



City of Arvada

City Council Agenda

SEPTEMBER 9, 2024
STUDY SESSION

Councilmembers:

Lauren Simpson, Mayor
Randy Moorman, Mayor Pro-Tem
Shawna Ambrose, District 2
Sharon Davis, At large
Lisa Feret, At large
Bob Fifer, District 4
John Marriott, District 3

Staff Members Usually Present:

Linda Haley, Acting City Manager
Don Wick, Deputy City Manager
Rachel Morris, City Attorney
Jacqueline Rhoades, Director of Public Works
Sharon Israel, Director of Utilities
Jessica Garner, Director of Community & Econ. Dev.
Bryan Archer, Director of Finance
Gabriella Bommer, Director of Human Resources
Rachael Kuroiwa, Director of Communications & Engagement
Kristen Rush, City Clerk

Info: 720-898-7550

THIRD FLOOR CONFERENCE ROOM

The study session can only be watched via Zoom

<https://arvadaco-gov.zoom.us/j/89475850775?pwd=84m1LiQXxLFnKPPpF9bJ4fWRKglTxN.1>

4:00 PM

1. Call to Order/Roll Call of Councilmembers
2. Study Session Topics
 - A. Sustainable Funding Sources Discussion
3. Adjournment



REPORT TO CITY COUNCIL STUDY SESSION

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: September 9, 2024

SUBJECT: Sustainable Funding Sources Discussion

Report in Brief

The City Council will meet to discuss sustainable funding sources.

Background

The City Council has expressed a desire to meet and discuss sustainable funding sources, what that may mean, and how to obtain them. The Council directed the City Manager to set this study session for discussion.

Strategic Alignment

Local Economy, Strategic Goal 4: Identify and utilize new sources of revenue and funding to deliver efficient and cost-effective services that promote economic growth.

Next Steps

The City Team will take the feedback from the Council Study Session and develop next steps in coordination with the City Council.

Prepared by:
Don Wick, Deputy City Manager

Reviewed by:

Approved by:

Bryan Archer, Director of Finance 8/26/2024
Rachel Morris, City Attorney 8/26/2024
Linda Haley, Acting City Manager 8/26/2024

Enclosure, exhibits & attachments required to support the report

City Council Study Session

Monday September 9, 4:00 PM

Overall Recap

[Presentation on May 13, 2024](#)

Council was presented with some revenue opportunities (May 13), what we heard listed on upcoming slide

Council also asked for additional historical expenditure information (June 17), details of requests are included in upcoming slide, future workshop

Recap - Revenue (May 13)

Marijuana - Maybe, poll voters

Business Licenses Fee - No

Business Occupational Tax - No

Real Estate Transfer Tax - No

Sales Tax - Yes, voters

Tax on Services - No

Short Term Rental/Lodging - Maybe

Credit Card Usage Fee - Yes, 2025

Property Tax- No

Smoking Tax - Maybe, voters

Sugar Tax - Maybe, voters

Road Fee - No

Recap - Expenditure Requests (June 17)

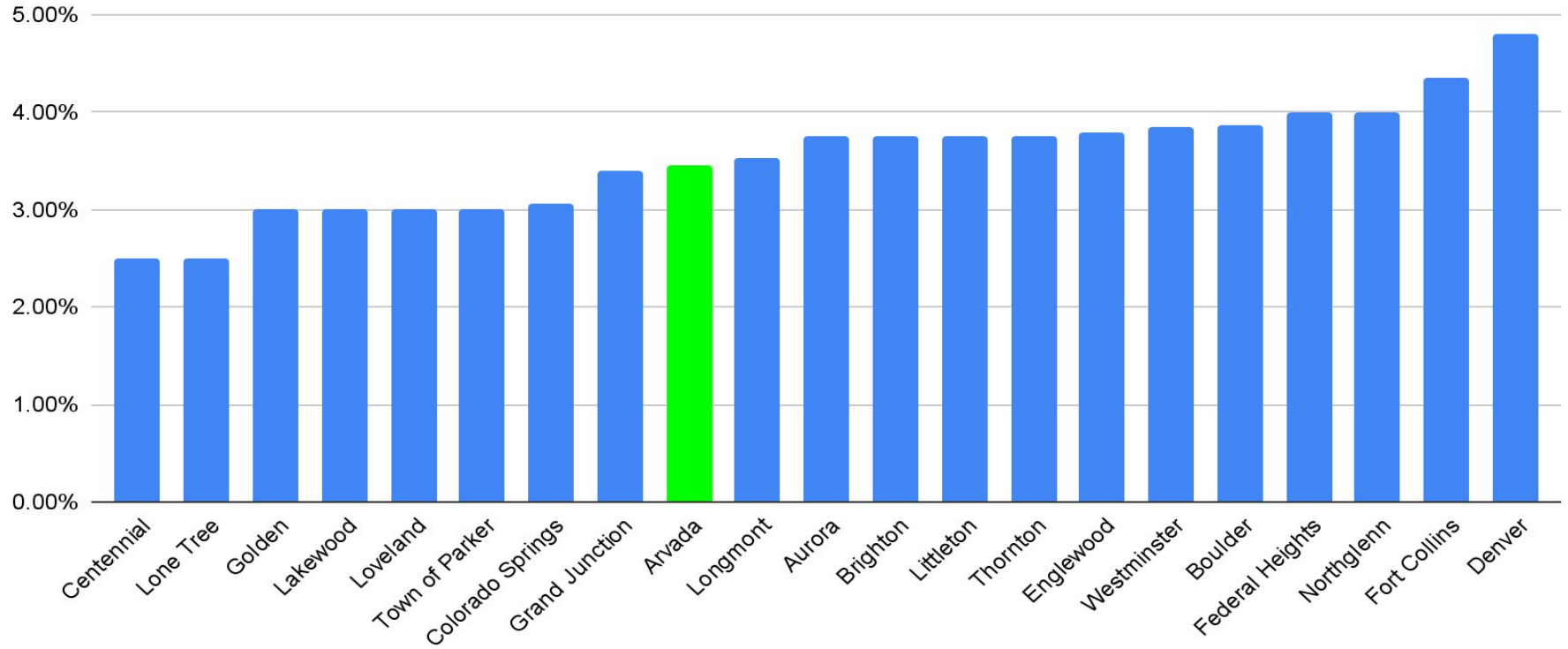
- FTE growth in the budget over the past 10 years
- Department/Overall budget growth over the past 10 years
- Wages paid by the City adjusted for inflation over the past 10 years
- Street Maintenance increases over the past 10 years, adjusted for inflation
- Street Maintenance increases over the past 10 years compared to sales tax increases
- Should we consider/research a concessionaire at the Golf Courses for the restaurant operations
- Another workshop/study session on expenditure prioritization

Sales Tax Revenue Levels

Increase %	1 year revenue	10 year revenue
.10%	\$ 2,288,000	\$ 25,597,000
.25%	\$ 5,722,000	\$ 63,992,000
.50%	\$ 11,444,000	\$ 127,985,000
1.0%	\$ 22,888,000	\$ 255,970,000

Note: This assumes 100% of new revenue goes to proposed ballot issue
(no Code Sec 98-101 CIP)

Sales Tax % Comparison



Sales Tax Allocations

City	Total Tax	General	Capital	Police	Housing	Streets	POST*	Other
Arvada	3.46	2.40	0.60	0.46				
Wheatridge	3.50	3.00	0.50					
Westminster	3.85	3.00		0.60			0.25	
Golden	3.00	2.00	1.00					
Fort Collins	4.35	2.85	0.25			0.25	0.50	0.50
Boulder	3.86	1.79				0.75	1.02	0.30
Denver	4.81	3.50			0.25		0.25	0.81
Thornton	3.75	3.50					0.25	
Littleton	3.75	3.00	0.75					
Lakewood	3.00	2.50	0.50					

*POST – Parks, Open Space and Trails

Property Tax Revenue Levels

Increase mill	1 year revenue	10 year revenue
1 mill	\$ 2,141,000	\$ 24,535,000
4.31 mills	\$ 9,231,000	\$ 105,750,000
10 mills	\$ 21,417,000	\$ 245,359,000

Note: This assumes no legislative changes to assessed value

Communication

- Timeline - based on Nov. 2025 target
- Key considerations
- Estimated budget

Sept. to Dec. 2024

Stakeholder Engagement:

- Identify Key Stakeholders
- Initial Meetings
- Public Opinion Research

Draft Messaging Framework:

- Key Messages
- Initial Communication Materials

Legal and Financial Review:

- Coordinate with Legal Teams
- Budget Impact Analysis

Jan. to May 2025

Community Outreach Strategy:

- Engagement Plan
- Communication Channels
- Stakeholder Meetings

Message Testing and Refinement:

- Focus Groups
- Update Materials

City Council Check-ins:

- Progress Updates
- Refinement of Ballot Language

June to Aug. 2025

Transition of Advocacy to External Groups (Late July – Early August 2025):

- Preparation for Ballot Certification
- Empower Advocates
- Establish Advocacy Coalitions

Aug. to Nov. 2025 (City)

City's Role in Public Awareness (August 2025):

- Switch to Neutral Information
- Educational Outreach
- Voter Education (Sept. through Oct.)

Aug. to Nov. 2025 (Advocates)

Launch Public Advocacy Campaigns by External Groups (August 2025):

- Kick-off Event
- Multichannel Outreach
- Intensify Outreach (Sept. through Oct.)
- Stakeholder and Volunteer Mobilization up to election day

After voting

- City communicates results in neutral manner.
- Advocates conduct a "Thank you" campaign
- Conduct a post-mortem

Initial phase (Sept. to May 2025)

- Identify key stakeholders and begin holding regular meetings
 - Outside of City Council & Leadership Team, who are the key stakeholders who can become leading advocates?
 - Public opinion polling
 - Mock ballot test followed by message questions
 - Ideally, we have a somewhat settled idea of what you intend to put on the ballot but can test a variety of approaches.
 - Cost: \$25,000 to \$40,000 based on number of questions (utilizing current contractor)
 - Timeline: 2 to 4 weeks from start to results
- Note from Probolsky:** The biggest factor in this kind of poll is the likely voter profile – we need to focus our research on those we expect to turnout in an off-year election. Which by the way is typically older, whiter and more conservative voters.

Initial phase (Sept. to May 2025)

- **Draft messaging framework**
 - Key Messages: Develop clear, concise messages about the purpose, benefits, and impact of the tax measure.
 - Initial Communication Materials: Create FAQs, fact sheets, and a draft narrative for internal review.
- **Community Outreach Strategy**
 - Engagement Plan: Develop a detailed community engagement plan, including town halls, public meetings, and online forums.
 - Begin to enact engagement plan
- **Stakeholder meetings & City Council updates**
 - Continue regular meetings with key stakeholders for feedback and support building.
- **Message Testing and Refinement**
 - Focus Groups: Test messaging with various demographic groups to refine the approach.
 - Update Materials: Revise communication materials based on feedback.
- **Cost: \$15,000+ (no current contracts in place)**

City Communication Track (June to Nov. 2025)

- **Transition to advocacy groups**
 - Empower Advocates: Train and equip community leaders, business groups, and City Council with messaging and materials to take over advocacy efforts.
 - Establish Advocacy Coalitions: Form or strengthen coalitions of supporters who can continue the advocacy work independently of the City.
- **Community Outreach**
 - Focus on neutral communication of information through continued communication & engagement.
- **Voter information**
 - Share information about voting process (similar to our typical information campaigns)
- **By Aug. 2025, the City will have transitioned to neutral, non-advocacy communication on our channels.**

Advocate Track (Aug. to Nov. 2025)

- Launch advocate campaign (Aug.)
 - Kick-off Event: External groups should hold a high-profile event to officially launch their advocacy campaign, highlighting the measure's benefits.
 - Multichannel Outreach & Mobilization: External advocates should implement a coordinated outreach campaign across all identified channels. Engage volunteers to assist with person-to-person outreach.
- Final Push by External Advocates (Sept. through election)
 - Targeted Communications: Focus on undecided or critical voter groups with tailored messaging.
 - Direct Mail Campaign: External advocates send informational brochures and reminders to voters.
 - Media Blitz: External groups increase visibility through local media appearances, ads, and op-eds.

What could alter our plans

- Organized opposition
- Lack of advocates
- Unclear polling results, difficulty identifying successful messaging
- Other crisis that splits attention

Key transition points

- Late July - Early August 2025: The City begins transitioning advocacy efforts to external groups.
- August 2025: The City switches to neutral, factual information once the ballot measure is certified. External groups fully take over advocacy efforts.
- September - November 2025: External groups lead the final push in advocating for the measure, while the City's role remains neutral.

Estimated Costs:

- Costs to the City: \$40,000+
- Costs to Advocacy Groups: \$10,000+

Key takeaways:

- The more narrow our scope, the lower the cost for polling.
- External partners are crucial.
- Voter profile will be a factor for 2025.