



City of Arvada

City Council Agenda

SEPTEMBER 1, 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

The study session can only be watched via Zoom

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

4:00 PM

STUDY SESSION

THIRD FLOOR CONFERENCE ROOM

1. Call to Order/Roll Call of Councilmembers
2. Study Session Topics
 - A. Revised 2024-2030 City Council Strategic Plan
3. Adjournment



REPORT TO CITY COUNCIL STUDY SESSION

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: September 1, 2026

SUBJECT: Revised 2024-2030 City Council Strategic Plan

Report in Brief

Following City Council direction from their April 2026 strategic planning retreat, staff continues its work on drafting a revised City Council Strategic Plan (CCSP) and has spent quality time working with the leadership team for their feedback and input. Staff is now ready to share a newly revised CCSP with City Council for their discussion and feedback.

Background

Staff continues its work on drafting a revised City Council Strategic Plan (CCSP) and has spent quality time working with the leadership team for their feedback and input. Staff is now ready to share a newly revised CCSP with City Council for their input and feedback.

Staff received feedback at City Council's strategic planning retreat in April that the current CCSP is too complicated, hard to follow, and more operational than strategic-focused. Given the support from Council to make changes, staff set out to enhance the CCSP so that it is much easier to read, and more policy focused, emphasizing strategy with clarity and simplicity.

In the spirit of simplicity, staff created two documents: a policy-level CCSP and a separate Operational Plan. Both are just one page each and both use current CCSP information. The content remains the same, but it has been condensed to reduce redundancy and edited so that it is easy to read.

Staff looks forward to discussing this further with the City Council to get their feedback on the format and to explain how staff's operational work will be aligned to the CCSP and results subsequently reported.

Strategic Alignment

This work reflects the commitment to annually reviewing and updating the 2024-2030 City Council Strategic Plan.

Next Steps

City staff will take feedback from City Council and will finalize the 2024-2030 City Council Strategic Plan for formal City Council approval in October 2026. The revised plan will take effect on January 1, 2027.

Prepared by:
Linda Haley, Deputy City Manager

Reviewed by:
Gail Walker, Legal Specialist-Contracts 08/10/2026

Approved by:

Toni Riebschlager, Law Office Administrator 08/10/2026

Zachary Woolweaver, Assistant City Attorney I 08/11/2026

Rachel Morris, City Attorney 08/13/2026

Allison Scheck, Deputy City Manager 08/13/2026

Linda Haley, Deputy City Manager 08/13/2026

Don Wick, City Manager 08/13/2026

Enclosure, exhibits & attachments required to support the report

Revised 2024-2030 City Council Strategic Plan

Study Session - 9/1/2026

Recap of April 18th Strategic Planning Retreat



Strategic Planning Report City of Arvada Council

Summary

The City of Arvada Council met on 18 Apr 2026 for a Strategic Planning Retreat.

Priorities

- Physical and Technology Systems
- Local Economy
- Quality of Life
- Homelessness
- Housing

Participant Feedback

What is one thing you are taking away from this session?

- More aligned; flexible on CCSP. Having more staff engagement
- Glad the staff feel empowered to adjust strat plan as needed
- We need to simplify and clarify our decision making filter. We are looking for where we meet on decisions and then hold the variety of perspectives. We need to be careful of what we communicate to staff. They are passionate like us and we want to honor the “how” of achieving our goals. Maybe we need a timer on our conversations.
- Openness to changing how we do strategic planning - Council provides vision and staff provide details of the how
- The body of council members are open and receptive when discussing difficult topics. Generally, Council will continue to benefit from specific guardrails to stay “in our lane”.
- Success. We have crafted a path for staff to move forward that is clear and allows us to pivot.

Out with the old...



City Council Strategic Plan 2024 - 2030



Presented on 4-22-2024



Adopted on 5-20-2024 by R24-056

Current CCSP is too complicated

Hard to engage with - 25 pages

More detailed - operational

Not high-level - strategic

Doesn't emphasize policy-level direction

In with the new...

As you will see, the new versions are:

Much easier to read

Just ONE Page for easy access and engagement

CCSP is Council's vision

Operational Strategy is Council's direction at the policy level

Future Ready Arvada City Council Strategic Plan 2024-2030



What Good Looks Like to Our City Council

As we Shape, Protect, and Preserve Arvada's future, every decision we make is guided by our shared principles, including:

Strong Local Economy • Resilient Community • Resident Voice and Trust • Organizational Excellence
Revenue Diversity • Distinctive Community Character • Strategic City Leadership • Exceptional People
Effective Governance • Innovation with Purpose



Future Ready Arvada City Council Strategic Plan Operational Strategy 2024-2030

Physical and Technology Systems



Modernize technology and our physical infrastructure

Strengthen community resilience in emergency preparedness in physical and technological assets

Close infrastructure deficit and funding gaps

Ensure the security of our physical and technology systems

Local Economy



Continue to support the dynamic needs of our businesses

Seek new revenue sources to support cost-effective services that promote economic growth

Foster strong partnerships with businesses

Support strategic environmental benefits that ensure long-term economic vitality and competitiveness

Quality of Life



Care for, improve, and adapt to the evolving needs of our residents and environment

Prioritize policies and projects for development that protect and sustain a high quality of life

Protect equitable access to recreational, cultural, educational and neighborhood opportunities for future generations

Actively engage and communicate with the community

Homelessness



Support street outreach programs, partnerships for transitional housing, and determine the blend of services needed to address chronic homelessness.

Be the catalyst for regional partnerships to reduce and prevent homelessness, including seeking grant (or similar type) funding

Foster community involvement, education, and solutions that empower individuals and organizations to create sustainable solutions

Safeguard public safety, security, and health in our community

Housing



Ensure effective planning and management for the continuity of housing strategies

Expand affordable housing options with community, development and funding partners

Maintain a welcoming community to attract future housing projects

Improve property conditions in underserved areas near transportation corridors

Mission

We are dedicated to delivering superior services to enhance the lives of everyone in our community.

Vision

We Dream Big and Deliver

Values

Innovation - We excel in creativity, flexibility and the use of best practices while valuing diverse backgrounds, ideas and perspective.

Passion - We are a high-performing, inclusive team inspiring each other to pursue excellence.

Opportunity - We value our diversity, embrace possibilities, face challenges, persevere and take action to deliver quality results.

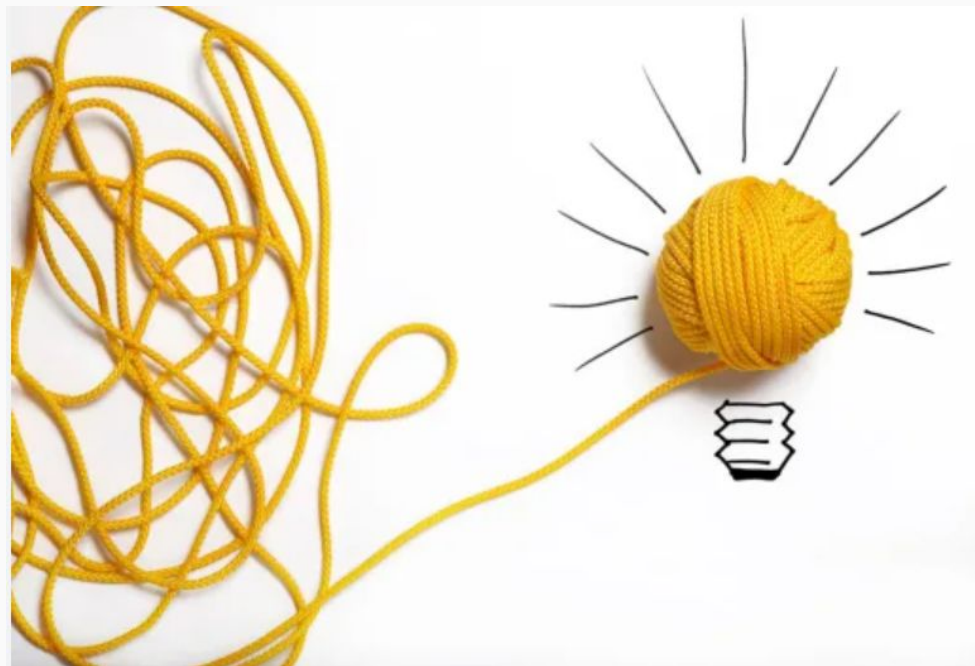
Discussion and Feedback and Next Steps...

Next Steps

Aligning our operational work to the CCSP and strategic goals

How we will share our work and our results effectively and routinely

Use of dashboards and other reporting tools to track performance and tell our story with transparency



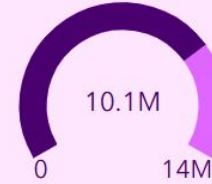


2026 Pavement Progress Dashboard

Mill & Overlay Lane Miles Completed



Mill & Overlay Budget Used - Delayed up to 30 days



Surface Treatment Lane Miles Completed



Surface Treatment Budget Used - Delayed up to 30 days



Lane Miles Prepared to Pave (Concrete Replacement)



Concrete Budget Used - Delayed up to 30 days



Reporting to City Council and Community

Updates to City Council on a quarterly basis

Public facing dashboards to help tell our story in alignment with CCSP

Conduct ongoing engagement with community to share our results and gather feedback

We appreciate your support!

Final Steps:

Finalize CCSP

Council approves revised 2024-2030 CCSP this fall.

New CCSP is effective January 1, 2027

THANK YOU!

