



City of Arvada

City Council Agenda

OCTOBER 28, 2025

Councilmembers:

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

Staff Members Usually Present:

Don Wick, City Manager
Linda Haley, Deputy City Manager
Allison Scheck, Deputy City Manager
Rachel Morris, City Attorney
Jacqueline Rhoades, Director of Infrastructure
Jessica Garner, Director of Community & Econ. Dev.
Bryan Archer, Chief Financial Officer
Gabriella Bommer, Director of Human Resources
Ryan Stevenson, Director of Vibrant Community & Neighborhoods
Rachael Kuroiwa, Director of Communications & Engagement
Ed Brady, Chief of Police
Kristen Rush, City Clerk

Info: 720-898-7550

THIRD FLOOR CONFERENCE ROOM
EXECUTIVE SESSION (If Needed)
5:00 P.M.

WORKSHOPS
CITY COUNCIL CHAMBERS
6:00 P.M.

1. Call to Order/Roll Call of Councilmembers
2. Workshops
 - A. Sidewalk Assistance Program Update
 - B. Waste Diversion Action Plan Update
 - C. 2026 Pay Plan Update
 - D. Staff Updates
3. Adjournment



REPORT TO CITY COUNCIL WORKSHOP

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: October 28, 2025

SUBJECT: Sidewalk Assistance Program Update

Report in Brief

This workshop is intended to provide an update on the development of the proposed Sidewalk Repair Assistance Program following Council's initial discussion in August 2024. The workshop will present responses and refinement pertaining to previous Council questions, program goals, refined eligibility criteria, financial approach, and a general program timeline. The program team seeks Council feedback on the refinements, and any additional considerations needed to finalize policy, procedure, and ordinance updates.

Background

Except where major capital maintenance is scheduled, in the City of Arvada the responsibility for sidewalk repairs, reconstruction and maintenance is the duty of the property owner (Sec. 94-31. - Duty to maintain, repair and reconstruct). This expense may be especially burdensome to some residents, particularly as requirements associated with Public Right-of-Way Accessibility Guidelines (PROWAG) are applied.

Since the 1980s, the City has had what was known as the "50/50 Program" for sidewalks (Sec. 94-36. - Cost sharing and completing the work), which was used as an incentive to support code enforcement for repairs. Historically, installment payments were made available to serve those in need and later revisions to the code made it so that all property owners could pay interest-free installments.

With the development of the City's ADA Transition Plan, Engineering Code Updates adopting PROWAG standards, and recognition that the program criteria could be updated, the 50/50 Program was discontinued in 2022. It was recognized at that time that any new policies or related program may be substantially different from the past program.

Through the City Council New Business Request Process, the Arvada team reviewed potential updates for a sidewalk repair assistance program and this workshop presents furtherment of these elements.

Strategic Alignment

This work aligns with the Infrastructure Work System Services INF4: Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks and bikeways and INF7: Ensures compliance with federal and state regulations including environmental laws and the Americans with Disabilities Act.

Next Steps

Following the workshop, the team will finalize policy, procedure, and bring back to the council associated ordinance updates.

Prepared by:
Chris Lisberg, Assistant City Engineer

Reviewed by:

Approved by:

Claudia Vaughan, City Engineer	10/01/2025
Jacqueline Rhoades, Director of Infrastructure	10/01/2025
Bryan Archer, Chief Financial Officer	10/02/2025
Tammy Hedlund, Legal Specialist	10/02/2025
Kelsy Sargent, Assistant City Attorney	10/02/2025
Zachary Woolweaver, Assistant City Attorney I	10/03/2025
Laura Hemler, Assistant City Attorney	10/09/2025
Rachel Morris, City Attorney	10/13/2025
Alli Scheck, Deputy City Manager	10/14/2025
Don Wick, City Manager	10/14/2025

Enclosure, exhibits & attachments required to support the report

Sidewalk Assistance Program

October 28, 2025



A metamorphosis of the 50/50 Program

August 2024 Review

Sidewalk in Arvada Today

City Ordinances

How Sidewalks are addressed today

50/50 Program Background

Sidewalk Assistance Program Framework

Council Direction and Next Steps

Sidewalk Repair Assistance Program

2024 Council New Business Request



COUNCIL INPUT & QUESTIONS

- What is in the program vs. not
- Inclusion of businesses or HOA's
- Charge small interest on high earners
- Tiered financial support
- Permitting
- Funding strategy
- Sidewalk widening
- What are our neighbors doing?

Presentation Outline

- Purpose & Goals
- Program eligibility Criteria
- Financial Assistance Eligibility Criteria
- Process flowchart
- Resources
- Sidewalk Widening
- Benchmarking
- Next steps



PURPOSE

To re-establish a responsive Sidewalk Assistance Program (formerly 50/50 program) which **provides financial and/or technical support** to residential property owners **for the replacement of deteriorated sidewalks** along their property thereby enhancing accessibility and pedestrian safety.

GOALS

- **Reduce sidewalk hazards** such as cracks, heaving, and uneven surfaces that increase trip-and-fall risks.
- **Provide financial and technical assistance** to low and moderate-income households so that cost is not a barrier to safe sidewalks.
- Leverage the City's contractor pricing and permit processes to **deliver cost-effective repairs**.

Program Eligibility Criteria

- ☐ Applicant is the legal property owner.
- ☐ Property must be classified as single-family residential (attached or detached).
- ☐ Sidewalk in question must be within the City right-of-way or permanent easement and serve as a public sidewalk.
- ☐ Sidewalk must be of a deteriorated condition to meet replacement criteria, verified by City assessment.



> 1/2 inch



Wider than 1/2
inch.



> 1/2 inch deep, or
>50% of area



Heave/ Sunk

Financial Assistance Eligibility Criteria

Three-tier system based on HUD income limits

100% Assistance

- Earn $\leq 80\%$ Denver Metro HUD income
- Homeowner qualifies for 100% of the cost paid by the City.

50% Assistance*

- Earn 81 - 130% Denver Metro HUD Income

0% Assistance*

- Earn $> 130\%$ Denver Metro HUD Income
- Homeowner does not qualify for financial assistance
- City pricing and project management.

100% Assistance

Less than:

\$72,950

\$83,400

\$93,800

\$104,200

50% Assistance

\$72,950 to \$127,530

\$83,400 to \$145,730

\$83,800 to \$163,930

\$104,200 to \$182,130

0% Assistance

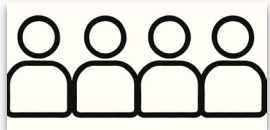
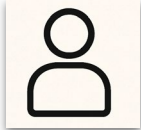
Greater than:

\$127,530

\$145,730

\$163,930

\$182,130



APPLICATION SUBMISSION

ELIGIBILITY REVIEW

- Verification of eligibility
- Confirmation of income tier and assistance level

SCOPE OF WORK INSPECTION

- Site inspection
- Applicant Fieldwalk

AGREEMENT

- Cost Estimation
- Agreement formalization

CONSTRUCTION PREPARATION

- Bundling of construction documents
- Bidding
- Scheduling
- Permitting
- Precon meeting

CONSTRUCTION

- Construction
- Inspection
- Warranty



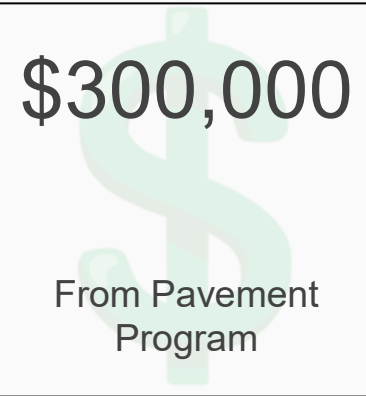
2026 Resources



1,633 Hrs

Estimated team time

- 30+ Applications Constructed



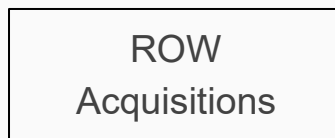
\$300,000

From Pavement
Program

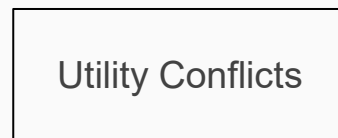
Future anticipated reduction in pull from
Pavement as:

- Payments received (50% & 0%)
- Potential refund from holding accounts

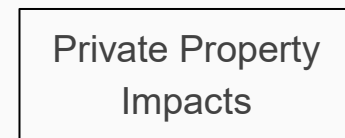
Sidewalk Widening Evaluation



- Widening
- Utility Relocations



- 41% • Water
- 16% • Meter
- 5% • Light Pole
- Hydrant
- Powerpoles
- Other



- 100% • Driveways
- 78% • Sprinklers
- 44% • Mailboxes
- 23% • Walkways
- Landscaping
- Retaining walls
- Fences

Cost

- Responsiveness
- Broader CIP Efforts
- Minimum 120% cost increase
- Could be 15x cost of replacement

BENCHMARKING

How are other cities funding
sidewalk maintenance?

Pavement Program

Wheat Ridge
Lakewood
Centennial
Longmont

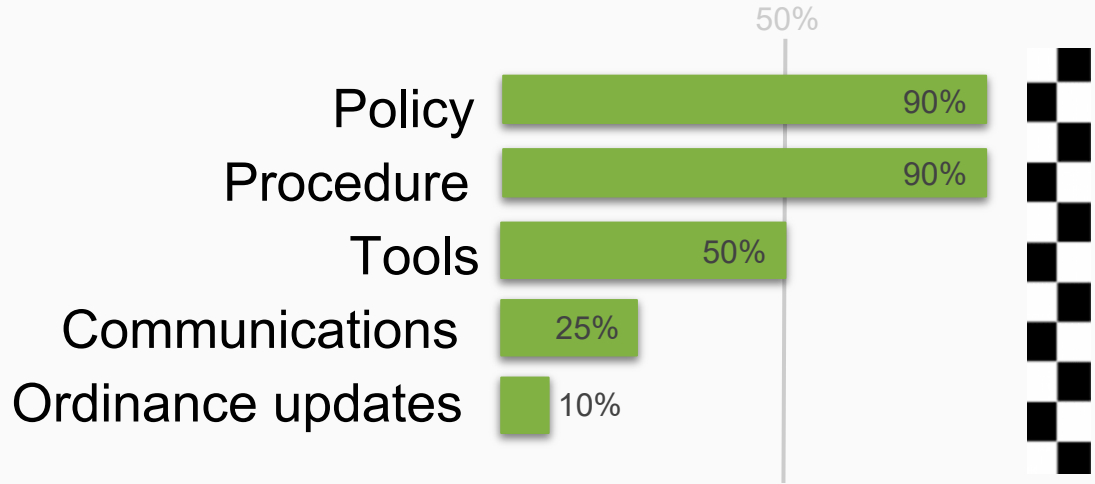
Cost Share 50/50

Brighton
Broomfield
Boulder
Littleton
Loveland

Property Owner Fee

Denver
Englewood

NEXT STEPS



PROGRAM LAUNCH

LATE SPRING 2026



REPORT TO CITY COUNCIL WORKSHOP

AGENDA ITEM
2.B.

TO: THE HONORABLE CITY COUNCIL

DATE: October 28, 2025

SUBJECT: Waste Diversion Action Plan Update

Report in Brief

The Infrastructure team will share the 2025 Waste Diversion Action Plan (WDAP) and solicit feedback on its strategic recommendations. The WDAP examined Arvada's waste diversion programs in 2024-25 and provided eight recommended strategies. Each strategy includes a number of policies and initiatives Arvada could adopt in order to further increase its waste diversion rate and enhance service delivery for residents.

Background

Arvada City Council passed a Single-Hauler Ordinance in 2021, which established Arvada's current approach to contracted waste management service for most households. Arvada selected Republic Services in the initial RFP cycle after the single-hauler ordinance was passed. The next contract will be negotiated and slated to start in 2028. Arvada also has a healthy market of private waste haulers that service private residential and commercial contracts.

Arvada's waste service covers landfill and recycling service, but compost/organics is not included. Arvada offers multiple additional waste management services to residents, such as low-cost roll-offs for bulky waste and yard debris, surplus bag tags, and multiple drop-off events for bulky waste, bagged leaves, and Christmas trees. Residents who do not enroll in the Republic Services program are required to pay a small City Program fee, which covers their access to Arvada's additional waste services such as the Bulky Item and Leaf Recycling events. Arvada's Infrastructure team has also explored a Construction & Demolition recycling effort which recovers reusable materials from city infrastructure construction projects, but there is no formal policy for this.

Arvada's single hauler contractor is required to provide a Pay-As-You-Throw (PAYT) service model, which offers recycling to all households and allows residents to choose the size of landfill cart that best meets their needs. The price of the landfill cart scales with the size the customer chooses (35, 65, or 95 gallons), and the recycling cart is a standard 95 gallon size. This model incentivizes families to divert more waste from the landfill, because households can save money by recycling more.

Arvada consulted with Resource Recycling Systems (RRS) via the Colorado Department of Public Health and Environment in 2024 to develop a Waste Diversion Action Plan (WDAP). The WDAP's goal was to identify the best next steps to improve Arvada's waste diversion services. A draft WDAP report was provided to staff, but has not yet been presented to Council. The new Senior Sustainability Coordinator hired in July 2025 secured a "light touch project" contract with RRS to finalize the draft report text and present it to Council via this workshop. Council feedback is needed on the final draft of the Waste Diversion Action Plan and its strategic recommendations.

Strategic Alignment

The content in this workshop aligns with multiple strategic priorities in the Council Strategic Plan. Specifically, it aligns with Infrastructure Work System's services INF-1: "Provides the community with a safe, resilient, high-quality ... solid waste management services" The content is also consistent with the Quality of Life strategic result which calls for "Environmental sustainability programs, such as... waste reduction initiatives..." and Strategic Goal 2: "Take care of our community by continually improving and adapting to the changing needs of our community members and environment." Lastly, the WDAP effort is consistent with the Adaptive and Resilient Implementation Principle, which calls for "...implementing adaptive

practices that effectively respond to dynamic environmental changes, ensuring sustainable progress and prosperity for [the Arvada] community.”

Next Steps

Recommendations that receive the greatest support and have the greatest potential to divert waste in Arvada will be incorporated into the Climate and Sustainability Action Plan (CASAP), which is scheduled for a Council workshop in January 2026. Program development and implementation will follow.

Prepared by:
Steven Russell, Senior Sustainability Coordinator

Reviewed by:

Approved by:

Jacqueline Rhoades, Director of Infrastructure	10/07/2025
Bryan Archer, Chief Financial Officer	10/08/2025
Tammy Hedlund, Legal Specialist	10/08/2025
Kelsy Sargent, Assistant City Attorney	10/09/2025
Rachel Morris, City Attorney	10/13/2025
Allison Scheck, Deputy City Manager	10/14/2025
Linda Haley, Deputy City Manager	10/14/2025
Don Wick, City Manager	10/14/2025

Enclosure, exhibits & attachments required to support the report

Waste Diversion Action Plan

City of Arvada
October 28th, 2025



STEPS
Strategic Technical
Expertise for the
Public Sector



What Informed Recommendations?

Gaps and Opportunities
Analysis

Staff
Workshops

Community
Meetings

Policy
Analysis

Residential
Survey

Key Recommendations

1. Increase resident participation in the City's municipal hauler program

2. Encourage all haulers to offer Pay-As-You-Throw (tiered) pricing

3. Provide seasonal curbside yard waste collection, using bags

4. Support multifamily and commercial recycling

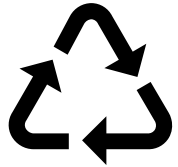


Establishing a Baseline

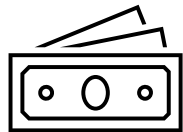
Arvada Baseline Highlights



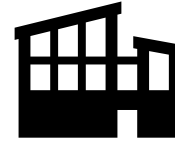
Collections Structure:
Single Hauler
(Republic Services)



Collection Type:
Universal Curbside



Pay Structure:
Pay-As-You-Throw
(Tiered Rate)



Material Recovery Facilities:
Two privately owned

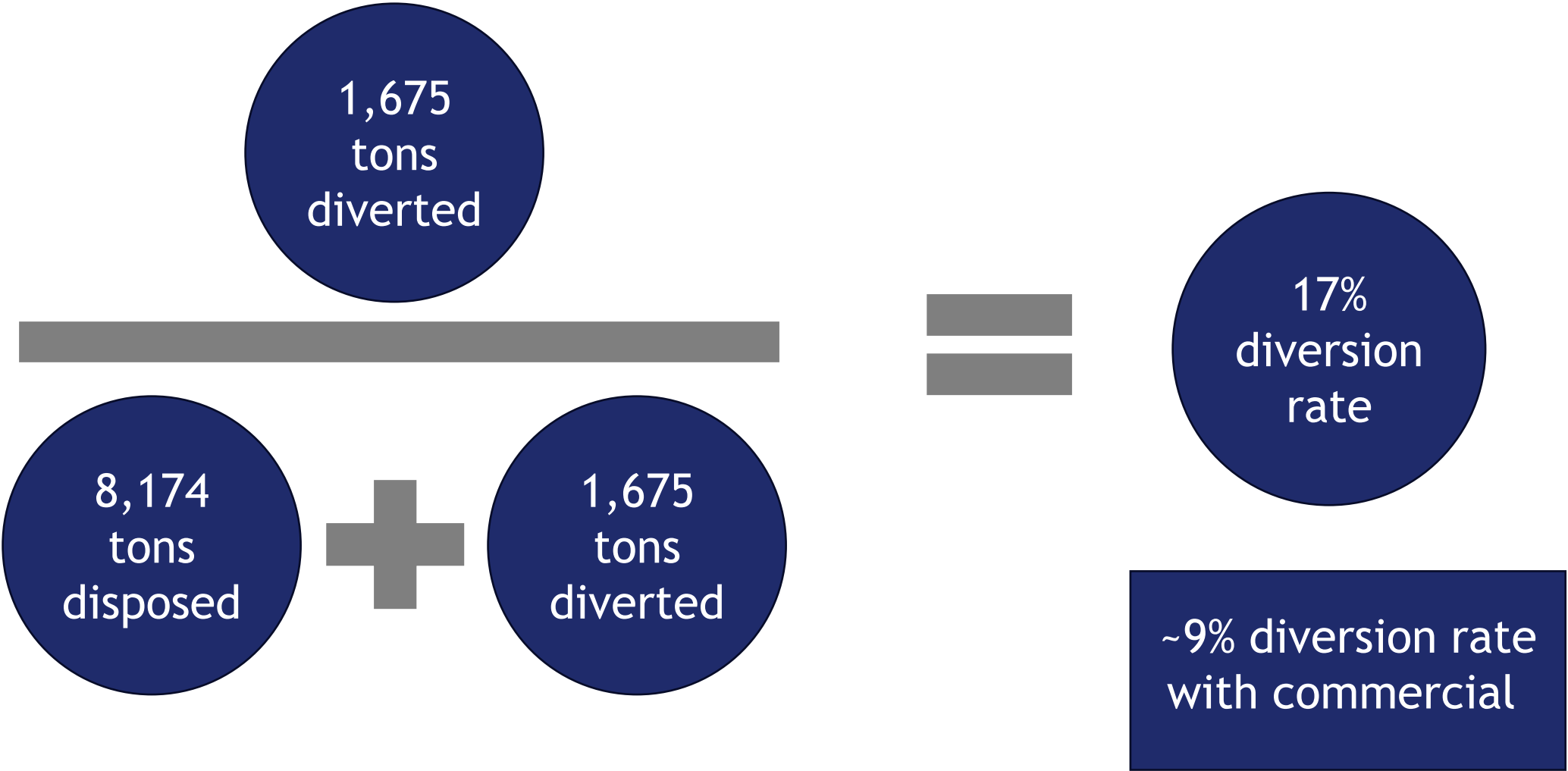


Drop-offs:
Two Public
(Hard-to-Recycle)



Landfills/Transfer Station:
4 Landfills
4 Transfer Stations

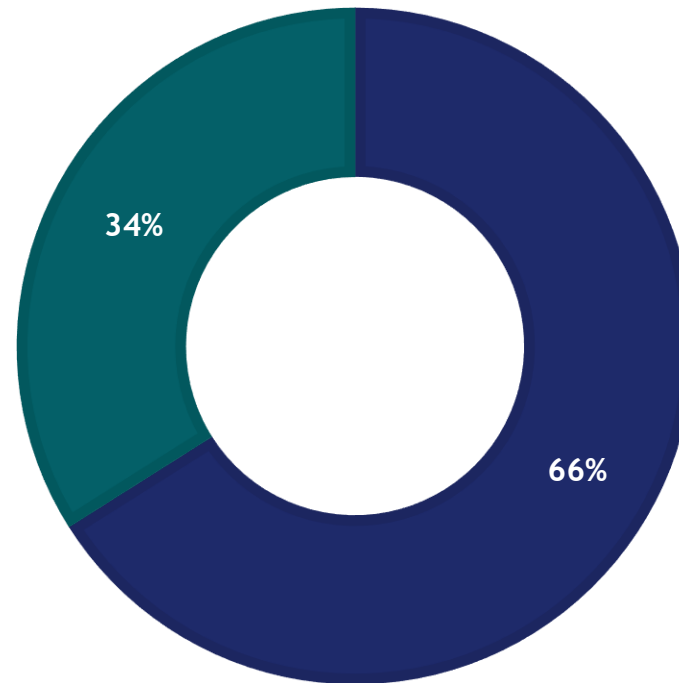
Arvada's Residential Diversion Rate



Participation in City Collection Program

- 70.37% participation in city collection program as of August 2025
- 14,000 HOAs receive minimum service
- Nine HOAs are enrolled in the City's service

■ Households that Receive Cart Service ■ Households Receiving Minimum Service



Policies in Place in Arvada

Hauler Licensing

Organized Collection Contract

Pay-As-You-Throw (Tiered)

Forthcoming Climate Action
and Sustainability Plan



Engagement and Feedback

Engagement Pathways



Hosted 4 community meetings:

Single-family residents
Multifamily residents
Commercial businesses
City of Arvada staff members



Conducted workshops with City of Arvada staff to help prioritize the actions and better understand what it would take to implement them.



Conducted residential survey.

Key Findings of Community Meetings



Mixed reactions from residents on the City's organized waste hauling and recycling system.



Arvada needs increased education on recycling, composting, and waste diversion.



Access to recycling for commercial and multifamily units is not universal.



Coordination across City departments is needed to improve effectiveness.



Residents without curbside recycling access would benefit from a single-stream recycling drop-off.



Waste diversion businesses are limited by space, limiting things like drop-off capacity. Zoning and affordability have limited the availability of locations for recycling and composting businesses.

Residential Survey Results

The key findings of the survey include:

- 70 percent of respondents living in single-family homes report putting their **yard waste in the trash**.
- Of respondents who do not use city-contracted waste services, very few reported it was too expensive. They were **unsure of how to sign up or noted that signing up was inconvenient**.
- Largest perceived barrier: **low trust that recycling is recycled**.

Item	Results (total)
Total Number of Responses (After Data Scrubbing)	434
Single Family	94%
Multifamily	6%
Percentage of Homeowners	95%
Have Access to Recycling	92%
Would Use a Recycling Drop-off Center	32%
Currently Composts Yard Waste in Yard	37%
Currently Brings Yard Waste to a Drop-off Site	30%
Willing to Compost (Food and Yard Waste)	61%
Participates in Single Hauler Contract	71%



Recommendations and Impacts

Impact of Recommendations

Increase Single Hauler Participation

- Increased recycling among households previously not participating in the single-hauler program.

Encourage PAYT (tiered rate) pricing for All Haulers

- Increased recycling participation that includes both non-HOA households and HOA households.

Add Curbside Seasonal Yard Waste Collection

- A seasonal yard waste program could capture 50% of yard waste and would be ramped up over a three-year period.

Support Multifamily and Commercial Recycling

- Increased recycling access and participation through a drop-off location or access at multifamily properties.

Modeling Inputs info

The model estimates three source types and three components of the waste stream:

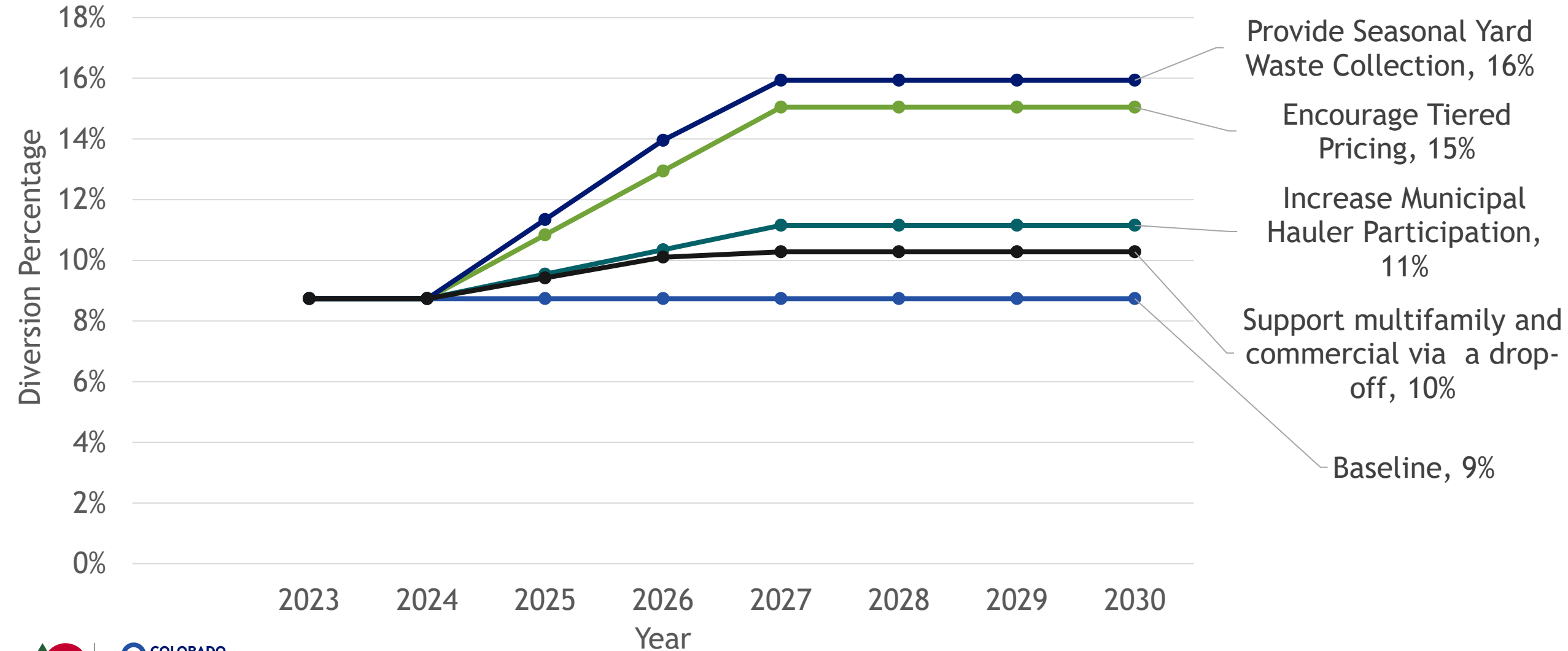
- Current disposal, recycling, and yard waste for single-family homes served by the single hauler.
- Estimated disposal, recycling, and yard waste for remaining single-family homes.
- Estimated disposal and recycling for multi-family homes.

Each component is adjusted based on the anticipated impacts of each recommendation over 5 years, using real-world data from Arvada or nearby communities with similar programs to the recommendation.

- Sources of Data for Model:

- Tonnage reporting (three-year average) from single-hauler households.
- Population and housing units served and not served by a single hauler, reported by the City of Arvada.
- Tonnages from yard waste drop off, reported by the City of Arvada.
- Waste characterization data from Greeley and South Metro were used to estimate yard waste generation.
- Projections for household growth from the Colorado State Demographic Office.
- Diversion data from Fort Collins used to estimate recycling drop-off tonnage.

Comparison of Diversion Rate by Recommendation



Cost Implications

Recommendation	Cost Impact	Key Assumptions
1. Increase Single Hauler Participation	Minimal	Price-competitive; no net cost to the City or residents
2. Encourage PAYT for All Haulers	Minimal	Staff time (~0.2 FTE); overall system cost remains stable
3. Add Curbside Yard Waste Collection	High	City-run collection; capital costs for vehicles and carts; composting tipping fees
4. Supporting Multifamily & Commercial Recycling	High	Staffed drop-off facility on city land; capital and operating costs; potential for third-party operation



Implementation Steps and Timeline

Implementation Summary

Strategy	Diversion	Cost to the City	Timeline for Implementation	GHG Reduction (MTCO ₂ E)
Increase Participation in Contracted Hauling	Medium	Medium	Mid-term	Medium
Encourage All Haulers to Provide PAYT	High	Low	Short-term	High
Seasonal Curbside Yard Debris Collection	High	Medium	Mid-term	Low
Encourage Multifamily and Commercial Recycling	Low	Low	Short-term	Medium

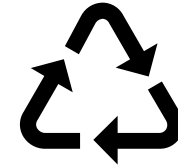
Timeline:

- Short-term: 1-2 years
- Mid-term: 3-5 years
- Long-term: 6+ years

Priority Strategy 1: Increase Arvada's Contracted Hauling Program Participation

Implementation Steps and Actions:

1. Collect more information on competitors' service and costs.
2. Use resident cost survey information to promote City's organized waste hauling program to residents.
3. Establish a robust outreach plan to make it easy for residents to switch services.
4. Add yard debris collection to the next single-hauler contract.
5. Develop and implement a marketing campaign.



Diversion Impact:

Medium



Cost to City:

Medium



Timeline for Implementation:

Mid-term



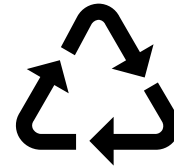
GHG Reduction:

Medium

Priority Strategy 2: Encourage Pay-As-You-Throw (Tiered Rate) Pricing

Implementation Steps and Actions

1. Determine which haulers are and aren't currently providing Pay-As-You-Throw.
2. Include HOAs in the Pay-As-You-Throw outreach effort.
3. Messaging about community choice.
4. Conduct direct outreach to licensed haulers.
5. For first year of program, encourage PAYT using the steps above. For second year of program, require PAYT via an ordinance.



Diversion Impact:
High



Cost to City:
Low



Timeline for
Implementation:
Short-term

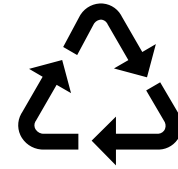


GHG Reduction:
High

Priority Strategy 3: Provide Seasonal Curbside Yard Debris Collection, optional organics pilot

Implementation Steps and Actions

1. Assess options for collection.
2. Consider adjustments in the next contract.
3. Evaluate opportunities to expand.
4. Pilot a small-scale organics program.



Diversion Impact:
High



Cost to City:
Medium



Timeline for
Implementation:
Mid-term

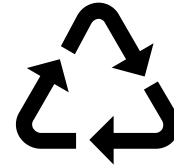


GHG Reduction:
Low

Priority Strategy 4: Multi-family and Commercial Recycling

Implementation Steps and Actions

1. Set up a drop-off site.
2. Engagement and outreach to businesses and multi-family units.



Diversion Impact:

Low



Cost to City:

Low



Timeline for Implementation:

Short-term



GHG Reduction:

Medium

Ongoing Strategies

Ensure the City is a leader in sustainability and waste diversion.

- Set Waste Diversion Goals
- Establish a Green Procurement Policy
- Ensure All City Buildings Recycle

Consider additional policy tools to increase diversion.

- Pass a Commercial Recycling Ordinance
- Pass a Construction and Demolition Recycling Ordinance
- Adopt an **Equal** Space Ordinance

Provide continued education, engagement, and enforcement.

- Create Resident Champion/Block Leader Program
- Ongoing Public Engagement
- Expand Recycling at Public Spaces and Events
- Enforce and Strengthen Hauler Reporting

Encourage and support public-private partnerships.

- Increase Organics Processing Infrastructure
- Support Collaboration for Arvada Sustainability Businesses

Thank You!

Sara Nichols • STEPS Team • RRS

snichols@recycle.com • coloradocircularcommunities.org





REPORT TO CITY COUNCIL WORKSHOP

AGENDA ITEM
2.C.

TO: THE HONORABLE CITY COUNCIL

DATE: October 28, 2025

SUBJECT: 2026 Pay Plan Update

Report in Brief

On November 18, 2025, the City Council will consider a resolution adopting the Pay Plan for Fiscal Year 2026.

The proposed updates to the City's Pay Plan are guided by the City's Total Rewards Philosophy, which emphasizes attracting and retaining a high-performing workforce through competitive, market-based compensation and benefits. The updates include salary range adjustments, step increases, reclassifications, and the addition of new positions. All updates are incorporated into the 2026 budget and are sustainable within the City's 10-year financial model.

Background

The City's Total Rewards Philosophy supports Arvada's goal of being an employer of choice by offering a competitive total compensation package. The Pay Plan is a key element of this philosophy, ensuring salaries remain aligned with market conditions and internal equity. Each year, the Human Resources (HR) team reviews labor market data and employment trends to make data-driven, fiscally responsible recommendations for pay plan updates.

Regional Labor Market

As of August 2025, the Bureau of Labor Statistics (BLS) reported a regional unemployment rate of 3.7%, down from 4% the previous year. This compares favorably to Colorado's rate of 4.2% and the national rate of 4.3%. The labor participation rate is 67.4%, ranking 8th highest nationally. The ratio of unemployed people to job openings is 1.1, indicating a competitive labor market with about as many job openings as jobseekers.

While these indicators reflect a strong employment environment, the City team is monitoring recent hiring freezes and layoffs in neighboring municipalities, as well as uncertainties in state and federal funding. These trends may signal potential shifts in the labor market not yet reflected in current reporting.

City Workforce Overview

The City currently employs 778.25 full-time equivalent positions (FTEs). As of this report, our vacancy rate is 6% (47 positions) and our turnover rate is 8.2% (64 positions), including 1.5% due to retirements.

The top reasons for turnover are:

1. Better opportunity with another employer
2. Retirement
3. Relocation out of state

Recruitment trends are improving, with the average number of applicants per job posting up 20% compared to last year, and 90% of recruitments filled with the first job posting. The most challenging positions to fill continue to be in the Labor, Trades, Crafts and Utilities (LTCU) job family and our Public Safety. However, the Police Department currently has 20+ recruits progressing through the academy and field training.

Market Pay Analysis

To ensure competitive pay, HR reviewed both national and local compensation data.

National Data

The Employment Cost Index (ECI) for government workers rose 4% over the past year (as of June 2025). The ECI is reported by the Federal Bureau of Labor Statistics and is used by the City team to measure trends in market movement at the national level.

For future pay projections, the city team uses compensation industry surveys published by Society of Human Resources Management (SHRM) and World at Work, which project salary increase budgets to average 3.5% for 2026.

Local Data

For local market data, the HR team uses published salary surveys from the Colorado Municipal League (CML) and Employers Council. The team compared the City's current pay to other municipalities and employers in our region and found that the City's pay currently lags the market by an average of 4.6%, with the largest gaps in our Labor, Trades, Crafts and Utilities (LTCU) job family.

For future pay projections, a survey of our peer cities indicated that pay increases in 2026 will vary from 0.5% to 4%, with an average of 2%.

Proposed Market Adjustments for 2026

Based on national and local data, the HR team recommends the following adjustments to the City's pay plan for 2026.

Proposed Salary Range Adjustments (SRA):

- 2% for Executive (EX), Management (MGMT), Professional (PROF), Information Technology (IT) and Technical and Business Support (TBS) job families
- 4% for Labor, Trades, Crafts and Utilities (LTCU)
- 4% for Sworn Police

Additionally, 23 reclassifications are recommended for positions with significant changes to job functions or market value.

These recommendations are designed to:

- Maintain competitive pay and address market gaps
- Support recruitment and retention of our more challenging positions to fill
- Remain fiscally responsible and within the proposed budget.

Step Increases

The 2026 budget also includes step increases. Step increases reward employees for experience and performance progression. Steps also promote pay equity across the organization.

- Civilian pay grades include 12 steps, ranging from 2% to 3.75% with larger increases early in the range and smaller increases near the top.
- Police Officer pay grades advance through 5 steps of 7.25% each.
- 71% of employees will be eligible to receive a step increase in 2026, ranging from 2%–3.75%, with police officers receiving 7.25%.

Total Pay Increases:

If approved, the proposed salary range adjustments and step increases, combined, represent an average payroll impact of

4.96%. Step-eligible civilian employees may see individual increases between 4% and 5.75%, while police officers may see up to 11.25%. All employees will receive at least a 2% adjustment.

FTEs:

The City's budgeted FTE count will increase to 782.25. This includes 5 new positions (not including one FTE added to the Ralston House.) Additionally, 7 positions have had funding extended for 2026.

A list of all recommended reclassifications, new or extended positions and title changes is attached. Job title changes have no financial impact.

Total Budget Impact:

Category	Percent	\$
Salary Range Adjustments	2.90%	\$2,262,795
Reclassifications	0.25%	\$194,324
Step Increases	1.81%	\$1,409,291
New Positions	0.84%	\$655,792

Strategic Alignment

The 2026 Pay Plan supports the City Council Strategic Plan, specifically under Organizational and Service Effectiveness, Service 8:

“Foster an employer of choice work environment that attracts and retains a highly engaged, inclusive workforce and promotes a culture of wellness, safety, continuous learning, and performance excellence.”

Next Steps

The City Council will vote on a Resolution Adopting the Pay Plan for Fiscal Year 2026 on November 18, 2025.

Prepared by:

Gabriella Bommer, Director of Human Resources

Reviewed by:

Approved by:

Gabriella Bommer, Director of Human Resources	10/13/2025
Bryan Archer, Chief Financial Officer	10/13/2025
Gail Walker, Legal Specialist-Contracts	10/13/2025
Janelle Miller, Assistant City Attorney	10/14/2025
Rachel Morris, City Attorney	10/14/2025
Linda Haley, Deputy City Manager	10/14/2025
Don Wick, City Manager	10/16/2025

Enclosure, exhibits & attachments required to support the report

Reclassification					
Work System / Department	Current Title	Current Grade	New Title	New Grade	Notes
Community & Economic Development	Deputy Building Official	MGMT6	Plans Examiner I	TBS8	Change in duties
Community & Economic Development	Systems and Administrative Manager	MGMT6	Deputy Director of Community and Economic Development	MGMT10	Reclassification
Infrastructure/Public Works	Utilities Director	EX2	Deputy Director - Infrastructure-Internal Service Delivery	MGMT10	Reorganization
Infrastructure/Public Works	Utilities Director	EX2	Deputy Director - Infrastructure-Operations	MGMT10	Reorganization
Infrastructure/Public Works	Director of Infrastructure	EX2	Director of Infrastructure	EX3	Reorganization
Infrastructure/Public Works	Parking & Travel Demand Management Coordinator	PROF7	Parking & Travel Demand Management Supervisor	MGMT6	Change in duties
Infrastructure/Utilities	Utilities Business Manager	MGMT9	Infrastructure Business Manager	MGMT10	Change in duties
Infrastructure/Utilities	Water Treatment Manager	MGMT8	Water Treatment Manager	MGMT9	Change in duties
Infrastructure/Utilities	Assistant Water Treatment Manager	MGMT7	Assistant Water Treatment Manager	MGMT8	Reclassification/Regrade
Infrastructure/Utilities	Water Quality Administrator	MGMT6	Water Quality Administrator	MGMT7	Reclassification/Regrade
Organization and Service Effectiveness/City Manager's Office	Emergency Management Coordinator	PROF8	Emergency Manager	PROF10	Change in duties
Organization and Service Effectiveness/City Manager's Office	Customer Experience Specialist	TBS5	Constituent Services Liaison	PROF5	Reclassification/Reorg
Organization and Service Effectiveness/City Manager's Office	Administrative Supervisor	MGMT3	Administrative Supervisor	MGMT5	Reclassification/reorg
Organization and Service Effectiveness/City Manager's Office	Director of Communications & Engagement	MGMT9	Director of Communications & Engagement	MGMT10	Reclassification
Organization and Service Effectiveness/City Manager's Office	City Clerk	EX1	City Clerk	MGMT10	Reclassification/Regrade
Organization and Service Effectiveness/Finance	Accounting Technician III	TBS5	Accounting Technician III	TBS6	Reclassification/Regrade
Organization and Service Effectiveness/Human Resources	Senior Organizational Development Manager	MGMT8	Senior Organizational Development Manager	MGMT10	Reclassification
Safe Community/Public Safety	Administrative Coordinator	TBS5	Arvada Real Time Information Technician	TBS7	Reclassification
Safe Community/Public Safety	Police Records Specialist	TBS4	Police Records Specialist	TBS5	Reclassification/Regrade
Safe Community/Public Safety	Police Services Technician	TBS7	Police Services Technician	TBS6	Reclassification/Regrade
Safe Community/Public Safety	Lead Police Records Specialist	TBS5	Lead Police Records Specialist	TBS6	Reclassification/Regrade
Safe Community/Public Safety	Lead Police Services Technician	TBS6	Lead Police Services Technician	TBS7	Reclassification/Regrade
Safety Community/Public Safety	Public Information Officer	PROF7	Senior Public Information Officer	PROF8	Reclassification

New Positions				
Work System / Department	FTE	Recommended Title	Grade	Approved
Ralston House	1	Forensic Interviewer	PROF5	Approved by the Board
Organization and Service Effectiveness/City Attorney's Office	1	Assistant City Attorney (term limited to	PROF10	Approved for 2 more years
Organization and Service Effectiveness/City Attorney's Office	1	Risk and Claims Analyst-Property and	PROF6	Approved for 3 years. 12/31/28
Community and Economic Development	1	Economic Development Specialist	PROF5	Approved
Organization and Service Effectiveness/City Manager's Office	1	Deputy Court Administrator	MGMT5	Approved for 3 more years
Organization and Service Effectiveness/Human Resources	1	Senior HR Generalist	PROF7	Approved
Infrastructure/Public Works	2	Parking Ambassador	TBS5	Approved
Safety Community/Public Safety	2	Police Records Specialist (2 term)	TBS4	Approved until 2026
Safety Community/Public Safety	1	Police Services Technician (term limited)	TBS5	Approved until 2026
Safety Community/Public Safety	1	Evidence Technician (Term 1)	TBS6	Approved until 2026
Vibrant Community and Neighborhoods	1	Special Events Coordinator	PROF5	Approved for 3 years. 12/31/28
Total 13 (12 City Budgeted, 1 Ralston House)				

Job Title Changes		
Work System / Department	Current Title	New Title
Infrastructure/Public Works	Fleet Equipment Technician	Fleet Technician
Organization and Service Effectiveness/City Manager's Office	Media Services Manager	Creative Services Manager
Organization and Service Effectiveness/Finance	Director of Finance	Chief Financial Officer
Organization and Service Effectiveness/Finance	Accountant	Investment Analyst
Organization and Service Effectiveness/Human Resources	Strategic Planning & Performance Alignment Manager	Performance Alignment Analyst
Safety Community/Public Safety	Police Operations Supervisor	Police Supervisor - Operations
Safety Community/Public Safety	Police Evidence Supervisor	Police Supervisor - Evidence
Safety Community/Public Safety	Police Records Supervisor	Police Supervisor - Records
Community and Economic Development	Deputy Building Official-Building Inspections	Deputy Building Official

2026 Pay Plan Update

City Council Workshop
October 28, 2025



COA Workforce Demographics



Total Employees: 752

- 36% Women
- 64% Men

Leadership/Supervisory Roles: 167

- 35% Women
- 65% Men

Average Age: 43

- Women 44
- Men 42

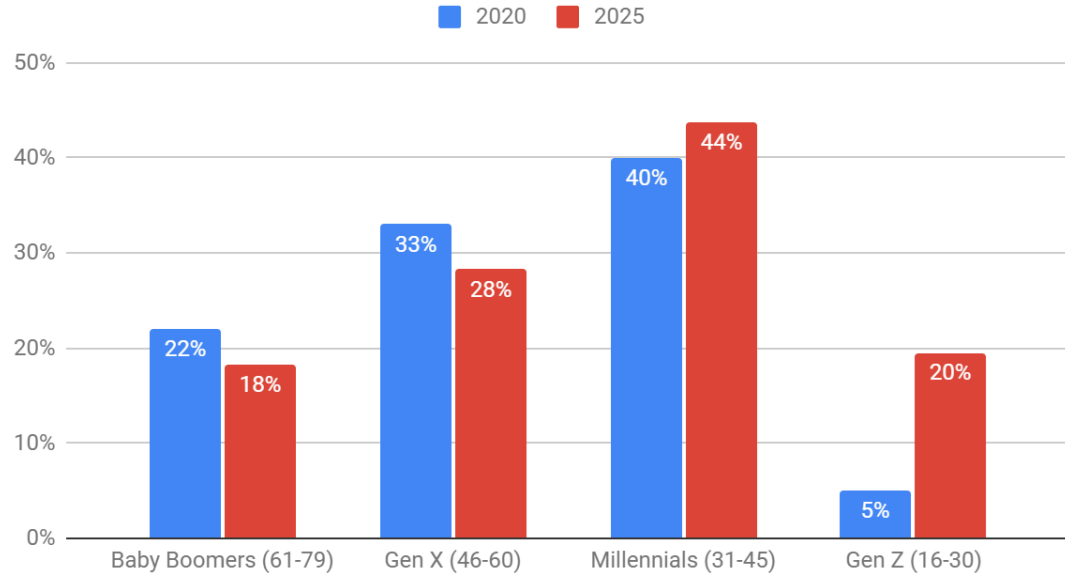
Average Tenure: 8 years

- Women 7
- Men 8

44% Live in Arvada

0.3% Gender pay gap

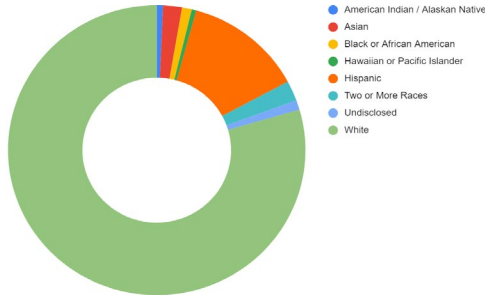
Generations In the Workplace



COA Workforce Demographics

2025 Arvada Workforce Race/Ethnicity

- 0.7% American Indian/Alaskan Native
- 2.1% Asian
- 1.1% Black or African American
- 0.4% Hawaiian or Pacific Islander
- 2.3% Two or More Races
- 1.2% Undisclosed
- 79.8% White
- 12.5% Hispanic Ethnicity

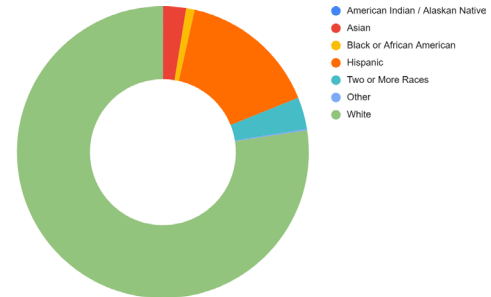


Median Age: 43

Gender: 36% Female, 64% Male

2025 Arvada Community Race/Ethnicity

- 0.21% American Indian/Alaskan Native
- 2.54% Asian
- 0.93% Black or African American
- 0.0% Hawaiian or Pacific Islander
- 3.51% Two or More Races
- 0.16% Undisclosed
- 77.25% White
- 15.40% Hispanic Ethnicity



Median Age: 40.2

Gender: 50.2% Female, 49.8% Male

Total Rewards Strategic Alignment

City Council Strategic Plan
&
Total Rewards Philosophy

CCSP Organizational Service & Effectiveness Worksystem

OSE8: Fosters an employer of choice work environment that attracts and retains a highly engaged, inclusive workforce and promotes a culture of wellness, safety, cycles of learning and performance excellence.

Total Rewards Philosophy

- Employer of Choice in the Colorado Front Range
- Attract and retain high performers with a dedication to public service.
- Fiscally Responsible and within the City's ability to fund



Pay plan

- Grade and step system
- Grades = salary ranges
- Positions assigned to grades based on market value
- An “SRA” is a salary range adjustment-proposed each year to ensure salary ranges remain competitive with market
- Employees receive approved SRAs in January
- Steps are performance increases
- With satisfactory performance, employees can move up a step each year on their anniversary date until they reach the top step of their grade.
- Performance can play a role in accelerating or postponing step increases.

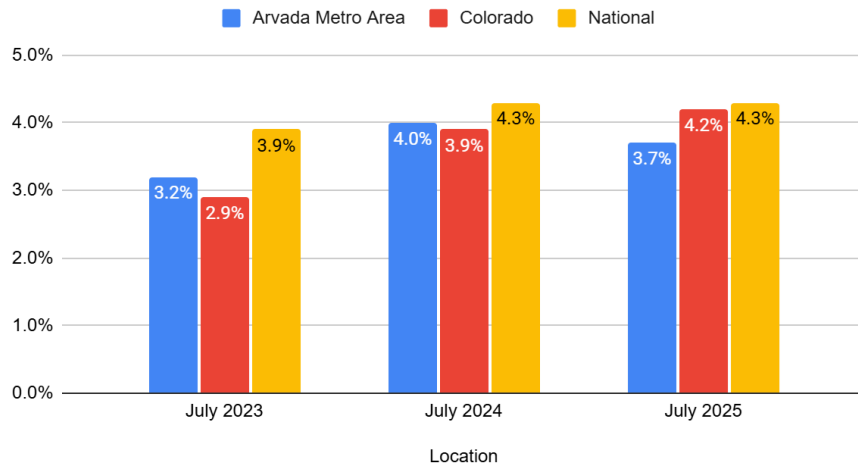
	1		2		3		4		5		6		7		8		9		10		11		12	
PROF3	\$ 54,517	3.75%	\$ 56,561	3.5%	\$ 58,541	3.25%	\$ 60,443	3.0%	\$ 62,257	3.0%	\$ 64,124	3.0%	\$ 66,048	3.0%	\$ 68,030	2.5%	\$ 69,730	2.5%	\$ 71,474	2.25%	\$ 73,082	2.0%	\$ 74,543	



External employment market (August 2025)

Unemployment

Arvada Metro Area, Colorado and National



- **Labor force participation: 67.4%**
- ranked 8th in the nation.
- **Unemployed persons per job ratio: 1.1**
- signifies an equal # of jobs as there are available people to work.
- **Summary:** Employment Market remains competitive, but climate is shifting. Reports do not yet reflect current hiring freezes and layoffs.



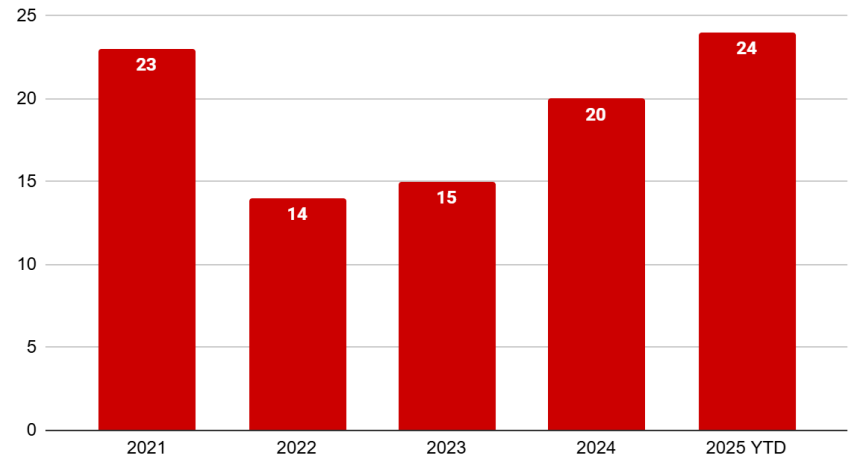
Internal Employment Data

Recruitment Measures

- **Vacancy rate** = 6%
- **Job applicants** per posting up 20%
- **90% jobs filled** without having to re-post
- **Hardest to Fill:** Police and Labor, Trades, Crafts and Utilities positions

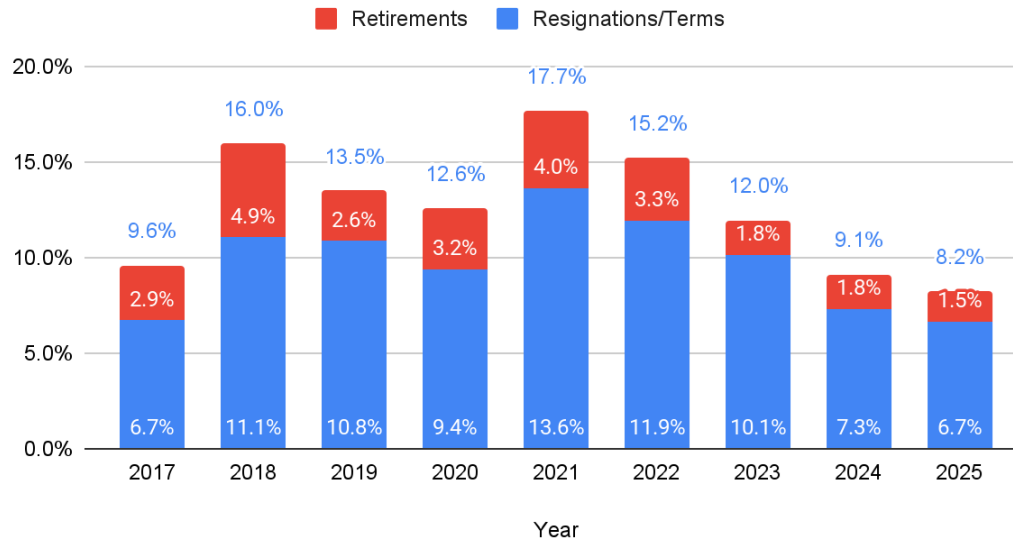


COA Average # of applicants per job opening



Arvada turnover metrics

Employee Turnover



- **Turnover is trending down.** Currently at 8.2% year-to-date, with 1.5% in retirements.
- **Exit Interview Feedback:** employees are leaving for better opportunities with other employers, retirement , and relocation out of state.



Market pay data

Past Movement

- National Employment Cost Index 4%
- Local Salary Survey Data 4.6%

Future Projections

- National Pay Increase Projections for 2025 3.5%
- Local Peer City projections 0.5% to 4%



Recommendations

Salary Range Adjustments- maintain competitive pay, focused on our most challenged areas.

- 2% for Executive, Management, Professional, IT, and Technical & Business Support
- 4% for Labor, Trades, Crafts and Utilities
- 4% for Police Sworn

Reclassifications - significant changes to job functions and market value

- 23 Reclassifications

Step Increases - performance/merit

- 71% of employees are eligible for steps
- Most employees will receive between 2% and 3.75%, police officers 7.25%

Positions

- 6 New Positions, 7 Extended



Financial Impact

Overall Increase to payroll is 5.8% or \$4,522,202

- **Salary Range Adjustments** 2.9% or \$2,262,795
- **Reclassifications** 0.25% or \$194,324
- **Step Increases** 1.81% or \$1,409,291
- **New Positions** 0.84% or \$655,792

All recommendations are included in the 2026 Budget.

The Arvada team recommends approval of the 2026 Pay Plan to support our Total Rewards Philosophy and offer competitive market-based salaries and performance-based pay increases.



Questions?



REPORT TO CITY COUNCIL

AGENDA ITEM
2.D.

TO: THE HONORABLE CITY COUNCIL

DATE: October 28, 2025

SUBJECT: Staff Updates

Report in Brief

The purpose of this workshop is for staff to provide City Council with brief updates on projects and issues that do not require a full workshop.

Prepared by:
Chris Koch, CCO Admin

Reviewed by:

Approved by:

Enclosure, exhibits & attachments required to support the report