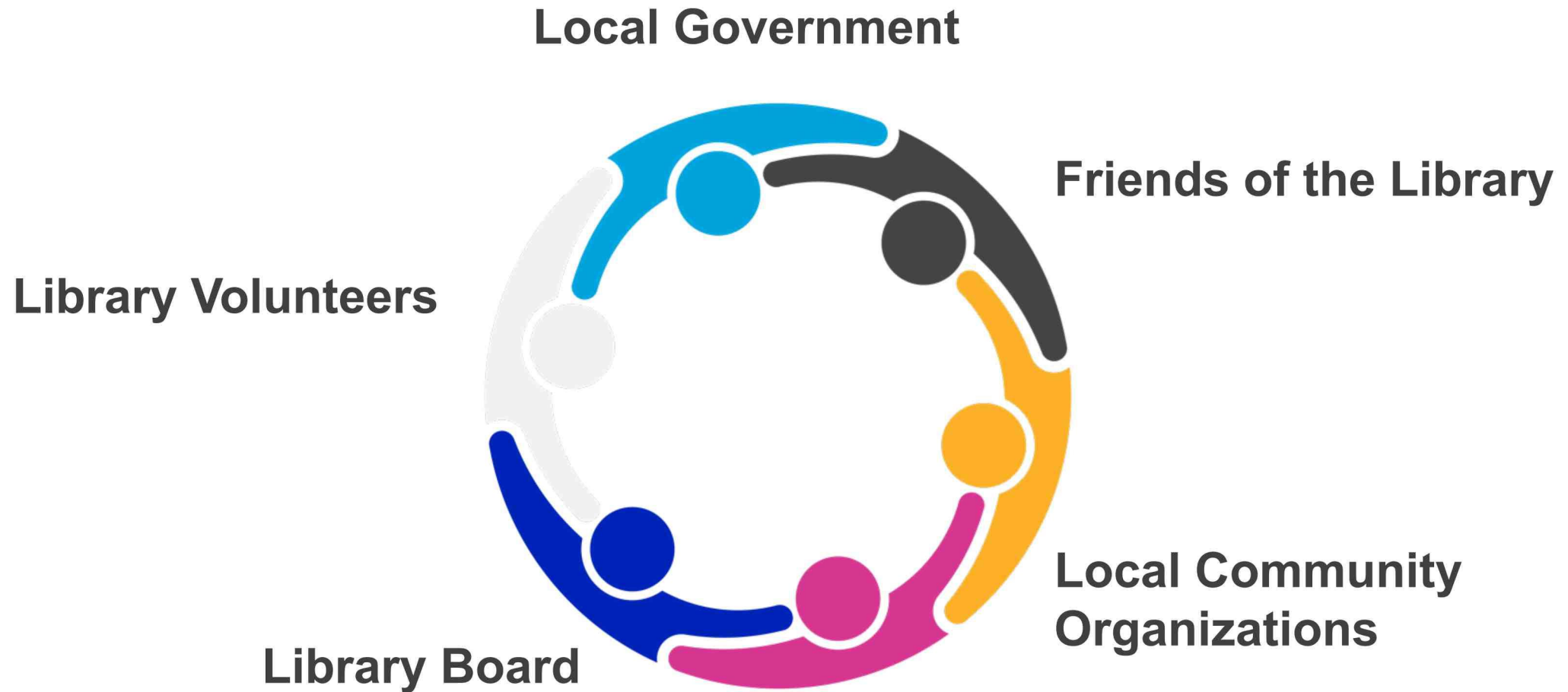
PARTNERSHIP SUMMARY

LS&S will work with the Town of Superior to:

- Establish new library with oversight and governance from the Town
- Set up a Library Advisory Board as set forth in C.R.S. § 24-90-108
- Manage day-to-day operations of the library
- Maintain staffed hours of operation in alignment with defined hours
- Provide programs and services in alignment with community needs and desires
- Employ a predictable, long-term cost model
- Optimize services through efficiency, innovation, and technology



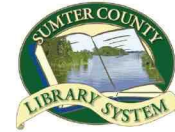
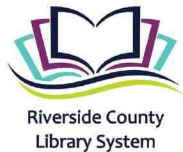
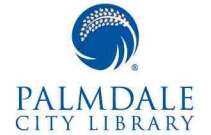
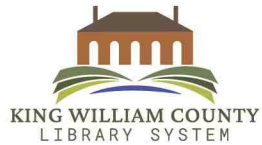
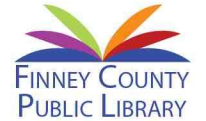
A MODEL BUILT ON PARTNERSHIPS



LIBRARIES THRIVING NATIONWIDE



CITY OF
Camarillo
PUBLIC LIBRARY



MANASSAS PARK CITY LIBRARY



- Partnership since 2020
- Separation from County library system in 2020 achieved ~70% cost savings
- New library originally established in existing City space
- Expanded library opened 2022 with co-location of other City services
- Community transformation into hub of innovation & growth
- Addressing local need while ensuring strong return on investment
- Cross-generational programming for broader family engagement

“We now have the best of both worlds — an outstanding asset owned by the community but managed by the library experts at LS&S.”

Laszlo Palko

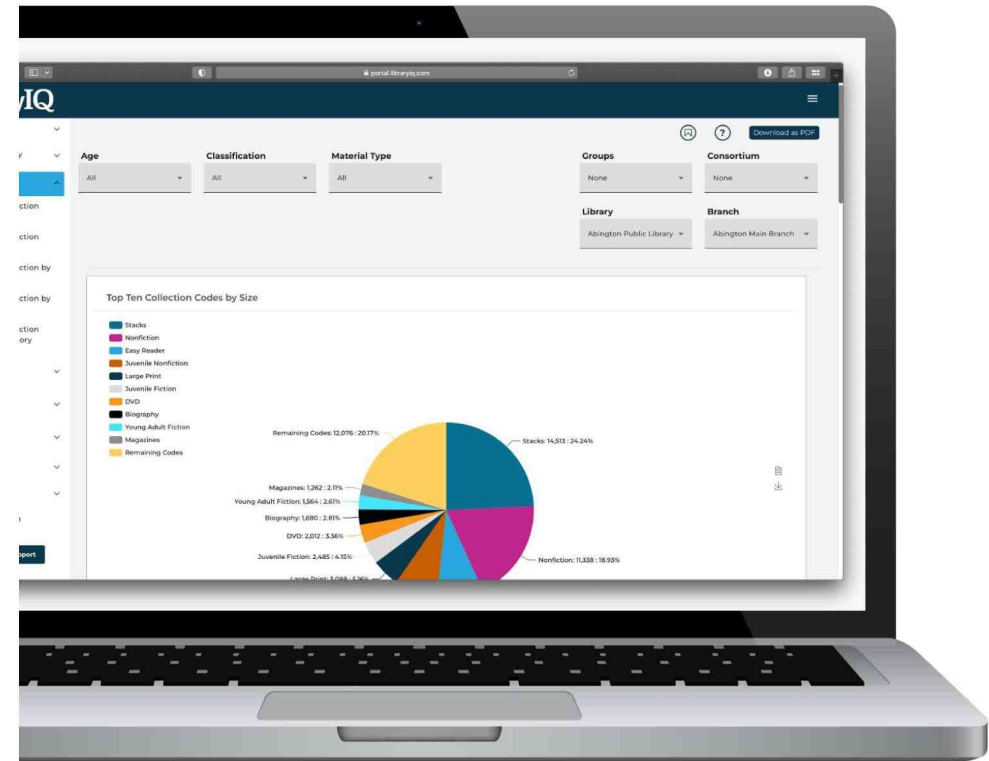
City Manager | Manassas Park, VA

INNOVATIVE APPROACH TO SERVICE

- Centralized Professional Backoffice Infrastructure (HR, IT, Marketing & Finance)
- Staff Focus on Patron Service vs Administration
- Data driven decision making via proprietary analytics platform (LibraryIQ)
- Large consortium discounts on materials and technology
- Large peer network for library staff
- Professional development and degree attainment support for library staff

LibraryIQ INTELLIGENCE PLATFORM

- **Library** focused platform developed to help libraries to deliver excellent service, drive community engagement and empower staff
- **Real-time** visualization of data across Collections, Community, Patrons, Metrics, etc.
- Discovery of **community specific needs**, strengths & challenges
- **Actionable insights** that lead to stronger services aligned with community



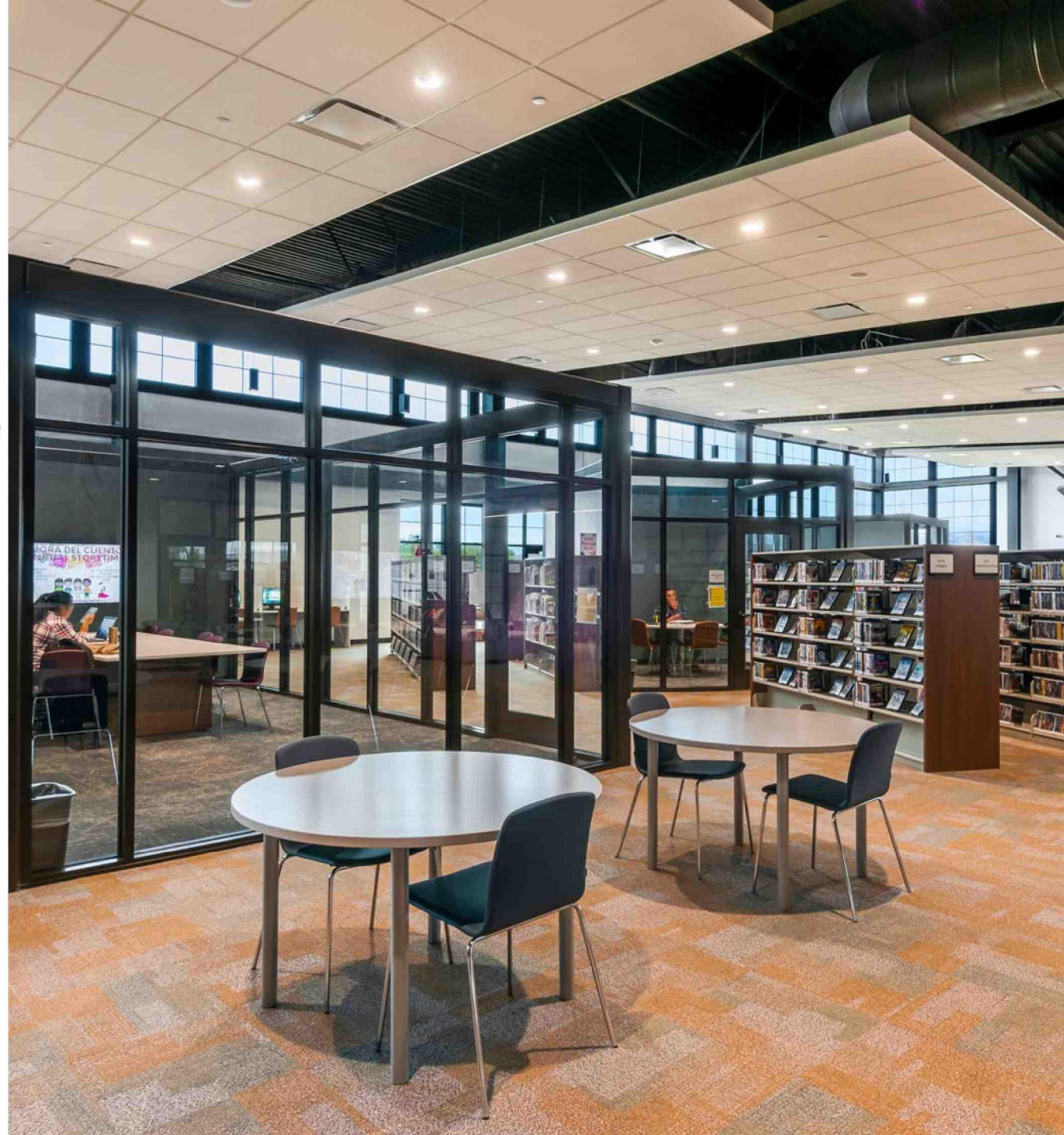
LS&S VALUES

LS&S believes that strong public libraries power strong communities. LS&S believes in the following core principles, which guide us in our daily work.

- We care about each other and the libraries and communities we serve.
- We build trust and strong relationships to make a difference every day.
- We are relentless about improvement and committed to excellence.
- We break the mold of library service through innovation.

LS&S LIBRARY EXPERTS

- ✓ Largest Private Library System
- ✓ 40+ Years Library Operation Experience
- ✓ 96% Customer Retention Rate
- ✓ 10 Year Average Contract Length
- ✓ 95% Employees Library Staff
- ✓ 100+ Master Degreed Librarians
- ✓ 100% Committed to Library Excellence





Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Matt Magley, Town Manager
Emily Clapper, Management Analyst III

Date: September 15, 2025

Re: Library Services Discussion

This item is on the agenda for the Council to discuss potential options for providing library services to Superior residents. In 2010, Superior voters approved a property tax mill levy of 1.5 mills to pay for library services with Louisville. In return, Louisville Library provides Superior residents with library cards, access to the same library services as Louisville residents, and library board representation (2009 Library Intergovernmental Agreement attached). In 2025, Superior paid the \$452,048 collected from the property tax here to Louisville. The Town's payment amount has increased over the years since the measure was approved as assessed values of properties have continued to rise (annual payment history is attached).

One option for the Council to discuss is partnering with a private sector company to provide library services in the existing library space at the Superior Community Center. Presenting tonight are representatives from [Library Systems & Services](#) (LS&S), a firm that specializes in managing day-to-day operations for public libraries with a focus on resource and service optimization. LS&S currently operates 84 libraries across the country. Staff has shared with LS&S some background information about the Town and our library service needs. For purposes of discussion with the Council this evening, LS&S supplied the pricing information below to describe potential service levels and order-of-magnitude costs for start-up and ongoing annual costs, including a community needs assessment, data analytics, as well as back-office support services: finance, human resources, information technology management, and marketing in collaboration with the Town. The first-year cost estimate would include the \$220,000 noted below, plus one of the service level costs noted in the table below on the right. Then ongoing annual costs would include the service level cost with an annual inflator – 3% with a ten-year agreement and 4% for a five-year agreement. LS&S staff will present information about their firm and services to Council this evening, review this cost estimate information and other options the Council may be interested in learning more about.

Estimated Start Up	
ODC	\$100,000
Shelving	\$20,000
IT	\$100,000
Total	\$220,000

Staffing	Price	Staffing Notes
Savings	\$375,280	Single staff for all open hours + Director
Budget	\$417,000	2 staff at all times + Director
Investment	\$458,700	2 staff at all times + Director & Librarian

Another option for the Council's consideration is bringing library services in-house. Staff has met with representatives from State-wide library service agencies, including [Marmot](#) and [CLiC](#) which provide database, materials, courier service, licensing and technology access to public libraries across Colorado. Based on this feedback, estimated start-up costs for the Town to establish and staff our library facility are \$1 million, and then ongoing costs would be \$870,000 plus inflationary increases after that. Polly Gallagher, Public Library Leadership Senior Consultant with Colorado State Library, is present at tonight's work session and is available to answer questions from Council.

Attachments

- Library Systems & Services Presentation
- Estimated In-House Library Costs
- 2009 Library IGA
- First Amendment Library IGA 4.25.2011
- Superior's Library mill levy payments to Louisville – 2007-2025



Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Matt Magley, Town Manager
Nadine Smith, Administrative Services Manager

Date: September 15, 2025

Re: Employee Survey

Summary

At the Council's request, Town staff has engaged Employers Council to conduct a comprehensive employee engagement survey. This initiative will provide valuable insights into employee satisfaction, communication, and organizational culture. The Town contracted for the Base Package plus two additional reporting sections, which will allow for enhanced analysis. The results will support Council and leadership in making informed policy and program decisions to strengthen the Town as an employer.

Background

Staff reviewed and approved Employers Council's formal proposal (August 2025). Employers Council will design, administer, and analyze the survey. Services include consultation, question selection, survey distribution, reminders to non-respondents, and preparation of final reports. Staff will have the opportunity to review and approve all materials prior to launch.

The Town selected the Base Package plus two additional reporting sections at a cost of \$3,300. In addition to the Executive Summary provided in the Base Package, the additional reporting sections will allow for comparisons across demographics (i.e. department, tenure) and more detailed breakdowns of survey responses.

Staff considered whether to include open-ended survey questions. Given the Town's workforce size of approximately 70 employees, best practices indicate that open-ended responses could compromise anonymity, as individual writing styles or references to specific circumstances might make responses identifiable. To protect employee confidentiality and encourage candid participation, the survey will rely on scaled, multiple-choice questions only.

Process and Timeline

Employers Council outlined the following schedule in their communications with staff:

- Survey Preparation is 2 weeks to finalize survey content, messaging, and timeline.
- Survey Collection is 2–3 weeks for employees to complete the survey, with regular reminders sent to those who have not participated.
- Analysis & Reporting is 2 weeks for Employers Council to finalize and deliver reports.

Staff will work directly with Employers Council representatives to prepare the survey instrument and oversee each stage of the process.

Survey Goals

- Assess employee satisfaction with leadership, workplace culture, and resources.
- Identify strengths and areas for improvement across the organization.
- Provide comparative data by demographics to better understand employee experiences.
- Establish a baseline for future surveys to track progress over time.

Next Steps

1. Finalize survey content and launch date with Employers Council.
2. Distribute survey to all Town employees during the designated collection period.
3. Receive and review final reports, including enhanced demographic reporting.
4. Present findings and recommendations to Council at a future work session.

Attachments

- Employer Council Proposal & Scope of Work
- Survey Checklist of Draft Questions