



**Council Work Session
Monday, December 1, 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 a possible amendment to the Sagamore subdivision Planned Development
 - b. Discussion of 88th Street/Campus Drive pedestrian safety
 - c. Review and discussion of employee survey results
 - d. Discussion of enhancing security measures at Town facilities
 - e. Discussion of Sundance Festival
 1. Forming Sundance working group
 2. Sundance funding sources for planned activities (\$0 in FY26 budget)
 - f. Discussion of 2026 Council priorities
 - g. Discussion of 2026 Council meeting schedule
 - h. Discussion of See-Click-Fix process
 - i. Defining / revising working relationship for CAPS
 - j. Other items
2. Date for next Work Session – TBD
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: Renae Stavros, Planning & Building Director

Date: December 1, 2025

Re: Discussion of Sagamore PD Amendment

Background

A homeowner has purchased two adjacent lots at 335 and 339 Cherokee in Sagamore. He has built his primary residence on the lot at 335 Cherokee and would like to use the adjacent lot, 339 Cherokee, as an extension of his property to be used as additional yard. The current PD requires a primary residential unit on a lot before any accessory uses can be constructed (sheds, pergolas, ADU's, etc). It further sets a maximum lot size that prohibits combining two lots into a single lot. This was added when the Town completed a PD Amendment following the Marshall Fire. Staff has explored many possibilities and met with the Town Attorney to determine the appropriate path forward.

Recommended Process and Requirements

The only option to allow the desired outcome of this property owner is through a Town-initiated PD Amendment on behalf of ALL RESIDENTS in Sagamore to remove the maximum lot size from the PD requirements, or change the maximum lot size to something larger. This would allow the property owner to then replat his property through an Administrative Lot Line Adjustment, to combine the two lots into a single lot. Then he would be afforded all of the accessory uses permitted in the PD and Municipal Code (as applicable) for his lot.

Council Considerations and Direction

This is a request by a single property owner in a neighborhood of 171 homes (as currently platted). A town-initiated PD Amendment to appease the request of a single property owner sets a precedent for future requests by residents in this neighborhood, and potentially others. It also opens the door for other residents to purchase undeveloped lots and do the same. This could change the character of the development over time. This property owner may use the extra space in a way that seemingly benefits the community. However, a future owner may want to build a detached garage, a barn, or a large shed, or an ADU that doesn't adhere to the primary residence

requirements for windows and garage because it is an accessory use and follows ADU code requirements.

Please advise on whether we should begin to schedule and notice for a Public Hearing to bring this PD Amendment application to the Planning Commission and Town Council for recommendation and action.



Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Brannon Richards, Public Works and Utilities Director

Date: December 1, 2025

Re: 88th Street/Campus Drive Bike and Ped Safety

Background

Many children in Superior attend Monarch K-8 and Monarch High School located off of Campus Drive in Louisville. 88th Street is the arterial road leading to these schools, with heavy bike and pedestrian traffic during school hours. 88th Street is a two-lane road with non-separated bike lanes and a 5' sidewalk on the east side of the road. There have been several incidents along 88th Street and Campus Drive involving cyclists and pedestrian, most recently a pedestrian was struck at the intersection of 88th Street and Tape Drive and last year a cyclist was injured when they hit a car in the bike lane on 88th Street.

88th Street is owned and maintained by three different entities – Superior is responsible from Rock Creek Parkway thru the Promenade Drive intersection; Boulder County owns from north of Promenade Drive to just south of Tape Drive; and Louisville has from Tape Drive north. There is an existing IGA where Superior is responsible for snow removal on 88th Street up to Tape Drive and Louisville is responsible for street sweeping and striping to Promenade Drive.

Redtail Ridge Development Improvements

Redtail Ridge, a large mixed-use development, is under construction in Louisville. This development is located north of US 36 and west of 88th Street. This development includes numerous improvements in the area which are summarized below. The largest improvements are to Campus Drive and Tape Drive, with minimal improvements on 88th Street. Exhibit A includes a few of the construction drawings for this development illustrating the proposed improvements.

- Campus Drive roadway improvements including multiple roundabouts, new sidewalks/multi-use path, etc.
- Pedestrian underpass under Campus Drive near the high school
- Hard surface trail connecting Tape Drive/88th Street to the underpass
- 88th Street – increasing right-turn lane storage and replacing existing sidewalks

While construction is underway, many of the proposed improvements will not be completed until late 2026 and into 2027.

88th Street Improvements

With heavy vehicle, bike, and pedestrian traffic, especially during school drop-off and pick-up times, 88th Street creates safety challenges for all users. The bike lanes on 88th Street are wide (8-9 feet) but non-separated, making it uncomfortable and challenging for inexperienced bikers like school age traffic. Therefore, many children choose to ride the bikes on the existing sidewalks, which are too narrow for bike and pedestrian traffic at 5' wide, creating an unsafe situation for pedestrians. In addition, during peak hours vehicles will often occupy the bike lanes on 88th Street near Campus Drive rather than blocking the thru lanes, forcing cyclists to cross landscape areas and use the sidewalk.

Improvements are needed to improve safety on 88th Street. Unfortunately, the Redtail Ridge Development will not address the safety issues along 88th Street. Therefore, staff has been working with BVSD and City of Louisville staff to discuss safety improvements. Several proposed improvements have been discussed and will be completed this year, including:

- Tape Drive has been blocked with cones and barricades to prevent construction traffic from using this entrance (complete)
- City of Louisville is restriping 88th Street to improve visibility
- Eastern bike-lane will be striped for two-way bike traffic and flex posts will be installed along the bike lane adding a physical barrier for cyclists

A schematic of these proposed improvements is shown in Exhibit B.

Additional multi-modal improvements will be completed in 2026. These include a new concrete bike transition path from the existing multi-use path on 88th Street near Promenade Drive to the existing bike path (by Town of Superior), as well as a new concrete access path from 88th Street to the existing sidewalk near Campus Drive (by City of Louisville).

Campus Drive

Superior and City of Louisville Staff have discussed safety concerns and improvements along Campus Drive with BVSD staff. Campus drive is a two-lane road with no bike paths and only a 5' sidewalk on the northern side of the road. This results in both cyclists and pedestrians utilizing the narrow sidewalk to access Monarch K-8 and Monarch High School.

This road will be improved with the Redtail Ridge Development to include new 8' to 10' wide multi-use path / sidewalk on both the north and south side of the road. City of Louisville and BVSD are not planning to make any additional improvements at this time.

Safe-Routes to School Grant

Superior, Louisville, and BVSD staff have discussed pursuing a Safe-Routes to School Grant for 88th Street improvements. Unfortunately, the next grant application cycle does not open until late 2026. At that time, BVSD will take the lead on pursuing a Safe-Routes to School Grant to make

the temporary improvements along 88th Street more permanent improvements. This may include a separated bike lane with a permanent physical barrier like a concrete curb, as well as additional improvements like widened sidewalks.

Town staff will support BVSD with this grant application.

Schedule

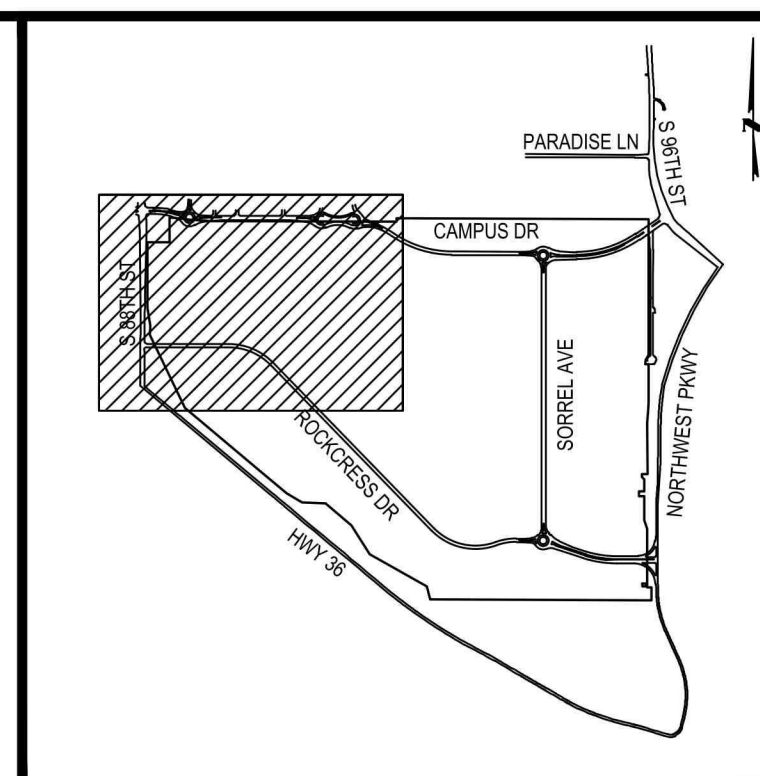
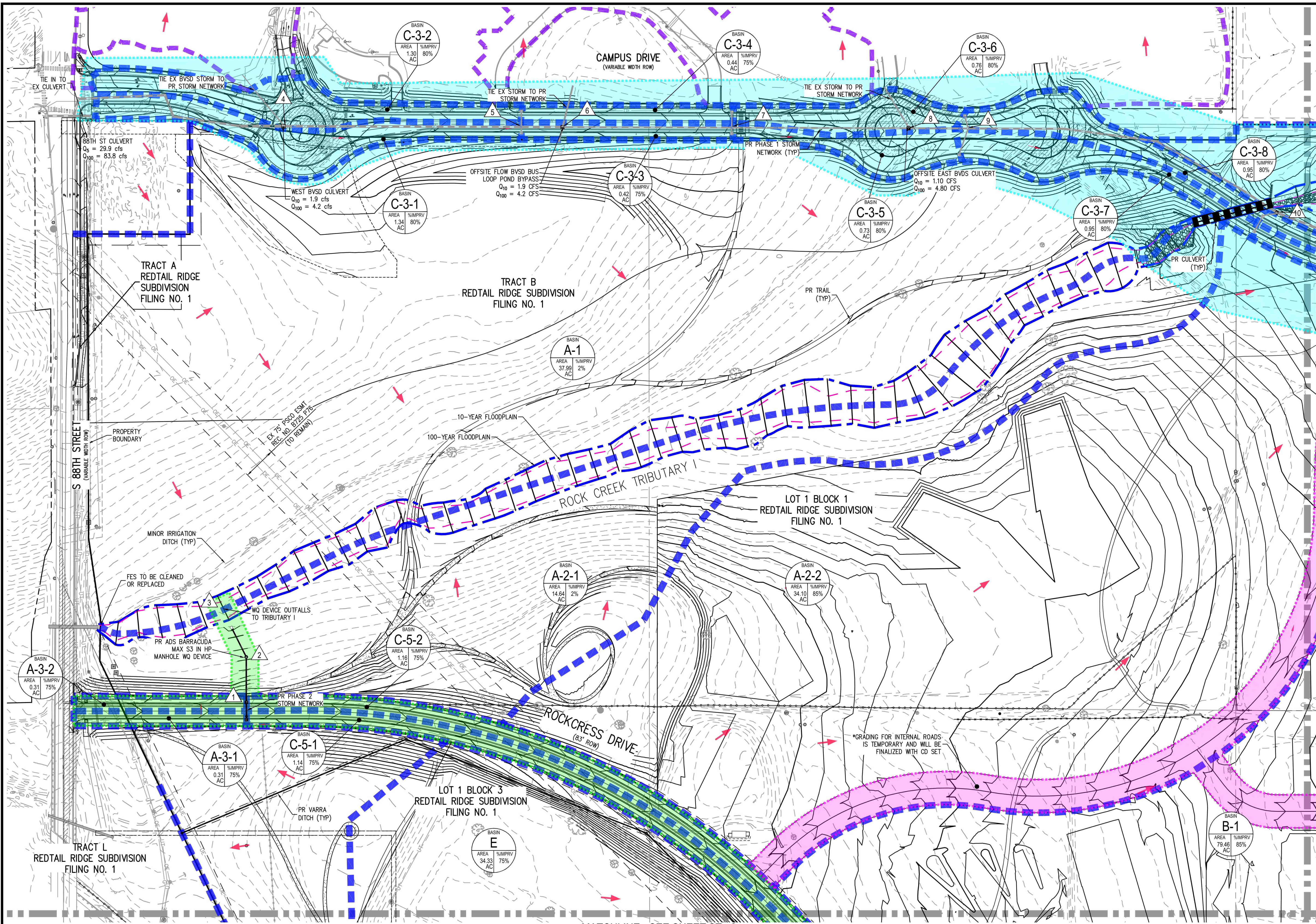
Below is an estimated schedule for the proposed improvements:

- 88th Street Striping – November/December 2025 (City of Louisville)
- Flex post Installation – December 2025 (Superior and Louisville)
- Redtail Ridge Improvements – 2026 and 2027
- Safe-Routes to School Grant Application (late 2026)

Attachments

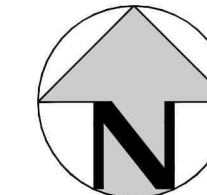
- Exhibit A – Redtail Ridge Improvements
- Exhibit B – 88th Street Improvements

NO CHANGES ARE TO BE MADE TO THIS DRAWING WITHOUT WRITTEN PERMISSION OF HARRIS KOCHER SMITH.



KEY MAP

1"=2000'



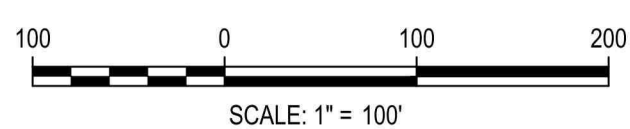
MATCHLINE - SEE SHEET ST - 4

BASIN DESIGNATION	BASIN SIZE IN ACRES	BASIN IMPERVIOUSNESS
OS 1	1.23 AC	2%
1		BASIN DESIGN POINT

LEGEND:

BASIN BOUNDARY	Blue dashed line
OFF-SITE BASIN	Green dashed line
GOODHUE IRRIGATION DITCH	Pink dashed line
TRIBUTARY I	Pink solid line
10-YEAR FLOODPLAIN	Pink solid line
TRIBUTARY I	Blue solid line
100-YEAR FLOODPLAIN	Blue solid line
PR PEDESTRIAN TRAIL	Black dashed line
PROPOSED STORM SEWER SYSTEM	Black solid line
DRAINAGE FLOW	Red arrow
EMERGENCY OVERFLOW	Red arrow with cross-hatch
PROPOSED CONTOURS	Black solid line with elevation
EXISTING CONTOURS	Black dashed line with elevation
PHASE 1 DELINEATION	Cyan solid line
PHASE 2 DELINEATION	Green solid line
INTERNAL ROADS DELINEATION	Pink solid line

MATCHLINE - SEE SHEET ST - 2

Know what's below.
Call before you dig.DESIGNED BY: SDM
CHECKED BY: MAW
DRAWN BY: SDM

DATE	REVISION COMMENTS
03-06-2024	RESUBMITTAL POST PRELIMINARY PLAT

HKS HARRIS KOCHER SMITH
1120 Lincoln Street, Suite 1000
Denver, Colorado 80203
P: 303.623.6300 F: 303.623.6311
HarrisKocherSmith.com

STERLING BAY

REDTAIL RIDGE PHASE 2
DRAINAGE PLAN NWPRELIMINARY
NOT FOR
CONSTRUCTIONPROJECT #: 190108
SHEET NUMBER

ST - 1

10 OF 47

FILEPATH: P:\2019\190108\ENGINEERING\DRAINAGE\2024 MASTER DRAINAGE PLAN - F2.DWG LAYOUT: DRAINAGE PLAN NW
PLOT: 190108.DWG PLOT DATE: 03-06-2024 PLOT TIME: 11:11 AM PLOT BY: T.M. SAYER

NO CHANGES ARE TO BE MADE TO THIS DRAWING WITHOUT WRITTEN PERMISSION OF HARRIS KOCHER SMITH.

FILE PATH: P:\03\18\06\ENGINEERING\UTILITIES\CD - OVERALL MASTER UTILITY & SURFACE IMPROVEMENTS.DWG LAYOUT: LAYOUT1
3 SHEETS: 18-06-001-001.dwg, 18-06-001-002.dwg, 18-06-001-003.dwg
PLOTTED: THU 03/01/24 4:10:08P BY: KHALED ALSUMAIT

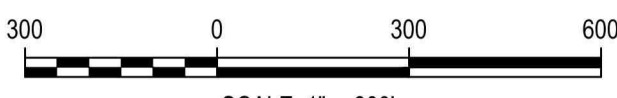
NOTES:

1. ALL PROPOSED PUBLIC INFRASTRUCTURE FOR CAMPUS DRIVE, INCLUDING STORM SEWER, SANITARY SEWER, AND WATER MAIN, SHALL BE CONSTRUCTED WITH FILING NO. 1.
2. GRADING FOR FILING NO. 2 IS CONCEPTUAL ONLY. ALL GRADING FOR FILING NO. 2 WILL BE DETAILED AND FINALIZED WITH THE CONSTRUCTION DOCUMENTS FOR FILING NO. 2.



Know what's below.
Call before you dig.

CALL 3 BUSINESS DAYS IN ADVANCE BEFORE YOU DIG, GRADE, OR EXCAVATE FOR THE MARKING OF UNDERGROUND MEMBER UTILITIES.



300 0 300 600
SCALE: 1" = 300'

DESIGNED BY: TJS
CHECKED BY: TJS
DRAWN BY: JMN



**HARRIS
KOCHER
SMITH**

1120 Lincoln Street, Suite 1000
Denver, Colorado 80203
P: 303.623.6300 F: 303.623.6311
HarrisKocherSmith.com

STERLING BAY

REDTAIL RIDGE - FILING NO. 1
MASTER OVERALL SHEET

ISSUE DATE: 11-15-2019		PROJECT #:
DATE	REVISION COMMENTS	190108
04-17-2020	SECOND SUBMITTAL PER CITY COMMENTS	
04-05-2021	FIRST SUBMITTAL NEW PROGRAM	
10-15-2021	SECOND SUBMITTAL NEW PROGRAM PER CITY COMMENTS	
06-30-2022	THIRD SUBMITTAL NEW PROGRAM PER CITY COMMENTS	
03-06-2024	RESUBMITTAL POST PRELIMINARY PLAT	

PRELIMINARY
NOT FOR
CONSTRUCTION

SHEET NO.

CD - 2

3 OF 19

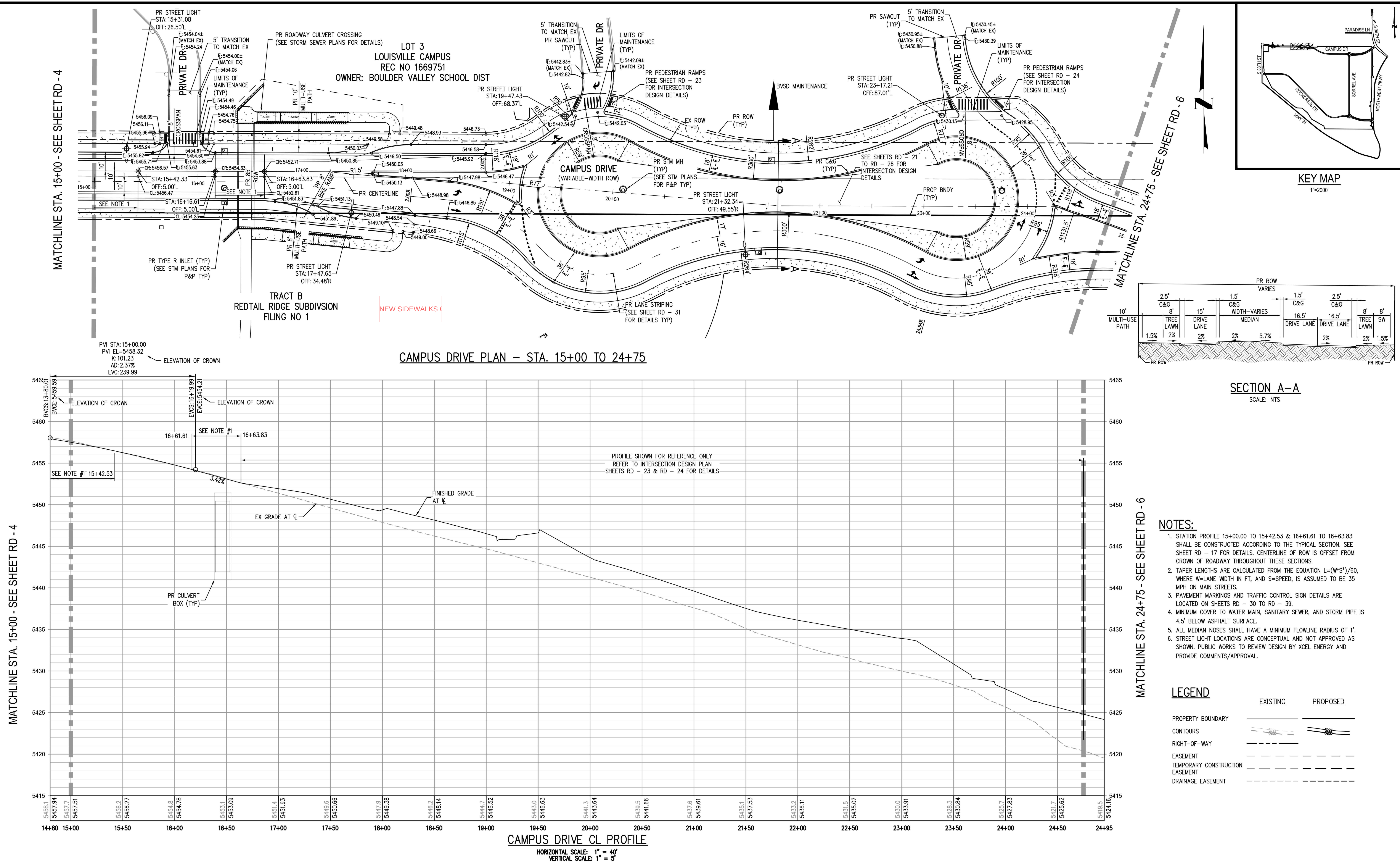
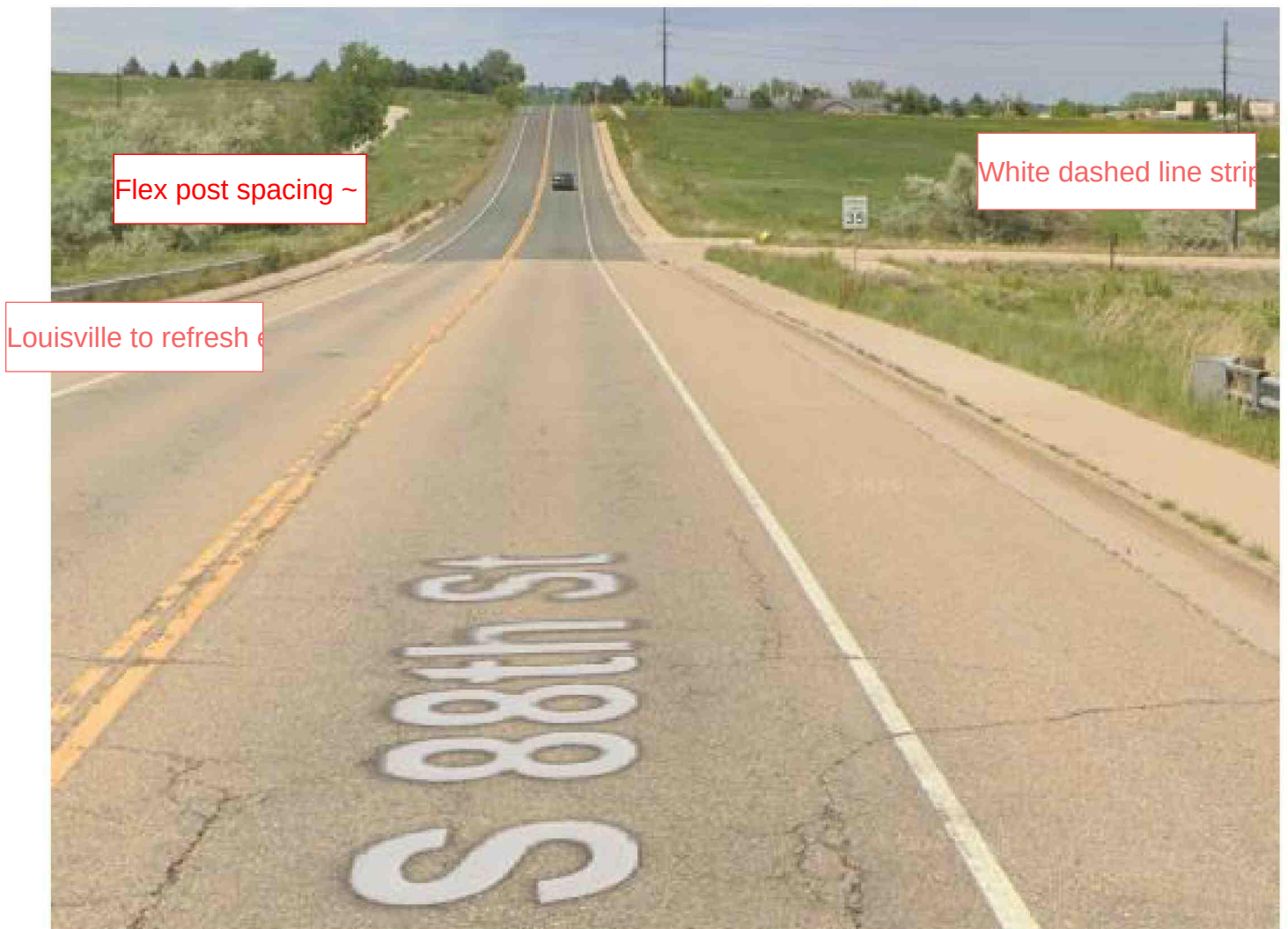


EXHIBIT B





Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Nadine Smith, Administrative Services Manager

Date: December 1, 2025

Re: Review and discussion of employee survey results

Summary

The Town of Superior partnered with Employers Council to conduct the 2025 Employee Opinion Survey, achieving an exceptional **85% participation rate**, which reflects a high level of employee engagement and trust in the process. The purpose of this survey was to identify organizational strengths, understand areas for improvement, and guide decisions that support both employee success and high-quality resident service.

Following the survey, departments were asked to recommend actionable steps grounded in the results and their operational experience. These recommendations were combined with survey data and open-ended comments to identify Town-wide action items that respond to the strongest themes emerging across the organization.

Organizational Strengths

The survey highlighted several important strengths. Employees expressed strong pride in their work, deep commitment to the community, and high levels of teamwork and professional collaboration. Many departments reported strong camaraderie and support among coworkers. Employees also value the flexibility and work-life balance the Town provides. These strengths demonstrate that the Town has a solid foundation of dedicated, service-oriented employees who are motivated to contribute to Superior's success.

Key Themes and Improvement Goals

Rather than focusing on individual survey questions or one-off comments, the Town reviewed organization-wide themes that appeared consistently across departments and data sources. The strongest themes include:

- **Communication and Transparency** – Employees want clearer, more consistent information about Council decisions, Town priorities, and organizational direction.

- **Training, Development, and Advancement** – Staff desire more clarity around career pathways, certifications, and training opportunities.
- **Recognition and Appreciation** – Employees want more consistent acknowledgment of contributions and efforts.
- **Workload Alignment and Governance Clarity** – Staff frequently experience competing demands, especially when unplanned requests fall outside existing workplans.
- **Organizational Cohesion and Shared Values** – Staff want unified expectations, clear goals, and centralized access to Town-wide information.

The goal of this work is to strengthen communication, clarify expectations, support professional growth, and promote alignment across the organization.

Importance of Prioritizing High-Impact Issues

For improvement efforts to be effective, it is essential to concentrate on issues that have the greatest organizational impact. Attempting to address too many issues at once, or reacting to isolated comments from one employee, can dilute resources and lead to uneven outcomes. By focusing on the broad themes validated by survey scores, open-ended comments, and department input, the Town ensures its actions are fair, strategic, and beneficial to the majority of employees.

Prioritizing high-impact themes builds trust, enhances morale, and strengthens the Town's ability to deliver high-quality service to residents.

Recommended Town-Wide Action Items

Based on survey findings and departmental recommendations, the following Town-wide action items are recommended for implementation. These items reflect recurring themes and areas where improvements will have organization-wide benefit.

1. Launch Regular Staff Communication Updates

Why: Communication and transparency were among the lowest-scoring areas in the survey. Staff expressed a need for more timely, consistent information about Council decisions and Town priorities.

How: Provide a monthly or quarterly Town-wide update (from the Town Manager or Communications) summarizing Council decisions, Town projects, and internal updates to improve transparency and alignment.

2. Create Anonymous Feedback Channels

Why: Staff requested safe ways to share concerns or ideas. A structured anonymous process increases psychological safety and supports transparency.

How: Implement both an online anonymous form and physical suggestion boxes in all buildings, with a process for monthly or quarterly responses shared Town-wide.

3. Establish a Council–Staff Request Policy

Why: Staff consistently reported challenges with unplanned or direct requests that bypass leadership and disrupt workplans. A formal process ensures alignment, fairness, and appropriate governance.

How: Create and adopt a formal policy ensuring all Council requests go through Administration, including a process for evaluating resources, timelines, and alignment with workplans.

4. Centralize Town Information and Goals

Why: Staff have difficulty accessing up-to-date information. A centralized location improves efficiency and alignment and ensures clarity of goals and expectations.

How: Develop a single location (e.g., intranet/Teams) where employees can access Council goals, Department goals, Policies, Updates and Training information.

5. Strengthen Training, Development, and Advancement Clarity

Why: Employees want clearer career pathways and consistent information about training and certification requirements. This supports retention and professional growth.

How: Create a Town-wide training inventory and review career ladders annually with employees to ensure clarity on advancement, required certifications, and development opportunities.

6. Update & Enhance the Town-Wide Recognition Program

Why: Recognition is a recurring need in both survey results and department input. A consistent program boosts morale and reinforces a positive culture.

How: Adopt a monthly or quarterly recognition practice, such as shout-outs in the staff update or team meetings, and highlight above-and-beyond contributions.

7. Improve Cross-Department Workflow Efficiency

Why: Staff experience workload strain and process inefficiencies, especially when work involves multiple departments. A structured process for identifying issues and proposing solutions improves efficiency and service delivery.

How: Create a team to review workflows, streamline processes, and improve efficiency, especially where staffing or resource limitations are felt.

8. Provide an Annual Total Compensation Summary

Why: Employees want clearer understanding of their full compensation and Town-paid benefits. This increases transparency and reinforces the value of their employment.

How: Give each employee a yearly personalized summary showing salary, Town-paid benefits, and retirement contributions to improve understanding of total compensation.

Conclusion

These action items reflect the Town's commitment to listening to employees and taking meaningful steps to strengthen communication, clarify expectations, support development, and improve day-to-day operations. Focusing on a manageable number of high-impact priorities will help ensure progress is visible, effective, and aligned with both employee needs and the Town's mission of delivering excellent service to the community.

Attachments

- 2025 Town of Superior Employee Survey Results Report



2025 Employee Survey Results Report Town of Superior

Prepared by: Surveys Department
303.223.5490
surveys@employerscouncil.org

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.

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Executive Summary

2025 Town of Superior



Participation Counts

- 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.

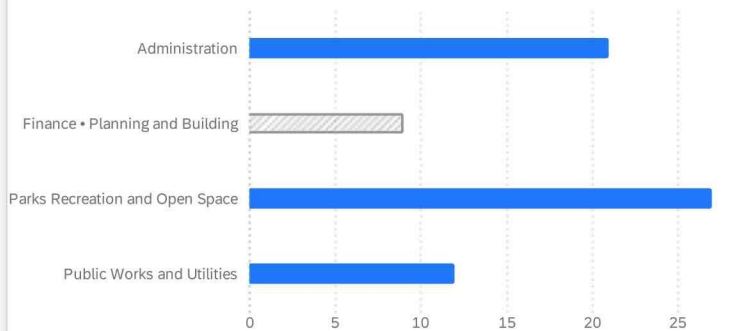
2025 Overall Participation

85.19%

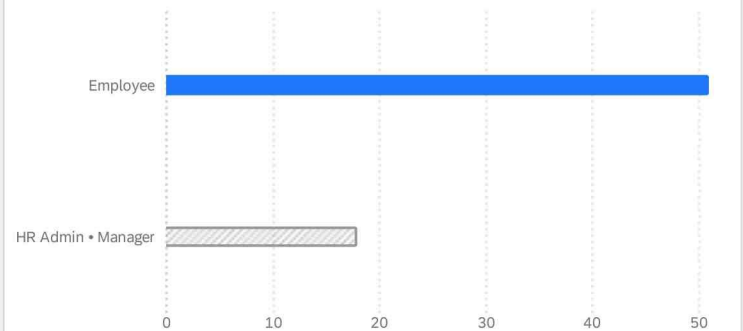


Responses
69 of 81

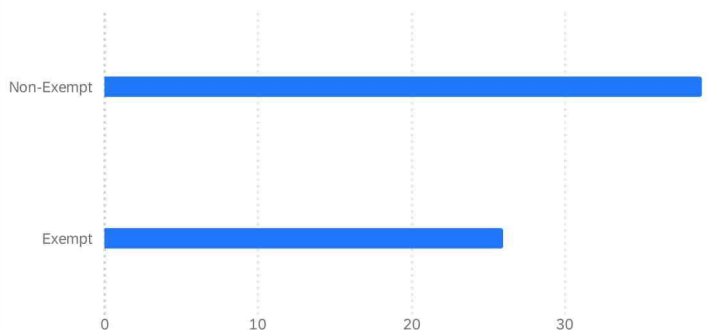
Participation by Department



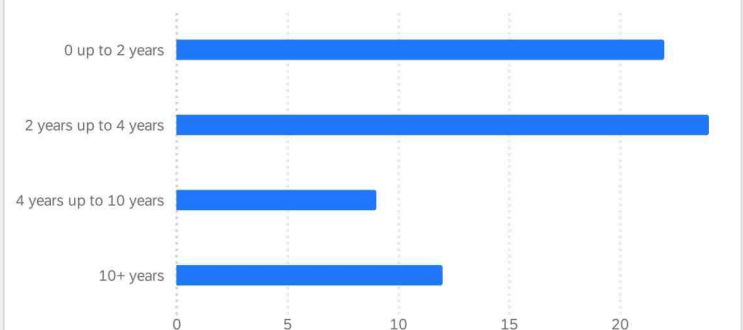
Participation by Position



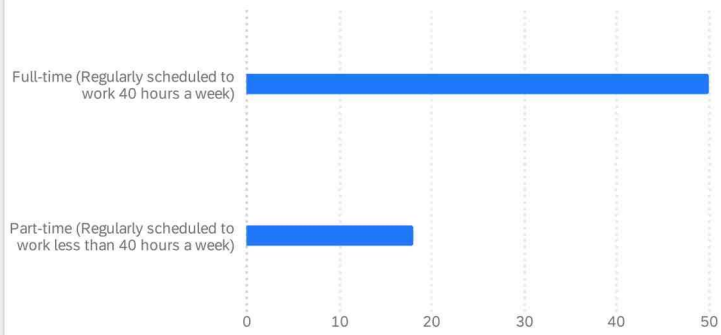
Participation by Exemption Status



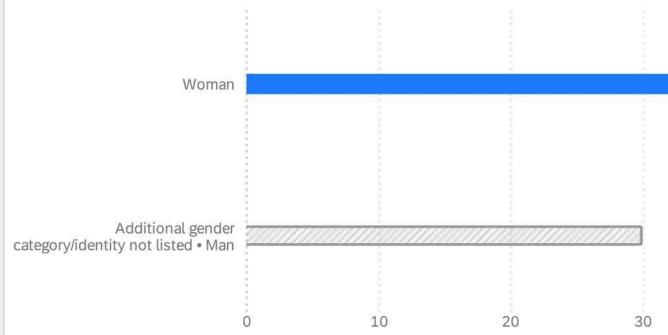
Participation by Tenure



Participation by Schedule



Participation by Gender Identity



Dimension and Item Mean and Favorability

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Overall 2025		3.67	61.25%	21.92%	16.83%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Leadership/Supervision		3.81	64.43%	19.55%	16.02%
Town Council is aware of employee attitudes and opinions.	68	2.63	20.59%	39.71%	39.71%
Town Council decisions make it harder to do my job.	66	3.27	39.39%	42.42%	18.18%
My supervisor treats employees fairly.	69	4.33	85.51%		11.59%
I am comfortable making complaints or criticisms to my supervisor.	69	4.13	79.71%	10.14%	10.14%
My supervisor sets a good example.	69	4.28	82.61%		10.14%
My supervisor is a good leader.	69	4.10	75.36%	10.14%	14.49%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	69	4.22	81.16%	8.70%	10.14%
I feel free to talk with my supervisor about things that bother me at work.	69	4.23	81.16%	8.70%	10.14%

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.81	64.43%	19.55%	16.02%
My supervisor is committed to, and supports, diversity, equity and inclusion.	67	4.27	77.61%	17.91%	
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	65	4.15	75.38%	18.46%	
Town Council gives employees a clear picture of the direction our organization is headed.	66	2.89	28.79%	39.39%	31.82%
Town Council will take the necessary steps to correct the problems identified by this survey.	65	3.17	38.46%	38.46%	23.08%
Department Head/Directors in this organization are good role models for other employees and managers.	69	3.71	68.12%	13.04%	18.84%
▼ Total Rewards		3.50	58.23%	16.16%	25.61%
I am paid fairly compared to others doing similar work in this organization.	67	3.19	46.27%	20.90%	32.84%
I am satisfied with the pay for the work I do.	69	3.26	49.28%	18.84%	31.88%
The amounts of pay increases I receive are adequate.	63	2.86	30.16%	30.16%	39.68%
Organization benefits are adequate to meet my needs.	60	4.15	85.00%		
My job allows me to balance my time between work and family or other outside interests.	69	4.04	81.16%		17.39%
▼ Performance Management, Training and Development		3.48	58.58%	22.06%	19.36%
I receive the training I need to do my job well.	68	3.93	79.41%	11.76%	8.82%
The organization promotes those who have earned it.	67	3.21	43.28%	34.33%	22.39%
I am content with my current job.	69	3.84	76.81%	11.59%	11.59%
Internal job openings are made available to employees in a timely manner.	67	3.88	73.13%	17.91%	8.96%
At this organization, people are rewarded according to their performance.	68	3.00	35.29%	32.35%	32.35%
At this organization, people are held accountable for their performance.	69	3.04	43.48%	24.64%	31.88%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.76	57.29%	27.91%	14.80%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	69	3.90	84.06%	11.59%	

Name	Responses	Average	Distribution		
▼ Working Conditions		3.76	57.29%	27.91%	14.80%
My department is adequately staffed.	69	3.23	49.28%	17.39%	33.33%
I have the workspace I need to effectively do my job.	69	3.72	69.57%	13.04%	17.39%
The number of hours I have to spend doing my job is fair and reasonable.	68	3.91	79.41%	11.76%	8.82%
I am generally able to complete my job within normal working hours.	67	3.78	77.61%		17.91%
The number of meetings I am asked to attend is reasonable.	66	4.03	22.73%	71.21%	
Meetings in our organization are the right length to accomplish their purpose.	65	3.75	15.38%	76.92%	
▼ Climate		3.82	65.33%	22.99%	11.68%
The working environment here encourages high morale.	69	3.49	55.07%	26.09%	18.84%
Morale is good among employees in my department.	69	3.84	76.81%	13.04%	10.14%
I am respected and valued here.	69	3.81	71.01%	14.49%	14.49%
The organization's policies or procedures encourage diversity, equity and inclusion.	67	3.76	68.66%	23.88%	
The Town Manager treats all employees fairly.	67	3.58	55.22%	34.33%	10.45%
All employees are included in social functions regardless of their demographic group membership.	69	4.35	92.75%		
I feel my contributions are respected and valued at work.	69	3.86	76.81%		15.94%
I have a sense of belonging at this organization.	69	3.87	26.09%	60.87%	13.04%
▼ Empowerment and Outcomes		3.51	59.30%	18.60%	22.09%
This organization is committed to employee empowerment.	69	3.25	46.38%	23.19%	30.43%
I sometimes think about quitting my job here.	68	2.87	35.29%	17.65%	47.06%
I plan to be working for this organization one year from now.	69	4.03	84.06%	10.14%	
I hope to be working for this organization for many years.	69	3.81	68.12%	23.19%	8.70%
I have confidence in the future of this organization.	69	3.59	62.32%	18.84%	18.84%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.85	77.37% 11.68% 10.95%
Having the opportunities to use all my skills and abilities in my job.	69	3.67	71.01% 15.94% 13.04%
My overall job.	68	4.04	83.82% 8.82%
▼ Communication		3.66	70.26% 14.29% 15.45%
The organization as a whole keeps me informed about the things I need to know about working here.	69	3.70	73.91% 11.59% 14.49%
Communication problems between departments are handled appropriately.	67	3.21	49.25% 23.88% 26.87%
I understand why my job is important to this organization.	69	4.29	94.20%
I receive the information I need to do my job effectively.	69	3.78	78.26% 10.14% 11.59%
There is open and honest communication at this organization.	69	3.33	55.07% 21.74% 23.19%
▼ Psychological Contracts		3.19	31.61% 51.30% 17.10%
Supervisory support.	69	3.46	43.48% 44.93% 11.59%
Upper management support.	62	2.98	25.81% 50.00% 24.19%
Training for advanced skills (professional development).	62	3.10	24.19% 59.68% 16.13%

2025 Most Favorable Items

Question	Responses	Average	Distribution
All employees are included in social functions regardless of their demographic group membership.	69	4.35	92.75%
My supervisor treats employees fairly.	69	4.33	85.51% 11.59%
I understand why my job is important to this organization.	69	4.29	94.20%
My supervisor sets a good example.	69	4.28	82.61% 10.14%
My supervisor is committed to, and supports, diversity, equity and inclusion.	67	4.27	77.61% 17.91%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
Town Council is aware of employee attitudes and opinions.	68	2.63	20.59%	39.71%	39.71%
The amounts of pay increases I receive are adequate.	63	2.86	30.16%	30.16%	39.68%
I sometimes think about quitting my job here.	68	2.87	35.29%	17.65%	47.06%
Town Council gives employees a clear picture of the direction our organization is headed.	66	2.89	28.79%	39.39%	31.82%
Upper management support.	62	2.98	25.81%	50.00%	24.19%

Data by Department

2025 Town of Superior

Dimension and Item Mean and Favorability by Department

Administration

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Overall 2025		3.56	57.35%	25.63%	17.03%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Leadership/Supervision		3.52	54.72%	26.04%	19.25%
Town Council is aware of employee attitudes and opinions.	20	2.50	50.00%	40.00%	
Town Council decisions make it harder to do my job.	20	3.00	25.00%	50.00%	25.00%
My supervisor treats employees fairly.	21	4.14	85.71%	9.52%	
I am comfortable making complaints or criticisms to my supervisor.	21	3.86	71.43%	14.29%	14.29%
My supervisor sets a good example.	21	3.95	71.43%	19.05%	9.52%
My supervisor is a good leader.	21	3.76	66.67%	14.29%	19.05%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	21	3.81	66.67%	19.05%	14.29%
I feel free to talk with my supervisor about things that bother me at work.	21	3.90	71.43%	14.29%	14.29%

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.52	54.72%	26.04%	19.25%
My supervisor is committed to, and supports, diversity, equity and inclusion.	21	3.86	57.14%	38.10%	
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	19	3.74	63.16%	26.32%	10.53%
Town Council gives employees a clear picture of the direction our organization is headed.	19	2.68	21.05%	42.11%	36.84%
Town Council will take the necessary steps to correct the problems identified by this survey.	19	2.95	31.58%	42.11%	26.32%
Department Head/Directors in this organization are good role models for other employees and managers.	21	3.48	61.90%	9.52%	28.57%
▼ Total Rewards		3.64	59.80%	19.61%	20.59%
I am paid fairly compared to others doing similar work in this organization.	20	3.40	40.00%	40.00%	20.00%
I am satisfied with the pay for the work I do.	21	3.33	47.62%	19.05%	33.33%
The amounts of pay increases I receive are adequate.	21	3.05	38.10%	23.81%	38.10%
Organization benefits are adequate to meet my needs.	19	4.26	89.47%	10.53%	
My job allows me to balance my time between work and family or other outside interests.	21	4.19	85.71%	9.52%	
▼ Performance Management, Training and Development		3.42	56.00%	24.80%	19.20%
I receive the training I need to do my job well.	21	3.76	71.43%	19.05%	9.52%
The organization promotes those who have earned it.	21	3.10	38.10%	33.33%	28.57%
I am content with my current job.	21	3.86	76.19%	19.05%	
Internal job openings are made available to employees in a timely manner.	20	3.70	70.00%		20.00%
At this organization, people are rewarded according to their performance.	21	3.05	38.10%	38.10%	23.81%
At this organization, people are held accountable for their performance.	21	3.05	42.86%	28.57%	28.57%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	54.42%	33.33%	12.24%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	21	4.10	95.24%		

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	54.42%	33.33%	12.24%
My department is adequately staffed.	21	3.00	33.33%	33.33%	33.33%
I have the workspace I need to effectively do my job.	21	3.67	71.43%	9.52%	19.05%
The number of hours I have to spend doing my job is fair and reasonable.	21	3.90	80.95%	19.05%	
I am generally able to complete my job within normal working hours.	21	3.67	71.43%	9.52%	19.05%
The number of meetings I am asked to attend is reasonable.	21	4.10	19.05%	80.95%	
Meetings in our organization are the right length to accomplish their purpose.	21	3.67		80.95%	9.52%
▼ Climate		3.71	63.47%	23.35%	13.17%
The working environment here encourages high morale.	21	3.10	38.10%	33.33%	28.57%
Morale is good among employees in my department.	21	3.71	76.19%	14.29%	9.52%
I am respected and valued here.	21	3.81	76.19%	14.29%	9.52%
The organization's policies or procedures encourage diversity, equity and inclusion.	20	3.50	65.00%	20.00%	15.00%
The Town Manager treats all employees fairly.	21	3.62	61.90%	23.81%	14.29%
All employees are included in social functions regardless of their demographic group membership.	21	4.29	90.48%	9.52%	
I feel my contributions are respected and valued at work.	21	3.90	80.95%		14.29%
I have a sense of belonging at this organization.	21	3.71	19.05%	66.67%	14.29%
▼ Empowerment and Outcomes		3.41	54.81%	23.08%	22.12%
This organization is committed to employee empowerment.	21	3.14	38.10%	33.33%	28.57%
I sometimes think about quitting my job here.	20	3.05	35.00%	20.00%	45.00%
I plan to be working for this organization one year from now.	21	3.90	85.71%	9.52%	
I hope to be working for this organization for many years.	21	3.48	57.14%	28.57%	14.29%
I have confidence in the future of this organization.	21	3.48	57.14%	23.81%	19.05%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.80	75.61% 17.07%
Having the opportunities to use all my skills and abilities in my job.	21	3.57	66.67% 23.81% 9.52%
My overall job.	20	4.05	85.00%
▼ Communication		3.57	70.48% 12.38% 17.14%
The organization as a whole keeps me informed about the things I need to know about working here.	21	3.62	71.43% 19.05% 9.52%
Communication problems between departments are handled appropriately.	21	3.10	52.38% 9.52% 38.10%
I understand why my job is important to this organization.	21	4.24	95.24%
I receive the information I need to do my job effectively.	21	3.76	80.95% 9.52% 9.52%
There is open and honest communication at this organization.	21	3.14	52.38% 23.81% 23.81%
▼ Psychological Contracts		3.05	26.67% 56.67% 16.67%
Supervisory support.	21	3.19	38.10% 42.86% 19.05%
Upper management support.	18	2.94	22.22% 61.11% 16.67%
Training for advanced skills (professional development).	21	3.00	19.05% 66.67% 14.29%

2025 Most Favorable Items

Question	Responses	Average	Distribution
All employees are included in social functions regardless of their demographic group membership.	21	4.29	90.48% 9.52%
Organization benefits are adequate to meet my needs.	19	4.26	89.47% 10.53%
I understand why my job is important to this organization.	21	4.24	95.24%
My job allows me to balance my time between work and family or other outside interests.	21	4.19	85.71% 9.52%
My supervisor treats employees fairly.	21	4.14	85.71% 9.52%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
Town Council is aware of employee attitudes and opinions.	20	2.50		50.00%	40.00%
Town Council gives employees a clear picture of the direction our organization is headed.	19	2.68		42.11%	36.84%
Upper management support.	18	2.94		61.11%	16.67%
Town Council will take the necessary steps to correct the problems identified by this survey.	19	2.95		42.11%	26.32%
My department is adequately staffed.	21	3.00		33.33%	33.33%

Dimension and Item Mean and Favorability by Department
Finance/Planning and Building
(Grouped for Anonymity)

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability ▾

Name	Responses	Average	Distribution		
▶ Overall 2025		3.55	53.57%	27.52%	18.91%

2025 Dimension Average and Favorability ▾

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.59	54.31%	26.72%	18.97%
Town Council is aware of employee attitudes and opinions.	9	2.33	11.11%	44.44%	44.44%
Town Council decisions make it harder to do my job.	9	3.44	44.44%	55.56%	
My supervisor treats employees fairly.	9	4.33	77.78%	11.11%	11.11%
I am comfortable making complaints or criticisms to my supervisor.	9	3.78	66.67%	11.11%	22.22%
My supervisor sets a good example.	9	3.78	66.67%	11.11%	22.22%
My supervisor is a good leader.	9	3.67	55.56%	22.22%	22.22%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	9	4.44	88.89%	11.11%	
I feel free to talk with my supervisor about things that bother me at work.	9	3.78	66.67%	11.11%	17 22.22%

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.59	54.31%	26.72%	18.97%
My supervisor is committed to, and supports, diversity, equity and inclusion.	9	4.22	77.78%	22.22%	
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	9	3.89	55.56%	44.44%	
Town Council gives employees a clear picture of the direction our organization is headed.	9	2.56	66.67%	33.33%	
Town Council will take the necessary steps to correct the problems identified by this survey.	8	2.63	12.50%	50.00%	37.50%
Department Head/Directors in this organization are good role models for other employees and managers.	9	3.78	77.78%	22.22%	
▼ Total Rewards		3.40	50.00%	21.43%	28.57%
I am paid fairly compared to others doing similar work in this organization.	9	3.11	44.44%	11.11%	44.44%
I am satisfied with the pay for the work I do.	9	3.33	44.44%	22.22%	33.33%
The amounts of pay increases I receive are adequate.	8	2.88	12.50%	62.50%	25.00%
Organization benefits are adequate to meet my needs.	7	4.14	85.71%	14.29%	
My job allows me to balance my time between work and family or other outside interests.	9	3.67	66.67%	33.33%	
▼ Performance Management, Training and Development		3.38	51.92%	25.00%	23.08%
I receive the training I need to do my job well.	9	4.11	77.78%	22.22%	
The organization promotes those who have earned it.	9	3.33	44.44%	33.33%	22.22%
I am content with my current job.	9	3.67	66.67%	11.11%	22.22%
Internal job openings are made available to employees in a timely manner.	8	3.88	75.00%	25.00%	
At this organization, people are rewarded according to their performance.	8	2.63	25.00%	25.00%	50.00%
At this organization, people are held accountable for their performance.	9	2.67	22.22%	33.33%	44.44%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.97	66.67%	26.67%	
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	9	4.33	100.00%		

Name	Responses	Average	Distribution		
▼ Working Conditions		3.97	66.67%	26.67%	
My department is adequately staffed.	9	4.22	88.89%	11.11%	
I have the workspace I need to effectively do my job.	9	3.78	66.67%	33.33%	
The number of hours I have to spend doing my job is fair and reasonable.	9	3.89	77.78%	11.11%	11.11%
I am generally able to complete my job within normal working hours.	9	4.00	88.89%	11.11%	
The number of meetings I am asked to attend is reasonable.	8	3.88	12.50%	75.00%	12.50%
Meetings in our organization are the right length to accomplish their purpose.	7	3.57	14.29%	71.43%	14.29%
▼ Climate		3.56	52.78%	30.56%	16.67%
The working environment here encourages high morale.	9	3.00	33.33%	33.33%	33.33%
Morale is good among employees in my department.	9	3.33	55.56%	22.22%	22.22%
I am respected and valued here.	9	3.33	44.44%	33.33%	22.22%
The organization's policies or procedures encourage diversity, equity and inclusion.	9	3.56	55.56%	33.33%	11.11%
The Town Manager treats all employees fairly.	9	3.89	66.67%	33.33%	
All employees are included in social functions regardless of their demographic group membership.	9	4.44	100.00%		
I feel my contributions are respected and valued at work.	9	3.44	55.56%	22.22%	22.22%
I have a sense of belonging at this organization.	9	3.44	11.11%	66.67%	22.22%
▼ Empowerment and Outcomes		3.29	46.67%	24.44%	28.89%
This organization is committed to employee empowerment.	9	2.78	22.22%	22.22%	55.56%
I sometimes think about quitting my job here.	9	2.89	33.33%	22.22%	44.44%
I plan to be working for this organization one year from now.	9	3.89	77.78%	11.11%	11.11%
I hope to be working for this organization for many years.	9	3.56	44.44%	44.44%	11.11%
I have confidence in the future of this organization.	9	3.33	55.56%	22.22%	22.22%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▼ Satisfaction		3.78	66.67% 16.67% 16.67%		
Having the opportunities to use all my skills and abilities in my job.	9	3.89	66.67% 22.22% 11.11%		
My overall job.	9	3.67	66.67% 11.11% 22.22%		
▼ Communication		3.53	55.56% 26.67% 17.78%		
The organization as a whole keeps me informed about the things I need to know about working here.	9	3.22	55.56% 44.44%		
Communication problems between departments are handled appropriately.	9	3.11	22.22% 55.56% 22.22%		
I understand why my job is important to this organization.	9	4.22	88.89% 11.11%		
I receive the information I need to do my job effectively.	9	3.78	66.67% 33.33%		
There is open and honest communication at this organization.	9	3.33	44.44% 33.33% 22.22%		
▼ Psychological Contracts		3.35	30.77% 53.85% 15.38%		
Supervisory support.	9	3.78	44.44% 55.56%		
Upper management support.	8	3.13	25.00% 50.00% 25.00%		
Training for advanced skills (professional development).	9	3.11	22.22% 55.56% 22.22%		

2025 Most Favorable Items

Question	Responses	Average	Distribution		
My supervisor takes responsibility for dealing with situations, which may turn into problems.	9	4.44	88.89% 11.11%		
All employees are included in social functions regardless of their demographic group membership.	9	4.44	100.00%		
My supervisor treats employees fairly.	9	4.33	77.78% 11.11% 11.11%		
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	9	4.33	100.00%		
My supervisor is committed to, and supports, diversity, equity and inclusion.	9	4.22	77.78% 22.22%		

2025 Least Favorable Items

Question	Responses	Average	Distribution		
Town Council gives employees a clear picture of the direction our organization is headed.	9	2.56	66.67% 33.33%		
I have a sense of belonging at this organization.	9	3.44	11.11% 66.67% 22.22%		
Town Council is aware of employee attitudes and opinions.	9	2.33	11.11% 44.44% 44.44%		
The amounts of pay increases I receive are adequate.	8	2.88	12.50% 62.50% 25.00%		
The number of meetings I am asked to attend is reasonable.	8	3.88	12.50% 75.00% 12.50%		

Dimension and Item Mean and Favorability by Department

Parks Recreation and Open Space

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▶ Overall 2025		3.78	65.85%	18.69%	15.46%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		4.06	74.28%	13.87%	11.85%
Town Council is aware of employee attitudes and opinions.	27	2.81	33.33%	29.63%	37.04%
Town Council decisions make it harder to do my job.	25	3.28	36.00%	44.00%	20.00%
My supervisor treats employees fairly.	27	4.48	88.89%	11.11%	
I am comfortable making complaints or criticisms to my supervisor.	27	4.44	88.89%		
My supervisor sets a good example.	27	4.59	92.59%		
My supervisor is a good leader.	27	4.33	81.48%	11.11%	
My supervisor takes responsibility for dealing with situations, which may turn into problems.	27	4.37	88.89%		
I feel free to talk with my supervisor about things that bother me at work.	27	4.52	92.59%		

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		4.06	74.28%	13.87%	11.85%
My supervisor is committed to, and supports, diversity, equity and inclusion.	26	4.62	92.31%		
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	26	4.50	88.46%		
Town Council gives employees a clear picture of the direction our organization is headed.	27	3.22	48.15%	29.63%	22.22%
Town Council will take the necessary steps to correct the problems identified by this survey.	26	3.54	53.85%	30.77%	15.38%
Department Head/Directors in this organization are good role models for other employees and managers.	27	4.00	77.78%	14.81%	
▼ Total Rewards		3.44	58.06%	15.32%	26.61%
I am paid fairly compared to others doing similar work in this organization.	26	3.27	53.85%	15.38%	30.77%
I am satisfied with the pay for the work I do.	27	3.33	55.56%	18.52%	25.93%
The amounts of pay increases I receive are adequate.	22	2.68	27.27%	31.82%	40.91%
Organization benefits are adequate to meet my needs.	22	4.05	77.27%	13.64%	9.09%
My job allows me to balance my time between work and family or other outside interests.	27	3.81	74.07%		25.93%
▼ Performance Management, Training and Development		3.61	61.64%	21.38%	16.98%
I receive the training I need to do my job well.	26	3.96	84.62%		11.54%
The organization promotes those who have earned it.	25	3.40	44.00%	44.00%	12.00%
I am content with my current job.	27	3.81	77.78%		18.52%
Internal job openings are made available to employees in a timely manner.	27	4.04	74.07%	22.22%	
At this organization, people are rewarded according to their performance.	27	3.19	37.04%	33.33%	29.63%
At this organization, people are held accountable for their performance.	27	3.26	51.85%	22.22%	25.93%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	56.45%	25.27%	18.28%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	27	3.89	81.48%		11.11%

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	56.45%	25.27%	18.28%
My department is adequately staffed.	27	2.96	40.74%	11.11%	48.15%
I have the workspace I need to effectively do my job.	27	3.93	77.78%	11.11%	11.11%
The number of hours I have to spend doing my job is fair and reasonable.	26	3.77	69.23%	11.54%	19.23%
I am generally able to complete my job within normal working hours.	25	3.64	72.00%		28.00%
The number of meetings I am asked to attend is reasonable.	27	4.11	33.33%	59.26%	
Meetings in our organization are the right length to accomplish their purpose.	27	3.81	22.22%	74.07%	
▼ Climate		4.00	71.63%	19.53%	8.84%
The working environment here encourages high morale.	27	3.89	74.07%	14.81%	11.11%
Morale is good among employees in my department.	27	3.96	81.48%		11.11%
I am respected and valued here.	27	4.04	77.78%	11.11%	11.11%
The organization's policies or procedures encourage diversity, equity and inclusion.	27	3.96	74.07%	22.22%	
The Town Manager treats all employees fairly.	26	3.38	42.31%	46.15%	11.54%
All employees are included in social functions regardless of their demographic group membership.	27	4.56	100.00%		
I feel my contributions are respected and valued at work.	27	3.93	81.48%		14.81%
I have a sense of belonging at this organization.	27	4.22	40.74%	51.85%	
▼ Empowerment and Outcomes		3.62	63.70%	16.30%	20.00%
This organization is committed to employee empowerment.	27	3.52	59.26%	18.52%	22.22%
I sometimes think about quitting my job here.	27	2.70	33.33%	14.81%	51.85%
I plan to be working for this organization one year from now.	27	4.04	81.48%	11.11%	
I hope to be working for this organization for many years.	27	4.04	74.07%	22.22%	
I have confidence in the future of this organization.	27	3.81	70.37%	14.81%	14.81%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.87	79.63% 14.81%
Having the opportunities to use all my skills and abilities in my job.	27	3.63	74.07% 18.52%
My overall job.	27	4.11	85.19% 11.11%
▼ Communication		3.74	74.44% 9.77% 15.79%
The organization as a whole keeps me informed about the things I need to know about working here.	27	3.81	81.48% 14.81%
Communication problems between departments are handled appropriately.	25	3.32	52.00% 32.00% 16.00%
I understand why my job is important to this organization.	27	4.33	96.30%
I receive the information I need to do my job effectively.	27	3.67	74.07% 22.22%
There is open and honest communication at this organization.	27	3.52	66.67% 25.93%
▼ Psychological Contracts		3.23	32.39% 53.52% 14.08%
Supervisory support.	27	3.56	48.15% 44.44%
Upper management support.	24	3.00	25.00% 50.00% 25.00%
Training for advanced skills (professional development).	20	3.05	20.00% 70.00%

2025 Most Favorable Items

Question	Responses	Average	Distribution
My supervisor is committed to, and supports, diversity, equity and inclusion.	26	4.62	92.31%
My supervisor sets a good example.	27	4.59	92.59%
All employees are included in social functions regardless of their demographic group membership.	27	4.56	100.00%
I feel free to talk with my supervisor about things that bother me at work.	27	4.52	92.59%
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	26	4.50	88.46%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
The amounts of pay increases I receive are adequate.	22	2.68	27.27%	31.82%	40.91%
I sometimes think about quitting my job here.	27	2.70	33.33%	14.81%	51.85%
Town Council is aware of employee attitudes and opinions.	27	2.81	33.33%	29.63%	37.04%
My department is adequately staffed.	27	2.96	40.74%	11.11%	48.15%
Upper management support.	24	3.00	25.00%	50.00%	25.00%

Dimension and Item Mean and Favorability by Department

Public Works and Utilities

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Overall 2025		3.69	63.54%	18.47%	18.00%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
Leadership/Supervision		3.88	66.67%	15.69%	17.65%
Town Council is aware of employee attitudes and opinions.	12	2.67	16.67%	41.67%	41.67%
Town Council decisions make it harder to do my job.	12	3.58	66.67%	16.67%	16.67%
My supervisor treats employees fairly.	12	4.33	83.33%	16.67%	
I am comfortable making complaints or criticisms to my supervisor.	12	4.17	83.33%		
My supervisor sets a good example.	12	4.50	91.67%		
My supervisor is a good leader.	12	4.50	91.67%		
My supervisor takes responsibility for dealing with situations, which may turn into problems.	12	4.42	83.33%		
I feel free to talk with my supervisor about things that bother me at work.	12	4.50	83.33%		

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.88	66.67%15.69%17.65%		
My supervisor is committed to, and supports, diversity, equity and inclusion.	11	4.27	81.82%9.09%9.09%		
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	11	4.27	81.82%9.09%9.09%		
Town Council gives employees a clear picture of the direction our organization is headed.	11	2.73	18.18%36.36%45.45%		
Town Council will take the necessary steps to correct the problems identified by this survey.	12	3.08	33.33%41.67%25.00%		
Department Head/Directors in this organization are good role models for other employees and managers.	12	3.42	50.00%25.00%25.00%		
▼ Total Rewards		3.45	61.67%16.67%21.67%		
I am paid fairly compared to others doing similar work in this organization.	12	2.75	41.67%16.67%41.67%		
I am satisfied with the pay for the work I do.	12	2.92	41.67%16.67%41.67%		
The amounts of pay increases I receive are adequate.	12	2.83	33.33%16.67%50.00%		
Organization benefits are adequate to meet my needs.	12	4.17	91.67%8.33%		
My job allows me to balance my time between work and family or other outside interests.	12	4.58	100.00%		
▼ Performance Management, Training and Development		3.39	61.11%16.67%22.22%		
I receive the training I need to do my job well.	12	4.00	83.33%16.67%		
The organization promotes those who have earned it.	12	2.92	50.00%16.67%33.33%		
I am content with my current job.	12	4.00	83.33%16.67%		
Internal job openings are made available to employees in a timely manner.	12	3.83	75.00%16.67%8.33%		
At this organization, people are rewarded according to their performance.	12	2.75	33.33%25.00%41.67%		
At this organization, people are held accountable for their performance.	12	2.83	41.67%16.67%41.67%		

2025 Dimension Average and Favorability ▾

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	57.50%25.00%17.50%		
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	12	3.25	58.33%16.67%25.00%		

Name	Responses	Average	Distribution		
▼ Working Conditions		3.73	57.50%	25.00%	17.50%
My department is adequately staffed.	12	3.50	66.67%		25.00%
I have the workspace I need to effectively do my job.	12	3.33	50.00%		41.67%
The number of hours I have to spend doing my job is fair and reasonable.	12	4.25	100.00%		
I am generally able to complete my job within normal working hours.	12	4.08	91.67%		
The number of meetings I am asked to attend is reasonable.	10	3.80	80.00%		
Meetings in our organization are the right length to accomplish their purpose.	10	3.90	80.00%		
▼ Climate		3.83	63.83%	24.47%	11.70%
The working environment here encourages high morale.	12	3.67	58.33%	33.33%	
Morale is good among employees in my department.	12	4.17	83.33%	16.67%	
I am respected and valued here.	12	3.67	66.67%		25.00%
The organization's policies or procedures encourage diversity, equity and inclusion.	11	3.91	72.73%	27.27%	
The Town Manager treats all employees fairly.	11	3.73	63.64%	27.27%	9.09%
All employees are included in social functions regardless of their demographic group membership.	12	3.92	75.00%		16.67%
I feel my contributions are respected and valued at work.	12	3.92	75.00%		16.67%
I have a sense of belonging at this organization.	12	3.67	16.67%	66.67%	16.67%
▼ Empowerment and Outcomes		3.60	66.67%	11.67%	21.67%
This organization is committed to employee empowerment.	12	3.17	50.00%	16.67%	33.33%
I sometimes think about quitting my job here.	12	2.92	41.67%	16.67%	41.67%
I plan to be working for this organization one year from now.	12	4.33	91.67%		
I hope to be working for this organization for many years.	12	4.08	91.67%		
I have confidence in the future of this organization.	12	3.50	58.33%	16.67%	25.00%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.96	83.33% 12.50%
Having the opportunities to use all my skills and abilities in my job.	12	3.75	75.00% 16.67%
My overall job.	12	4.17	91.67%
▼ Communication		3.77	71.67% 18.33%
The organization as a whole keeps me informed about the things I need to know about working here.	12	3.92	75.00% 25.00%
Communication problems between departments are handled appropriately.	12	3.25	58.33% 33.33%
I understand why my job is important to this organization.	12	4.33	91.67%
I receive the information I need to do my job effectively.	12	4.08	91.67%
There is open and honest communication at this organization.	12	3.25	41.67% 41.67% 16.67%
▼ Psychological Contracts		3.25	38.89% 36.11% 25.00%
Supervisory support.	12	3.50	41.67% 41.67% 16.67%
Upper management support.	12	2.92	33.33% 33.33% 33.33%
Training for advanced skills (professional development).	12	3.33	41.67% 33.33% 25.00%

2025 Most Favorable Items

Question	Responses	Average	Distribution
My job allows me to balance my time between work and family or other outside interests.	12	4.58	100.00%
My supervisor sets a good example.	12	4.50	91.67%
My supervisor is a good leader.	12	4.50	91.67%
I feel free to talk with my supervisor about things that bother me at work.	12	4.50	83.33%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	12	4.42	83.33%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
Town Council is aware of employee attitudes and opinions.	12	2.67	16.67%	41.67%	41.67%
Town Council gives employees a clear picture of the direction our organization is headed.	11	2.73	18.18%	36.36%	45.45%
At this organization, people are rewarded according to their performance.	12	2.75	33.33%	25.00%	41.67%
I am paid fairly compared to others doing similar work in this organization.	12	2.75	41.67%		50.00%
At this organization, people are held accountable for their performance.	12	2.83	41.67%	16.67%	41.67%

Data by Gender Identity

2025 Town of Superior

Dimension and Item Mean and Favorability by Gender Identity

Woman

The scorecards below display dimension (category) and item average and favorability.

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

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▶ Overall 2025		3.73	62.72%	23.66%	13.61%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.90	66.22%	22.00%	11.78%
Town Council is aware of employee attitudes and opinions.	35	2.60	17.14%	45.71%	37.14%
Town Council decisions make it harder to do my job.	34	3.15	32.35%	50.00%	17.65%
My supervisor treats employees fairly.	35	4.49	91.43%		
I am comfortable making complaints or criticisms to my supervisor.	35	4.29	80.00%	14.29%	
My supervisor sets a good example.	35	4.37	82.86%	11.43%	
My supervisor is a good leader.	35	4.20	74.29%	17.14%	8.57%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	35	4.31	82.86%	11.43%	
I feel free to talk with my supervisor about things that bother me at work.	35	4.34	82.86%	11.43%	

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.90	66.22%	22.00%	11.78%
My supervisor is committed to, and supports, diversity, equity and inclusion.	35	4.43	82.86%	17.14%	
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	34	4.38	88.24%	8.82%	
Town Council gives employees a clear picture of the direction our organization is headed.	34	2.94	29.41%	44.12%	26.47%
Town Council will take the necessary steps to correct the problems identified by this survey.	33	3.27	39.39%	45.45%	15.15%
Department Head/Directors in this organization are good role models for other employees and managers.	35	3.83	74.29%	8.57%	17.14%
▼ Total Rewards		3.48	57.32%	20.12%	22.56%
I am paid fairly compared to others doing similar work in this organization.	34	3.26	47.06%	29.41%	23.53%
I am satisfied with the pay for the work I do.	35	3.17	45.71%	22.86%	31.43%
The amounts of pay increases I receive are adequate.	32	2.88	25.00%	37.50%	37.50%
Organization benefits are adequate to meet my needs.	28	4.04	85.71%	10.71%	
My job allows me to balance my time between work and family or other outside interests.	35	4.11	85.71%	14.29%	
▼ Performance Management, Training and Development		3.63	61.84%	24.15%	14.01%
I receive the training I need to do my job well.	34	4.12	82.35%	14.71%	
The organization promotes those who have earned it.	33	3.24	42.42%	39.39%	18.18%
I am content with my current job.	35	4.09	85.71%	8.57%	
Internal job openings are made available to employees in a timely manner.	35	4.09	77.14%	20.00%	
At this organization, people are rewarded according to their performance.	35	3.17	40.00%	37.14%	22.86%
At this organization, people are held accountable for their performance.	35	3.09	42.86%	28.57%	28.57%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.84	58.16%	28.03%	13.81%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	35	4.06	85.71%	8.57%	
34					

Name	Responses	Average	Distribution		
▼ Working Conditions		3.84	58.16%	28.03%	13.81%
My department is adequately staffed.	35	3.09	42.86%	17.14%	40.00%
I have the workspace I need to effectively do my job.	35	3.83	74.29%	11.43%	14.29%
The number of hours I have to spend doing my job is fair and reasonable.	34	4.00	79.41%	14.71%	
I am generally able to complete my job within normal working hours.	33	3.94	81.82%		18.18%
The number of meetings I am asked to attend is reasonable.	34	4.18	26.47%	70.59%	
Meetings in our organization are the right length to accomplish their purpose.	33	3.82	15.15%	78.79%	
▼ Climate		3.84	66.55%	24.10%	9.35%
The working environment here encourages high morale.	35	3.46	54.29%	25.71%	20.00%
Morale is good among employees in my department.	35	3.83	80.00%	8.57%	11.43%
I am respected and valued here.	35	3.97	77.14%	20.00%	
The organization's policies or procedures encourage diversity, equity and inclusion.	34	3.65	67.65%	23.53%	8.82%
The Town Manager treats all employees fairly.	34	3.47	50.00%	38.24%	11.76%
All employees are included in social functions regardless of their demographic group membership.	35	4.40	91.43%		
I feel my contributions are respected and valued at work.	35	3.97	82.86%	8.57%	8.57%
I have a sense of belonging at this organization.	35	3.97	28.57%	62.86%	8.57%
▼ Empowerment and Outcomes		3.52	60.00%	19.43%	20.57%
This organization is committed to employee empowerment.	35	3.29	48.57%	25.71%	25.71%
I sometimes think about quitting my job here.	35	2.57	22.86%	22.86%	54.29%
I plan to be working for this organization one year from now.	35	4.11	85.71%	8.57%	
I hope to be working for this organization for many years.	35	3.86	71.43%	22.86%	
I have confidence in the future of this organization.	35	3.77	71.43%	17.14%	11.43%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.99	80.00% 14.29%
Having the opportunities to use all my skills and abilities in my job.	35	3.83	74.29% 17.14% 8.57%
My overall job.	35	4.14	85.71% 11.43%
▼ Communication		3.68	71.26% 14.94% 13.79%
The organization as a whole keeps me informed about the things I need to know about working here.	35	3.66	77.14% 17.14%
Communication problems between departments are handled appropriately.	34	3.21	47.06% 29.41% 23.53%
I understand why my job is important to this organization.	35	4.40	97.14%
I receive the information I need to do my job effectively.	35	3.77	77.14% 14.29% 8.57%
There is open and honest communication at this organization.	35	3.37	57.14% 22.86% 20.00%
▼ Psychological Contracts		3.33	34.04% 55.32% 10.64%
Supervisory support.	35	3.57	45.71% 45.71% 8.57%
Upper management support.	30	3.10	30.00% 50.00% 20.00%
Training for advanced skills (professional development).	29	3.28	24.14% 72.41%

2025 Most Favorable Items

Question	Responses	Average	Distribution
My supervisor treats employees fairly.	35	4.49	91.43%
My supervisor is committed to, and supports, diversity, equity and inclusion.	35	4.43	82.86% 17.14%
I understand why my job is important to this organization.	35	4.40	97.14%
All employees are included in social functions regardless of their demographic group membership.	35	4.40	91.43%
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	34	4.38	88.24% 8.82%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
I sometimes think about quitting my job here.	35	2.57	22.86%	22.86%	54.29%
Town Council is aware of employee attitudes and opinions.	35	2.60	17.14%	45.71%	37.14%
The amounts of pay increases I receive are adequate.	32	2.88	25.00%	37.50%	37.50%
Town Council gives employees a clear picture of the direction our organization is headed.	34	2.94	29.41%	44.12%	26.47%
At this organization, people are held accountable for their performance.	35	3.09	42.86%	28.57%	28.57%

Dimension and Item Mean and Favorability by Gender Identity

Additional gender category/identity not listed/Man

(Grouped for Anonymity)

The scorecards below display dimension (category) and item average and favorability.

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 3.0

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▶ Overall 2025		3.73	63.46%	20.57%	15.97%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.90	68.07%	15.83%	16.09%
Town Council is aware of employee attitudes and opinions.	29	2.86	27.59%	37.93%	34.48%
Town Council decisions make it harder to do my job.	28	3.43	50.00%	28.57%	21.43%
My supervisor treats employees fairly.	30	4.40	86.67%	13.33%	
I am comfortable making complaints or criticisms to my supervisor.	30	4.20	86.67%		
My supervisor sets a good example.	30	4.40	86.67%		
My supervisor is a good leader.	30	4.27	83.33%	13.33%	
My supervisor takes responsibility for dealing with situations, which may turn into problems.	30	4.33	86.67%		
I feel free to talk with my supervisor about things that bother me at work.	30	4.37	86.67%		

Name	Responses	Average	Distribution		
▼ Leadership/Supervision		3.90	68.07%	15.83%	16.09%
My supervisor is committed to, and supports, diversity, equity and inclusion.	28	4.29	78.57%	14.29%	
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	27	4.07	66.67%	25.93%	
Town Council gives employees a clear picture of the direction our organization is headed.	28	2.96	32.14%	32.14%	35.71%
Town Council will take the necessary steps to correct the problems identified by this survey.	29	3.21	41.38%	34.48%	24.14%
Department Head/Directors in this organization are good role models for other employees and managers.	30	3.83	66.67%	20.00%	13.33%
▼ Total Rewards		3.57	60.69%	12.41%	26.90%
I am paid fairly compared to others doing similar work in this organization.	29	3.14	44.83%	13.79%	41.38%
I am satisfied with the pay for the work I do.	30	3.33	50.00%	16.67%	33.33%
The amounts of pay increases I receive are adequate.	27	2.85	37.04%	22.22%	40.74%
Organization benefits are adequate to meet my needs.	29	4.28	86.21%		
My job allows me to balance my time between work and family or other outside interests.	30	4.17	83.33%		13.33%
▼ Performance Management, Training and Development		3.47	58.76%	22.03%	19.21%
I receive the training I need to do my job well.	30	3.80	76.67%		13.33%
The organization promotes those who have earned it.	30	3.40	50.00%	33.33%	16.67%
I am content with my current job.	30	3.70	70.00%	20.00%	
Internal job openings are made available to employees in a timely manner.	28	3.75	71.43%	17.86%	10.71%
At this organization, people are rewarded according to their performance.	29	3.00	34.48%	31.03%	34.48%
At this organization, people are held accountable for their performance.	30	3.20	50.00%	20.00%	30.00%

2025 Dimension Average and Favorability ∇

Name	Responses	Average	Distribution		
▼ Working Conditions		3.75	57.28%	28.64%	14.08%
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	30	3.80	83.33%		13.33%

Name	Responses	Average	Distribution		
▼ Working Conditions		3.75	57.28%	28.64%	14.08%
My department is adequately staffed.	30	3.43	56.67%	16.67%	26.67%
I have the workspace I need to effectively do my job.	30	3.57	60.00%	16.67%	23.33%
The number of hours I have to spend doing my job is fair and reasonable.	30	3.90	80.00%		
I am generally able to complete my job within normal working hours.	30	3.73	76.67%		13.33%
The number of meetings I am asked to attend is reasonable.	28	3.93	21.43%	71.43%	
Meetings in our organization are the right length to accomplish their purpose.	28	3.89	17.86%	78.57%	
▼ Climate		3.96	68.91%	21.85%	9.24%
The working environment here encourages high morale.	30	3.77	63.33%	26.67%	
Morale is good among employees in my department.	30	4.07	80.00%	16.67%	
I am respected and valued here.	30	3.83	70.00%		20.00%
The organization's policies or procedures encourage diversity, equity and inclusion.	29	4.03	75.86%	20.69%	
The Town Manager treats all employees fairly.	29	3.79	65.52%	27.59%	
All employees are included in social functions regardless of their demographic group membership.	30	4.33	93.33%		
I feel my contributions are respected and valued at work.	30	3.90	76.67%		16.67%
I have a sense of belonging at this organization.	30	3.93	26.67%	63.33%	
▼ Empowerment and Outcomes		3.60	61.74%	18.79%	19.46%
This organization is committed to employee empowerment.	30	3.37	50.00%	20.00%	30.00%
I sometimes think about quitting my job here.	29	3.00	41.38%	13.79%	44.83%
I plan to be working for this organization one year from now.	30	4.07	86.67%	13.33%	
I hope to be working for this organization for many years.	30	3.93	70.00%	26.67%	
I have confidence in the future of this organization.	30	3.60	60.00%	20.00%	20.00%

2025 Dimension Average and Favorability

Name	Responses	Average	Distribution
▼ Satisfaction		3.86	79.66% 10.17% 10.17%
Having the opportunities to use all my skills and abilities in my job.	30	3.67	73.33% 16.67%
My overall job.	29	4.07	86.21% 10.34%
▼ Communication		3.81	73.83% 14.77% 11.41%
The organization as a whole keeps me informed about the things I need to know about working here.	30	3.87	73.33% 20.00%
Communication problems between departments are handled appropriately.	29	3.41	58.62% 20.69% 20.69%
I understand why my job is important to this organization.	30	4.30	93.33%
I receive the information I need to do my job effectively.	30	3.97	83.33%
There is open and honest communication at this organization.	30	3.50	60.00% 20.00% 20.00%
▼ Psychological Contracts		3.14	31.82% 48.86% 19.32%
Supervisory support.	30	3.43	43.33% 46.67%
Upper management support.	29	2.97	24.14% 51.72% 24.14%
Training for advanced skills (professional development).	29	3.00	27.59% 48.28% 24.14%

2025 Most Favorable Items

Question	Responses	Average	Distribution
My supervisor treats employees fairly.	30	4.40	86.67% 13.33%
My supervisor sets a good example.	30	4.40	86.67%
I feel free to talk with my supervisor about things that bother me at work.	30	4.37	86.67%
My supervisor takes responsibility for dealing with situations, which may turn into problems.	30	4.33	86.67%
All employees are included in social functions regardless of their demographic group membership.	30	4.33	93.33%

2025 Least Favorable Items

Question	Responses	Average	Distribution		
The amounts of pay increases I receive are adequate.	27	2.85	37.04% 22.22% 40.74%		
Town Council is aware of employee attitudes and opinions.	29	2.86	27.59% 37.93% 34.48%		
Town Council gives employees a clear picture of the direction our organization is headed.	28	2.96	32.14% 32.14% 35.71%		
Upper management support.	29	2.97	24.14% 51.72% 24.14%		
At this organization, people are rewarded according to their performance.	29	3.00	34.48% 31.03% 34.48%		

Open-Ended Item Responses by Question

2025 Town of Superior

Open-Ended Responses by Question

Note:

- Open-ended question responses in this report section are listed without filtration and verbatim.
- Word clouds are provided to create a visualization of 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.

Please share any feedback you have for Town Council. 35

The culture is unsupportive and characterized by poor interpersonal dynamics, as evidenced by a lack of basic courtesy and a breakdown of communication that negatively impacts collaboration and team cohesion.

We are running out of physical space if the organization continues to grow. Oftentimes, Town staff members are asked to do more with the same (or fewer) resources. It's helpful to consider the larger picture and the impacts when making decisions.

My husband and I moved to Superior from out-of-state just over a year ago. I was involved as a volunteer in our comparable small town government in Texas for many years. I have been extremely impressed with how well-run the town of Superior is by comparison and by every measure - access, policies, fiscal transparency, programs, communications, and connections with the community. However, one glaring concern that has been expressed multiple times by myself and other GSA's to our managers, is the lack of security cameras in the new Civic Space. In a nutshell, the GSA's share a concern about personal safety at the 1st floor reception desk area without the bare minimum benefit of remote visibility to the exterior entrance upstairs. When inquiries have been made about when cameras will be installed, the vague answer has been "2026" (presumably, the same answer being given to our managers). I personally feel this is unacceptable and lacks regard for the GSAs' needs to feel less vulnerable when working in this space. Is there a more effective way to communicate the immediate need for better security measures in this new space? I've even offered to purchase a Ring camera system from my own pocket to submit for reimbursement. To hope for something to be installed on some non-specific date in 2026 is not realistic and is not safe. Especially in today's climate, I feel like a security system with cameras is the bare minimum employees should expect when working in a public space.

A question asked whether I felt I have a good understanding of where the Town is going. Knowing where to find the Town Council consensus on this topic would improve this metric.

We're running out of office space!

It's unfair to hire new employees at a higher rate of pay than current employees that have more years of experience in the same role. I believe salaries should be adjusted based on experience and years of service, especially when a person is performing well in their job. Perhaps the system regarding pay, raises, and the inflation rate could be reevaluated in the future.

Frustrating when electeds and management value residents' opinions more than experts (staff, consultants, contractors, other cities' staff, industry best practices) . Sometimes it feels like "keeping the peace with vocal residents" is more important than "doing the right thing for all current and future residents".

IMO we should have a person (either internally or through our legal firm) that can handle insurance reimbursements for damages to Town property. Currently each department is asked to handle their own reimbursements which takes a lot of time for our staff, it is not our expertise, and I can't help but think that having an expert handle this would pay for itself quickly.

We are asked to provide big city amenities and an extremely high level of service. This demand is only going to grow as Downtown gets populated. At some point we will have to start making decisions about cutting "nice to have" services so we can continue providing quality "need to have" services.

The special projects that are passed down from Council and/or Management take more time than the people requesting the information believe it should take and adds hours to employees work week. This makes employees feel the work life balance should be better.

The PROS team is full of incredibly hard-working and caring professionals. However, most of us are struggling with the workload. Many of us hope to continue our programs/committees/events, but as it stands, it feels untenable. Additionally, I am nervous about inflation. With an annual raise of 3% and inflation likely to surpass it, I fear that compensation will be outpaced by inflation. While I don't know the solution, I did want to bring this up.

I would love to have a Town match for 529 savings!

We do not have the proper equipment to do most jobs. We have to scrape up odds and ends to get the job done. We don't have proper tools. We don't have proper pickup trucks. We need trucks with storage to carry tools. We need 4 door pickup trucks so we can bring our lunch or other personal belongings with us and still have room for a passenger. We need proper uniforms with town of superior logo on them. We just look like the landscapers and construction workers out here. I think we don't get paid enough or even recognized enough. People get high fives for basically doing their job and we work long hours on water breaks and nothing. The parks department don't do anything and public works has to pick up their slack. The biggest thing is the lack of equipment and proper work trucks. But I feel nothing is going to get done and I wasted 20 minutes of time I could have been productive.

I appreciate the opportunity to provide feedback. However, I want to express some concern that, despite previous surveys and staff input, there has been little visible change or follow-up on the issues raised. Employees have submitted complaints or concerns in the past, but there appears to be a lack of action or accountability. In particular, it would be beneficial to implement a formal process for reviewing exit interview feedback with the respective department head and the Town Manager when employees resign, as well as ensuring that clear reasoning and proper documentation are maintained when an employee is terminated. These steps are essential for identifying underlying issues and supporting continuous improvement in organizational practices. There are ongoing concerns regarding inconsistent treatment of employees across departments, particularly in the PROS department, where issues seem to be most pronounced. Unequal application of policies can damage employee morale and erode trust in leadership. If there is a genuine interest in improving the workplace, it may be helpful to evaluate data on staff turnover—both voluntary and involuntary—as this could offer deeper insight into the root causes of dissatisfaction. There are departments that are significantly overstaffed, while others remain understaffed and overwhelmed. I suggest actively listening to employees when they express the need for support, so they feel valued and adequately equipped to succeed in their roles. Additionally, the lack of consistent leadership and effective communication has led to confusion, unclear expectations, and reduced accountability across the organization. Addressing these concerns directly could create a more equitable, transparent, and productive work environment.

Love working here!

Council is not always supportive of staff. In several meetings Council members have separated themselves from staff or condoned staff actions. Staff and Council should generally support each other when dealing with the public.

Council is very responsive to the vocal minority. Council's decisions should be based on what is best for the Town as a whole.

Town Manager is out of the office a lot.

Need better paying and good equipment

Due to the size of our organization, this survey is not confidential. There are many items that I feel cannot be improved or controlled, they are simply reality, and we do our best to meet expectations. Like many municipalities, we do not have the staffing level or budget level to meet expectations. There continues to be a deficit of office space.

I have no respect for Town Council. They prioritize resident demands while disregarding how staff manage town services. They show no concern for staff professionalism, workplace issues, diversity, inclusion, or communication. Either they know what goes on behind the scenes and ignore it, or they simply don't care.

I think upper management means well and are doing what they can. "Tennured" staff have it made! - great pay, great work-life balance, less accountability. It seems higher management has become complacent and afraid to 'fight' for what's right. There seems to be a lack of long-term vision, or at least one that is shared beyond higher leadership. Staff is discouraged (by leadership) from ever saying 'no' to Council requests, no matter how overwhelmed and overloaded they are, no matter if the requests divert attention from more pressing issues/tasks, or the requests are obvious pet projects with little to no community value.

Coffee Machine in Community Center is more trouble than it is worth. The vending machines are too pricey and inaccessible to most if they don't bring a credit card. Can't we find a home baker that could sell their wares at the counter?

Some concerns stand out in the workplace. There isn't enough leadership or support, and favoritism plays a role in how people are treated. Recognition and appreciation are often lacking, and decisions around raises and promotions don't always seem fair. For example, some employees are rewarded simply for tenure, while others get raises or promotions only after threatening to leave. On top of that, important issues are sometimes ignored by management, which makes employees feel unheard.

On the positive side, the benefits and flexible work schedule are very much appreciated. Those perks make a big difference and are one of the highlights of working here.

-The known culture of staff's hyper-responsiveness to any Town Council communication creates a lot of undue stress.

-Additionally, many staff in the organization are at a breaking point. Expectations to keep up with growing service expectations and additional Council requests, without adding adequate staff, is going to burn people out. If we want to operate like similar sized municipalities in the services we provide to the community, we need to be proactive about having about the appropriate staffing resources.

Our issues are never addressed as far as equipment we need. We have nowhere near the equity we need to accomplish the tasks assigned. There is never any incentive from the organization to succeed or complete a job aside from what's given to us from our direct supervisor. The budget is a joke and it seems you only promote those who either kiss ass or make a lot of mistakes, but those who do their jobs without incident are never acknowledged. It seems there is an alternative motive from upper management and it doesn't matter what we do, they already have their minds made up. Our pay rate is disrespectful almost. We are the hardest workers yet receive the least pay

none

There's nothing wrong with more communication between ALL staff, department heads and council members.

I wish I wasn't denied a promotion, I work very hard and have learned the job quickly, many people cannot handle working outside in the cold days or even in the hot days, and as a female, I am very proud to say the work that I do I can do a job that is challenging. Some are scared to use the heavy equipment we have here like the Backhoe and when I'm asked to complete a project with it, I don't back down and I go for it. I value the work that I due and am able to identify details that others cannot. There are many tasks that are asked of us, when we don't have the equipment to do the job and when we try to purchase the tools for jobs we get in trouble for getting the tools necessary to complete a task that was asked of us. I understand hiring a contractor costs much more money, so the way I see it, we are saving the town a lot of money and time. Now as for Parks department, I have been working outdoors with my team for a year now and I never see those guys working, if I do see them they are just driving around, or other than Vargas doing all the work for them or Parks asking Public works to do the work for them, I don't understand. They get honored all the time and Public Works always gets beat down when we work very hard, everyday. It's disappointing.

none

People are often given promotions based on their threat to quit or their amount of time with the Town, whether they are qualified for the position or not. Supervisors do not support their staff, and are often hard to get ahold of when needed. Departments are spread all around town, which makes it difficult to contact someone if needed. Some departments are in several buildings, with the supervisor not in the same building as those they are supposed to be supervising.

Town Council does a good job balancing Town Staff needs/ideas/requests/etc. and those of Town residents. However, at times it feels like some council members don't do their research and come to staff about a minor issue that has been blown out of proportion. Town residents will go directly to council members when they don't get their way, and council members feel they need to appease everyone. Town staff will then be treated as the 'bad-guy' when we are just trying to uphold the rules/decisions that are often set in place by said council. I would really appreciate if council members came to staff after receiving a request/compliant/etc. and get both sides of the story, because we have probably already heard about said issue, and then make a decision, rather than treat us as if we are in the wrong and need to comply.

The very upper administration rarely communicate with lower staff about much of anything, and often do not attend many lunches or gatherings, so therefore appear to be disinterested and uncaring. Leadership does not discuss nor communicate how many of us are drowning in our jobs, with no support or solution or remedy in sight. There is a great imbalance as to which positions/persons have or get staff support under them and those who don't; which many of us feel is based on favoritism instead of need. Leadership does not recognize quality staff nor their accomplishments, so morale is often low. Promotions are typically a flat no. A lot of amazing people have left due to so many leadership issues and lack of support. Lastly, job accountability is a major issue. There are a handful of staff who take advantage of flexible schedules and often do not work full shifts. Similarly, too many people are promoted from within into positions they are not qualified for.

Office space for existing staff and additional staffing is needed to meet the high level of service expectations and to accommodate the annual increases in workload in many areas.

Professionalism includes how we treat each other in our day to day. A little grace can go a long way. Regardless, if someone has been here 10 years or what anyone's position we should all be treated with respect. We don't know the details of what each person does and what is involved in doing their job. We can support each other and have each other's backs vs being critical or making a big deal if we need to help out. Negative and critical personalities are contagious but so is being a good team player. I'm pretty lucky that my direct team are all good players. Others not so much.

I really enjoy working here. I feel like I have put in the work and time and have been rewarded fairly. I'm able to grow and learn new things even after 5 years here. My bosses have always been supportive and understanding.

Our work environment shows deep care and appreciation for everyone, regardless of position. I really enjoy being able to work in such an accepting environment.

I don't think the way the consent agenda is handled makes any sense. If things are on consent, they should stay there or Council should notify the presenters well ahead of time that their item will be pulled. The possibility that items might be pulled means that presenters and sometimes consultants have to be in attendance regardless of what the outcome ends up being. It wastes staff time and money. I also think the threshold for items needing Council approval being \$50k is laughably low and serves as a major barrier to efficiency given that Council only meets twice a month. That limit also sends the message that Council doesn't trust staff to make good decisions.

Survey

2025 Town of Superior

Welcome Page



Town of Superior Employee Opinion Survey September 2025

Thank you for taking the time to participate in the Town of Superior's employee opinion survey for 2025. This process should take approximately 10-15 minutes.

As an employee, you are a valuable source of information as the Town of Superior looks to identify organizational strengths and areas for improvement, so please answer the questions honestly and completely.

Confidentiality

To ensure your confidentiality, your responses will return directly to the Employers Council. No one at the Town of Superior will ever see your individual survey responses as data will be reported in an aggregated format with standards in place to maximize confidentiality.

Data that is provided uses a minimum anonymity threshold of five (5) participants. If fewer than five (5) participants respond within a demographic (ex. age), we will combine that group's data with a larger group to maintain your confidentiality.

Instructions

Throughout the survey, check the box of the response that is closest to your opinion. Try to think of how you usually feel about each question. Check the "N/A" response only if a question does not apply to you or if you do not have an answer.

You will have the opportunity to participate in an open-ended item. Please be aware that your comments will be entered in the final report exactly as you write them on the questionnaire. We ask

you not to type your name or include any other identifying information.

Should you like to stop before the end and return to the survey at a later time your progress is saved at the end of each “page”. Please keep track of your progress using the progress bar along the top of the screen.

Thank you for your participation!

Demographics

Position/Job Status

- ☐ Director
- ☐ Manager/Supervisor (Does Evaluations)
- ☐ Staff/Non-Management

Exemption Status

- ☐ Non-Exempt
- ☐ Exempt

Schedule

- ☐ Full-time (Regularly scheduled to work 40 hours a week)
- ☐ Part-time (Regularly scheduled to work less than 40 hours a week)

Tenure

- ☐ 0 up to 2 years
- ☐ 2 years up to 4 years
- ☐ 4 years up to 10 years
- ☐ 10+ years

Department

- ☐ Administration
- ☐ Parks, Recreation and Open Space
- ☐ Public Works and Utilities
- ☐ Planning
- ☐ Finance

How would you describe your gender identity?

- ☐ Woman
- ☐ Man
- ☐ Additional gender category/identity not listed

Survey

Please rate the following statements related to **Leadership/Supervision**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
Town Council will take the necessary steps to correct the problems identified by this survey.	☐	☐	☐	☐	☐	☐
Department Head/Directors in this organization are good role models for other employees and managers.	☐	☐	☐	☐	☐	☐
Town Council is aware of employee attitudes and opinions.	☐	☐	☐	☐	☐	☐
Town Council decisions make it harder to do my job.	☐	☐	☐	☐	☐	☐
My supervisor treats employees fairly.	☐	☐	☐	☐	☐	☐
I am comfortable making complaints or criticisms to my supervisor.	☐	☐	☐	☐	☐	☐
My supervisor sets a good example.	☐	☐	☐	☐	☐	☐
My supervisor is a good leader.	☐	☐	☐	☐	☐	☐
My supervisor takes responsibility for dealing with situations, which may turn into problems.	☐	☐	☐	☐	☐	☐
I feel free to talk with my supervisor about things that bother me at work.	☐	☐	☐	☐	☐	☐
My supervisor is committed to, and supports, diversity, equity and inclusion.	☐	☐	☐	☐	☐	☐
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	☐	☐	☐	☐	☐	☐
Town Council gives employees a clear picture of the direction our organization is headed.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Total Rewards**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
I am paid fairly compared to others doing similar work in this organization.	☐	☐	☐	☐	☐	☐
I am satisfied with the pay for the work I do.	☐	☐	☐	☐	☐	☐
The amounts of pay increases I receive are adequate.	☐	☐	☐	☐	☐	☐
Organization benefits are adequate to meet my needs.	☐	☐	☐	☐	☐	☐
My job allows me to balance my time between work and family or other outside interests.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Performance Management, Training and Development**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
I receive the training I need to do my job well.	☐	☐	☐	☐	☐	☐
The organization promotes those who have earned it.	☐	☐	☐	☐	☐	☐
I am content with my current job.	☐	☐	☐	☐	☐	☐
Internal job openings are made available to employees in a timely manner.	☐	☐	☐	☐	☐	☐
At this organization, people are rewarded according to their performance.	☐	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
At this organization, people are held accountable for their performance.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Working Conditions**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	☐	☐	☐	☐	☐	☐
My department is adequately staffed.	☐	☐	☐	☐	☐	☐
I have the workspace I need to effectively do my job.	☐	☐	☐	☐	☐	☐
The number of hours I have to spend doing my job is fair and reasonable.	☐	☐	☐	☐	☐	☐
I am generally able to complete my job within normal working hours.	☐	☐	☐	☐	☐	☐
The number of meetings I am asked to attend is reasonable.	☐	☐	☐	☐	☐	☐
Meetings in our organization are the right length to accomplish their purpose.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Climate**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
The working environment here encourages high morale.	☐	☐	☐	☐	☐	☐
Morale is good among employees in my department.	☐	☐	☐	☐	☐	☐
I am respected and valued here.	☐	☐	☐	☐	☐	☐
The organization's policies or procedures encourage diversity, equity and inclusion.	☐	☐	☐	☐	☐	☐
The Town Manager treats all employees fairly.	☐	☐	☐	☐	☐	☐
All employees are included in social functions regardless of their demographic group membership.	☐	☐	☐	☐	☐	☐
I feel my contributions are respected and valued at work.	☐	☐	☐	☐	☐	☐
I have a sense of belonging at this organization.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Empowerment and Outcomes**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
This organization is committed to employee empowerment.	☐	☐	☐	☐	☐	☐
I sometimes think about quitting my job here.	☐	☐	☐	☐	☐	☐
I plan to be working for this organization one year from now.	☐	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
I hope to be working for this organization for many years.	☐	☐	☐	☐	☐	☐
I have confidence in the future of this organization.	☐	☐	☐	☐	☐	☐

Please rate your level of **Satisfaction** with the following.

	Very Dissatisfied	Dissatisfied	Not Satisfied/Dissatisfied	Satisfied	Very Satisfied	NA Does Not Apply to Me
Having the opportunities to use all my skills and abilities in my job.	☐	☐	☐	☐	☐	☐
My overall job.	☐	☐	☐	☐	☐	☐

Please rate the following statements related to **Communication**.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
The organization as a whole keeps me informed about the things I need to know about working here.	☐	☐	☐	☐	☐	☐
Communication problems between departments are handled appropriately.	☐	☐	☐	☐	☐	☐
I understand why my job is important to this organization.	☐	☐	☐	☐	☐	☐
I receive the information I need to do my job effectively.	☐	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	NA Does Not Apply to Me
There is open and honest communication at this organization.	☐	☐	☐	☐	☐	☐

Psychological Contracts: Employees sometimes believe that their organizations have made commitments or promises to them before or early in their employment with that organization. For the following items, think about the extent to which the organization has made promises regarding each item and rate how well it has fulfilled or kept those promises.

	Much Less than Promised	Less than Promised	About What was Promised	More than Promised	Much More than Promised	NA Does Not Apply to Me
Supervisory support.	☐	☐	☐	☐	☐	☐
Upper management support.	☐	☐	☐	☐	☐	☐
Training for advanced skills (professional development).	☐	☐	☐	☐	☐	☐

You are now invited to enter feedback on an open-ended item.
 Your comments will remain confidential but will be entered in the final report verbatim exactly as you write them.

Please do not include identifying information.

Please share any feedback you have for Town Council.

Block 1

You have now answered all of the items. If you wish to go back and change any of your responses, you can do so using the buttons at the bottom of the page. If you are happy with your responses, please click below to submit your survey.

Thank you for your time and participation.



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Post-Survey Action Plan Overview

Now What?

Ultimately, the success of an employee opinion survey depends on insight gained from survey data and management's response to the information. For this entire process to be successful, it is important to note that conducting the survey itself is just the catalyst for the overall process, not an isolated event. This "snapshot" of employee perceptions can be a powerful management tool to make resource allocation decisions and increase individual effectiveness and organizational performance.

The following action planning guide will provide post-survey considerations and strategies, but keep in mind that the action steps below will need to be modified to meet your organization's unique needs, communication style, decision-making process, etc.

Step 1: Follow-Up with a Thank You

After your survey closes, be sure to thank your employees for their time and feedback. Let them know you are working on understanding the results and try to give them a timeframe as to when they will be informed of the aggregated results and action plan developed from their feedback. Leadership who follow up with the employees are more likely to see an increase in employee engagement, as employees will feel valued, heard, and included in the decision-making process that has the potential to affect multiple areas of their employment.

Step 2: Understanding and Interpreting Your Data

Become familiar with your results and understand how to read your report. The data is yours and you need to act upon what is important to your organization given your priorities, time, and available resources.

Review your results item by item to look for insights, patterns, trends, and potential ideas for action plans by separating items into strengths, mixed data, and areas for opportunity. The section in your Executive Summary which identifies Least and Most Favorable Items can assist you in this process.

The survey data may identify what employees think, but not why they think that way. Take time to explore and understand the underlying dynamics influencing the data. Reviewing open-ended responses for themes and specific information will help to understand the “why” behind your scores. By combining quantitative and qualitative data, you will get a brighter and bigger picture of where your organization is at from your employees’ perspective.

As you review the data, focus more on issues rather than the numbers. View survey data as a tool for further discussion with employees and supervisors.

A few questions to consider:

1. What was your participation rate? Was it high? Low? If people did not participate, why not? Missing data from a lack of participation at either the organizational level or demographic level can tell a very strong story and should not be ignored.
2. Did some demographic groups participate in higher numbers than others? If so, this will need to be taken into consideration when interpreting the data.
3. Which dimensions (categories) are high or low via average and favorability? Which individual items made the most impact on the overall score for that dimension?
4. Did the data change significantly from year to year? The best method for comparing historical data is to look at favorability scores, as slight changes from strongly agree to agree, and vice versa, will affect the average, but they still demonstrate a favorable response.
5. How do the scores compare across demographic groups? Are there groups that feel significantly different about the dimensions and/or items? If so, following up with employees to acquire additional information for action planning is a must.

Step 3: Sharing Data with Employees

Timely feedback of survey data is critical to the integrity of the overall process. Leadership evaluation, responses, and initial action steps should be determined and communicated reasonably soon thereafter to all employees via a strategic communication plan.

Although survey data quantifies and documents what employees consider the strengths and weaknesses of the organization, management should communicate that the organization cannot make policy and procedural changes based on the survey data alone. Management

actions may be limited by various constraints, ranging from competitive and fiscal pressures to government regulations. These issues need to be discussed with employees.

Management should also clarify to all employees that survey data is a tool for assessing the organization's strengths and weaknesses and not a device for passing judgment on the individual performance of managers or supervisors. The proper tool for evaluating performance is through the organization's performance management program/process.

When sharing the results with employees, negative information and comments should be used as constructively as possible. Avoiding defensiveness and blame-placing is critical in achieving positive results from the survey process. It is also important not to hide negative information. Using themes to share areas of opportunity are a great way to communicate with employees. This tells them you heard what they said, will follow-up with an action plan, but also do not want to dwell on the topic in a manner that causes a negative climate.

Remember you are dealing with employee perceptions, so there are no "right" or "wrong" answers.

Survey data that is good to share with employees includes the information from the Executive Summary page. Departments can also be given the dimension and item averages, and favorability filtered to their specific department for their action planning.

You may also want to conduct focus groups with small groups of employee volunteers for a deeper understanding of the results. Focus groups provide an opportunity to seek additional information, elaboration, and confirmation on the data, and provide employees an active role in problem-solving.

Step 4: Action Planning

Managers who share results and do nothing else are seen as being just as ineffective as those who make no effort at all. Action planning and communicating to employees what has changed as a result of the survey is critical. Repeatedly communicate these linkages to reinforce management's continuing commitment to using employee survey feedback.

Employers Council has many resources to assist you in identifying and implementing interventions to address issues identified in your survey data. The following tips are meant to get you started in your action planning.

Top management must be a player – not a spectator during the entire process.

Identify problems having the greatest impact on employee and organization performance. Prioritize the problem areas, selecting a manageable number, typically two to three areas to initially address. Avoid focusing on too many issues at once. Some questions you can ask yourself to assist in prioritizing are:

1. How important is this issue to your employees?
2. Is it something you have direct control over?
3. Are the benefits of improving the situation worth the effort?
4. Will achievement in this lead to a marked improvement in business performance and/or customer satisfaction?

List the tools and resources available to you, along with any barriers you might face when creating a Corrective Action Process plan (CAP) or intervention. Decide on a CAP plan or intervention(s) incorporating employee involvement to a practical degree with your tools, resource, and barriers in mind.

Establish responsibilities, timing, roles, and success measures with SMART goals, which will help you monitor progress being made toward the issue(s). SMART goals are Specific, Measurable, Achievable, Relevant, and Time-Bound.

Set target dates for completing the CAP(s) as well as other overall interventions. Identify what employees will be able to expect in 3 months, 6 months, and a year.

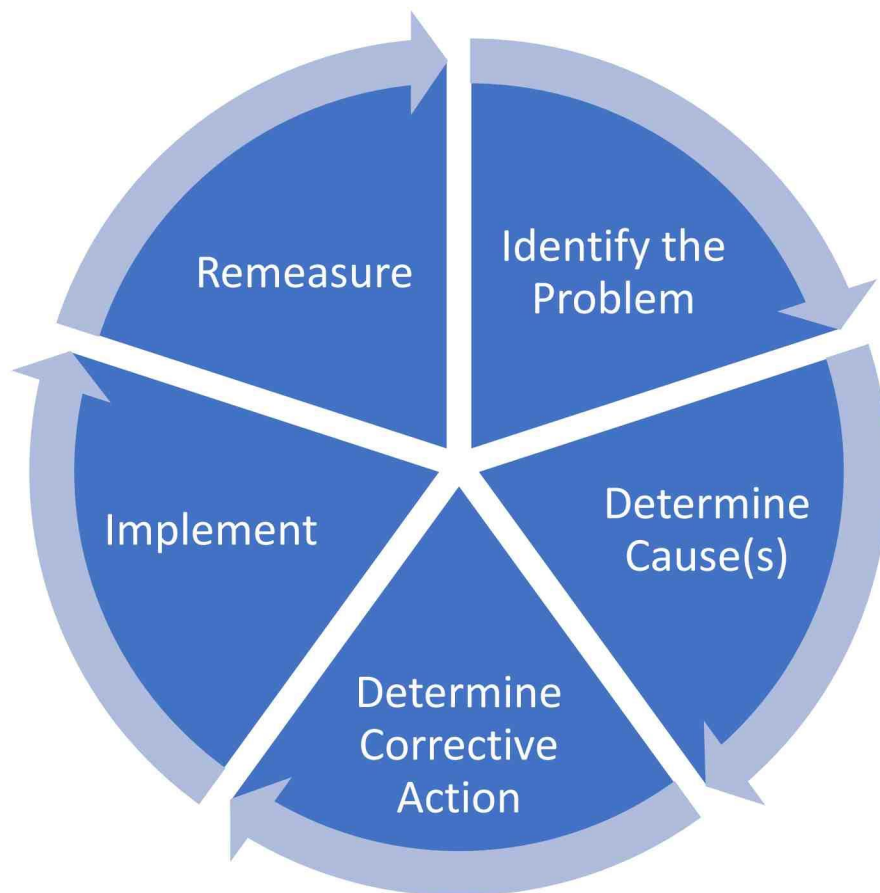
Communicate plans and the progress being made or not being made to employees.

Credit the survey and employee participation for progress and successes of the various CAP(s) or interventions.

Re-survey anywhere from 1 to 2 years to track the effectiveness of the intervention(s) chosen and to address possible new issues brought up in the survey(s).

Comparisons of your organization's scores over time are more useful than comparisons to broader, more generic norms.

Sample Corrective Action Process





Memorandum – Superior Town Council Work Session

To: Mayor and Town Council
From: Matt Magley, Town Manager
Date: December 1, 2025
Re: Discussion of 2026 Council Meeting Schedule

For the past several years the Council has decided on dates for regular Council meeting cancelations and quarterly work sessions for the upcoming year. For 2025, the Council chose to cancel the second Council meeting in March, July, November, and December (BVSD spring break week, summer break, Thanksgiving week, Christmas week). The Boulder Valley School District's 2026 spring break is the week of March 16. Memorial Day is on May 25, 2026, which is the same day as the second regular Council meeting in May. The Council can either decide to cancel this meeting or choose to move it to Tuesday, May 26.

Dinners with advisory committees and other groups were held on regular Council meeting dates from 6 – 7 pm.

My recommendations for 2026 quarterly work session dates are:

- Monday, March 2
- Monday, June 1
- Monday, August 31
- Monday, December 7

Attachments

- None



Memorandum – Superior Town Council Work Session

To: Mayor and Town Council
From: Matt Magley, Town Manager
Date: December 1, 2025
Re: Discussion of 2026 Council Goals & Priorities

This item has been included to allow the Council the opportunity to discuss their top priorities for the 2026 year. Below is a list of the Council's priorities for 2025. Updates are in italics below.

- Infrastructure
 - Complete Rock Creek Parkway and McCaslin intersection improvements
 - Design completed March
 - Construction contract approval May
 - *Construction complete*
 - Complete Rock Creek Parkway to 88th Street improvements
 - Public engagement meeting held February 20 on Rock Creek Pkwy/Coal Creek Drive intersection
 - Design contract scheduled for March 10 Council meeting
 - Design second quarter
 - Construction contract approval July
 - Construction delayed due to unforeseen field issue
 - *Updated design to be scheduled for Council approval for construction in 2026*
 - Complete design of the North Pool improvements and start construction
 - Design Request for Qualifications completed
 - Design contract scheduled for March 10 Council meeting
 - Design and public engagement second quarter

- Baker, Rinker, Seacat (BRS) selected for design of North and South Pools
 - CM/GC for North Pool Construction – RFP process complete, recommendation will go to Council for approval 6/23
 - Construction starts mid-August
 - *Updated design to be scheduled for Council approval for construction in 2026*
- Complete design of the South Pool improvements
 - Public engagement complete
 - Design agreement scheduled to go to Council for approval 7/14/2025
 - *Final design to be completed in early 2026*
- Execute issuance of the bonds and complete as many capital projects as possible in as little time as possible
 - Majority of bond funded projects to be completed by end of 2027, includes Community Park playground, additional park improvements, and Indiana Street improvements
 - Bonds issued 2nd quarter – Total Proceeds: \$17.4M
 - *Project work began on several items following bond issuance with most construction expense to occur in 2026*
- Economic Development
 - Break ground on Blocks 2-5-8 in Downtown Superior
 - Ongoing leasing efforts for office space for the Blocks 2 & 5 project
 - Block 8 groundbreaking for Alta Flatirons project on May 7
 - Construction underway and currently on time as of November 2025
 - Contracted with Molly Bayer and Melissa Moran of CBRE as their commercial brokers
 - Start construction of Bigsby's Folly Craft Winery & Restaurant in Downtown Superior
 - Construction expected to start in 2026
 - Owner continues to work on acquiring financing
 - Continue to pursue commercial leases for Main Street
 - Halcyon Mind + Body
 - Boulder Baked
 - Krak Boba
 - Colorado Carbon Bicycles

- Menchie's Frozen Yogurt
- Studio Pilates
- Bare Hair Removal
- The Raw Pet Company – Moving out of the Downtown
- Innana Creations
- Kenn Shui Interior Design
- Arts Off Center (moved from the Marketplace)*Happy Ever After*
- *Lily Rae Flowers*
- *Au'r Hair Salon*
- Focus Town-wide on our commercial centers
 - **Superior Marketplace**
 - IMAGE Studios – At capacity as of September 2025
 - Casa Agave
 - Mobility Plus
 - Superior Baby Care
 - CBArt Studio – full commercial lease
 - Superior Improv
 - Barnes & Noble
 - Waxing the City
 - TRAEEL Fine Jewelry
 - Twisted Stiches
 - *Lindora Weight Loss + Wellness*
 - *High Point Chiropractic*
 - **Rock Creek Village**
 - Lewis Sweet Shop
 - Cedar & Sage Day Spa
 - **Blue Sports Stable**
 - Healios
 - Paul's Coffee & Tea
 - **Coalton Crossing**
 - Sunshine Animal Hospital expansion
 - **Superior Plaza**

- Curated by Paul Interiors
- **Discovery Office Park**
 - InBank
- Assign a Council liaison for Economic Development to help recruit new businesses
 - *Mayor Pro-tem Serbu and Councilmember Miller volunteered to support this work*
- Comprehensive review of things that are working for economic development efforts and things that are not working, and what else the Town can do for economic development efforts
 - *Will be scheduled for future Council meeting*
 - *LinkedIn activation for business attraction*
 - *WK Real Estate update presentation – 8/19/25*
 - *DCI Metro Mobile Tour – 9/11/25 highlighting Superior, Louisville, Lafayette, and Erie development*
 - *Shop Superior marketing branding and social media campaigns*
 - *Shop Superior holiday campaign started in October and will run through most of December*
 - *Update to the Council on 9/8/2025*
 - *Follow-up report provided to the Council on retail vacancy, regional comparisons of vacancy, commercial rents, and housing market information.*
 - *Monthly BOLO Realtors report provided to Council*
 - *Monthly visit data from Placer.ai have started to be shared with Council*
 - *Monthly Downtown Superior News Newsletter started in October 2025*
 - *Comprehensive website updates:*
 - *Properties page updated*
 - *Business Resources page updated*
 - *Data page updated*
 - *ADA compliance updates in progress*
 - *Superior Community Profile update in progress*
 - *Update to the Planning Commission on 10/21/25*
 - *BizWest Boulder Valley Real Estate Conference presentation and panel update on 11/20/25*
 - *Superior Chamber of Commerce partnership*

- *Shop Local, Superior holiday program*
 - *Sundance Film Festival preparedness efforts to support businesses*
 - *US250 CO150 business support and tourism efforts*
 - *Chamber Leads Group update presentation on 10/14/25*
 - *Small Business Development Center (SBDC) coordination and marketing for local workshops and business support*
 - *Market Research 101 at the SCC on 9/25/25*
 - *Upcoming Lending Panel at the SCS on 12/11/25*
 - *Coordination with the Retail Coach consultant and commercial center brokers on business attraction*
- Complete a review of what are other communities are doing for economic development
 - *Will be scheduled for future Council meeting*
 - *US 36 Collaborative meetings and coordination*
 - *Regional grant opportunities*
 - *Hub for Health Life Sciences campaign*
 - *Louisville Economic Vitality Day panel participation on regional cooperation*
- March work session, discussion of economic development strategies
 - *Reviewed these items at the March 3 and April 7 work sessions*
- Budget
 - In-depth Council review of the Town Budget early in the year to make substantive changes
 - *Discussion and draft one-page budget summary reviewed at April 7 work session*
 - *Staff continues to update this information to publish for 2026 based on Council feedback*
 - Re-envision how the Budget looks, so it is more digestible to the public
 - *All funds revenue and expenses summarized on a one-page budget summary going forward*
 - Improve on how budget information is shared
 - *Ongoing item to assemble one-page summary for all future budgets and other possible changes on sharing budget information*
 - Survey the community on how they would want to spend \$100 for Town services and projects

- *Worked with Communications and Departments to develop social media contest on how much different budget items cost*
- Airport
 - Continue to represent community interests
 - Continue to work with the flight schools and airports to mitigate noise impacts to the community
 - *Appeal filed as part of ongoing legal process*
 - *NW MCC submitted a letter to Jefferson County Commissions requesting several actions to improve safety and reduce nuisance*
- Services
 - Schedule more programming for seniors – in 2025 the Town offered a variety of programs for our senior population:
 - ***Total programs offered: 19***
 - ***List of programs:*** *Bingocize!, Book Club, Crafters/Knitting & Crocheting, Creative Collective, Euchre, Gardeners Unite, Hearing Aid Performance Checks, Impact Fitness – Senior Yoga, Mahjong & Open Card/Board Games, Monte Carlo Night, Movies & Documentaries, N'Balance for Falls Prevention, Senior Book Club, Senior Phone Photography, Senior Poker, Senior Tax Q&A, Senior Welcome Breakfast, Tai Chi for Arthritis & Fall Prevention, Dealing with Dementia Workshop, Medicare Educational Seminars*
 - ***Total check-ins (all programs combined): 1,570***
 - ***Individual participants (unique people across all programs): 160***
 - [Senior Resources Guide](#)
 - [Senior Activities & Programs](#)
- Marshall Fire recovery and resiliency
 - Provide an update on the status of the Marshall Fire recovery
 - Presented status update at March 3 work session
 - Presented EMS operations update with BCSO and Disaster Management Office at April 28 Council meeting
 - *75% Rebuilt, 83% rebuilt/permitted/pending*
 - *All 17 FEMA PA Projects complete and submitted for reimbursement by Disaster Preparedness and Recovery Department, \$5,981,968.38 reimbursed to date*
 - **Update on Resiliency**
 - *Conflagration Response Plan underway*

- *Awarded 3.74M total (\$721,304 Superior match/in-kind) in Federal and local grant funding for town-wide fire mitigation projects in the next 3 years:*
 - *Kickoff meeting held for mitigation project manager*
 - *Vegetative fuels reduction vendor proposal awarded*
 - *Facility hardening planning underway*
 - *Goat grazing this year is under this funding*
 - *Superior Wildfire Mitigation story map:*
<https://storymaps.arcgis.com/stories/e451c83cd97f48d5981f38dae32d41f6>
 - *Team Rubicon volunteer project for burned and dead tree removal 100K in mitigation savings*
 - *COOP Plan in final stage*
 - *New outdoor warning sirens*
 - *Monitored 12 storm system events this year, responded to 1 (as of 9/10/25)*
 - *New State WUI Code planning*
 - *21 resident/staff training and educational programs*
 - *Assisting State with development of new Disaster Recovery Tool and participating in CO Resiliency Framework*
- **Housing**
 - Complete the Housing Plan as part of the Comprehensive Plan Update
 - Plan approved on January 27, 2025
 - Focus on ways to make it more affordable for residents to stay in their homes
 - Focus on ways to make it more affordable for renters to stay in their homes
 - Survey what other communities are doing to make it more affordable for residents to stay in their homes
 - Encourage multi-generational housing
 - Explore grants to convert main floors to include primary bedrooms
 - *Kite project approved*
 - *The Town received approval for the DOLA ADU Grant program, Building Together. The \$225,000 grant provides funding for designing pre-approved ADU plans, financial incentive programs, and technical assistance.*
 -
- **Staffing**
 - Complete a staff office space/needs assessment
 - Work force plan presented at March 3 work session
 - *Follow-up information, timeline and cost estimates to be presented at future Council meeting*

- March work session – schedule a discussion of how to measure success for Council priorities
 - *Discussed at March 3 work session*
- Complete the implementation of the Home Rule Charter
 - Website and other Town publications updated
 - Ordinance approved amending the Code to replace all references to “Board of Trustees” with “Town Council”
 - Ordinance approved establishing the method of publication for ordinances
 - Ordinance approved regarding officers of the Town
 - Ordinance approved regarding campaign finance in municipal elections

Attachment

- Council Goals

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.



Memorandum – Superior Town Council Work Session

To: Mayor and Town Council
From: Matt Magley, Town Manager
Date: December 1, 2025
Re: Superior Click and Fix

Background

Superior Click and Fix is a customer relationship management software that provides residents a convenient option to report non-emergency issues via the Town's website or dedicated mobile app. Examples of issues include: potholes, icy or damaged sidewalk, graffiti, missing or damaged street signs, abandoned vehicles, weeds, trash, street lights, and sprinklers/irrigation. Town staff typically respond to these reports Monday through Friday during business hours. Some items can be addressed relatively quickly with resolution within a day or two, such as snow removal or RV parking, and if not resolved, then staff initiates compliance action through the Municipal Court. Some items cannot be addressed immediately due to their long-term nature, such as a construction project to repair or replace infrastructure or equipment that has budget constraints, long order lead time or has to be completed during construction season. Examples include concrete repair, replacing light poles and working with entities such as Xcel, Mile High Flood District or STC Districts to coordinate maintenance schedules which can be outside of staff's control. In these types of instances, staff generally acknowledges the issue and provides information about the timeline and then closes it once the work has been completed. Other issues may cross departments and require additional time and resources to coordinate a response.

Total Number of Requests by Year

Year	Requests
2022	505
2023	668

2024	890
2025 YTD	936



UL 752 Standard for Ballistic Resistance

Available BULLET SHIELD™	GUN	THREAT LEVEL	WEAPON TYPE	CALIBER & WEIGHT	AMMUNITION	NO. OF SHOTS	MIN/MAX FPS
		1	Handgun	9mm 124 grain	 FMJ LC	3	1175/1293
		2	Handgun	.357 Magnum 158 Grain	 JLSP	3	1250/1375
		3	Handgun	.44 Magnum 240 Grain	 LSW GC	3	1350/1485
		4	.30-06 Rifle	.30 Caliber 180 Grain	 LCSP	1	2540/2794
		5	AR 10	.308 150 Grain	 LC FMJ Military Ball	1	2750/3025
		6	9mm Uzi	9mm 124 grain	 JLSP	5	1400/1540
		7	AR-15	.223 55 Grain	 JLSP	5	3080/3383

*Test range for all weapons is 4.6m

Note: BulletShield also meets HP White TP 0500.03, Level A-3 rounds of .38 Special



Quote Summary

DEFENSELITE[®] BULLETSHIELD[™]

Town of Superior

124 E. Coal Creek Drive
Superior, CO 80027

Nadine Smith

303-499-3675 nadines@superiorcolorado.gov

Town of Superior

124 E. Coal Creek Drive
Superior, CO 80027

Estimate Date

11/17/25

Quote Summary

BulletShield Level 3 - 1.25" Thick Material Installed	\$35,454.00
Shipping and Crating (estimated)	\$985.00
Tax (exempt)	\$0.00
Total	\$36,439.00

Notes:

1. Would need to caulk upper windows to reduce the chance of water leakage into the lower panels - we don't guarantee against moisture.
2. We require a 50% deposit for product procurement

Disclaimer

Ballistic Resistance levels are given according to UL752 standard testing results. Neither Columbine or DefenseLite/BulletShield make any claims about performance in situations outside of those tests.

Approved: _____

Date: _____

(720)810-2470
Fax (303)730-5751

PO Box 702
Morrison, CO 80465-0702

www.columbinewindowtint.com
info@columbinewindowtint.com

Town of Superior
 124 E. Coal Creek Drive
 Superior, CO 80027
 Nadine Smith
 303-499-3675 nadines@superiorcolorado.gov

Town of Superior
 124 E. Coal Creek Drive
 Superior, CO 80027
 Nadine Smith
 303-499-3675 nadines@superiorcolorado.gov

Estimate Date 11/17/25

Opening Number	Type	Panel Type	Finish Trim	Framing Type	Framing Color	Standard or Concealed	Interior or Exterior	Width	Height	Sq. ft.	Notes
1	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	34.1250	47.3750	11.2269	
2	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	34.1250	47.3750	11.2269	
3	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	
4	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	
5	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	
6	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	
7	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	
8	Window	BulletShield 1.25" Lvl 3	Blade - Dark Bronze Anodized	Pro	Dark Bronze Anodized	Concealed	Exterior	33.8750	47.4375	11.1593	

Total 89.41

Town of Superior

124 E. Coal Creek Drive
Superior, CO 80027
Nadine Smith 303-499-3675
nadines@superiorcolorado.gov

Estimate Date 11/17/25

Film Type *BulletShield Wall Panels - UL752 Level 3*

Location	Wood Panels	Width	Height	Qty.	Sq.ft.	Notes
Council Desk Area		9.5	19.5	2	2.75	
		23.25	19.5	2	6.5	
		24	19.5	7	22.75	
		13	18	4	6.5	
		19	18	2	4.75	
Total				17	43.25	

BulletShield Wall Panel Level 3 - *Untreated for Under the Desk* - 17 panels 43.25 sq. ft. \$2,600.00

OR

OR

BulletShield Wall Panel Level 3 - *Treated for Front or Under Desk* - 17 panels 43.25 sq. ft. \$3,800.00

Tax (*exempt*) \$0.00

Choose from Options Above

Notes:

1. Window Film installation requires a clean, dust free environment with easy access to the windows. No dusty construction, painting in the immediate area, flooring, etc., can be taking place where the window film is being installed. There are times when exceptions need to be made, but we need to be specifically informed about each situation.

BULLET SHIELD™

Secure Rooms

BULLET RESISTANT WALL SYSTEMS

THE SAFE ROOM

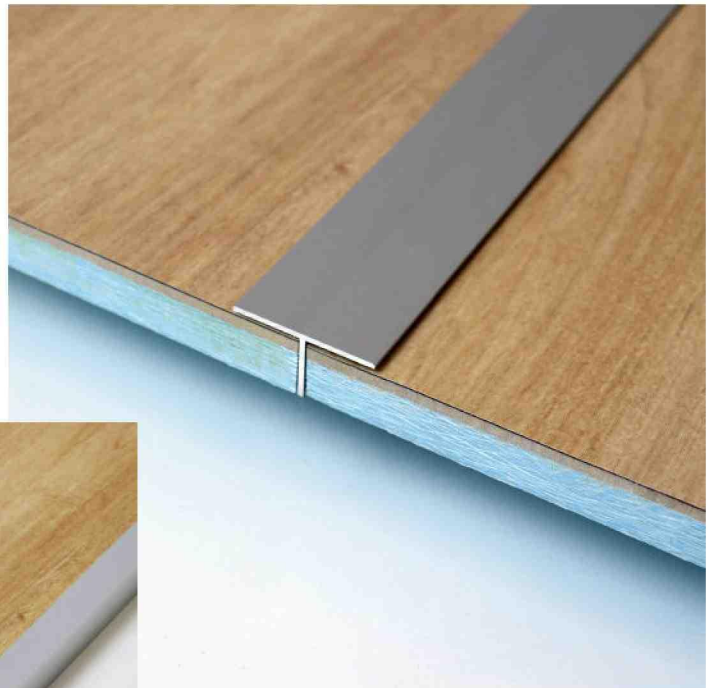
Introducing the revolutionary UL 752 bullet resistant wall systems, transforming any building or home into a fortified safe area with ease. The Safe Room solution offers unparalleled security, featuring bullet resistant wall panels designed for quick installation over existing drywall. This comprehensive system includes decorative plastic laminated panels, T-moldings, and endcaps, ensuring a seamless and stylish integration with any interior decor. From residential homes to commercial buildings, these panels provide a shield against ballistic threats while offering the convenience of hassle-free setup.

FEATURES

- Military grade protection
- Nontoxic materials - no formaldehyde
- Non-ricocheting (captures bullet)
- Durable, corrosion resistant, low thermal conductivity
- Custom Plastic PLAM available (as shown)
- Black or silver t-molding and end caps
- Suitable for indoor applications
- 25% Less than the weight of steel paneling
- Tested to meet or exceed UL 752 specifications
- Cut-to-size availability

TECHNICAL DETAILS

- UL752 levels 3,4,5,7 or 8
- Nominal thickness: 5/8" to 1-5/8"
- Nominal weight: 5.65 to 16.65 lbs/sq ft

**IMPACT SECURITY**
A LIMITED LIABILITY COMPANY888.689.5502 • defenselite.com • info@defenselite.com

BULLET SHIELD™

Invisible Fortifications

BULLET RESISTANT WALL PANELS

PANIC ROOMS

In an uncertain world, safeguarding homes and buildings is paramount. Introducing UL 752 bullet resistant wall paneling — an innovative solution ensuring every space has a secure retreat. Made from fiberglass, these panels offer unparalleled safety, surpassing steel alternatives in both weight and affordability. Whether for panic rooms or outdoor enclosures, this military-grade protection is adaptable to various applications, promising peace of mind for homeowners and commercial builders alike. Plus, weighing 25% less than steel, they combine robust defense with practicality, making them ideal for both new constructions and remodeling projects.

FEATURES

- Military grade protection
- Nontoxic materials - no formaldehyde
- Non-ricocheting (captures bullet)
- Durable, corrosion resistant, low thermal conductivity
- Panels can be field fabricated
- Suitable for indoor or outdoor applications
- 25% Less than the weight of steel paneling
- Rigorously tested to meet or exceed UL 752 specifications
- Cut-to-size availability
- Urgent shipping options

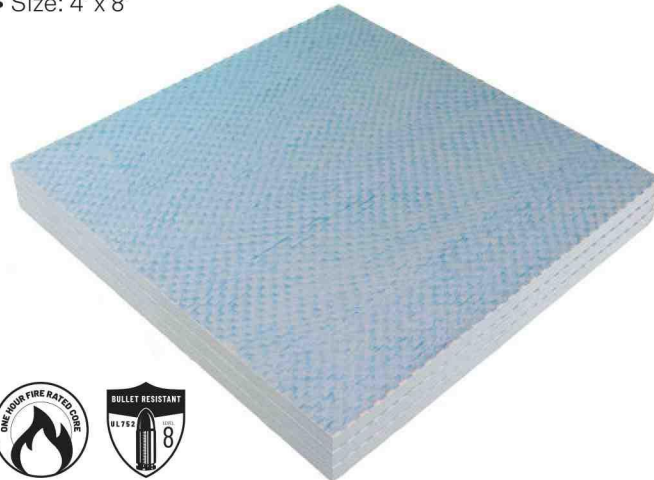
UL3 PANEL

- Ballistic level 3
- Nominal thickness: 1/2"
- Nominal weight: 5 lbs/square foot
- Size: 4' x 8'



UL8 PANEL

- Ballistic level 8
- Nominal thickness: 1-1/2"
- Nominal weight: 15.5 lbs/ square foot
- Size: 4' x 8'

**IMPACT SECURITY**
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Memorandum – Superior Town Council Work Session

To: Mayor and Town Council

From: Nadine Smith, Administrative Services Manager

Date: December 1, 2025

Re: Discussion of enhancing security measure at Town facilities

Background

This topic was placed on the work session agenda at the request of a Council member, who also provided the preliminary list of potential security enhancements for consideration. In response, staff conducted a high-level review to understand the types of improvements identified and to gather general cost information. This review is exploratory only; it is not a formal security assessment and does not represent staff recommendations or a prioritized list of needs. Rather, it provides an overview of what such upgrades could entail should Council wish to explore them further.

Scope of Potential Improvements

Across Town Hall, the Community Center, the Civic Space, the Bungalow, and the Plaza, the following types of upgrades have been preliminarily identified:

- Ballistic protection for reception areas and the Council Room dais and desk
- Bullet-resistant glazing (replacing glass) in areas with public exposure
- Desk-activated or enhanced locking mechanisms for certain doors
- Installation of panic buttons connected to 911/Boulder County Sheriff's Office
- Verification or upgrading of existing security cameras
- Review of egress procedures for Planning and Public Works

Council Room

Staff has already obtained preliminary estimates for bullet-resistant glass for the windows in the Council Chamber, as well as bullet-resistant panels for the dais and desks. These estimates provide a useful starting point should Council wish to further explore potential improvements in this space. It is also important to clarify the difference between ballistic film and true bullet-resistant glazing, as the two are often confused but serve very different purposes. Ballistic or security window film

is designed to reduce shattering, help hold glass in place after impact, and slow forced entry; however, it does not stop bullets and is not rated under UL 752 ballistic protection standards. In contrast, bullet-resistant glazing (commonly referred to as bullet-resistant glass) consists of multi-layer laminated or acrylic/polycarbonate assemblies that are tested to UL 752 standards and provide actual ballistic resistance at various levels, typically Levels 1 through 8. Because bullet-resistant glazing is a purpose-built security material, it is significantly more costly than film and often requires custom fabrication. Therefore, if the Town chooses to pursue meaningful ballistic protection for windows, true bullet-resistant glazing would be required.

Preliminary Cost Estimates

These ranges are planning-level only and will vary by building configuration, materials selected, and installation complexity.

- Bullet-resistant glazing (UL 752 Level 1–3): \$300–\$600 per sq. ft
- Higher-level glazing (UL 752 Level 4+): \$600–\$1,200+ per sq. ft
- Ballistic fiberglass panels (Level 3): \$50–\$110 per sq. ft plus \$3,000–\$15,000+ per installation area for carpentry, framing, and finish work
- Panic buttons: \$1,200–\$3,500 per location
- Security cameras: \$350–\$1,200 per camera plus \$300–\$800 for installation
- Electronic/desk-activated door locks: \$800–\$3,500 per door
- Security/egress procedure review: \$2,500–\$10,000 if done through a consultant process

If upgrades were implemented across all identified facilities, a broad planning estimate would be: **\$120,000 – \$450,000**

This range reflects the significant variability in glazing costs, carpentry requirements, and the number of buildings involved. Final costs could be higher or lower depending on what Council determines as necessary or appropriate.

Should Council wish to further evaluate needs and refine costs, a professional security consultant could conduct a facility-by-facility assessment. Such an assessment would help establish priorities, align protection levels with actual risk, and provide more accurate budgeting. A multi-building municipal review typically ranges from: **\$15,000 – \$40,000**

Council Direction

Staff requests Council’s guidance on the following:

- Whether Council wishes to further explore security improvements across Town facilities.
- Whether Council would like staff to develop a scope of work and proposed budget for a professional security assessment.
- Whether there are specific facilities or elements (e.g., Council Room glazing, reception desks, access control upgrades) Council wishes to prioritize.

Attachments

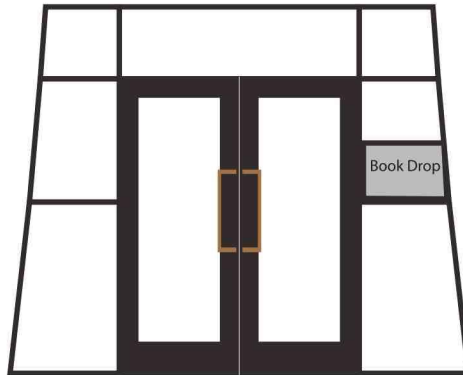
- BulletShield Wall Panels Untreated Flyer
- BulletShield Wall Panels Treated Flyer
- BLBallistic Chart2023
- Layout Map 2025 Nov
- BulletShield Wall Panels 2025 Nov
- BulletShield Quote 2025 Nov

Only this area included on Nov. 2025 Quote

Entry Area (North)



Entry



Entry Area (East)

Not Included	Not Included
8	7

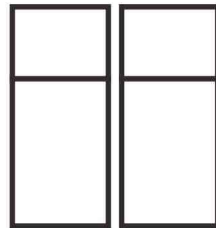
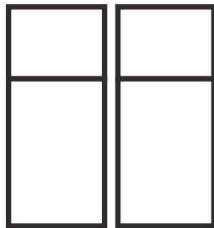
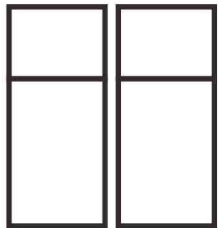
Not Included	Not Included
6	5

Not Included	Not Included
4	3

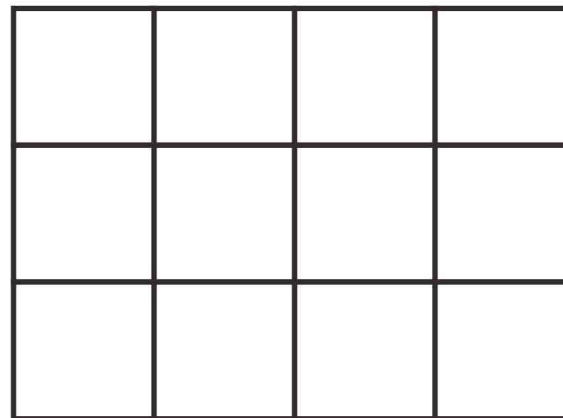
North Side
(near parking)

Not Included	Not Included
2	1

East Side - Facing Road
(above bushes)



East Side - Facing Road



Bottom of Stairs
(North)

