City of Arvada
City Council Agenda
MARCH 10, 2026

Councilmembers:
Lauren Simpson, Mayor
Randy Moorman, Mayor Pro-Tem
Shawna Ambrose, District 2
Sharon Davis, At large
Bob Fifer, District 4
Michael P. Griffith, At large
Rebecka Lovisone, District 3

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. Potential Ballot Measure Research Findings
   B. Solid Waste Hauling/Recycling Program
   C. Staff Updates

3. Adjournment

CITY OF ARVADA

REPORT TO CITY COUNCIL WORKSHOP	AGENDA ITEM 2.A.

TO: THE HONORABLE CITY COUNCIL DATE: March 10, 2026

SUBJECT: Potential Ballot Measure Research Findings

Report in Brief

The City continues to prioritize fiscal responsibility and financial resilience. This financial strength has allowed us to deliver a high quality of life to our residents, supported by reliable services that meet their needs every day. However, we now face growing challenges: the rising costs of materials, labor, and essential infrastructure maintenance are outpacing our budget. These challenges put increasing pressure on our ability to sustain our high quality services without exploring additional funding sources.

In light of these challenges, the City team recently engaged New Bridge Strategies and WR Communications to conduct research and analysis of a potential sales tax increase ballot measure to help the city fund essential infrastructure maintenance and improvement. A survey poll was conducted with Arvada residents in February 2026. The findings from this survey, along with recommendations for next steps, will be provided by the consultants during this workshop.

Background

For years, Arvada has been recognized as a fiscally sound city, a fact underscored by our AAA bond ratings and solid cash reserves. This financial strength has allowed us to deliver a high quality of life to our residents, supported by reliable services that meet their needs every day. However, we now face growing challenges: the rising costs of materials, labor, and essential infrastructure maintenance are outpacing our budget. These challenges put increasing pressure on our ability to sustain our high quality services without exploring additional funding sources.

The Arvada City Council understands the importance of financial resilience and has made it a priority in their 2024-2030 City Council Strategic Plan. Among the goals set forth are:

- Identifying and utilizing new sources of revenue and funding to continue delivering efficient and cost-effective services that promote economic growth.
- Closing the infrastructure deficit and addressing funding gaps to ensure the sustainability of our community.

Part of our effort to identify potential solutions includes the feasibility of a potential sales tax measure for Arvada. The City team recently engaged New Bridge Strategies and WR Communications to conduct research and analysis of a potential sales tax increase ballot measure to help the city fund essential infrastructure maintenance and improvement, specifically for repairing, maintaining and improving aging and inadequate streets, bridges, and sidewalks. A survey poll was conducted with Arvada residents in February 2026. The findings from this survey, along with suggestions for next steps, will be provided by the consultants during this workshop.

The City is committed to striking a balance between maintaining efficient and effective services and addressing the financial challenges we face. The results from this polling research will help inform our decisions moving forward.

Strategic Alignment

This workshop aligns with City Council's 2024-2030 Strategic Plan to identify potential new sources of revenue and funding to continue delivering efficient and cost-effective services that promote economic growth.

Next Steps

Following the results of the polling survey, the consultants and city team will provide next step recommendations for City Council consideration.

Prepared by:
Linda Haley, Deputy City Manager

Reviewed by:

Gail Walker, Legal Specialist-Contracts	02/17/2026
Megan McCall, Assistant City Attorney II	02/19/2026

Approved by:

Rachel Morris, City Attorney	02/20/2026
Linda Haley, Deputy City Manager	02/20/2026
Don Wick, City Manager	02/26/2026

Enclosure, exhibits & attachments required to support the report

Potential Ballot Measure

Research Findings and Next Steps

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Purpose of Today’s Discussion

- Review findings from the recent voter survey on transportation funding
- Understand community sentiment about infrastructure investment and taxes
- Identify key issues influencing voter support
- Discuss what the findings mean for future policy, communication, and engagement

Introductions

New Bridge Strategy

Lori Weigel, Principal

Kathryn Hahne, Director

City of Arvada Survey Key Findings

March 2026

Methodology

New Bridge Strategy conducted a survey among N=300 likely 2026 voters throughout Arvada via text invitation to an online survey and live telephone interviews (both cellphones and landlines).

Interviews were conducted February 10-16, 2026. They were distributed proportionally throughout the City. Quotas were also set for key demographic sub-groups, such as gender and age.

The margin of error is ±5.66% for the overall sample. The margin of error will vary for sub-groups.

NEW BRIDGE STRATEGY

Key Demographics

Gender

Male	48%
Female	51%

Region

East	49%
West	51%

Length of Residence

<15 Years	48%
15+ Years/Native	52%

Age

18-44	42%
45-64	32%
65+	26%

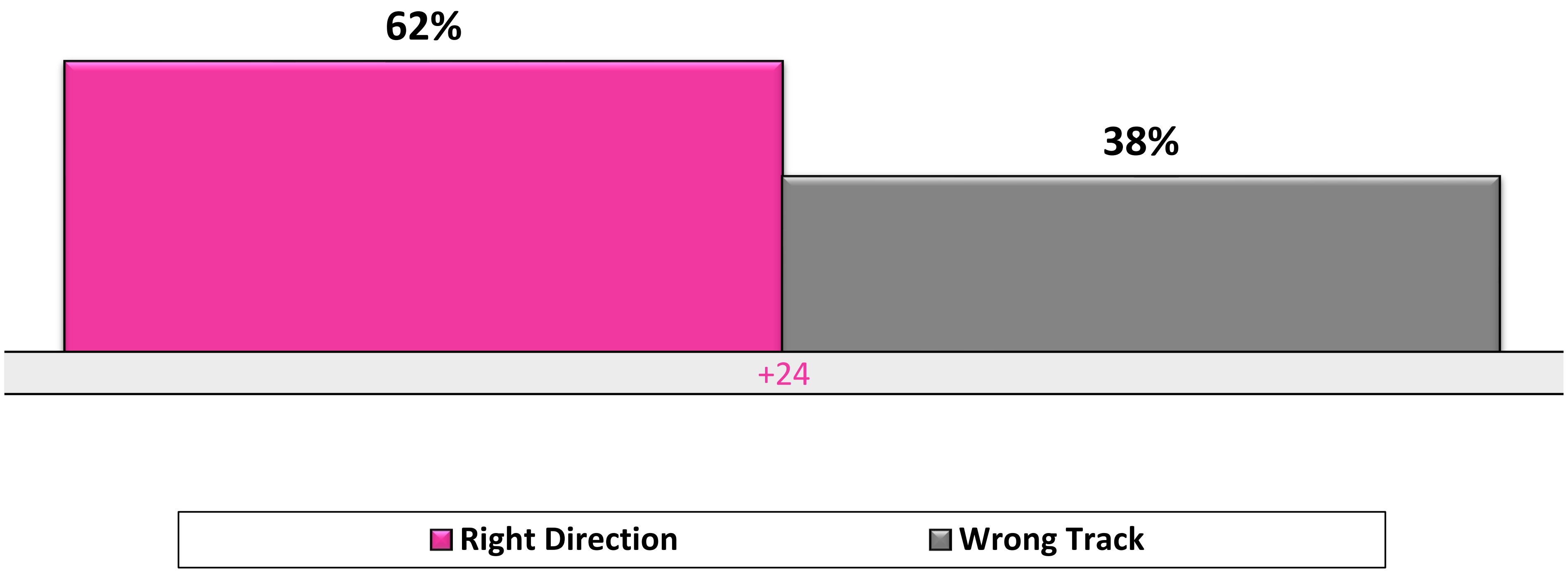
Education

<College	39%
College Grad	39%
Post Grad	22%

Party

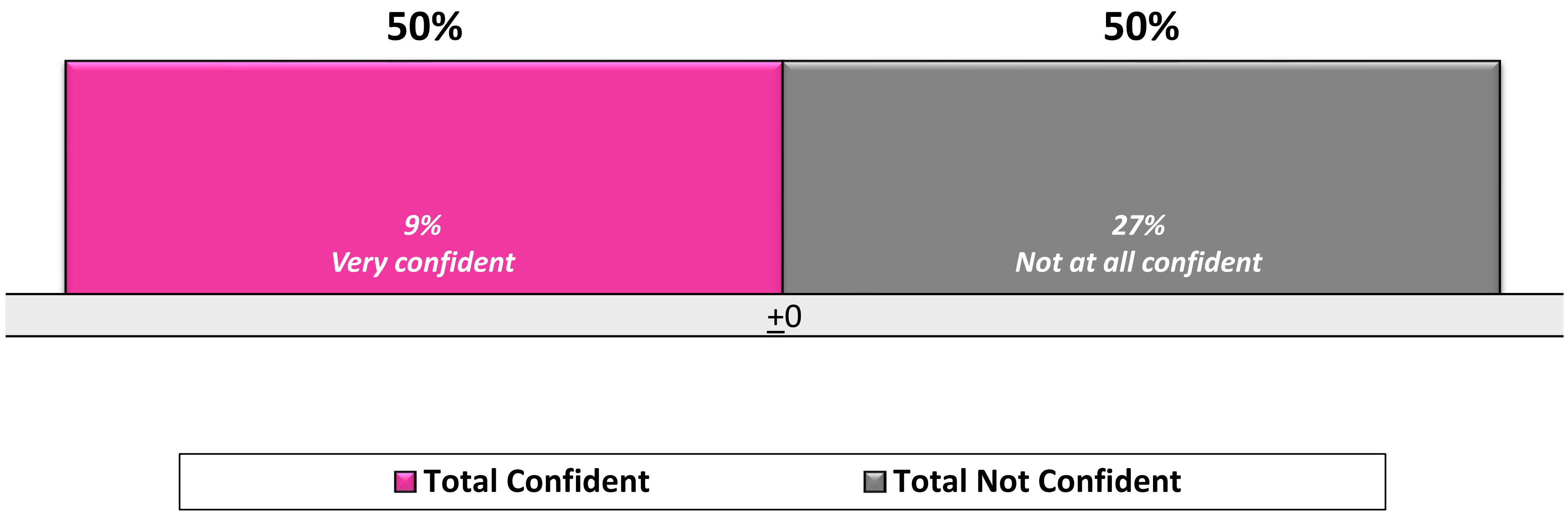
Republican	25%
Independent	45%
Democrat	30%

More than three-in-five voters say that things in the city are going in the right direction.



Would you say things in the city of Arvada are generally going in the right direction or off on the wrong track?

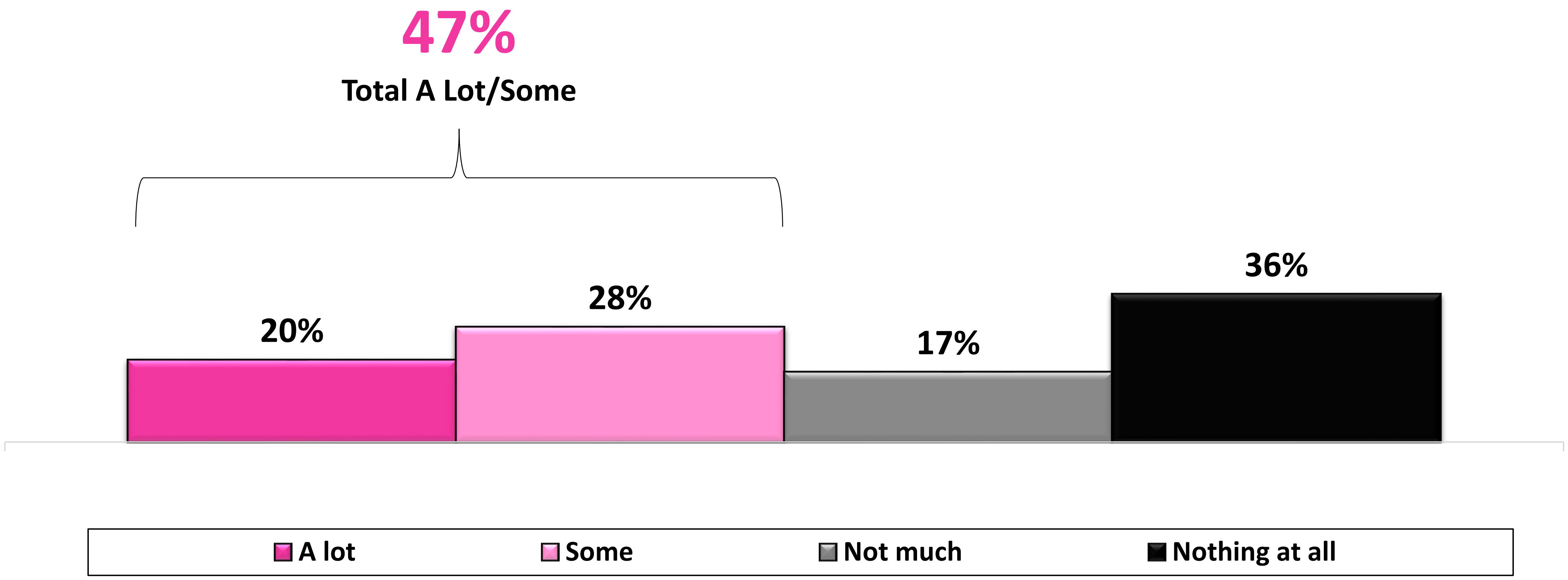
Voters are split on confidence that the City would handle taxpayer money wisely.



Overall, how confident would you say you are that the city of Arvada would handle the taxpayer money from this proposal wisely? Would you say you are...

NEW BRIDGE STRATEGY

Nearly half of voters say they have heard about stopping the underpass project. More than one-in-three say they have heard nothing at all about it.



Finally, as you may know, the City has decided that after years of negotiations with the railroad it is not feasible or cost effective to build an underpass at the railroad tracks near 72nd and Kipling. How much have you seen, read or heard about this?

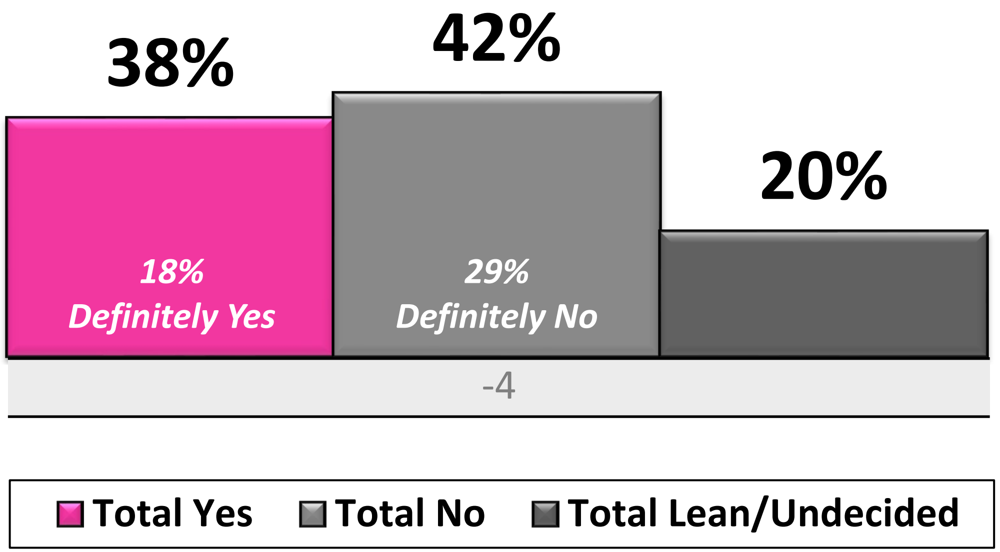
NEW BRIDGE STRATEGY

A plurality of voters say they would vote no on the proposal to increase sales tax by 0.5% to fund transportation.

Shall City of Arvada taxes be increased **$13,959,633** in 2027 and by such amounts as are raised annually thereafter, by an additional **one-half of one percent (0.5%)** sales and use tax, with no taxes on prescription medicines and diapers, with the proceeds to be used to maintain and improve essential infrastructure for local residents including but not limited to:

- Repairing, maintaining and improving aging and inadequate streets, bridges, and sidewalks;
- Improving safety for drivers and pedestrians;
- Reducing time spent at red lights by improving signals and other traffic technology;

with all expenditures subject to an annual independent audit published on the city web site, and oversight by a committee of city residents, and shall the resulting revenues and investment earnings thereon be collected, retained and spent notwithstanding any limitations provided by law?



Asked of Sample A 2/10-12, Asked of All 2/13-16, N=230

NEW BRIDGE STRATEGY

Voters who support the measure see a need for investing in the city's infrastructure.

General support for investing in infrastructure like roads, bridges and other city systems
Poor road conditions
Poor traffic signal timing
Pedestrian and cyclist safety improvements
The 0.5% sales tax increase is reasonable
Accountability, transparency, and annual audits are important
Specific problem streets and intersections mentioned
Infrastructure investment benefits property values, attracts businesses
Maintenance long overdue/has been neglected
Rapid overdevelopment, new housing construction and population growth

"The money has to come from somewhere, and the [0.5%] increase is nominal."
Female, Age 45-54, DEM

"There are streets and sidewalks in older parts of town that do need to be fixed or repaved."
Female, Age 65+, GOP

"Traffic lights are very obviously inefficient, and drivers have been more than willing to run red lights to avoid them, thus creating safety concerns."
Male, Age 35-44, IND

What are the one or two main reasons why you would vote Yes on this proposal?

NEW BRIDGE STRATEGY

Voters who are opposed are primarily concerned with the already high tax burden and a perception that the city has mismanaged tax funds in the past.

Current tax burden is already too high
City has mismanaged existing tax revenue
Development should be funding infrastructure – not residents
Proposal too vague, lacks specifics, and/or has no sunset clause
Sales tax is an unfair burden on lower-income residents

What are the one or two main reasons why you would vote No on this proposal?

"You already get hundreds of millions of dollars. To increase it by 20 million more is ridiculous."
Male, Age 65+, GOP

"You're already irresponsible with our tax dollars, and our properties are already overvalued."
Female, Age 55-64, DEM

"Property taxes are already high, and as a single parent, I can't afford to keep paying more money."
Female, Age 45-54, IND

NEW BRIDGE STRATEGY

Funding proposals that emphasize maintaining and improving existing roads and bridges are the most appealing to voters, followed by safety.

Funding Proposals Ranked by % Extremely/Very Important	Extremely Important	Ext/Very Important
Repairing, maintaining and improving aging and inadequate streets, bridges, and sidewalks.	36%	77%
Better maintaining roads and fixing potholes.^	40%	76%
Addressing the repair backlog for city streets and bridges.	41%	73%
Better maintaining roads.*	36%	71%
Improving the condition of city streets to reduce accidents and increase safety.	29%	65%
Increasing safety for drivers and pedestrians.^	24%	58%
Increasing safety for pedestrians by improving intersections, sidewalks and crosswalks.*	27%	57%
Making more sidewalks and crosswalks safe and accessible for people with disabilities, the elderly and children.	29%	56%

The following are some specific items which MIGHT be funded if this proposal is passed in November. Keeping in mind that it is difficult for everything to be equally important, please indicate how important each one of these is to you personally. Is it extremely important, very important, somewhat important, or not very important to ensure funding is dedicated to that purpose?

**Asked of Sample A, N=150 ^Asked of Sample B, N=150*

NEW BRIDGE STRATEGY

Voters place less relative importance on these items, particularly cyclist safety.

Funding Proposals Ranked by % Extremely/Very Important	Extremely Important	Ext/Very Important
Maintaining and improving open space, parks and trails throughout the City.	24%	55%
Increasing safety for pedestrians.^	24%	54%
Increasing safety for drivers by improving intersections and traffic flow.*	20%	53%
Easing traffic congestion on city streets by upgrading major thoroughfares.	20%	51%
Reducing time spent at red lights by improving signals and other traffic technology.	22%	43%
Widening and improving emergency access roads that would be used for evacuations during emergencies like wildfires.	21%	43%
Increasing safety for cyclists.*	15%	31%

The following are some specific items which MIGHT be funded if this proposal is passed in November. Keeping in mind that it is difficult for everything to be equally important, please indicate how important each one of these is to you personally. Is it extremely important, very important, somewhat important, or not very important to ensure funding is dedicated to that purpose?

**Asked of Sample A, N=150 ^Asked of Sample B, N=150*

NEW BRIDGE STRATEGY

The Bottom Line

- The ballot question to increase the sales tax to fund transportation needs does not exceed the critical 50% threshold.
- Affordability is a major hesitation in the lack of support.
- Voters are divided in their confidence in city spending taxpayer dollars. Confidence in Government has been trending down in other research we conduct, but it is still important as we know it bears a strong relationship to voters' willingness to support tax increases.
- In thinking about uses of potential funds, road and bridge maintenance tends to be the priority, followed by safety for drivers and pedestrians (cyclists are far lower).
- Almost half of voters say they have seen something about the 72nd underpass issue.

NEW BRIDGE STRATEGY

NEW BRIDGE STRATEGY

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Community Engagement Moving Forward

1. Continue listening to residents about drivers of trust
2. Develop action plan that includes the critical role City Council will need to play
3. Increase opportunities for residents to ask questions about city finances
4. Provide clear information about how city funds are used and managed
5. Use engagement to inform future policy discussions and priorities

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Breakthrough Result Alignment

Increase resident satisfaction in City services from 68% to 70% by May 2027.

- Homelessness
- Pavement
- Cybersecurity

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Next Steps

- Pause consideration of a ballot measure based on current voter sentiment
- Focus on understanding our resident perceptions
- Return to City Council with clear action items for Council and City team
- Continue evaluating infrastructure needs and funding options
- Monitor community sentiment over time and reconsider ballot measure in 2028

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REPORT TO CITY COUNCIL	AGENDA ITEM 2.B.

TO: THE HONORABLE CITY COUNCIL DATE: March 10, 2026

SUBJECT: Solid Waste Hauling/Recycling Program

Report in Brief

The City team will provide an overview of the City's Waste Hauling/Recycling Program and the Solid Waste Enterprise Fund, as well as the status and anticipated impacts of the Extended Producers Responsibility law implementation. The team will request direction from the City Council regarding fee scenarios to bring back to the next workshop for discussion. Finally, the City Team will provide information about an upcoming Request for Proposals for the next recycling/solid waste contract.

Prepared by:
Deborah Baumgartner, Utility Services Manager

Reviewed by:

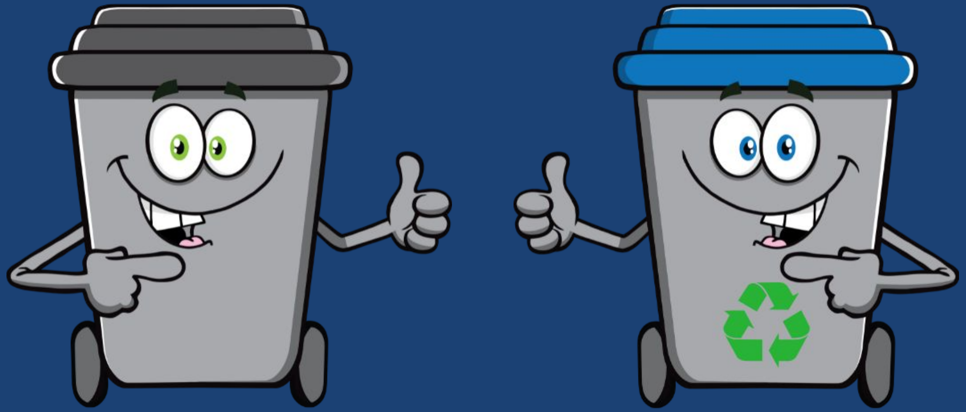
Approved by:

Christine Gray, Utilities Business Manager	02/17/2026
Jacqueline Rhoades, Director of Infrastructure	02/19/2026
Jessica Morales, Deputy City Attorney	02/19/2026
Bryan Archer, Chief Financial Officer	02/19/2026
Tammy Hedlund, Legal Specialist	02/19/2026
Rachel Morris, City Attorney	02/20/2026
Allison Scheck, Deputy City Manager	02/23/2026
Don Wick, City Manager	02/26/2026

Enclosure, exhibits & attachments required to support the report

Solid Waste Program Information

City Council Workshop
March 10, 2026



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Tonight's Agenda

- Current Program Information
- What's Ahead
  - Extended Producer Responsibility
  - Compost Services Status
  - Upcoming Request for Proposals
- Council Direction
- Next Steps

Enterprise Fund versus General Fund

- The Solid Waste Enterprise Fund was established to run "like a business", revenues should cover all of program expenditures.
- An Enterprise is a government-owned business that receives revenue in return for providing a good or service.
- Because this Program operates as an Enterprise fund, the City is obligated to set revenue requirements to cover costs.
- Program subsidization introduces challenges to the Enterprise status.
- Revenue Requirements (rates/fees) are voted on by City Council.

Solid Waste/Recycling Program History

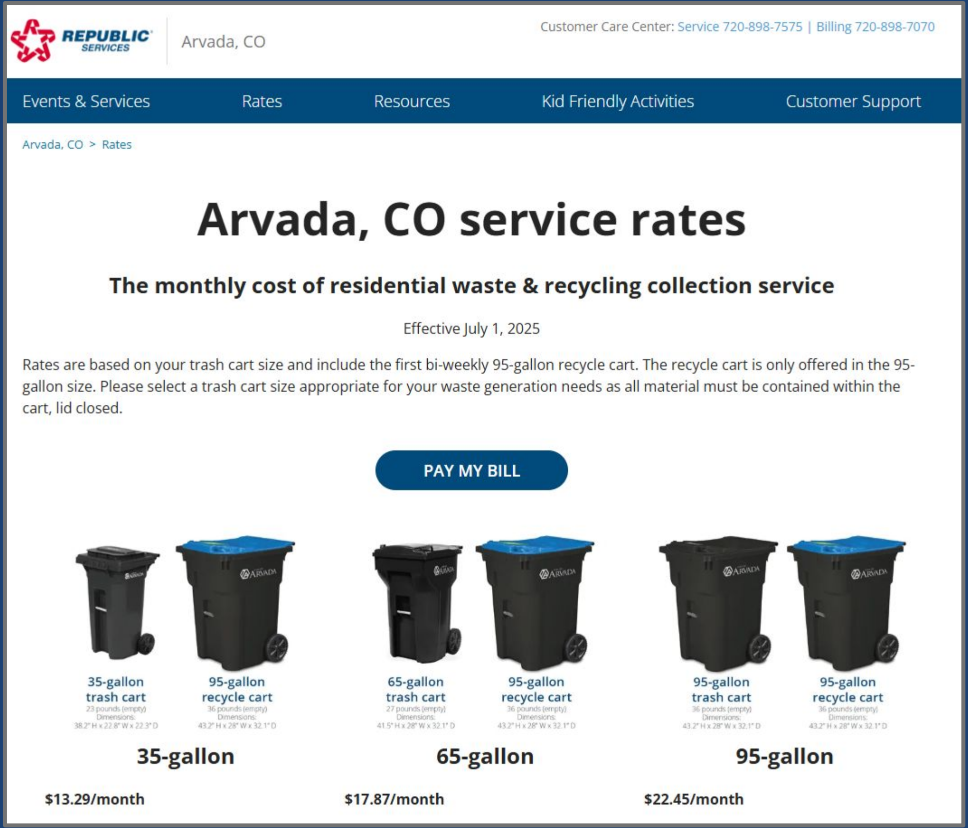
- Provide a cost-effective waste hauling program to all eligible City residents
- Ensure all eligible Arvada residents have access to recycling services
- Increase the recycling diversion rate in the City
- Improve the quality of customer service to the community, including a high level of pick-up accuracy rate across the City
- Provide Arvada residents with large item drop-off and leaf recycling events
- Reduce the number of waste hauling trucks on City streets (reduce street wear and tear; reduce noise and air pollution)

Program Annual Report on the City’s website:
arvadaco.gov/1336

Recent Bulky Item event team photo

Current Waste/Recycling Contract Basics

- Five year contract with Republic was initiated in July 2021.
- Two consecutive one-year renewals were adopted in 2025 to extend until July 2028, keeping Republic's minimum service fee the same at $4.55.
- Increases are determined by April 1st each year (Maximum increase is 3.50%, Minimum is 2.50%) and the increase applies to all contract components (except minimum service/opt out fee, as of 2025)
- Regulatory State and Federal fees are pass throughs
- Contract increases are effective July 1 of each year



Types of Fees and Program Participation By the Numbers

Fee Type	Fee Description	Number of Participating Households (FEB 26)
City Program	Covers bulky Item events, yard waste events, and program administration and assessed to all customers eligible for trash service, including participating HOAs. Everyone who is eligible pays this fee.	38,905
Cart Service	Covers hauler collection in a pay-as-you-throw cart service model and assessed to all participants enrolled in trash service.	19,092 (2,030 additional carts)*
Minimum Service (Opt Out)	Covers contract requirement that enables a cost-effective price with a predictable revenue stream for the contracted hauler and assessed to residents who have opted to supply their own hauler	7,743
Enterprise	Covers principal and interest for initial start up loan for program and assessed only to all participants enrolled in trash service.	17,062
Cart Replacement	Covers cart replacement for both trash and recycling carts and assessed to all participants enrolled in trash service.	19,092

*The number of participants in the program, regardless of the number of carts they have is 17,062

Example 2026 Monthly Bill by Customer Type

Fee Schedule	Level 3 95 gallon cart service	Opt-out (Chose their own hauler)	HOA not in the program
City Program Fee	$1.69	$1.69	$1.69
City Enterprise Fee	$1.06	n/a	n/a
City Trash Cart Fee	$0.60	n/a	n/a
City Recycle Cart Fee	$0.60	n/a	n/a
Republic Fee	$18.50	n/a	n/a
Minimum Service (Opt Out)	n/a	$4.55	n/a
Total per Month	**$22.45**	**$6.24**	**$1.69**

*Rate comparison provided in the Appendix.

What’s Ahead

- Extended Producer Responsibility (EPR) Reimbursements
- Compost Services Update + Request for Direction
- Request for Proposals (RFPs) for New Hauler Contract July 2028

Extended Producer Responsibility (EPR) Program

Jun 2022: State legislature passed HB22-1355, directing the development of EPR program and formation of Advisory Board

May 2023: Circular Action Alliance selected to serve as Producer Responsibility Organization

Dec 2025: Program Plan approved

Mar 2026: Local Government Request for Reimbursements (RFR) opened **(Arvada RFR application in process)**

May/ Jun 2026: Education & Outreach program launches

Jun/ Jul 2026: Earliest date reimbursements can begin*

Colorado's EPR program is intended to increase waste diversion rates, provide free and convenient recycling access, innovate and develop new infrastructure, and shift costs away from consumers.

National Context

- Similar laws have been passed in Maine, Oregon, Colorado, California, Minnesota, Maryland and Washington.
- Some states are facing federal litigation over interstate commerce challenges.

* *rollout discussions still in process*

EPR Program Design

How it works:

- Circular Action Alliance (CAA) is Colorado's "Producer Responsibility Organization" (PRO)
- The PRO coordinates statewide program activities, works with participants, and manages finances.
- Producers of packaged products, printed materials, and other "covered materials" pay dues to fund a new statewide waste diversion program
  - Exceptions for many small businesses, nonprofits, food service providers, etc.

Dues-Funded Economic Model:

- Reimburse residents for up to 100% of the cost of recycling service
- Develop statewide education and outreach campaigns and support municipalities with locally-tailored outreach & education
- Additional programs will roll out over next few years, including composting infrastructure, industry and end market development, multifamily and commercial services
- Incentives offered to producers who use more sustainable packaging

Composting/Organics Diversion - Current Status and Opportunities

Composting is not currently a service we provide through our contract with Republic

We can **potentially** provide composting/organics service to all of our residents, starting time would need to be evaluated:

- Citywide program, similar to recycling services
- Grant funding opportunity for purchasing carts
- EPR reimbursement credits could offset costs
- Customers could use compost cart for leaves and yard waste
- Customers could potentially reduce their trash cart size if using a compost cart

Next Steps: More research from City Team + more City Council discussions to provide transparent conversation

Composting/Organics Diversion - Requesting City Council Direction

1. Use EPR reimbursement to customers to offset a citywide composting program?

   a. Requires applying for/receiving cart grant
   b. Rollout would be TBD depending on receipt of grant, updates to billing system, citywide communications

2. EPR credit goes to customers, no citywide composting services?

3. Wait to include composting for next solid waste contract in 2028?

Request for Proposals (RFP) Update

- 2025 vote to extend Republic's contract through July 1, 2028 (maximum allowable time)
- We will start work this year to ensure a seamless transition for customers by July 1, 2028

Draft timeline:

4Q2026	1Q2027	2Q2027 - 2Q2028	July 1, 2028
RFPs Issued	**Proposals: Receive, Select, Award, Negotiate, Finalize**	**Implementation Logistics**	**New Contract in place for our residents**

Next Steps

Date	Item
April 28, 2026	Provide responses to City Council direction, final rate scenario to bring forward for adoption in June, more information about revised data model and statistics
June 2, 2026	Request the adoption of the Resolution adopting rates
July 1, 2026	New rates effective date
TBD	COA receives reimbursements
TBD	Contract amendment to reflect EPR
4Q2026	Request for Proposals for July 2028 contract
2027-2028	Contractor selection, negotiation, award (1Q27) and implementation (2Q27-2Q28)
2027 + 2028	Requests to adopt annual rate increases
July 1, 2028	New contract in place

Council Discussion

Are there other questions/concerns that we should address?

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End of Presentation

Thank you.

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Appendix Slides

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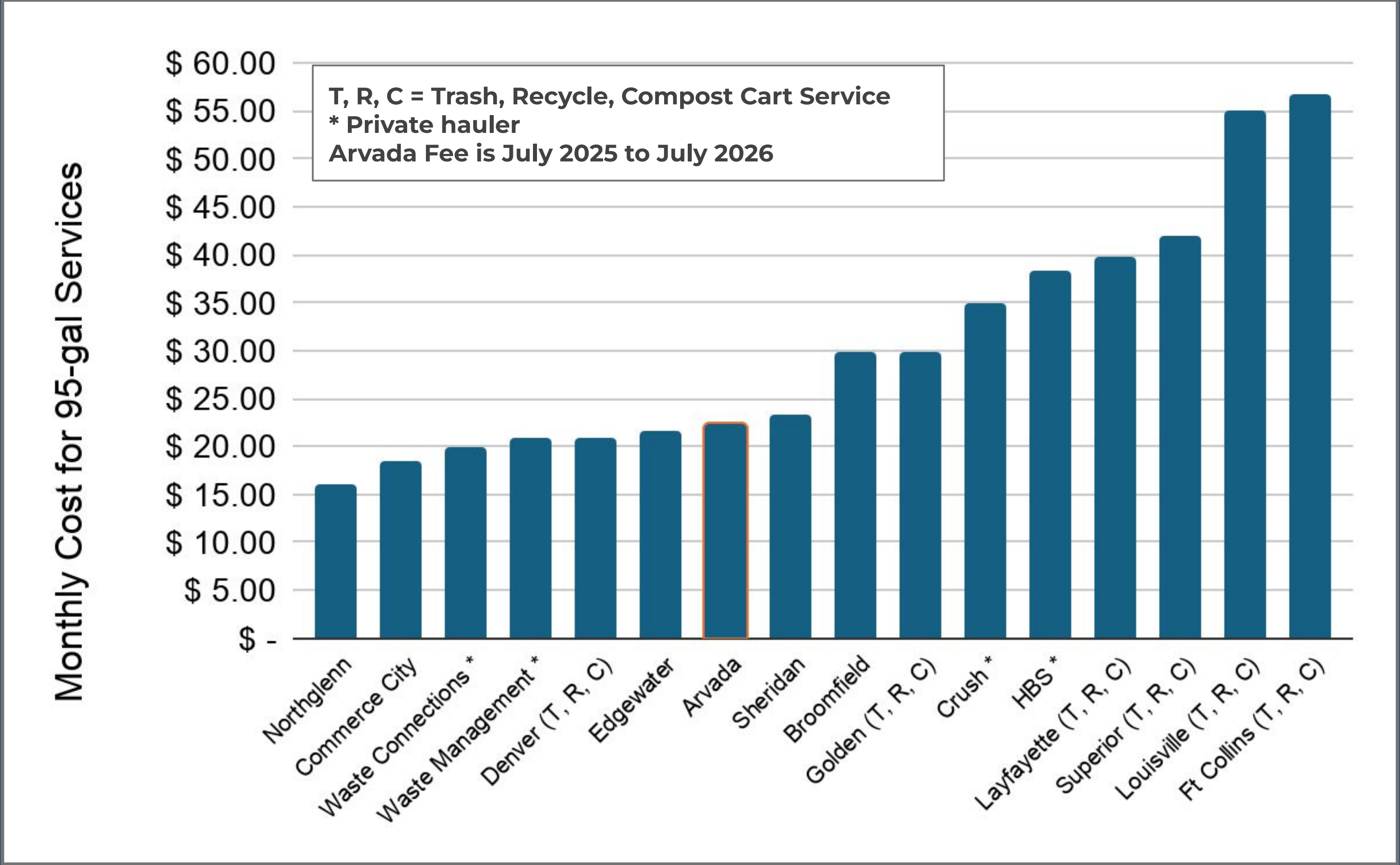
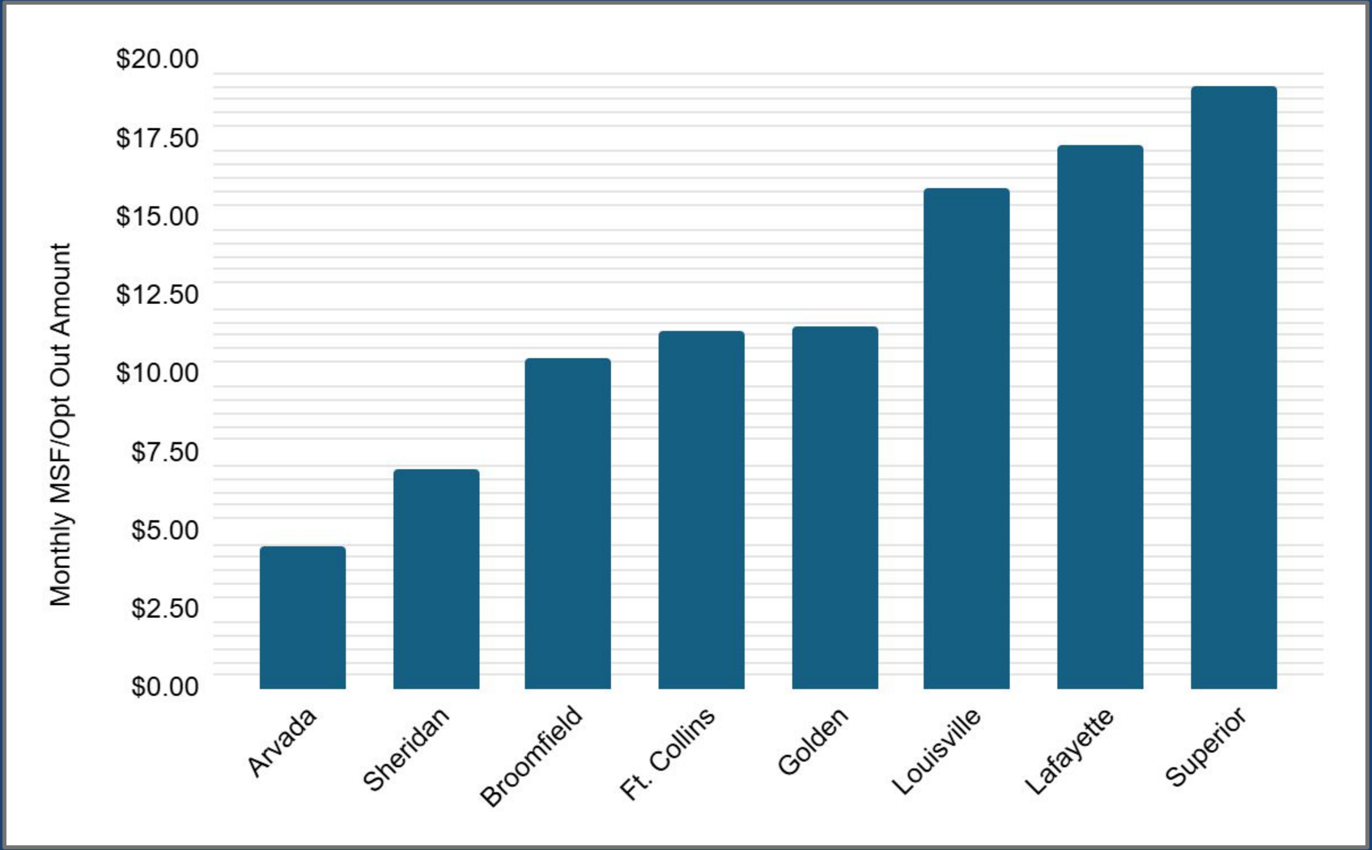
2026 Cart Service Fee Comparisons (all costs)

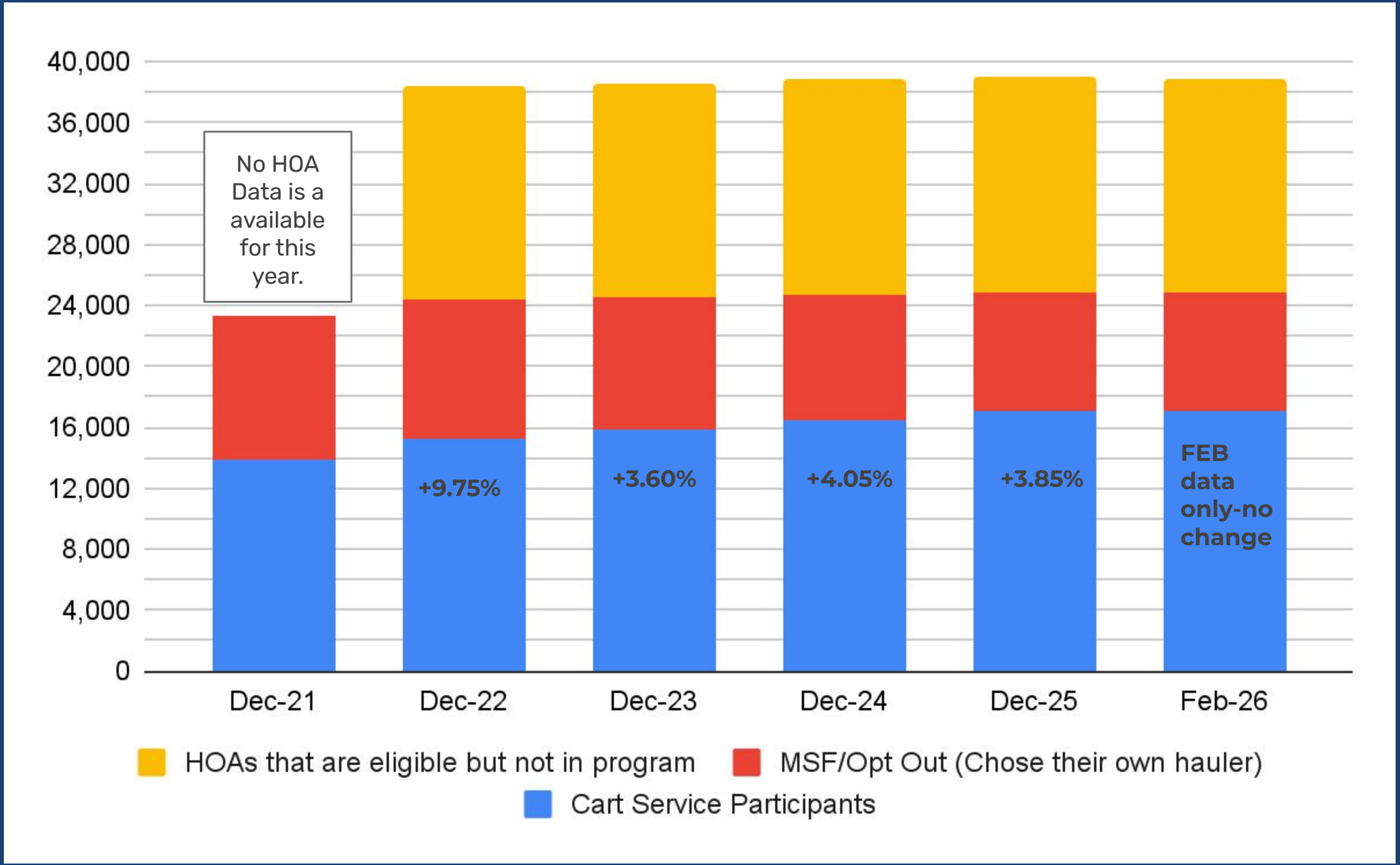


2026 Minimum Service (Opt-out) Fee Comparisons



Reminder: 2025 decision to extend contract to hold this fee at $4.55 per month.

Historic Participant Adoption Growth 2021-Current



EPR Program Roll-Out: Knowns & Unknowns

	What We Know	What We Don't Know
What does the EPR program cover?	States with recycling service reimbursements, regional education & outreach, and administrative support. Rolling out additional future programs	Specifics on the additional future programs around compost system development and waste diversion service for multifamily and commercial entities
When will City customers receive credits for Recycling service reimbursements?	CAA will begin processing reimbursements as early as June/July 2026 (dependent on completion of service agreements)	The reimbursement rate is not yet released. CAA is starting with "zone pricing" based on region/location and will then establish a negotiated reimbursement rate for each entity
What is "zone pricing"?	Zone pricing is a temporary pricing structure, until complete program data are analyzed individual service agreements are established	Study results are not yet available.
How are Recycling service reimbursements processed for a municipality with a contracted single hauler?	The original program plan instructs local government to receive reimbursements and issue credits to residents' utility bills An alternative structure was proposed to CAA, where haulers receive and process reimbursements on behalf of municipalities served	CAA has not confirmed whether Republic will be allowed to process reimbursements on behalf of Arvada. The City team is evaluating the best practice for our customers.

EPR Program Roll-Out: Knowns & Unknowns

	What We Know	What We Don't Know
What is the administrative cost?	CAA is offering funding for administrative costs associated with billing; whether Arvada or Republic adopts this responsibility, either entity may be eligible for funding There will be an increase in cost that our City Program Fee is not currently capable of absorbing	There will be a significant cost and maybe delays if Arvada needs to adapt the billing system to show line-item credits and we don't have a current estimate. It's unclear if CAA will allow Republic to handle the billing/ reimbursements for Arvada
What is the timeline for Arvada's participation?	City team submitted an interest form in Nov '25 and a completed application in March 2026	The timeline for processing our application and contract will determine our timeline for rolling out reimbursements
What will the customer experience be?	Customers will receive a reimbursement for the costs of recycling up to 100%	Specifics on the amount to be received (will reimbursements start at 100% or less than this?) Customers may see the credit change as we transition from "zone pricing" to more accurate amounts based on program data How the reimbursement will be reflected on their City utility bill
How will composting be addressed as part of the EPR program?	CAA acknowledges that composting is a part of waste diversion efforts (2027 or 2028) CAA plans to roll out financial support to enhance composting systems in CO	The specifics of what types of actions they will take and what efforts they will fund
How will private haulers interact with EPR?	Private haulers are eligible to participate in the EPR program as well; there is strong incentive to do so, but participation is voluntary	Which haulers will/won't participate in EPR

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REPORT TO CITY COUNCIL	AGENDA ITEM 2.C.

TO: THE HONORABLE CITY COUNCIL DATE: March 10, 2026

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