CITY OF ARVADA

COLORADO



2025-2026

Revised Biennial Operating and Capital Budget

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CITY OF ARVADA

2025-2026

Revised Biennial Operating and Capital Budget

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Mayor and City Council



Lauren Simpson
Mayor
(Term expires 2027)



Michael Griffith
Councilmember
At-Large
(Term expires 2029)



Sharon Davis
Councilmember
At-Large
(Term expires 2027)



Randy Moorman
Mayor Pro Tem
District 1
(Term expires 2029)



Shawna Ambrose
Councilmember
District 2
(Term expires 2027)



Rebecka Lovisone
Councilmember
District 3
(Term expires 2029)



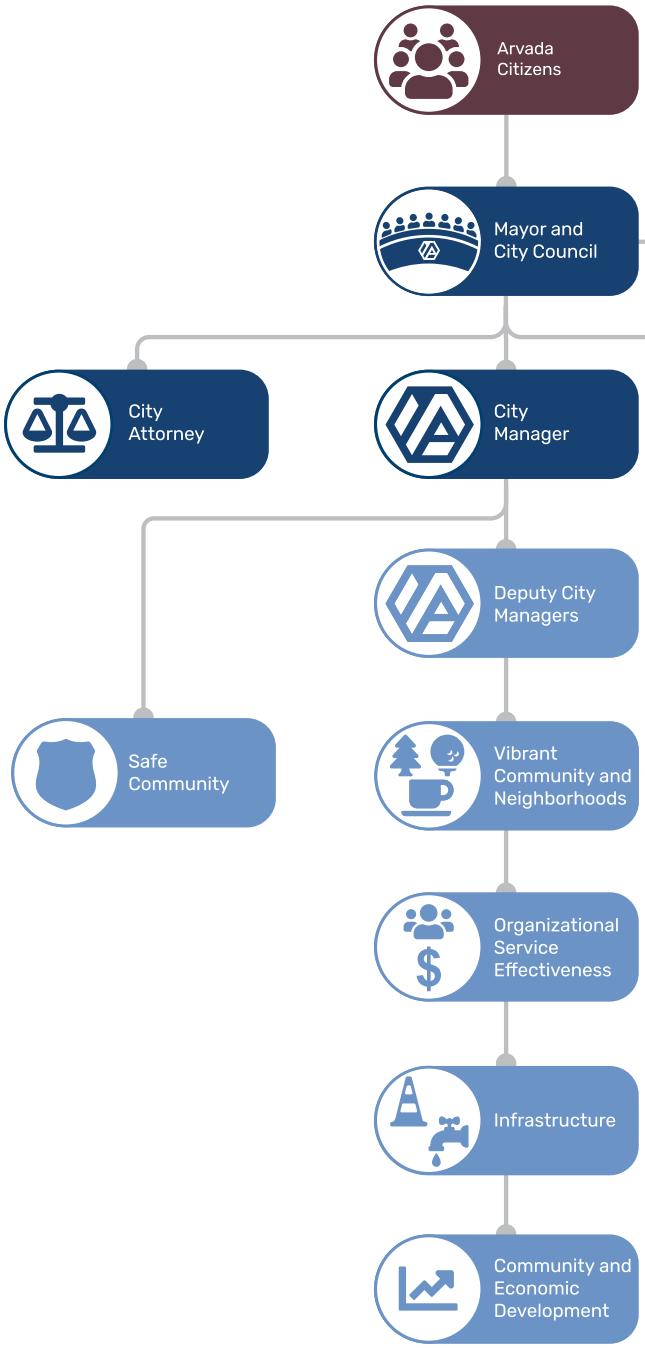
Bob Fifer
Councilmember
District 4
(Term expires 2027)

Click here for more information about City Council

City Manager and Key Staff

City Manager	Don Wick
Deputy City Manager	Linda Haley
Deputy City Manager	Alli Scheck
Municipal Judge	Kathryn Kurtz
City Attorney	Rachel Morris
Director of Community and Economic Development	Jessica Garner
Director of Infrastructure	Jacqueline Rhoades
Chief Financial Officer	Bryan Archer
Director of Human Resources	Gabriella Bommer
Chief Information Officer	Craig Poley
City Clerk	Kristen Rush
Chief of Police	Ed Brady
Director of Vibrant Communities and Neighborhoods	Ryan Stevenson
Director of Communications and Engagement	Rachel Kuroiwa

Organization Chart



Arvada's Boards and Commissions

- Arts and Culture Commission
- Arvada Economic Development
- Festivals Commission
- Liquor Licensing Authority
- Parks Advisory Committee
- Police Pension Board
- Sustainability Advisory Committee
- Urban Renewal Authority
- Board of Adjustment
- Building Code Advisory
- Retirement Plan Board
- Design Review Advisory Committee
- Sales and Use Tax Bond Committee
- Human Services Advisory Committee
- Planning Commission
- Transportation Committee
- 457 Retirement Board
- Housing Advisory Board

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Arvada
Colorado

For the Biennium Beginning

January 01, 2025

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Arvada for its Biennial Budget for the fiscal years 2025-2026. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The City of Arvada has received this Distinguished Budget Presentation Award for the past 30 years!

Office of the City Manager
Facsimile: 720-898-7515 ▲ TDD: 720-898-7869
Phone: 720-898-7500

September 15, 2025

Members of City Council
City of Arvada
8101 Ralston Road
Arvada, Colorado 80002

Arvada City Council and the Arvada Community:

Transmitted with this letter is the proposed Operating and Capital Budget for 2026. This budget is submitted in accordance with Section 10.2 of the Arvada City Charter.

As required by City Council Policy No. 300.4, Arvada Budget and Fiscal Policy, our team must develop a Biennial Operating and Capital Budget, which is to be presented in alignment with the City Council Strategic Plan (CCSP). The Biennial budget was presented to the Council on August 23, 2024, by interim City Manager Linda Haley. The budget presented to you now represents the second year of the two-year budget. Council approval authorizes expenditure authority for only one year. Our team must develop and present a revised budget for the second year, which the Council will consider and approve in the same manner: to authorize expenditures for the second year of the Biennial Operating and Capital Budget. Each Biennial Operating and Capital Budget as well as the second year of the two-year budget, is presented in late August or September, and Council approval must be completed per state law by October 31 prior to the calendar year for which the budget will be implemented.

The purpose of the Arvada Budget and Fiscal Policy is to guide City budget and financial management decisions based on strategic planning, performance measures, long-term financial stability, delivery of City services, and protection of past and future investments in the City's infrastructure and facilities. The adopted 2025-2026 Budget remains connected to the CCSP framework which provides the foundation for accomplishing the City Council Strategic Results and other key results identified by each of the City's five work systems. The City's five work systems include:

- **Community and Economic Development (CED)** – The CED Work System includes Building, Economic Development, Development Review, Long Range Planning, and Housing Preservation and Resources
- **Infrastructure** – The Infrastructure Work System includes Facilities Management, Fleet Services, Flood Control, Street Infrastructure, Utility Customer Information Services, Wastewater Collection and Disposal, Drinking Water and Solid Waste.
- **Organizational and Service Effectiveness (OSE)** – The OSE Work System includes Business Systems, City Attorney, Communication and Engagement, Compensation, Benefits and Wellness, Employment, Fair and Open Government, Revenue, Accounting and Financial Analysis, Service Excellence, Economic Vitality and Infrastructure, Technology Infrastructure and Operations, Technology and Project Management Services, and Workforce and Strategic Partnerships
- **Safe Community** – The Safe Community Work System includes Judicial Branch (Municipal Court) and the Police Department.
- **Vibrant Communities and Neighborhood (VCN)** – The VCN Work System includes Parks, Golf, and Sustainable and Vibrant Community.

Financial Resiliency: The CCSP contains a strategic result prioritizing financial resilience: *"Based on long-term financial projections and updated masterplans, develop financial resiliency recommendations to ensure adequate and ongoing investment in city infrastructure and core services."* As part of this budget development process, we continue to analyze service levels and revenue forecasts. The purpose of this work is to recognize our funding challenges and address them through a planned, measured, and strategic process ahead of the need to make immediate decisions and choices. We continue to anticipate that options will include a combination of service level reductions, strategies to increase revenue, and initiatives to create efficiencies that will reduce operating costs.

Prioritization for 2026 Budget: The 2026 budget represents prioritization of three key City Council Strategic Results. The budget recommendations align funding with these three strategic results. While Arvada remains in a financially sound position, we must recognize that we are facing challenges now and over the long-term including flat revenue growth, inflation, and economic uncertainty. While we have included some additions to the 2026 Budget, we recognize additional resources are still needed to fund current projects, initiatives, and service levels. Below are important themes related to our budget:

- Aligning the budget to three key City Council Strategic Results
- Inflation is impacting revenues and the cost of projects and materials
- Revenues remain flat while we plan for an expected decline
- Operating expenditures remain in-line with budgets, but costs are increasing
- The Capital Improvement Program (CIP) continues to see increasing costs

With these themes in mind, the 2026 Budget emphasizes the following priorities:

- Prioritizing three key Council Strategic Results
    - Priority 1 – CCSR Physical and Technology Systems: Improve City and community connectivity by providing reliable and accessible physical and technology systems.
        - Emphasis on Strategic Goal 5: Ensure the security of the physical and technology systems while also investigating and holding accountable those who put our systems at risk.
    - Priority 2 – CCSR Homelessness: Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.
        - Emphasis on Strategic Goal 4: Work with community partners to find a suitable location for the provision of homeless services outside of Olde Town.
    - Priority 3 - Local Economy: Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.
        - Emphasis on Strategic Goal 3: Maintain and enhance public assets to attract residents, businesses, workers, and visitors.
- Strategic use of $12M from reserves to invest in right of way infrastructure (streets, curb and gutter, sidewalks, etc.), Homelessness, and Olde Town.
        - $10M to right of way infrastructure
        - $1M to homelessness
        - $1M to Olde Town reinvestment
- Mandatory needs to address new laws/regulations and mandates
- Maintenance of a competitive total compensation package for employees

Looking Ahead: For years, Arvada has been recognized for being fiscally sound, 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 revenues. Additionally, addressing the complex issue of homelessness in our community is placing further demands on our resources. 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 City Council Strategic Plan. Among the goals set forth are:

1. Identifying and utilizing new sources of revenue and funding to continue delivering efficient and cost-effective services that promote economic growth.
2. Closing the infrastructure deficit and addressing funding gaps to ensure the sustainability of our community.
3. Expanding our efforts to coordinate services and support to those experiencing homelessness, while seeking long-term solutions to this critical issue.

Concluding Comments: The City team has assessed our financial resilience considering programs, service levels and the likelihood of a decline in certain revenue sources. With an uncertain economy, and flat revenue projections, the City needs to remain focused on ensuring sustainable services, finishing the projects that are underway and executing on three of the key City Council's strategic plan initiatives. The budget herein reflects this focus.

It is important to note that the preparation of this budget could not have been accomplished without the cooperation and collaboration of our leadership team and their team members along with the expertise, guidance and diligent work of our Finance team.

Finally, the items included in this budget have been the subject of extensive meetings and analysis with each work system of the City. What follows is the detailed and important budget information which is the substance of our team's work for the 2026 budget.



Don Wick

City Manager

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CITY OF ARVADA

City Council Strategic Plan

2024 - 2030



Presented on 4-22-2024

Adopted on 5-20-2024 by R24-056

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City Council Welcome

Dear Arvada Community,

The City Council is pleased to present the City Council Strategic Plan, a comprehensive document that outlines our desired community outcomes and sets forth the Strategic Results and Goals that we aim to achieve over the next six years. This document serves as a guide for our efforts in enhancing the quality of life for all residents.

The Strategic Results provide high-level strategic direction, guiding our priorities, resource allocation, and efforts. These are complemented by Strategic Goals, which further align organizational actions with the City's overarching objectives.

This foundational plan sets the vision for other long-range planning documents and holds significant weight in informing our City budget, ensuring that our financial resources are directed towards endeavors that advance our shared objectives.

Furthermore, the document outlines services detailing the core deliverables provided by the City. The alignment of City operations with this Plan helps to ensure that our operations remain focused and effective in meeting the needs and desires of our community.

As we move forward, the City Council Strategic Plan will serve as the foundation for the City's accountability and progress. It sets the direction for the City and outlines the path we will take to fulfill our mission of enhancing the lives of everyone in our community.

Sincerely,

City of Arvada City Council



City of Arvada
Mayor
Lauren Simpson



Councilmember
At Large
Sharon Davis



Councilmember
At Large
Lisa Feret



Councilmember
District 1
Randy Moorman



Councilmember
District 2
Shawna Ambrose



Councilmember
District 3
John Marriott



Councilmember
District 4
Bob Fifer

City Profile

The City of Arvada, a picturesque first-ring suburb of Denver, offers a small-town atmosphere despite its population of approximately 123,436 residents in 49,411 households.

Established in 1870, Arvada boasts a rich history, serene tree-lined neighborhoods, and a thriving mix of businesses. Our civic leaders prioritize both quality of life and support for business and economic growth, earning recognition for our business retention program at the state and national levels. Spanning nearly 23,000 acres, Arvada is easily accessible via three nearby interstate highways, providing convenient connections to the wider metropolitan area and Denver International Airport. The City's extensive trail system connects to Denver's trails in the east and the Rocky Mountains' foothills in the west, complemented by numerous parks and open spaces.

Arvada's historic downtown offers a diverse shopping and dining scene. With a diverse economic base, well-educated workforce, low crime rate, and exceptional quality of life, Arvada stands out as one of the most appealing and competitive cities in Colorado!



Background and History

The City Council Strategic Plan is the guiding document that lays the foundation for meeting current and future community needs. The Biennial Operating and Capital Improvement Budget will align with the City Council Strategic Plan, driving daily operations within the City. The Plan is reviewed annually as part of the City Council Strategic Planning Retreat focusing on Strategic Results.

In 2013, the Arvada City Council developed and adopted the first comprehensive, citywide Strategic Plan. The 2014 – 2019 Strategic Plan outlined five priority areas to focus on. The Priority Areas also known as Work Systems are Safe Community, Infrastructure, Community and Economic Development, Vibrant Community and Neighborhoods, and Organizational and Service Effectiveness. Work Systems are department structures that serve as organizational alignment that supports collaboration in the delivery of services to the Arvada Community.

In 2019, the City Council adopted the 2020-2025 City Council Strategic Plan. Significant changes were made to 2020-2025 City Council Strategic Plan between 2020 and 2024 in order to be responsive to the evolving environment. Most notably, this involved changing priorities and funding due to the COVID-19 pandemic.

Revisions to the previous plan:

- June 1, 2020: Resolution R20-047
- July 19, 2021: Resolution R21-095
- May 16, 2022: Resolution R22-033
- May 1, 2023: Resolution R23-043

These changes allowed the City to be adaptive and responsive but also grew the Strategic Plan in breadth and depth, ultimately resulting in more short-term goals and decreased long-term vision. Setting, achieving, and reporting short-term goals is an important process and tool of accountability to be paired with a City Council Strategic Plan but should be reflected and reported on outside of the Plan.

The decision to transition to a new City Council Strategic Plan early was based on the need to develop a visionary plan with higher utility, more alignment, and elevated strategy. These efforts will support the City's mission to deliver superior services to enhance the lives of everyone in our community, both now and into the future. In early 2024, the City Council, in collaboration with City Leadership, began developing this 2024-2030 City Council Strategic Plan.

Process

In January 2024, City Council received a comprehensive report that outlined the progress made on the 20202025 City Council Strategic Plan. This report served as the Plan's closing record. The report provided a review of progress on the Strategic Results and Milestones which reflect the challenges, achievements, and continued commitment to the work outlined in the Plan.

Ahead of the February 2024 City Council Strategic Planning Retreat, the City Council received two key presentations. First, the 2023 Community Survey results, and second, the 2024 update on the City's Budget and Financial Resilience. These key inputs of information, paired with the performance information received in the summary report, served as a foundation in City Council's strategic planning direction and results.

During the Strategic Planning Retreat, the Council determined the most important Strategic Results which would further the City's Mission of delivering superior services to enhance the lives of everyone in the community. As a part of this process, the City Council identified its key success factors: safety, financial stewardship, accessibility, affordability, reliability, opportunity, accountability, ethics, inclusion, sustainability, freedom, and a vibrant economy. These were woven into the results and goals presented in this Plan. Ultimately, City Council's Strategic Results focused on addressing **homelessness,** improving **housing options,** bolstering **quality of life,** supporting a **vibrant local economy,** and improving **physical and technology systems.**

Following the retreat, the City Leadership Team built upon the City Council's Results. Leaders curated Strategic Goals to support the implementation of Council's strategic direction, including perspectives from middle managers. The organization-wide and bottom-up approach helps to ensure the successful alignment of team member work to the City Council's vision, creating accountability to the Arvada Community.

In this Plan, Strategic Results are presented in alphabetical order, with no implied priority. The subsequent sections of this document feature numbered lists of Strategic Goals and Work System Services, also for reference only and without any priority indication.

Community Voice

Since 1997, Arvada residents have been rating their satisfaction with regard to quality of life, community amenities, and local government via the Community Survey. The survey gives residents an opportunity to provide feedback to the City government on what they believe is working well and what is not, and to communicate their priorities regarding community planning and resource allocation. This information is critical to the City's understanding of the current and future needs of Arvada residents.

The City Council and the City's Leadership Team use Community Survey findings to inform their strategic planning. Resident perspectives help direct focus on opportunities to maintain or improve service levels in order to better meet expectations. Key findings in the 2023 Community Survey include:

- Residents feel safe in their neighborhoods (90%) and citywide during the day (66%).
- Parks and open space satisfaction is high.
- The majority (76%) view Arvada as delivering services equitably.
- Satisfaction, in general, is high among Arvada residents, particularly with City services (69%) and quality of life (73%).
- Management of traffic and infrastructure developments are opportunities for growth for the City, particularly in managing concerns of overdevelopment.
- Homelessness and affordable housing are still important to residents and support for programming- based solutions is high.
- Residents are mixed in their opinions towards the growth and development citywide.

These findings are reflected in the City Council Strategic Plan through a focus on addressing homelessness, identifying appropriate solutions to housing affordability, maintaining and improving quality of life and a thriving local economy, and addressing the need for physical and technology infrastructure investments.

Mission Vision Values

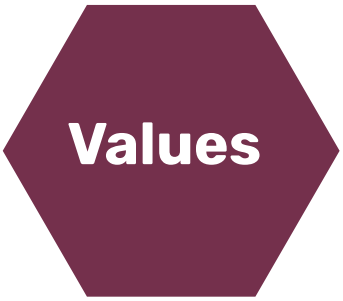
From 2015 to 2016, the City engaged in a cultural transformation initiative, using extensive internal and external input, in order to redefine its Mission, Vision and Values (MVV). The City's revised MVV was created through a collaborative process with representatives from all Work Systems and workforce levels. The City's values directly support and reinforce the City's Mission, Vision, and core competencies. In August of each year, the workforce celebrates and re-confirms their commitment to the MVV.



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



We dream big and deliver.



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

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.

Implementation Principles

Implementation principles are the core competencies expected of the organization in implementing the direction outlined in this Strategic Plan. They apply across Work Systems and guide how the City Team leads the achievement of the City Council's Strategic Results and Strategic Goals.

Customer Focused

The City of Arvada prioritizes customer needs by responding promptly, building strong relationships, gaining insights into their needs, and delivering customer-centric solutions that meet or exceed expectations. The City of Arvada provides transparent and accessible communication for the community. We strive to create opportunities for meaningful and inclusive community engagement.

Results and Data-Driven

The City of Arvada sets and exceeds clear, evidence-based goals, continually improving services by collecting, analyzing, and applying data. We motivate ourselves and others and seek clarity in responsibilities. We monitor our progress by integrating evaluation and benchmarking with industry standards into our work processes and ultimately achieve results.

Diversity, Equity, Inclusion and Accessibility

The City of Arvada will foster, cultivate, and preserve a culture of diversity, equity, inclusion, and accessibility to benefit its current and future organization and community. The City will lead by example in the advancement of Diversity, Equity, Inclusion, and Accessibility through deliberate practices.

Culture of Safety

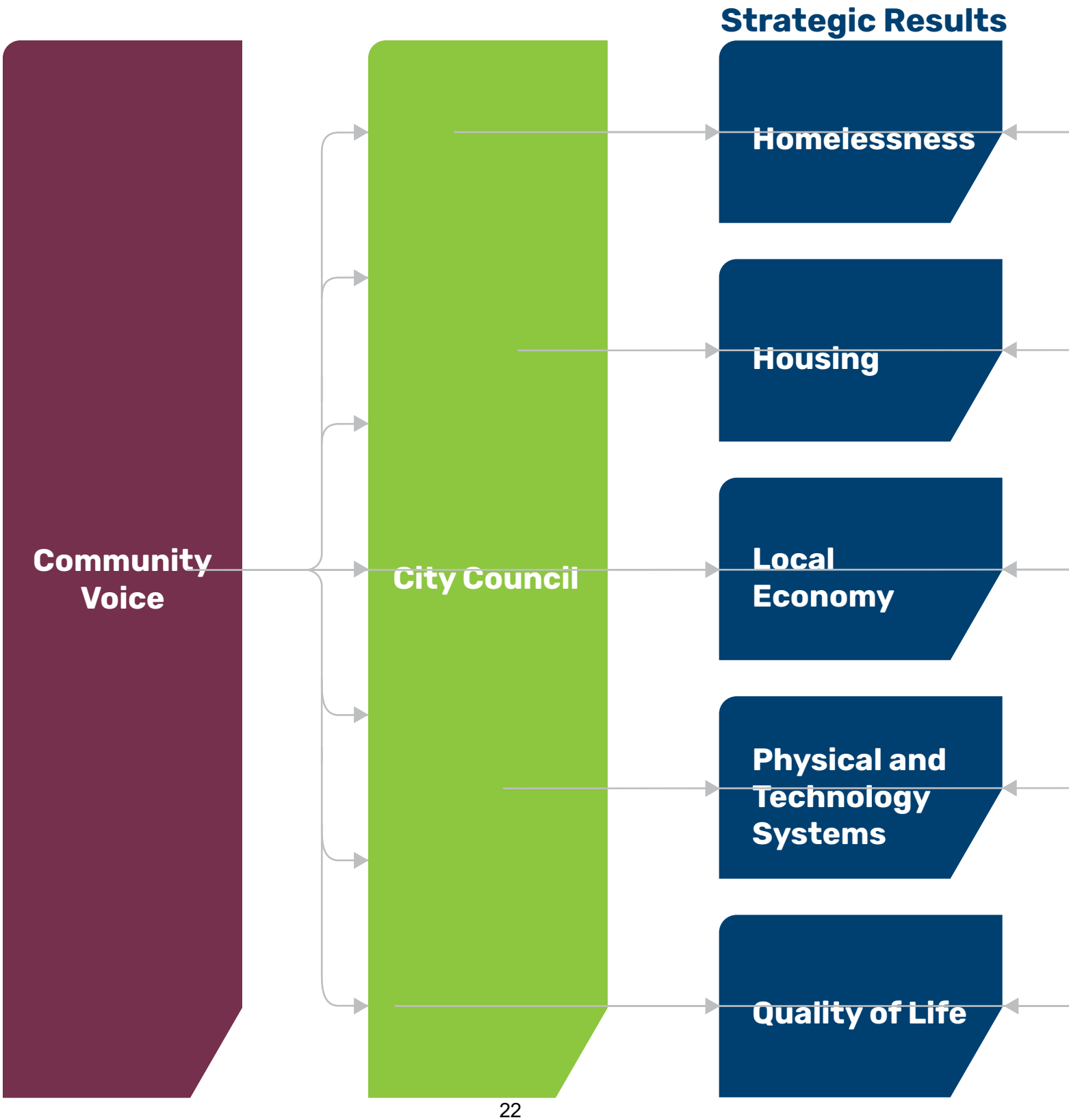
The City of Arvada values the health, safety, and welfare of its employees. For this reason, the City Team upholds a culture of safety and maintains a strong understanding of safety practices, holds themselves accountable to safety policies, and responds promptly to safety issues, inquiries, and reporting requirements.

Adaptive and Resilient

The City of Arvada exemplifies resilience and adaptability through its commitment to financial stewardship, fostering a high-performing workforce, and implementing adaptive practices that effectively respond to dynamic environmental changes, ensuring sustainable progress and prosperity for its community.



CITY OF ARVADA



Strategic Alignment

The golden thread symbolizes the strategic alignment connecting our overarching strategy through to individual actions. It begins with the community voice, which informs the City Council's strategic direction, translating into results and goals. This thread extends seamlessly into work system services, embodying core deliverables, and internally through implementation plans executed by the City Team. Implementation Plans are led by the City Manager, to realize the Council's strategic direction.



Homelessness

City Council Strategic Result
Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness.

More about this Result

For the past decade, the City has seen a significant increase in individuals experiencing homelessness. In response, the City has organized and participated in various meetings, summits, and regional efforts with government partners and service providers to discuss and develop responses. The Arvada Police Department and their Community Outreach, Resources and Enforcement (CORE) team have been focusing on responding to homeless needs, community concerns, and camp cleanups. With the number of individuals experiencing homelessness continuing to grow, there is a pressing need to take immediate action on the most concerning issues and develop intermediate and long-term plans.

As the City addresses homelessness, the outcomes ripple across various facets of society. When individuals experiencing homelessness are able to find stability and support, this leads to improved mental and physical well-being for themselves and their families. With stable housing, residents can focus on building brighter futures. A robust economy will flourish as formerly unhoused individuals become active participants in the workforce. Community members and visitors feel safer and more welcomed in public spaces. Social impacts can be addressed directly with reduced strain on public services and increased community cohesion.

Strategic Goals to Achieve the City Council Result on Homelessness:

1. Develop a Homelessness Strategic Plan that will set a path forward for street outreach, 24/7 emergency shelter, partnership agreements for the provision of services, and transitional housing opportunities. The Strategic Plan will consider the feasibility of and opportunities for a navigation center.
2. Be the catalyst that supports partnerships with non-profits and local organizations and agencies to deliver programs and services that reduce or prevent homelessness.
3. Research and seek one-time and recurring funding options, including grants and regional agreements in support of homelessness services.
4. Work with community partners to find a suitable location for the provision of homeless services outside of Olde Town.
5. Support access to public information about homelessness and community solutions to foster understanding and empathy while empowering individuals and organizations to contribute to sustainable solutions.
6. Provide outreach and resources to those in need while also enforcing laws and ordinances to create a safe community for all to enjoy.
7. Enhance the City's capacity to continue providing resources by implementing strategies that prioritize public health and safety, thereby minimizing risks for community members and the City.

Handy Links

Point in Time Count

Heading Home

The City's Strategic Plan for Homelessness (January 2023)

Sub-area Plans (Square Lake, New Town, Olde Town Strategic Reinvestment Plan, Northwest Arvada)

CORE Officer Assignment Description

Police Policy 468 Community Outreach Resource Enforcement Unit

Housing Strategic Plan
Coming Soon!

Comprehensive Plan Update
Coming Soon!

Homelessness Strategic Plan Update
Coming Soon!

Housing

City Council Strategic Result
Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

More about this Result

Arvada's existing housing stock primarily consists of single-family homes with 75% of households owning their home. Buying a home is increasingly out of reach for fixed, low and moderate-income households. Over half of Arvada's renters are cost-burdened (spending 30% or more of gross income on housing). At the same time, rising rent prices have resulted in fewer units available at affordable rates. The City of Arvada utilizes grants like the Housing Choice Voucher Program and the Community Development Block Grant, as well as other funding sources to support affordable housing opportunities.

Improving access to diverse, safe, and affordable housing options and programs leads to myriad positive outcomes for residents. By increasing housing diversity and affordability, the City can more effectively support residents in locating suitable housing that meets their specific needs. Elevating these strategic housing goals will provide cost-burdened households the opportunity to secure housing that supports their well-being and quality of life. Overall, these efforts promote a more equitable and sustainable Arvada, where all residents have the opportunity to secure housing that supports their well-being and contributes to a vibrant and inclusive community.

Strategic Goals to Achieve the City Council Result on Housing:

1. Ensure continuity and consistency of housing strategies throughout the City's foundational and guiding plans and policies.
2. Prioritize opportunities to expand affordable housing options in collaboration with the community, development, and funding partners.
3. Conduct research and feasibility studies to explore the viability of and opportunities for expanding attainable housing options.
4. Foster a welcoming community that attracts future housing development and ensures residents feel safe and secure.
5. Provide robust and efficient services that facilitate the development of diverse housing stock.
6. Plan, fund, design and construct sustainable physical infrastructure to address level of service gaps in underserved areas and along transportation corridors.
7. Provide communication, marketing, and engagement strategies to increase awareness and accessibility of housing options and programs, ensuring residents have increased opportunities to secure housing.

Handy Links

Point in Time Count

Land Development Code

2014 Comprehensive Plan

Sub-area Plans

PD CRIT Crime Free Multi-Housing Training

Housing Strategic Plan
Coming Soon!

Local Economy

City Council Strategic Result
Bolster a vibrant local economy by delivering efficient and cost-effective services and support for business in Arvada.

More about this Result

The City of Arvada enjoys a broadly robust local economy with low commercial vacancy rates, low local unemployment rates and an active business support community. Arvada has long been a desired destination for businesses. Multiple business support agencies such as the Arvada Economic Development Association, the Arvada Chamber of Commerce, Arvada Urban Renewal Association, the Olde Town Business Development Improvement District, and the Arvada Visitors Center contribute to Arvada's current business-friendly environment.

Continuing to prioritize the local economy is crucial for the City's overall financial well-being. A strong local economy provides numerous benefits, including job creation, stable tax revenues, and enhanced quality of life for residents. By prioritizing the local economy, a city can foster economic growth, attract new businesses, and retain existing ones, which in turn leads to a more diverse and resilient economy. An attractive business environment will generate job opportunities across various sectors. A local economy with a diverse mix of businesses improves access to goods and services. Staff will continue to engage with partners on a consistent basis in order to assist with business recruitment and retention, as well to learn new practices and offer technical and financial resources.

Strategic Goals to Achieve the City Council Result on Local Economy:

1. Provide a safe community to attract and retain a healthy business community, provide education and outreach to local businesses, and hold accountable those who victimize businesses and their patrons.
2. Strive to understand the changing needs of our business community while continuously reviewing and enhancing city operations to improve the customer experience.
3. Maintain and enhance public assets to attract residents, businesses, workers, and visitors.
4. Identify and utilize new sources of revenue and funding to deliver efficient and cost- effective services that promote economic growth.
5. Maximize the local economic benefit of the City's operating and capital budget through purchasing practices that prioritize local business.
6. Provide support for businesses to comply with City requirements that also protect the interests and safety of residents.
7. Foster a supportive and attractive business environment by continuing to strengthen City, community, and business partnerships to provide resources and support opportunities.
8. Ensure long-term economic vitality and competitiveness through the implementation of climate mitigation and resiliency strategies.

Handy Links

Budget Book

Revenue Manual

Quarterly Report

Olde Town Strategic Reinvestment Plan

Retail Work Plan
Coming Soon!

Physical and Technology Systems

City Council Strategic Result
Improve City and community connectivity by providing reliable and accessible physical and technology systems.

More about this Result

The City of Arvada provides and maintains a robust network of physical infrastructure, including trails, parks, open space, transportation network, sidewalks, water, wastewater, and stormwater systems. These physical systems are crucial for ensuring the smooth functioning of the City and the well-being and connectivity of its residents. Additionally, the City provides and utilizes technology systems for efficient operations, service delivery, and communication with external and internal customers.

The City of Arvada will continue to invest in and prioritize the development, maintenance, and integration of robust physical and technology systems to ensure their reliability and accessibility for all residents and businesses. This goal aligns with our commitment to fostering a resilient, connected, and innovative community that meets the evolving needs of our residents. By pursuing these initiatives, Arvada aims to create an environment where reliable and accessible physical and technology systems contribute to the well-being, quality of life, and vibrancy of the community.

Strategic Goals to Achieve the City Council Result on Physical and Technology Systems:

1. Identify and prioritize projects for modernizing our technology systems to provide effective service delivery.
2. Identify and prioritize projects for modernizing our physical infrastructure to maintain and elevate service levels.
3. Improve internal and external accessibility to information, programs, systems, and services.
4. Ensure all physical and technology assets support reliable safety response, emergency preparedness, and City and community resilience.
5. Ensure the security of the physical and technology systems while also investigating and holding accountable those who put our systems at risk.
6. Close infrastructure deficit and funding gaps.



Handy Links

Utilities Transparency Website

Budget Book

Land Development Code

2014 Comprehensive Plan

Sub-area Plans

Quality of Life

City Council Strategic Result
Foster an accessible and inclusive community that preserves and improves quality of life and ensures a safe and thriving place for all community members.

More about this Result

Arvada residents rate quality of life favorably. The City provides a broad spectrum of services and programs that contribute to quality of life, each of which addresses different aspects of community life to enhance overall well-being. Quality of Life considers various factors, including access to essential services, the availability of recreational and cultural activities, and the safety and cleanliness of the environment with a focus on ensuring equitable access for all residents. Quality of Life also takes into account ease of transportation, inclusivity, and diversity of the community, and the presence of sustainable practices that ensure the health of the environment for future generations. Essentially, Quality of Life is about creating environmentswhere individuals and families can thrive and feel a strong sense of belonging and satisfaction in their daily lives.

Additionally, public safety initiatives, including community policing and emergency preparedness programs, ensure that residents feel safe and secure. Environmental sustainability programs, such as green spaces preservation, waste reduction initiatives, and clean energy projects contribute significantly to the physical and mental well-being of the community, making it a more attractive and livable place for everyone.

Strategic Goals to Achieve the City Council Result on Quality of Life:

1. Create a safe community for all to enjoy through education, neighborhood connection, and engagement while also ensuring compliance with laws and ordinances.
2. Take care of our community by continually improving and adapting to the changing needs of our community members and environment.
3. Strengthen community resilience and well-being by proactively collaborating in emergency management initiatives, ensuring preparedness, effective response, and swift recovery.
4. Prioritize policies, practices, and projects for development that protect and sustain a high quality of life for residents and businesses.
5. Provide equitable access to the natural environment citywide and preserve these amenities for future generations.
6. Engage the community in meaningful opportunities to share their perspectives and values on decisions that affect them.
7. Provide exceptional customer service to all residents, businesses, and visitors of the City.

Handy Links

Community Survey

Land Development Code

Chapter 62 of the Arvada City Code

2014 Comprehensive Plan

Parks Master Plan

Total Rewards Philosophy

Priority Areas and Work System Services

Work Systems ensure City Council Priority Areas are supported through organizational alignment and collaboration in delivering services to the Arvada Community. Each Work System has core responsibilities, expectations, and service delivery obligations which are listed in the following sections. These serve as the foundation for the Strategic Plan, with Work System Services being essential to the City and Community functions. Strategic Results and goals are built upon these services, which inherently support their achievement.











Safe Community

The Safe Community Work System consists of the Police Department and Municipal Court. Together they provide Community-based policing, connected neighbors, engaged local businesses, supportive community institutions, and a fair and impartial justice system, all working together to ensure Arvada is a safe place to live, work, play, and stay. To support a safe community, the City of Arvada:

SC1
Achieves and maintains the gold standard in public safety by meeting and exceeding standards set forth through the Commission of Accreditation for Law Enforcement Agencies (CALEA) to assist with the designation of one of the safest communities in Colorado.

SC2
Provides customized police services making the community feel safe and secure, including proper investigation, appropriate case filings, and crime scene investigation, resulting in an increased likelihood of identifying and prosecuting those responsible for committing crimes.

SC3
Ensures the Police Department has adequate communication, information, financial management support, staffing levels, and leadership services to achieve strategic and operational results, including maintaining a well-informed community.

SC4
Applies inspection, enforcement, community support, and neighborhood engagement services to residents, businesses, and neighborhood partners to preserve a safe community.

SC5
Provides administrative, business, communication, and investigative services to members of the community and the Police Department with a commitment to Respect, Dedication, and Responsibility.

SC6
Provides an independent, fair, and impartial justice system that efficiently processes the court docket, renders fair and just decisions, and holds all stakeholders accountable while providing access to resources and services to reduce recidivism and improve the well-being of defendants.



Infrastructure

The Infrastructure Work System consists of the Public Works and Utilities departments. The community depends on a well-maintained foundation of streets, sidewalks, and water, wastewater and stormwater facilities. Planned and steady population growth requires proper maintenance of existing infrastructure including City buildings and fleet, as well as additional capacity to support a thriving community. To support infrastructure, the City of Arvada:

INF1
Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

INF5
Applies cost-effective and timely engineering, planning and design, construction practices, and established standards and specifications to align public infrastructure reinvestment capacity with community needs.

INF6
Develops, advances, and implements systems of asset management to support levels of service commitments.

INF7
Ensures compliance with federal and state regulations including environmental laws and Americans with Disabilities Act.

INF8
Develops and implements aligned infrastructure master plans and sustainable financial strategies.

INF9
Provides timely engagement opportunities and information about public infrastructure.



Community and Economic Development

Arvada's future prosperity, beautification, and quality of life will be significantly influenced by the City's ability to ensure that development meets safety requirements, design values and standards, and infrastructure needs, and that it supports the local economy to implement the community's vision. To support community and economic development, the City of Arvada:

CED1
Uses the Comprehensive Plan to guide planning, land use code decisions, development management, and informational and resource services that are delivered to residents, businesses, the development community, decision-making bodies, and neighborhood partners to achieve a well planned, aligned, sustainable, attractive, and livable community for current and future generations.

CED2
Applies a high-performing development review process that maintains the City's standards for safety, vision, and sustainable and quality design, which ensures a quality and timely review for the developer.

CED3
Supports the community's vision by cultivating an environment that attracts and retains private-sector investment, a talented workforce, and an engaged business community.

CED4
Maintains and protects the health, safety, and welfare of the public by ensuring safe buildings in the community while providing excellent customer service.

CED5
Improves access to quality housing that is affordable to a broad range of income levels and provides resources, housing, and neighborhood assistance services to Arvada residents.



Vibrant Community and Neighborhoods

A vibrant community is engaged in civic life, the arts, and the outdoors. It comprises individuals and groups who are dedicated to their community, get involved with neighborhood associations, and participate with local government to ensure responsiveness to changing needs, resulting in Arvada being the preferred place to live, work, play, and stay. To support a vibrant community and neighborhoods, the City of Arvada:

VCN1
Fosters strategic partnerships to advance quality of life and achieve an inclusive, equitable, diverse, resilient, and sustainable community.

VCN2
Provides specialized programs, environmental education, and sustainability and resource conservation services to residents, so they can carefully use and preserve resources and save money.

VCN3
Provides maintenance services , so the community and visitorscan play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

VCN5
Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

VCN6
Plans and hosts events and works collaboratively with artists, arts and culture organizations, and the community to enrich Arvada's quality of life and economic vitality and to help create a vibrant, beautiful, and sustainable city.

VCN7
Supports equitable City policies, programs, and efforts to secure an economically, socially, and environmentally sustainable city.

VCN8
Enhances community health and quality of life by promoting active lifestyles and connecting Arvada's youth with the outdoors. Provides youth sports organizations with the highest quality of fields to ensure a safe and enriching playing environment for recreational and competitive sports.



Organizational and Service Effectiveness

The Organizational and Service Effectiveness Work System consists of the City Manager's Office, Communications and Engagement, City Attorney's Office, Finance Department, Information Technology Department, and Human Resources Department. The community depends on a well-managed, fiscally responsible, and transparent City government. Performance-based management practices, sustainable levels of resource use, efficient use of technology, a high-performing workforce, and legal and ethical compliance will ensure the long-term credibility and effectiveness of the City government. To support organizational and service effectiveness, the City of Arvada:

OSE1
Provides leadership, policy and guidance, communication, and engagement services to City Council, the community, and the organization by utilizing a values-driven culture, ethical behavior, and transparency to maintain trust.

OSE2
Provides essential services to the community, City Council, and City Departments, including business licensing, records and information management, administrative support for City Council, and voter assistance and election services.

OSE3
Provides legal services to the City Council, Boards and Commissions, and all work systems, so they can enforce the law, avoid or mitigate risks, and promote safety associated with City operations and protect the legal interests of the City.

OSE4
Provides leadership services to ensure appropriate staffing, financial, and technology resources to all work systems to achieve strategic and operational results.

OSE5
Provides financial management services to facilitate responsible resource allocation and sustain current service levels while identifying revenue requirements to promote long term financial resilience.

OSE6
Provide technology and implement new innovative projects to guide decisions, improve results, enhance service delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

OSE7
Provides information and data to the community to support engagement in community governance, civic responsibility, and easy access to public information.

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.

OSE9
Supports a resilient workforce and community that are able to withstand stresses and shocks while maintaining essential functions through operational readiness and resource mobility, and by facilitating a quick, effective, and equitable recovery.



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City Council Strategic Plan Implementation and Accountability

Organizational Alignment and Reporting

The City Council's Strategic Plan is designed to provide a high-level outcome-focused direction from City Council. The Plan creates the opportunity for City Teams to align their work to the City Council strategic vision and results. The City will track this alignment in Internal Implementation Plans (IIP), including specific, measurable, achievable, relevant and timely (SMART) goals that detail the annual actions that need to be taken to progress the Plan. The SMART goals will be accompanied by performance measures that provide quantitative indicators to communicate and inform the direction and successful completion of these goals. Together they serve as an important form of accountability to the City Council and to the public. Every quarter, directors will report out to the City Manager's Office on the progress of their implementation plans.

Each year, the City Manager will present a status report on each of the Strategic Results within the Strategic Plan. This status report will be presented during a public workshop or retreat in a manner that facilitates interaction and discussion between Council and staff. As determined by City Council, community members may be invited to discuss the Strategic Results or Council may direct staff to conduct additional public meetings in order to encourage community discussion. The City Manager will utilize goals and performance measures outlined in the Internal Implementation Plans in the review of the Strategic Results.

Performance Based Budgeting

In addition to implementation plans, Performance-based Budgeting is a process that aligns the allocation of resources with the City Council Strategic Plan to deliver the desired results. It provides the framework for accomplishing the Council's Strategic Results and Goals by requiring each department to present its proposed budget in a consistent manner.

Performance-based Budgeting will be used to develop and present each Biennial Operating and Capital Budget for consideration by the City Council. Each Biennial Operating and Capital Budget is presented in late August and Council approval must be completed by October 31 of the even-numbered year prior to the odd-numbered year the budget is implemented. Council approval authorizes expenditure authority for only one year. Staff must develop and present an updated budget for the second year, which Council will consider and approve in the same manner in order to authorize expenditures for the second year of the Biennial Operating and Capital Budget. The City publishes Quarterly Financial updates to provide timely information on the City's major operating funds, including an update on key strategic performance measures.

Reporting

Periodic Strategic Plan updates to City Council will be provided through City Council Meetings, Quarterly Financial Reports, Quarterly Implementation Plan Reports, and an Annual City Manager status report.

Ad Hoc

Council Direction Received Via Variety of Avenues:

- Budget Cycle
- City Council Meetings
- City Council Workshops
- City Council New Business Request Form/Process

Informs ↓ Influences

Quarterly

Internal Implementation Plans

Goal Setting, Monitoring and Reporting Tool

↓

Quarterly Review with City Manager's Office

↓

Quarterly Report Provided to City Council

↓

Quarterly Status Update On City Website

Annually

Annual City Manager's Report

- Public workshop or retreat in a manner that facilitates interaction and discussion between Council and staff.
- The City Manager will utilize goals and performance measures outlined in the Internal Implementation Plans in the review of the Strategic Results.
- Open to Community

Glossary

Biennial Operating and Capital Budget
The two-year budgeting process that allocates resources for operations and capital projects.

City Council Strategic Plan
A planning document that establishes community priorities and strategic results scheduled for accomplishment during a six-year implementation horizon.

City Team
A reference to City employees.

Connectivity
Generally refers to the quality or state of being connected, linked, or joined. In various contexts, it can refer to physical connections (like transportation infrastructure, trails, etc.), digital connections (like websites, and software), or abstract connections (like social or cultural ties).

Handy Links
Accompany each result to City and external resources for further information, key resources, and foundational documents that support and correlate with the results and its subsequent goals.

Homelessness
A condition in which an individual or family lacks a fixed, regular, nighttime residence; resides in a public or private residence that is not designed or intended to be a regular sleeping accommodation for human beings; lives in a supervised shelter designated to provide temporary living arrangements; and/or is at imminent risk of losing their housing and has no subsequent residence identified or resources to obtain other permanent housing.

Implementation Principles
Principles that cross-cut each Work System and are expected of all City Team Members to uphold in all actions while implementing strategic results and goals.

Leadership Team
A group of City employee executive level leaders including Directors, Deputy City Managers, and Council Appointees.

Modernization
Is the process of updating an organization's practices, and systems to keep up with emerging technologies, new information, and evolving standards.

Middle Managers
Individuals who hold positions with the responsibility for the overall management of a distinctly budgeted program.

Performance-based Budgeting
A process that aligns the allocation of resources with the City Council Strategic Plan to deliver the desired results

Performance Measures
Indicators used to track progress, evaluate effectiveness, and inform decision-making toward the achievement of strategic goals.

Physical Infrastructure
The basic physical structures and facilities that are necessary for the functioning of a society, economy, or organization. This includes buildings, roads, bridges, railways, airports, ports, water supply and sewage systems, and other essential structures and facilities.

Physical Systems
The tangible, material components of infrastructure or mechanisms that exist in the physical world. This can include things like buildings, roads, bridges, water supply systems, and transportation networks. Physical systems are typically constructed or engineered to serve specific purposes and provide essential services to society.

Priority Areas
City Council designated areas of focus and commitment.

Quality of Life
Overall well-being and satisfaction that individuals or communities experience in various aspects of their lives. It encompasses physical health, mental health, social relationships, financial security, safety, access to services and amenities, and the overall environment. A high quality of life is often associated with positive feelings of happiness, fulfillment, and satisfaction with one's life circumstances.

Resilience
Refers to the ability of individuals, communities, or systems to withstand, adapt to, and recover from adversity, challenges, or stressful events. It involves the capacity to bounce back from difficult experiences, maintain mental and emotional well-being in the face of adversity, and continue functioning effectively in the midst of disruption or change. Resilience is characterized by flexibility, adaptability, and the ability to learn and grow from adversity.

SMART Goals
Goals that are specific, measurable, achievable, relevant, and timely.

Strategic Goal
Work System level goals that create clear alignment to organizational actions in furthering the progress of the City Council Strategic Results.

Strategic Result
High-level strategic direction that Council has identified to guide the organization's priorities, resource allocation, and efforts across a six-year implementation horizon.

Technology Infrastructure
Technology infrastructure comprises the hardware, software, and networks that enable IT systems and services. It includes physical components like servers and routers, and virtual components like operating systems and applications, all connected through communication systems for data transfer.

Transportation Network
The infrastructure and systems that allow for the movement of people, goods, and vehicles from one location to another. This network includes roads, highways, bridges, railways, airports, ports, and public transportation systems such as buses and trains. The transportation network is essential for enabling economic activity, facilitating travel and trade, and connecting communities.

Technological Systems
The integrated combination of hardware, software, and networks that are designed to perform specific functions or tasks. This can include computer systems, communication networks, and information systems that enable the processing, storage, and transmission of data and information. Technological systems are often used to enhance efficiency, productivity, and connectivity in various aspects of life and industry.

Work System
Department structures that serve as organizational alignment which supports collaboration in the delivery of services to the Arvada Community.

Work System Services
Describe the core deliverables and services provided by each Work System.

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Community Profile

Arvada is a beautiful first-ring suburb of Denver, the Mile High City, with a small-town feel despite its estimated population of 123,517. Arvada's population has grown from 109,157 in 2014 to 123,517 in 2025. Contributing to this growth is the addition of a few large residential subdivision in the late 2010's.

The first documented gold find in Colorado was made by Louis Ralston on June 22, 1850, in eastern Arvada. Arvada was once known as the Celery Capital of the World. Arvada's role in the celery industry began in the 1880's when it was found canals dug while searching for ore were also great for farming. In the early 1900's Pascal celery produced in Arvada received national recognition due to the unique way it was harvested producing a sweeter flavor.

Established in 1870, Arvada enjoys a rich history, quiet tree-lined neighborhoods, and a robust mix of business. Our strong civic leadership balances quality of life with an understanding and support of business and economic development. The City has been recognized at the state and national level for its business retention program.

Arvada's land encompasses nearly 23,000 acres. Three proximate interstate highways provide easy access to the larger metropolitan region and Denver International Airport. An extraordinary trail system links with Denver trails on the east and the foothills of the Rocky Mountains to the west, punctuated with thousands of acres of parks and open spaces.

Arvada's historic downtown provides an eclectic shopping and dining experience and includes one of three area transit stops as part of the metropolitan FasTracks light rail system.

Arvada's diverse economic base, highly educated workforce, low crime rate, and superb quality of life have helped shape our community into one of the most attractive and competitive cities in the Centennial State! The largest industries in Arvada include Professional Scientific and Technical Services, Health Care and Social Assistance, and Retail Trade. In 2025 Arvada's principal employers include King Soopers grocery stores, City of Arvada, McDonald's, Parker Personal Home Care and Walmart.







Work Force

- Jobs in Arvada: 27,685
- Median Income: $113,396
- Unemployment Rate: 4.2%

Population



- 123,517
- Households: 49,411
- Average Family Size: 2.5
- Owner Occupied: 76% (vs. 24% Renter Occupied)

Real Estate - Residential

- Median Rent: $1,824
- Median Single Family Home Sales Price: $646,000
- Median Townhouse/Condo Sales Price: $330,500

Real Estate - Office

- Average Rent(Sq Ft): $21
- Vacancy Percentage: 6.6%
- Vacant Sq Ft: 114k

Real Estate - Retail

- Average Rent (Sq Ft): $21
- Vacancy Percentage: 3.5%
- Vacant (Sq Ft): 224k

Real Estate - Industrial

- Average Rent (Sq Ft): $12
- Vacancy Percentage: 5.5%
- Vacant (Sq Ft): 266k



CITY OF ARVADA

Vision:

We Dream Big and Deliver

Mission:

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



Values:

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

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

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

Education

- K-12 Schools: 31
- Students: 15,711
- Teachers: 1,248
- Other Staff: 901



* Information provided by the Arvada Economic Development Association

LEGAL REQUIREMENTS AND BUDGET PROCESS

The City of Arvada is a political subdivision of the State of Colorado, located in Jefferson and Adams Counties in the Northwest quadrant of the greater Denver, Colorado, metropolitan area. The City Charter establishes a Council-Manager form of government. The City's governing body consists of an elected Mayor and six-member Council. The Mayor and Council appoint a City Manager. The City of Arvada is a "home rule" City, governed by its City Charter, the Colorado State Constitution, and City ordinances as adopted by the City Council.

The City Charter requires the adoption of budgets for the general fund, special revenue funds, debt service funds, capital projects funds, and proprietary funds. Budgets are not required for fiduciary funds. A fiduciary fund is custodial in nature and is used to account for assets that the government holds for others in an agent or trustee capacity.

City Council annually appropriates all budgeted funds with the exception of the capital projects funds. Project-length budgets are adopted for these funds. The City adopts budgets for all funds using the modified accrual basis of accounting, the same basis used in the entity's financial statements, consistent with generally accepted accounting principles (GAAP).

The City Manager submits a proposed budget to the City Council for each of two budget years (January 1 to December 31). The budget includes an explanatory message and is submitted in early September. The proposed budget contains a complete and detailed financial plan for all City funds. The proposed budget is open for public inspection and review. By October 15th, City Council conducts at least one public hearing on the proposed budget. Not less than sixty days prior to the first day of the next fiscal year, City Council adopts the City budget by resolution and the annual appropriation by ordinance. The City prepares a combination line-item and program budget, but the legal level of control is at the fund level which is the amount approved by ordinance.

2026 BUDGET PROCESS CALENDAR

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Budget Team prepares carryover from 2024	Carryover request due from team. Review Capital projects for capitalization.	Budget website for 2026 goes live. First reading for carryove. CIP instructions emailed	Finance team update 10-year model. Position sheets sent to departments and due back.	Operational Budget instructions emailed. CIP request due.	Departments present capital request with associated operating costs.
JULY	**AUGUST**	**SEPTEMBER**	**OCTOBER**	**NOVEMBER**	**DECEMBER**
Departments present Operating budget request.	City Manager and Budget Team prepare recommended 2026 Operating/ Capital Budget with 10-year revenue and expenditures	Council reviews recommended 2026 Operating/ Capital budget with 10-year revenue and expenditure plans.	Adoption of Revised 2025-2026 Operating Budget and CIP with 10-year considerations	Budget Team reviews and finalizes Budget Book	Publication of final Operational and CIP Budget

FUND STRUCTURE

A brief description of the City of Arvada's fund structure follows:

Governmental Funds (General, Special Revenue and Debt Service)

- **General Fund -** This fund accounts for all the financial resources of the City which are not required to be accounted for in another fund.
- **Streets Fund -** This fund accounts for costs associated with street repair and replacement including crack sealing, chip sealing, seal coating, milling and overlay and reconstruction. Revenues are derived from the City's General Fund and the Highway Users Tax Fund which is the City's share of the sate-collected tax revenue. This fund is budgeted separately but included with the General Fund in the City of Arvada Annual Comprehensive Financial Report (ACFR).
- **Arvada Housing Authority Fund –** The Section 8 Housing Assistance Payments Program is administered by the Arvada Housing Authority.
- **Community Development Fund –** This fund accounts for all entitlements, revenues and expenditures of the Community Development Block Grant (CDBG), the Home Rehabilitation and the Essential Home Repairs programs.
- **Parks Fund –** This fund accounts for costs associated with the acquisition, design, development, maintenance and beautification of City parks, open space and trails.
- **Police Seizure –** Colorado State Statues authorize local law enforcement agencies to seize cash and other assets belonging to persons convicted of public nuisance crimes. This fund was established to account for these resources as they are awarded and expended by the City's law enforcement agency.
- **Police Tax Increment Funds –** The purpose of the tax increment funds is to account for the voter-approved sales tax increment (.21 and.25) to fund expanded police services.
- **Grants Fund –** This fund accounts for receipt of lottery monies through the Conservation Trust Fund.
- **COP Debt Service Fund –** This fund accounts for the payment of principal and interest on the $11,180,000 Series 2016 Certificates of Participation and the $17,605,000 Series 2021 Certificates of Participation.
- **Debt Service Fund –** This fund accounts for the payment of principal and interest on the $70,925,000 Series 2019 Sales and Use Tax Revenue Bonds and the $7,230,000 Series 2023 Sales and Use Tax Revenue Bonds.
- **Capital Improvement Projects Fund –** This fund accounts for the financial resources to be used for the acquisition or construction of major capital projects (other than those financed by the Enterprise or Internal Service Funds).

The major Governmental Funds, as reported in the 2024 City of Arvada's Annual Comprehensive Financial Report (ACFR), were the General Fund, Community Development Fund, Parks Fund, Construction Fund and General Capital Improvement Projects Fund.

Internal Service Funds

- **Insurance Service Fund –** This fund accounts for the activities associated with the City's worker's compensation and property and liability insurance activities.
- **Print Shop Fund –** This fund accounts for the activities associated with the print shop operations.
- **Computer Fund –** This fund accounts for the accumulation of financial resources necessary for the timely and orderly replacement and maintenance of the City's computers.
- **Vehicles Fund –** This fund accounts for the accumulation of financial resources necessary for the timely and orderly replacement and maintenance of the City's vehicles and equipment.
- **Building Fund –** This fund accounts for the accumulation of financial resources necessary for the maintenance of City buildings.

Enterprise Funds

- **Water Fund –** This fund accounts for administration, operations, capital outlay, maintenance, debt service and billing and collection for the water utility operations.
- **Wastewater Fund –** This fund accounts for administration, operations, capital outlay, maintenance, billing and collection for the collection, transmission and disposal of sewage and wastewater.
- **Stormwater Fund –** This fund accounts for all activities necessary to maintain a stormwater management plan.
- **Solid Waste Fund –** This fund accounts for all activities necessary to maintain the solid waste and recycling program.
- **Golf Course Fund –** This fund accounts for all revenues and expenses of the Lake Arbor and West Woods Golf Courses.

The major Enterprise Funds, as reported in the 2024 City of Arvada ACFR, were the Water Fund, the Wastewater Fund, and the Stormwater Fund.

The following table shows each City Work System and its associated fund(s):

Fund	Community and Economic Development	Infrastructure	Organizational and Service Effectiveness	Vibrant Community and Neighborhoods	Safe Community
General Fund	Yes	Yes	Yes	Yes	Yes
Grants Fund	Yes	Yes	Yes	Yes	Yes
Street Maintenance Fund		Yes			
Community Development	Yes	Yes			
Arvada Housing Authority	Yes				
Parks				Yes	
Police Seizure					Yes
Police Tax Increment Fund.21					Yes
Police Tax Increment Fund.25					Yes
COP Debt Service			Yes		
Debt Service Fund			Yes		
Capital Projects Fund		Yes	Yes	Yes	
Special Assessments Fund		Yes			
Water Fund		Yes			
Wastewater Fund		Yes			
Stormwater Fund		Yes			
Solid Waste Fund		Yes			
Golf Course Fund				Yes	
Insurance Fund			Yes		
Computer Fund			Yes		
Print Shop			Yes		
Vehicle Fund		Yes			
Building Fund		Yes			

*** All Funds use the modified accrual for basis of budgeting**

Basis of Budgeting

Annual budgets for governmental funds (General, Special Revenue and Debt Service funds) are prepared separately using the modified accrual basis of accounting, the same basis of accounting that is used in the entity's financial statements. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable, and expenditures are recognized in the accounting period when the liability is incurred, if measurable.

Annual budgets are also created for all Enterprise and Internal Service funds. This basis used to budget these funds is also a modified accrual basis of accounting which includes capital expenditures and current debt service principal and interest payments and excludes depreciation, amortization, and adjustments for accrued compensation absences.

Budget Control and Budget Transfers

Control of expenditures is exercised at the fund level. Once the City Council adopts the budget, the City's financial management system is used to monitor activity. Quarterly financial reports are prepared for City Council and compare actual expenditures and revenues against the budgeted and prior year amounts. Reviewing actual expenditures to budgeted amounts on a fund-by-fund basis ensures that expenditures are within the legal appropriated limits required by the City's Charter.

Once the budget is adopted, transfers between line items for regular operating expenses, within funds and programs, can be accomplished with the approval of the department director. Transfers from any personnel accounts require the approval of the department director and the City Manager.

Budget Amendments and Supplemental Appropriation

The adopted budget can be amended during the year. This action requires City Council approval in the form of a resolution. At the end of the year City Council approves a supplemental appropriation by ordinance for the budget amendments approved throughout the year for any unforeseen changes arising after the adoption of the annual appropriation. A supplemental appropriation can be made as long as the total amount budgeted does not exceed the actual or anticipated revenues and the available fund balance.

Lapsed Appropriations

All appropriations not spent at the end of the year lapse into the fund balance applicable to the specific fund except for appropriations in the Capital Improvement Fund which do not lapse until the project is complete or abandoned.

Ten-Year Financial Models

In 2015, City Council adopted a budget and fiscal policy that utilizes long-range planning for each of the City's major operating funds to maintain the fiscal health of the City. Specifically, the City prepares a two-year budget based on a ten-year financial model. This method of budgeting is used to determine if future impacts of the current budget are fiscally sound. Using this ten-year model, the City is able to test the effects of current financial decisions on future years' financial conditions when approving funding requests throughout the organization.

There are many variables and factors that impact the ten-year model. These components include the following: beginning fund balance, projected revenues, projected expenditures (including capital expenditures), ending fund balance and required Council established fund balance goals. Revenue and expenditure projections are based on historical trends, various economic and inflation forecasts, and known changes in operations, legislation, and capital outlay requirements.

The budget process begins with the estimated beginning fund balance for the current year. Projected revenues and expenditures are applied to the beginning balance to calculate the ending balance for the budget year. This process is continued for the next ten years. The resulting calculation of the ending balance in year ten is compared to the calculation of the minimum required fund balance goal. The bottom line is that each fund should work towards maintaining a fund balance that is equal to, or exceeds, the required fund balance goal in the tenth year. The "Ten-Year Models" section of this document includes summaries of ten-year financial models for the Council's established City operating funds.

The comparison of ending balances to the required fund balance goal in the tenth year reveals whether or not adjustments in the current level of expenditures are necessary in order to maintain long-term financial stability. If the ending balance is equal to or exceeds the fund balance goal, no adjustment in the current budget is necessary. The fund may also contemplate additional expenditures based on the needs in the fund. However, if it is less than the ending fund balance and the fund balance goal, the City has ten years to either eliminate one-time capital expenditures, reduce on-going operating expenditures, or some combination of the above to work toward the fund balance goal.

Taking a long-term view of the City's current operations ensures that the City acts in a fiscally responsible manner. Budgeting in this manner also allows management time to react and respond to changes in the economy and minimizes the effect of budget fluctuations on service delivery.

The City defines a "balanced budget" when estimated expenditures do not exceed estimated revenues and available fund balance for each year of the two-year budget. For the 2025-2026 budget, the City proposed a balanced budget in all funds.

Financial Planning Policies

- The City Manager is responsible for recommending a balanced budget to the City Council sixty days prior to the first day of the next fiscal year.
- The City defines a balanced budget when estimated expenditures do not exceed estimated revenues and available fund balance.
- The City's budget is prepared on the modified accrual basis for all funds and assumes that prior year ending fund balances may be utilized to balance the budget.
- The City avoids the use of non-recurring and unpredictable revenues to fund ongoing expenditures.
- The City will create and maintain a ten-year financial forecast for each fund identified in the Council budget and fiscal policy and work towards maintaining a fund balance that is equal to or exceeds the fund balance goal in the tenth year.
- The City will provide ongoing funding for required capital replacement through the Computer Maintenance and Replacement Fund, Vehicle Maintenance and Replacement Fund and Building Maintenance Fund.
- The City will create a ten-year Capital Improvement Plan that lists all capital improvements proposed for the ten-year period including a project description, estimated project cost, funding sources, timeline, and alignment with any City Council Strategic Results.

Fund Balance Policy

A top priority of the City Council is to maintain the fiscal health of the City. Revenue projections are conservative, and expenditures are monitored throughout the year. In stable economic times, the combination of these two strategies leads to revenue collections being higher than budgeted and expenditures being lower than budgeted. The combination of the two usually leads to additional monies in the fund balance which can be used for unanticipated increases in expenditures, unforeseen reductions in revenues, financing of one-time capital expenditures, adding to the fund balance or a combination of all the above. If these monies are used for expenditures, their use is not approved until the next year.

Included in the budget and fiscal policy adopted by City Council in 2015, is a required fund balance reserve that is established to mitigate current and future risks (e.g. revenue shortfalls or unanticipated expenditures). The City maintains a fund balance in its General Fund equal to 17% of annual expenditures. Three percent is

reserved for emergencies as required by Article X of the Colorado Constitution. The remaining 14% protects the City from cyclical fluctuations in revenues or unanticipated expenditures. The City, in conjunction with the City Council, also establishes an individualized fund balance requirement for various operating funds. Use of fund balance reserves must be recommended by the Finance Director and approved by the City Manager and City Council.

Cash Management and Investment Policy

The Colorado statutes and the City of Arvada Investment Policy govern general provisions for the City's investment strategies. The investment policy for the City shall apply to the investment of all general and special funds of the City of Arvada over which it exercises financial control.

The City's objectives for cash management and investments are:

- Preservation of capital through and protection of investment principal
- Maintenance of sufficient liquidity to meet the City's cash needs
- Diversification to avoid incurring unreasonable market risks
- Maximization of the rate of return for prevailing market conditions for eligible securities

The Investment Policy further restricts the investment of City funds to the following types of securities and transactions:

- U.S. Treasury Obligations
- Federal Agency and Instrumentality Securities
- Repurchase Agreements
- Commercial Paper
- Corporate Debt
- Municipal Bonds
- Certificates of Deposit
- Supranationals
- Local Government Investment Pools
- Money Market Mutual Funds
- Securities of the City of Arvada

Debt Policies

- Short-term borrowing or lease-purchase contracts may be considered for financing major operating capital equipment when the Finance Director, with approval of the City Manager and City Council, determines that this is in the City's best financial interest.
- Long-term debt will not be used to finance current operating expenses. When long-term debt is warranted for a project, the payback period for bonds used for the project must not exceed the useful life of the project.
- The City of Arvada will attempt to obtain a minimum AA bond rating, although is currently rated AAA, and maintain a favorable rating through prudent financial management and adherence to a policy of full disclosure on financial reports.
- As required by State Statute, appropriate elections will be held to obtain voter approval for debt issuance.
- The City will hire qualified bond counsel and financial advisors and market its debt on a competitive basis.
- Refunding or prepayment of outstanding debt may occur when the possibility of interest cost reduction exists, or the City wishes to restructure its debt service.

Taxpayers' Bill of Rights (TABOR)

In 1992, voters approved an amendment to the Colorado Constitution (Article X, Section 20) that places limits on revenue and expenditures of the state and local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder Consumer Price Index plus local growth (new construction and annexation). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded to the citizens. Federal grants or gifts to the City are excluded in the revenue limit.

In November 1996, the qualified electors of the City approved Resolution R-96-127 which reads as follows:

> Without creating any new tax or increasing any current taxes, shall the City of Arvada be permitted, in 1996 and each year thereafter, to retain and spend City revenues in excess of the spending, revenue raising, or other limits in Article X, Section 20 of the Colorado Constitution, utilizing such revenues for public safety, municipal services, transportation and other public improvements, parks and recreational facilities, and any other lawful public purpose?

INTRODUCTION

Arvada is committed to using data to make informed decisions throughout the organization. This includes day to day decisions along with long term decisions that support the City Council's Strategic Plan. The data helps drive funding decision for the many programs Arvada citizens want and have grown to love. Citizens will be able to see the value they receive for their investment through the strategic goals and work system performance measures.

All the revenue and expenditure assumptions for the proposed 2025-2026 Biennial Operating Budget were made in the context of this framework. Each department's budget was based upon five key Implementation Principles: Customer Focused, Culture of Safety and Adaptive and Resilient. Using this framework and keeping the customer experience in mind, key results are identified that are to be accomplished during the two-year budget.

The golden thread symbolizes the strategic alignment connecting our overarching strategy through to individual actions. It begins with the community voice, which informs the City Council's strategic direction, translating into results and goals. This thread extends seamlessly into work system services, embodying core deliverables, and internally through implementation plans executed by the City Team. Implementation Plans are led by the City Manager, to realize the Council's strategic direction

On May 20, 2024, City Council adopted a new six-year City Strategic Plan 2024 to 2030. Their plan outlined five overarching strategic results, Homelessness, Housing Options, Quality of Life, Vibrant Local Economy and Physical and Technology Systems, along with 34 strategic goals to be accomplished over the next six years. City staff uses the Council's identified strategic goes to develop Internal Implementation Plans with milestones and measures to identify what results are being achieved and what needs refined. With these plans in place, discussions follow pertaining to process and budget, with the resulting goal of a true performance-based system. City Council adopts annual revisions to the strategic plan to recognize updates to current goals and remove goals that have already been achieved.

National Economy

The overall US economy was stronger than expected in 2024, with real Gross Domestic Product (GDP) growing at 2.8% compared to 2.9% in 2023 Original projections were 2.9% year over year growth. The Consumer Price Index (PCI), a measure of the average change over time in the prices paid by urban consumers for a basket of goods and services, increased at an annualized rate of 2.9%, while still elevated, well below the 2022 number of 6.5%. Finally, the Personal Consumption Expenditures Price Index (PCE), a measure of the total household spending on goods and services, was up 2.6%. Each of these measures is taken into consideration when the Federal Reserve decides what to do with short term interest rates. For the past few months, the fed has kept short term interest rates steady at 4.25% – 4.50%. The current sentiment is that they will make up to two 25-basis point cuts in 2025 and two 25-basis point cuts in 2026 for a target rate of 2.75% to 3.0%. Speaking of unemployment, the national level creeped up a bit, ending the year at 4.1% with job openings still outpacing available workers at almost 1.5 times.

Local Economy

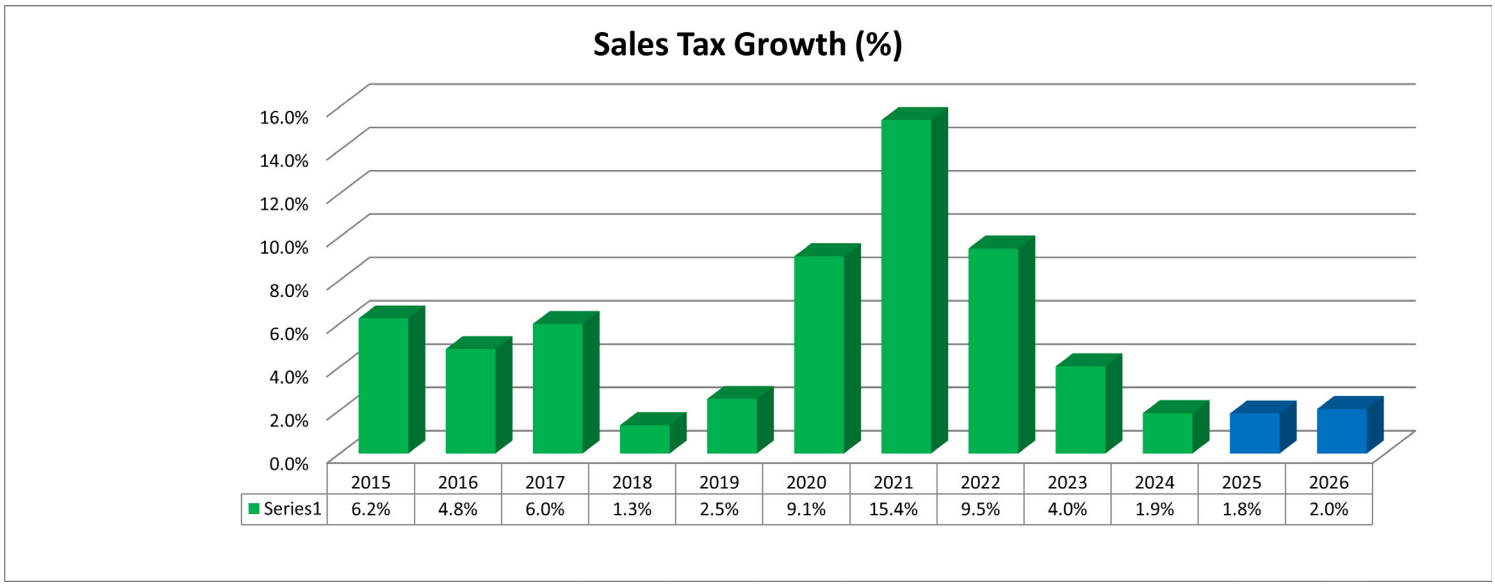
The City's general revenue collection is influenced by many different factors. Two of the major contributors are sales tax and building activity. As illustrated in the discussion below, the City has experienced very positive results in nearly every major sales tax revenue category for the past ten years. In 2024, the City experienced consistent revenue growth with nine out of twelve months showing growth. The majority of this growth was driven by the increase in on-line sales and inflation. The City finished the year with a 2.2% increase in total sales tax revenue. The City's retail offerings include many essential businesses such as grocery, warehouse, online retail, and home improvement stores. This has allowed sales tax, the City's largest revenues source, to be more stable than many other government entities. Revenues have

started to slow down in 2025, with current year over year growth at 2.1%. Auto Use taxes along with Court Revenues are down compared to last year, Interest Revenues are flat, and Sales Tax, Property Tax and Building Revenues continue to be strong.

Sales Tax

A 3% sales tax rate on all goods sold within the city limits pays for more than 53% of the General Fund services. In addition, it pays for 82 police positions through an additional dedicated 0.46% tax on the same goods.

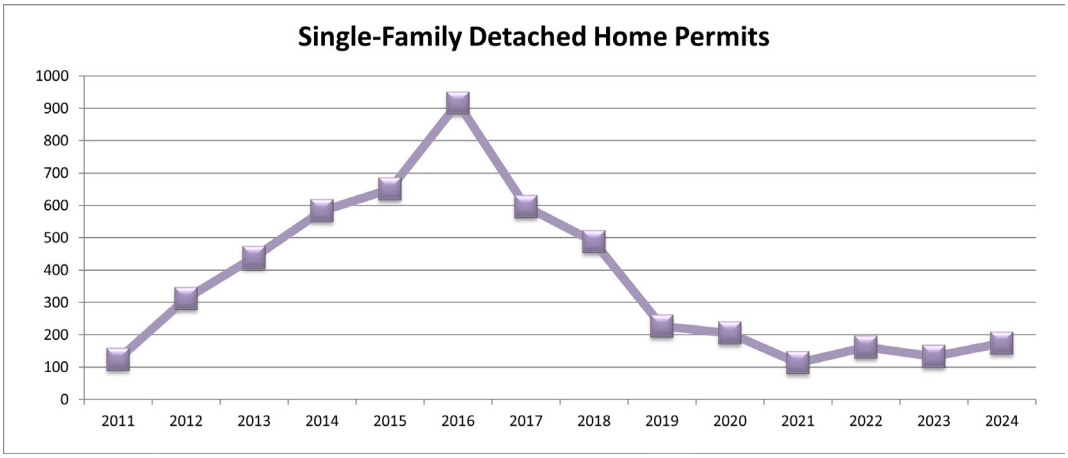
In eight of the past ten years, there has been significant sales tax growth. The following graph illustrates the percentage increase each year since 2015. Since 2015, sales tax grew an average of 6%, significantly higher than the expected growth rate of 2.5-3.0%. In the last two years, sales tax growth has slowed down to an average increase of 2.9% 12% per year. The increase in sales tax can be attributed to the City's main sales tax generators which are grocery stores and general department stores, that had strong year over year increases, and explosive on-line retail. The City experienced a 48% increase in its on-line retailer's category as a result of the Marketplace Facilitators Act that was passed in October 2019. Sales tax in the first half of 2025 is continuing at normal pace up 2.1% through the second quarter. There are signs that sales tax may level off in the second half of 2025 with consumer spending stating to slowdown. For the revised 2025-2026 budget, the City has projected growth in sales tax to be 2%.



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Series1	6.2%	4.8%	6.0%	1.3%	2.5%	9.1%	15.4%	9.5%	4.0%	1.9%	1.8%	2.0%

Building Activity

The following graph demonstrates the trend in single-family housing permits. The majority of this growth from 2012- 2016 is due to two new housing developments in northwest Arvada. However, the City also saw an increase in the smaller in-fill developments around the G Line transit stations. In 2017, the City saw the first decrease in single-family detached home permits since 2011. This trend continued from 2018 through 2021. In 2022 there was a small uptick with a return to a base level of building activity in 2023 and 2024. Expectations are that single family home permits will remain at these levels for the foreseeable future.

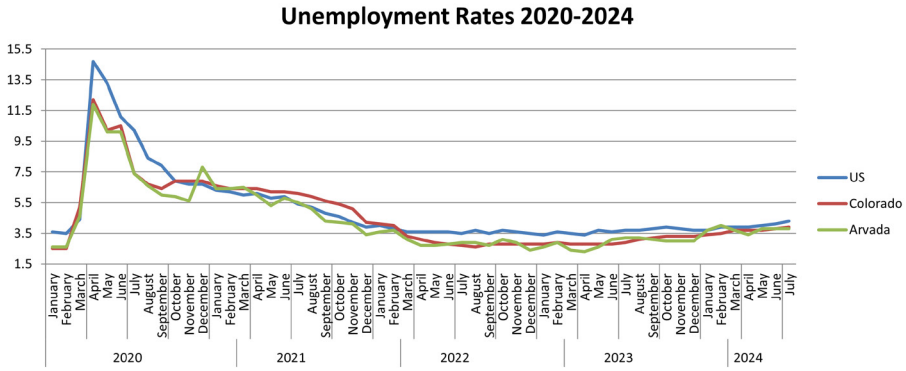


While the decrease in building activity directly affects building revenues, the City conservatively budgets for building activity and bases building revenue on an average year. Revenues from building activity generated over $7.4 million of the City's 2024 revenues for general operating purposes, including building use tax and building permits for the General Fund. This amount is reduced to $6.9 million in 2024 to account for the base level of building activity. Small growth factors of 0.5% - 3.5% has been assumed for 2025 and beyond.

Economic Environment

Unemployment

Unemployment hit a peak of almost 14.7% in April 2020, the highest observed rate since data collection began in 1948. At the state level and local level, this number reached 12.2%. A large percentage of the jobs that were lost were in the service industry. By December of 2020 the unemployment rate dropped to 6.7% with the number falling all the way to 3.9% at the end of 2021. Unemployment has remained steady since that time period, currently sitting at 4.2%. Many industries have experienced labor shortages, much like 2019, and have needed to cut back their service levels. This is a data point that the Federal Reserve will keep a keen watch on in determining if short term interest rates need to be cut.



Ten-Year Planning

All of these indicators and more went into development of the assumptions for the "Ten-Year Models." The 2025-2026 Biennial Operating Budget document has a separate section for each Fund and the assumptions included in the ten-year plan.

The ten-year model is not a budget, but a planning tool. It is important to understand the long-term implications of all current decisions and their impact on the City's long-term financial plan. Each recommendation that is included in the ten-year plan includes all operating costs for any new capital or ongoing operation recommendation.

Ten-year plans typically anticipate both upticks and downward trends. The prior ten years have reflected the benefits of economic growth, and the resulting increased revenues. With that said, projections in this ten-year plan include impacts of a slowing economy. Revenue growth is expected to slow down significantly in 2025 and 2026 with a return to average growth in 2027.

Following is a summary of significant revenue and expenditure assumptions in this updated ten-year plan.

Revenues

- Sales Tax revenue assumes a growth rate of 2.0 for 2025 and 2026.
- Building use tax revenue assumes a reset of the base in 2024 to $3,996,400. Increases of 1% - 4% are estimated for 2025 and beyond with a 0% in 2029.
- Open Space revenues are derived from sales tax throughout the region. Open Space revenues are budgeted to increase at 3.0% - 4.5% for all years of the model.
- Water rates are budgeted to increase 10% in 2025 with an additional $2 per month increase in the service fee. Increases are estimated at 10% in the years thereafter with no increases in the service fee. The large increase is to offset inflationary pressure and fund much needed bond issues to complete some large capital projects, including a new water treatment facility.
- Wastewater rates are budgeted to increase 10% in 2025 with an additional $1 per month increase in the service fee. Increases are estimated at 10% in the years thereafter with no increases in the service fee. The large increase is to offset inflationary pressure; fund pass through charges from the Metro Reclamation District and fund much needed bond issues to complete some large capital projects.
- Stormwater rates will increase at 5% for 2025. A 5% rate increase is projected for the years thereafter until the master plan work can be completed.

Expenditures

- Personnel-related costs were calculated based upon each employee's current grade and step and include an assumption for future market-range adjustments (MRA's). The MRA methodology is not based on cost-of-living adjustments, but rather an analysis of each job class in an identified market. The MRA for 2024 was 3% for all non-sworn positions and 4% for sworn positions. The budget for 2025 is 3% all in and is reduced to 2% in the following years.
- Medical cost increases are the most unknown due to external national forces and the full implementation of the Affordable Care Act. Currently, the increases are budgeted to be 5% in 2026 and 5% through the rest of the model.
- Internal Service costs – insurance, building maintenance, vehicle maintenance and replacement and computer maintenance and replacement all have increases of 3% - 8% throughout the model. Significant investments will be made in the building maintenance and computer maintenance and replacement funds over the next few years.

- Staff vacancy savings have been assumed in many of the funds. These are not the same across each fund due to the analysis of change in personnel by fund. Vacancy savings range from 1% to as high as 3%.
- Ongoing street maintenance is now budgeted at $13.6 million with an additional one-time $10.4 million-dollar transfer added starting in 2026 and 2027. Variable growth rates from 2.0%-3.0% are assumed for the rest of the model.

Fund Balances

Over time, each fund needs a well-considered fund balance goal. In 2015, City Council adopted a budget and fiscal policy, included in this document under the Additional Information, setting out minimum required reserve levels. All expenditures and revenues have to be considered within the context of ten-year implications. The goal is to ensure all funds have a positive balance, meeting or exceeding the established goal, within the end of the ten-year planning horizon.

- General Fund: 17% of fund expenditures.
- Parks, Golf and Hospitality: 11% of fund expenditures.
- Utility Enterprise Funds: 25% of fund expenditures. These funds include Water, Wastewater, Stormwater and Solid Waste.
- Enterprise Funds: 11% of fund expenditures. This includes the Golf fund.
- Internal Service Funds: These funds have no adopted levels, except for the Print Shop which is 11%.

All funds except the General Fund, Enterprise funds and Parks fund are balanced throughout the model. The General Fun meets the goal through 2031 but falls short starting in 2032. The Enterprise funds fall under the required fund balance goal in the ten-year model but recover and meet the fund balance goal by the end of the model. The Parks fund meets the goal through 2030 but falls short starting in 2031.

SUMMARY

The factors noted above were all evaluated in developing the 2025-2026 Biennial Operating Budget. As presented in the following sections, changes to the budget continue to focus on City Council's Strategic Plan and each individual department's internal implementation plans and performance measures. In addition, there are changes to ensure that the City continues to offer a competitive compensation package to attract and retain top personnel.

Overall, the City has benefitted from a healthy economy for the past ten plus years and the funds had healthy reserves going into the pandemic induced recession. Although the recession was short lived, the City fared much better than many of the comparable Cities and the State of Colorado. Halfway through 2025, the City is continuing to see revenue growth in many areas that will help to fund the increasing cost of City operations and offset some of the inflationary growth. The next few years are still unpredictable with a growing concern of a recession. As such, the 2025 – 2026 Biennial Operating Budget offers an appropriately conservative direction for 2026.



Bryan Archer
Chief Financial Officer

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A brief description of the City of Arvada's fund structure follows:

Governmental Funds (General, Special Revenue and Debt Service)

- **General Fund –** This fund accounts for all the financial resources of the City which are not required to be accounted for in another fund.
- **Streets Fund –** This fund accounts for costs associated with street repair and replacement including crack sealing, chip sealing, seal coating, milling and overlay and reconstruction.
- **Arvada Housing Authority Fund –** The Section 8 Housing Assistance Payments Program is administered by the Arvada Housing Authority.
- **Community Development Fund –** This fund accounts for all entitlements, revenues and expenditures of the Community Development Block Grant (CDBG), the Home Rehabilitation and the Essential Home Repairs programs.
- **Parks Fund –** This fund accounts for costs associated with the acquisition, design, development, maintenance and beautification of City parks, open space and trails.
- **Police Seizure –** This fund accounts for seized assets awarded under the Colorado State Statutes as they are awarded and expended by the City.
- **Police Tax Increment Funds –** The purpose of the tax increment funds is to account for the voter-approved sales tax increment (.21 and.25) to fund expanded police services.
- **Grants Fund –** This fund accounts for receipt of lottery monies through the Conservation Trust Fund.
- **Debt Service Funds –** These funds account for the payment of principal and interest on the $70,925,000 Series 2019 Sales and Use Tax Revenue Bonds, $7,230,000 Series 2023 Sales and use Tax Bonds, the $11,180,000 Series 2016 Certificates of Participation and the $17,605,000 Series 2021 Certificates of Participation.
- **Capital Improvement Projects Fund –** This fund accounts for the financial resources to be used for the acquisition or construction of major capital projects (other than those financed by the Enterprise or Internal Service Funds).

Internal Service Funds

- **Insurance Service Fund –** This fund accounts for the activities associated with the City's worker's compensation and property and liability insurance activities.
- **Print Shop Fund –** This fund accounts for the activities associated with the print shop operations.
- **Computer Fund –** This fund accounts for the accumulation of financial resources necessary for the timely and orderly replacement and maintenance of the City's computers.
- **Vehicles Fund –** This fund accounts for the accumulation of financial resources necessary for the timely and orderly replacement and maintenance of the City's vehicles and equipment.
- **Building Fund –** This fund accounts for the accumulation of financial resources necessary for the maintenance of City buildings.

Enterprise Funds

- **Water Fund –** This fund accounts for administration, operations, capital outlay, maintenance, debt service and billing and collection for the water utility operations.
- **Wastewater Fund –** This fund accounts for administration, operations, capital outlay, maintenance, billing and collection for the collection, transmission and disposal of sewage and wastewater.
- **Stormwater Fund –** This fund accounts for all activities necessary to maintain a stormwater management plan.
- **Solid Waste Fund –** This fund accounts for all activities necessary to maintain the solid waste and recycling program.
- **Golf Course Fund –** This fund accounts for all revenues and expenses of the Lake Arbor and West Woods Golf Courses.

2025-2026 BIENNIAL OPERATING AND CAPITAL BUDGET

The following pages provide an overview of revenues and expenditures including changes by fund.

All Funds Summary: The total 2025 Revised Budget is $532,349,040 with $422,209,152 in revenues to meet these expectations.

Funds	Beginning Funds Available	2025 Revised Revenues	2025 Revised Expenditures	2025 Funds Available	Change in Fund Balance
General Fund	$ 72,586,768	$ 130,951,467	$ 137,618,582	$ 65,919,653	-9%
Special Revenue Funds:					
Grants Fund	$ 3,156,914	602,400	195,717	$ 3,563,597	13%
Streets Maintenance Fund	$ 1,761,952	16,450,171	16,270,610	$ 1,941,513	10%
Community Development	$ 5,559,013	715,017	6,029,633	$ 244,397	-96%
Arvada Housing Authority	$ 236,758	8,868,850	9,033,616	$ 71,992	-70%
Parks	$ 7,669,205	14,804,903	15,355,460	$ 7,118,648	-7%
Police Seizure	$ 314,741	32,690	33,362	$ 314,069	0%
Police Tax Increment Fund.21	$ 9,174,073	7,511,266	7,834,939	$ 8,850,400	-4%
Police Tax Increment Fund.25	$ 9,914,122	8,521,123	8,970,202	$ 9,465,043	-5%
Total Special Revenue Funds:	$ 37,786,778	57,506,420	63,723,539	$ 31,569,659	
Debt Service Funds:					
COP Debt Service	$ 116,956	1,975,378	1,975,378	$ 116,956	0%
Debt Service Fund	$ 483,107	5,805,281	5,800,280	$ 488,108	1%
Total Debt Service Funds	600,063	7,780,659	7,775,658	605,064	
Capital Projects Funds:					
Capital Projects Fund	$ 66,125,290	9,163,337	17,994,207	$ 57,294,420	-13%
Special Assessments Fund	$ 0	-	-	$ 0	0%
Total Capital Projects Funds	$ 66,125,290	9,163,337	17,994,207	57,294,420	
Enterprise Funds:					
Water Fund	$ 72,462,552	138,496,250	185,415,315	$ 25,543,487	-65%
Wastewater Fund	$ 48,835,267	35,992,621	68,779,048	$ 16,048,840	-67%
Golf Course Fund	$ 2,625,622	9,801,047	9,997,850	$ 2,428,819	-7%
Stormwater Fund	$ 1,596,848	4,534,314	7,325,264	$ (1,194,102)	175%
Solid Waste Fund	$ 446,673	5,317,336	5,023,974	$ 740,035	66%
Total Enterprise Funds	$ 125,966,962	194,141,568	276,541,451	43,567,079	
Internal Service Funds:					
Insurance Fund	$ 1,697,713	4,061,200	4,142,078	$ 1,616,835	-5%
Computers	$ 12,432,882	8,775,591	11,376,487	$ 9,831,986	-21%
Print Shop	$ 346,892	335,000	408,699	$ 273,193	-21%
Vehicles	$ 10,011,020	7,719,802	10,591,741	$ 7,139,081	-29%
Buildings	$ 3,203,297	1,774,108	2,176,598	$ 2,800,807	-13%
Total Internal Service Funds:	$ 27,691,804	22,665,701	28,695,603	21,661,902	
Total All Budgeted Funds	$ 330,757,665	$ 422,209,152	$ 532,349,040	$ 220,617,777	

All Funds Summary: The total 2026 Budget is $382,736,177 with $347,044,117 in revenues to meet these expectations.

Funds	Beginning Funds Available	2026 Budget Revenues	2026 Budget Expenditures	2026 Funds Available	Change in Fund Balance
General Fund	$ 65,919,653	$ 137,143,237	$ 144,116,026	$ 58,946,864	-11%
Special Revenue Funds:					
Grants Fund	$ 3,563,597	608,291	1,811,588	$ 2,360,300	-34%
Streets Maintenance Fund	$ 1,941,513	24,097,677	23,851,950	$ 2,187,240	13%
Community Development	$ 244,397	1,038,810	1,188,683	$ 94,524	-61%
Arvada Housing Authority	$ 71,992	9,215,548	9,206,746	$ 80,794	12%
Parks	$ 7,118,648	15,598,853	16,229,628	$ 6,487,873	-9%
Police Seizure	$ 314,069	32,835	33,123	$ 313,781	0%
Police Tax Increment Fund.21	$ 8,850,400	7,276,620	7,763,014	$ 7,883,067	-11%
Police Tax Increment Fund.25	$ 9,465,043	8,649,858	8,880,012	$ 8,965,942	-5%
Total Special Revenue Funds:	31,569,659	66,518,492	68,964,744	32,021,603	
Debt Service Funds:					
COP Debt Service	$ 116,956	1,974,628	1,974,628	$ 116,956	0%
Debt Service Fund	$ 488,108	5,809,032	5,804,032	$ 493,108	1%
Total Debt Service Funds	605,064	7,783,660	7,778,660	610,064	
Capital Projects Funds:					
Capital Projects Fund	$ 57,294,420	11,104,262	9,055,931	$ 59,342,751	4%
Special Assessments Fund	$ 0	-	-	$ 0	0%
Total Capital Projects Funds	57,294,420	11,104,262	9,055,931	59,342,751	
Enterprise Funds:					
Water Fund	$ 25,543,487	56,421,227	80,716,889	$ 1,247,825	-95%
Wastewater Fund	$ 16,048,840	23,005,435	31,283,503	$ 7,770,772	-52%
Golf Course Fund	$ 2,428,819	10,865,488	10,719,120	$ 2,575,187	6%
Stormwater Fund	$ (1,194,102)	5,282,306	4,214,429	$ (126,225)	-89%
Solid Waste Fund	$ 740,035	5,562,395	4,847,211	$ 1,455,219	97%
Total Enterprise Funds	43,567,079	101,136,851	131,781,152	12,922,778	
Internal Service Funds:					
Insurance Fund	$ 1,616,835	4,260,154	4,269,724	$ 1,607,265	-1%
Computers	$ 9,831,986	8,085,217	7,840,268	$ 10,076,935	2%
Print Shop	$ 273,193	335,000	389,918	$ 218,275	-20%
Vehicles	$ 7,139,081	8,535,184	5,878,253	$ 9,796,012	37%
Buildings	$ 2,800,807	2,142,060	2,661,501	$ 2,281,366	-19%
Total Internal Service Funds:	21,661,902	23,357,615	21,039,664	23,979,853	
Total All Budgeted Funds	$ 220,617,777	$ 347,044,117	$ 382,736,177	$ 184,925,717	

All Funds Summary

Fund Balance Goals

All ending fund balances meet or exceed the City Council Fund Balance Goal except for the Water Fund, Wastewater Fund, and Stormwater Funds which are discussed in the Fund Highlights section.

Fund Highlights

General Fund

The General fund balance decrease of 11% in 2026 is due to an increased transfer to the Streets Maintenance Fund for asphalt and concrete projects.

Grants Fund

The Grants fund balance increase of 13% in 2025 is due to a reduction in the funding for capital projects. The decrease of 34% in 2026 is due to funding for Parks projects.

Streets Maintenance Fund

The Streets Maintenance fund balance increase of 10% in 2025 and 13% in 2026 are due to increased funding, these increases will be programed in 2027.

Community Development Fund

The Community Development fund balance decrease of 96% in 2025 and decrease of 61% in 2026 is due to an increase in program costs to assist Arvada citizens.

Arvada Housing Fund

The Arvada Housing Fund balance decrease of 70% in 2025 is due to increased rental assistance costs to Arvada citizens. The fund balance increase in 2026 of 12% is due to some anticipated funding increases.

Police Tax Increment.21 Fund

The Police Tax Increments.21 fund balance decrease of 11% in 2026 is due to increased costs for various contracts.

Capital Projects Fund

The Capital Projects fund balance decrease in 2025 of 13% is due to increased project expenses due to inflationary costs.

Water Fund

The Water fund balance decrease of 65% in 2025 and 95% in 2026 are due to capital expenditures for various capital projects, which are discussed in the Capital Improvement section.

Wastewater Fund

The Wastewater fund balance decrease of 67% in 2025 and 52% in 2026 are due to capital expenditures for capital projects, which are discussed in the Capital Improvement section.

Stormwater Fund
The Stormwater fund increase of 175% in 2025 is due to the timing of capital project expenditures and a decrease of 89% in 2026 is due to capital expenditures for various capital projects.

Solid Waste Fund
The fund balance increase of 66% in 2025is due to increased rates in 2025. The increase of 97% in 2026 is due to the loan repayment expiring in 2025. This fund does not yet have an established fund balance goal.

Technology Fund
The Technology fund balance decrease of 21% in 2025 is due to projects not completed in 2024 and which will be completed in 2025.

Print Shop Fund
The Print Shop fund balance decrease of 21% in 2025 and decrease of 20% in 2026 is due to increased costs for the City-wide copier lease.

Vehicles Fund
The Vehicles fund balance shows a decrease of 29% in 2025 and an increase of 37% in 2026. The purchase of vehicles and equipment vary from year to year which leads to the increases and decreases in this fund. Each vehicle and piece of equipment has a replacement cycle which causes the variance from year to year.

Buildings Fund
The Buildings fund balance decrease of 13% in 2025 and 19% in 2026 is due to maintenance projects programmed to be completed during this budget cycle.

2025-2026 Budget Changes:

As the City team was working on the assumptions for the 2025-2026 revised budget many components were going in different directions. Gross Domestic Product (GDP) increased at an annual rate of 3.0% in the second quarter of 2025. The decrease in imports of 30% contributed to the surge in the GDP. Unemployment is sitting at 4.2% for the first six months of 2025.

Sales tax was up 2.3% just under the budget of 2.5% for the first half of 2025. Auto use tax grew and increased 2.2% over the first half of 2024.

The major differences between the 2025 and 2026 budgets are in the following areas:

- The market rate adjustment for January of 2026 ranges from 2% to 4% for non-sworn personnel as some job families are seeing higher market range adjustments and 4% for sworn personnel.
- Health insurance has experienced large increases in claims in 2024 and for the first half of 2025. Based on claim experience, the increase in health insurance will be 5% in 2026.
- An additional ten positions are proposed to be added in January of 2026. Three public safety positions have been extended through 2026 as grant funding has expired, one new position to support economic development, one position has been extended for three years in municipal court to assist with software projects, a new position has been added to support compensation, benefits and wellness activities, one position has been added to assist Risk Management, two positions were approved in 2025 for the Water Fund with 2026 start dates and one new position in Vibrant Communities and Neighborhoods.
- Continued commitment to safe, reliable, high quality water supply, drainage system and wastewater disposal service is a top priority of the City. A water rate increase of 6% and a service fee increase of $2 every month and a wastewater increase of 12% are necessary to maintain these services. A stormwater rate increase of 6% has been added to maintain the stormwater system. Even with these increases, the City's rates are very low compared the surrounding cities.

All changes to the 2026 budget are presented in the following table:

Ongoing Costs

Work System	Fund	Description	Operating Cost (Reduction)	Notes	Strategic Goal
Community and Economic Development	General Fund	CED Deputy Director	$ 209,438	Reclass of Systems & Administrative Manager	Department Goal
Community and Economic Development	General Fund	Economic Development Specialist	$ 113,280	Position approved - Business connections, social media, community updates	Infrastructure & Local Economy
Community and Economic Development	General Fund	Planning Short Term Rental Monitoring	$ 18,500	Increase will be covered by fees charged	Department Goal
Community and Economic Development	General Fund	AEDA Data Sources & Professional Services	$ 27,500	Increase due to internal needs to AEDA / City	Infrastructure & Local Economy
Infrastructure	General Fund/ Parking	Parking Program	$ 226,708	In-House Program	Department Goal
Infrastructure	General Fund/ Facilities	Facilities - Solar	($ 50,000)	Increase in Solar Credit	Department Goal
Infrastructure	General Fund/ Facilities	Facilities Maintenance	$ 110,000	Support growing maintenance and security costs	Department Goal
Infrastructure	Streets Maintenance Fund	Pavement Program	$ 10,000,000	Funded for 2 years - concrete/asphalt	Infrastructure & Local Economy
Infrastructure	Facilities Fund	Building Maintenance	$ 300,000	Additional funding for Building Maintenance	Department Goal
Organizational and Service Effectiveness	General Fund/ City Attorneys Office/ Risk Management Fund	Risk and Claims Analyst	$ 134,040	Funded for 3 years to report on subrogation & efficiencies	Department Goal
Organizational and Service Effectiveness	General Fund/ City Attorneys Office/ Risk Management Fund	Homeless Camp Cleanup	$ 70,000	City Council Mandate	Homelessness
Organizational and Service Effectiveness	General Fund/ City Attorneys Office	Training	$ 20,000	Increase to training budget	Department Goal
Organizational and Service Effectiveness	General Fund/ City Attorneys Office	Subscriptions	$ 2,400	Additional subscription funding	Department Goal
Organizational and Service Effectiveness	General Fund/ City Attorneys Office	Laptops	$ 5,000	Laptops not currently in budget	Department Goal
Organizational and Service Effectiveness	General Fund/ City Managers Office	Civic Engage Annual Sunscription	$ 55,000	Additional subscription funding	Department Goal

Work System	Fund	Description	Operating Cost (Reduction)	Notes	Strategic Goal
Organizational and Service Effectiveness	General Fund/ City Managers Office	Election Funding	$ 80,000	Costs due to upcoming election	Department Goal
Organizational and Service Effectiveness	General Fund/ City Managers Office	Suburban Studios	$ 250,000	To support homelessness initiatives	Homelessness
Organizational and Service Effectiveness	General Fund/ City Managers Office	Severe Weather Sheltering	$ 435,000	To support homelessness initiatives	Homelessness
Organizational and Service Effectiveness	General Fund/ City Managers Office	Communications Support	$ 50,000	Costs due to upcoming election	Department Goal
Organizational and Service Effectiveness	General Fund/ City Managers Office	Creation of Homelessness Program	$ 1,000,000	City Council Directive	Homelessness
Organizational and Service Effectiveness	Computer Fund/ Information Technology	Technology - security and upgrades	$ 650,000	Lump sum given to IT	Securing Technology
Organizational and Service Effectiveness	Computer Fund/ Information Technology	Radio Tower Battery Replacement Fund	$ 5,680	Radio tower battery replacement for PD	Department Goal
Organizational and Service Effectiveness	General Fund/ Finance	Financial Audit	$ 30,000	Increased audit costs involved to implement new accounting standards	Department Goal
Organizational and Service Effectiveness	General Fund/ Human Resources	FTE - Compensation, Benefits & Wellness Support	$ 134,745	New FTE support - possible funding from other departments	Department Goal
Organizational and Service Effectiveness	Technology Fund	Udemy Licenses	$ 6,000	Udemy licenses for Workday training. Transfered from General Fund to Technology Fund	Department Goal
Safe Community	General Fund/ Municipal Court	Deputy Court Administrator	$ 133,994	Funded for 3 more years to implement FullCourt	Department Goal
Safe Community	General Fund/ Municipal Court	FullCourt Subscription	$ 5,000	Additional subscription funding	Department Goal
Safe Community	General Fund/ Municipal Court	Computer Replacement	$ 12,000	Laptops not currently in budget	Department Goal
Safe Community	General Fund/ Public Safety	Records Specialists x 2	$ 178,852	Use TI funds to cover 2026	Department Goal
Safe Community	General Fund/ Public Safety	Public Information Officer Regrade	$ 15,263	Mid-year event	Department Goal
Safe Community	General Fund/ Public Safety	Rifles	$ 25,000	To outfit all required officers	Department Goal

Work System	Fund	Description	Operating Cost (Reduction)	Notes	Strategic Goal
Safe Community	General Fund/ Public Safety	Offender Watch	$ 3,145	Increase in services - JCOM budget underspent	Department Goal
Safe Community	General Fund and TI 22 Funds/Public Safety	Night Hawk, Flock, Lidar	$ 63,096	Increase in services - JCOM budget underspent	Department Goal
Safe Community	TI 21 Fund/ Public Safety	Evidence Technician	$ 110,585	Use TI funds to cover 2026	Department Goal
Safe Community	TI 21 Fund/ Public Safety	Police Services Technician	$ 102,354	Use TI funds to cover 2026	Department Goal
Safe Community	TI 21 and TI 22 Funds/ Public Safety	Body Armor	$ 30,000	Increase to update all officer uniforms	Department Goal
Safe Community	TI 22 Fund/ Public Safety	Mandatory Increases (VOI,JAC,JCRCL, SANE)	$ 47,583	Mandatory increases - JCOM budget underspent	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/Park Maintenance	Water/Sewer/ Stormwater fees	$ 100,000	Increase due to rising water costs	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/Park Maintenance	Temporary Wages	$ 100,000	Increase in temp wages to keep/attract talent	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/Park Maintenance	Maintenance Materials/ Water, Sewer, Stormwater	$ 23,000	Maintenance of 2 new Parks	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/ Festivals	Special Events Coordinator	$ 97,200	25% paid by Golf Fund to help with Admin duties 75% paid by Festivals to help with Community Art 3 year position-end date 12/31/28	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/Park Maintenance	Electrical Equipment	$ 75,000	Mandate	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/ Athletic Field Maintenance	Synthetic Turf Renovator	$ 26,000	To extend the life of turf fields in the City	Department Goal
Vibrant Community and Neighborhoods	Golf and Restaurant	Security Upgrades	$ 30,000	Clubhouse security upgrades	Department Goal
Vibrant Community and Neighborhoods	Golf	Golf Cart Lease	$ 43,000	Increase in Golf Cart lease	Department Goal
Vibrant Community and Neighborhoods	Golf	Driving Range Improvements	$ 30,000	To enhance the experience at West Woods Golf Course	Department Goal
Vibrant Community and Neighborhoods	Golf	Lake Arbor Greens Roller	$ 16,000	To enhance experience at Lake Arbor Golf Course	Department Goal

One Time Costs

Work System	Fund	Description	One Time Costs (Reduction)	Notes	Strategic Goal
Community and Economic Development	General Fund	AEDA Office Expansion	$ 50,000	Office expansion for new position - Economic Development Specialist	Department Goal
Organizational and Service Effectiveness	General Fund/ Human Resources	Performance Management and Pay Plan Update	$ 360,000	Will fund when HR is ready to implement	Department Goal
Organizational and Service Effectiveness	General Fund/ City Managers Office	THE Committee	$ 50,000	Funds needed to support Committee	Department Goal
Infrastructure	General Fund/ Parking	Parking Program	$ 320,000	Paid Parking Program funding	Department Goal
Safe Community	General Fund	Full Court Implementation	$ 150,000	Implementation of Full Courts Software	Department Goal
Vibrant Community and Neighborhoods	Parks Fund/Park Maintenance	Loader	$ 200,000	To help with Parks Maintenance	Department Goal

2023 City Actual Fund Balance, Revenues and Expenditures by Fund Type

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds		Internal Service Funds	Total Funds
					Water Fund	Non-Major Funds		
Beginning Fund Balance	$ 70,113,845	$ 34,606,578	$ 670,776	$ 56,869,567	$ 131,104,675	$ 56,985,541	$ 22,553,059	$ 380,482,117
Revenues								
Taxes	$ 102,590,690	$ 14,744,744	$ 5,804,168	$ 80,009	$ -	$ -	$ -	$ 123,219,611
Licenses, Permits and Fees	4,142,625	45,204	-	-	17,138,263	9,562,030	-	30,888,122
Intergovern-mental	5,344,279	16,799,348	-	1,554,827	-	-	15,631,788	39,330,241
Charges for Services	5,043,568	990,172	-	305,195	28,795,516	32,488,811	108,111	67,731,372
Fine and Forfeits	1,015,577	-	-	-	-	-	-	1,015,577
Miscella-neous	8,887,962	2,549,607	49,507	3,397,619	6,245,354	3,626,553	1,819,894	26,576,496
Revenue Transfer	282,765	17,124,858	3,255,270	18,732,706	8,260	539,980	1,353,805	41,297,644
Other Financing Sources	670,677	-	-	-	(199,911)	(606,164)	482,678	347,280
Total Revenues	127,978,143	52,253,932	9,108,946	24,070,355	51,987,482	45,611,210	19,396,275	330,406,344
Total Amount Available	$ 198,091,988	$ 86,860,511	$ 9,779,722	$ 80,939,922	$ 183,092,157	$ 102,596,751	$ 41,949,334	$ 710,888,460
Expenditures								
Personnel	$ 49,509,580	$ 16,957,016	$ -	$ 136,058	$ 9,034,715	$ 7,990,800	$ 2,819,454	$ 86,447,623
Services and Charges	14,961,706	12,747,864	400	3,590,968	9,636,711	1,977,598	3,207,038	46,122,285
Supplies and Expenses	8,745,663	5,441,016	-	627,262	1,471,977	1,613,564	2,090,646	19,990,129
Contract and Leases	6,775,726	10,772,083	6,000	2,940,116	940,167	13,240,100	235,982	34,910,174
Debt Service	207,831	1,359	9,065,249	2,063,960	2,723,395	3,276,655	85,591	17,424,040
Inventory	63,125	(5,049)	-	121	(3,750)	1,129,042	(3,848)	1,179,641
Capital Maintenance	481,777	166,884	-	11,045	7,056,172	4,074,933	1,525,655	13,316,465
Capital Outlay	176,702	83,493	-	1,483,420	46,601,362	7,120,413	7,437,973	62,903,363
Transfers	32,564,948	3,260,947	-	16,358	3,475,424	1,422,302	3,420,370	44,160,349
Other	737	-	-	-	859	237,932	-	239,528
Total Expenditures	113,487,795	49,425,615	9,071,649	10,869,307	80,937,032	42,083,339	20,818,860	326,693,597
Ending Fund Balance	$ 84,604,193	$ 37,434,896	$ 708,073	$ 70,070,615	$ 102,155,125	$ 60,513,412	$ 21,130,474	$ 376,616,788

2024 City Revised Fund Balance, Revenues and Expenditures by Fund Type

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds		Internal Service Funds	Total Funds
					Water Fund	Non-Major Funds		
Beginning Fund Balance	$ 84,604,193	$ 37,434,896	$ 708,073	$70,070,615	$102,155,125	$ 60,513,412	$ 21,130,474	$ 376,616,788
Revenues								
Taxes	$ 100,812,607	$ 14,940,128	$ 5,803,248	$ 276,908	$ -	$ -	$ -	$ 121,832,891
Licenses, Permits and Fees	9,249,701	38,684	-	69,185	8,451,509	1,942,711	16,690	19,768,480
Intergovern-mental	6,180,590	17,666,763	-	249,477	-	156,264	17,998,451	42,251,545
Charges for Services	1,379,419	1,294,357	-	970,130	37,833,808	36,628,339	-	78,106,053
Fine and Forfeits	1,100,743	-	-	-	-	-	-	1,100,743
Miscella-neous	9,253,289	2,319,496	-	6,610,958	6,527,115	3,576,472	2,297,019	30,584,349
Revenue Transfer	11	26,588,339	3,165,808	9,254,888	534,653	410,879	2,219,983	42,174,561
Other Financing Sources	6,385,665	64,849	-	1,864,331	78,000	85,000	185,164	8,663,010
Total Revenues	134,362,025	62,912,616	8,969,056	19,295,877	53,425,085	42,799,664	22,717,308	344,481,631
Total Amount Available	$ 218,966,218	$100,347,512	$ 9,677,128	$89,366,493	$155,580,210	$ 103,313,076	$ 43,847,782	$ 721,098,419
Expenditures								
Personnel	$ 59,503,967	$ 19,142,580	$ -	$ 324,257	$ 8,833,363	$ 8,981,448	$ 2,656,175	$ 99,441,790
Services and Charges	26,660,964	13,733,311	2,300	3,235,018	9,832,328	1,727,069	3,044,675	58,235,666
Supplies and Expenses	10,915,945	5,846,858	-	654,608	1,907,895	2,110,902	5,080,996	26,517,203
Contract and Leases	7,173,396	12,449,542	6,000	3,277,110	780,013	14,448,384	298,020	38,432,466
Debt Service	-	-	9,068,765	-	2,874,550	3,547,156	-	15,490,472
Inventory	(151,616)	6,217	-	-	21,613	1,078,161	(13,393)	940,982
Capital Maintenance	541,888	130,203	-	15,338	1,212,409	1,689,611	1,742,065	5,331,514
Capital Outlay	9,488,550	51,396	-	12,255,795	53,483,550	13,076,529	2,978,095	91,333,916
Transfers	32,210,500	11,199,436	-	3,262,961	4,170,504	3,148,429	370,998	54,362,829
Other	35,854	1,195	-	216,114	1,434	979	(1,654)	253,922
Total Expenditures	146,379,448	62,560,738	9,077,065	23,241,202	83,117,659	49,808,668	16,155,978	390,340,759
Ending Fund Balance	$ 72,586,770	$ 37,786,774	$ 600,063	$ 6,125,290	$ 72,462,551	$ 3,504,408	$ 7,691,803	$330,757,660

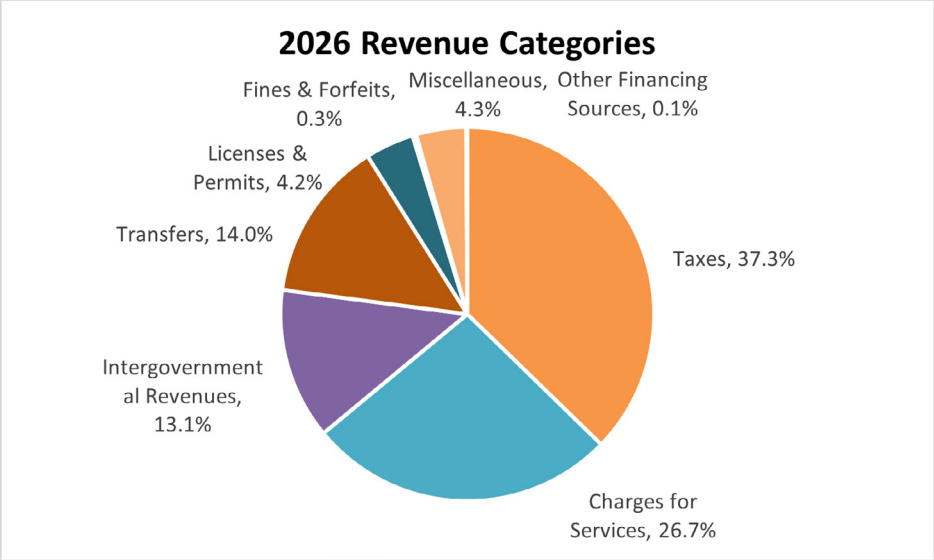
2025 City Budget Fund Balance, Revenues and Expenditures by Fund Type

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds		Internal Service Funds	Total Funds
					Water Fund	Non-Major Funds		
Beginning Fund Balance	$ 72,586,770	$ 37,786,774	$ 600,063	$ 66,125,290	$ 72,462,551	$ 53,504,408	$ 27,691,803	$ 330,757,660
Revenues								
Taxes	$ 106,116,051	$ 15,202,107	$ 5,797,281	$ 86,712	$ -	$ -	$ -	$ 127,202,151
Licenses, Permits and Fees	3,627,131	70,894	-	-	11,512,996	433,615	-	15,644,636
Intergovern-mental	6,180,744	17,884,666	-	-	-	-	19,052,158	43,117,568
Charges for Services	4,795,937	1,336,323	-	-	34,741,393	38,643,158	-	79,516,811
Fine and Forfeits	962,728	-	-	-	-	-	-	962,728
Miscella-neous	6,605,140	769,996	8,000	350,000	1,787,644	1,268,662	629,180	11,418,622
Revenue Transfer	2,663,736	22,242,434	1,975,378	8,726,625	454,217	299,884	2,909,362	39,271,636
Other Financing Sources	-	-	-		90,000,000	15,000,000	75,000	105,075,000
Total Revenues	130,951,467	57,506,420	7,780,659	9,163,337	138,496,250	55,645,319	22,665,700	422,209,152
Total Amount Available	$ 203,538,237	$ 95,293,194	$ 8,380,722	$ 75,288,627	$ 210,958,801	$ 109,149,727	$ 50,357,503	$ 752,966,812
Expenditures								
Personnel	$ 60,286,297	$ 20,788,738	$ -	$ 159,779	$ 10,654,331	$ 9,746,386	$ 2,955,447	$ 104,590,978
Services and Charges	26,021,308	22,293,701	3,000	-	99,238,649	43,817,991	7,956,838	199,331,487
Supplies and Expenses	10,937,127	5,024,725	-	5,683	2,389,561	2,496,762	9,524,196	30,378,054
Contract and Leases	5,701,540	13,606,008	-	-	1,540,033	16,301,400	346,999	37,495,980
Debt Service	-	-	7,772,659	-	5,094,653	3,811,456	-	16,678,768
Inventory	21,854	2,768	-	-	-	1,254,791	-	1,279,413
Capital Maintenance	549,474	237,977	-	-	960,257	1,071,794	2,656,161	5,475,663
Capital Outlay	2,737	909	-	17,828,745	61,226,591	10,318,572	4,872,963	94,250,517
Transfers	34,093,956	1,764,613	-	-	4,304,281	2,306,883	382,998	42,852,731
Other	4,289	4,100	-	-	6,959	100	-	15,448
Total Expenditures	137,618,582	63,723,539	7,775,659	17,994,207	185,415,315	91,126,135	28,695,602	532,349,039
Ending Fund Balance	$ 65,919,655	$ 31,569,655	$ 605,063	$ 57,294,420	$ 25,543,486	$ 18,023,592	$ 21,661,901	$ 220,617,773

2026 City Budget Fund Balance, Revenues and Expenditures by Fund Type

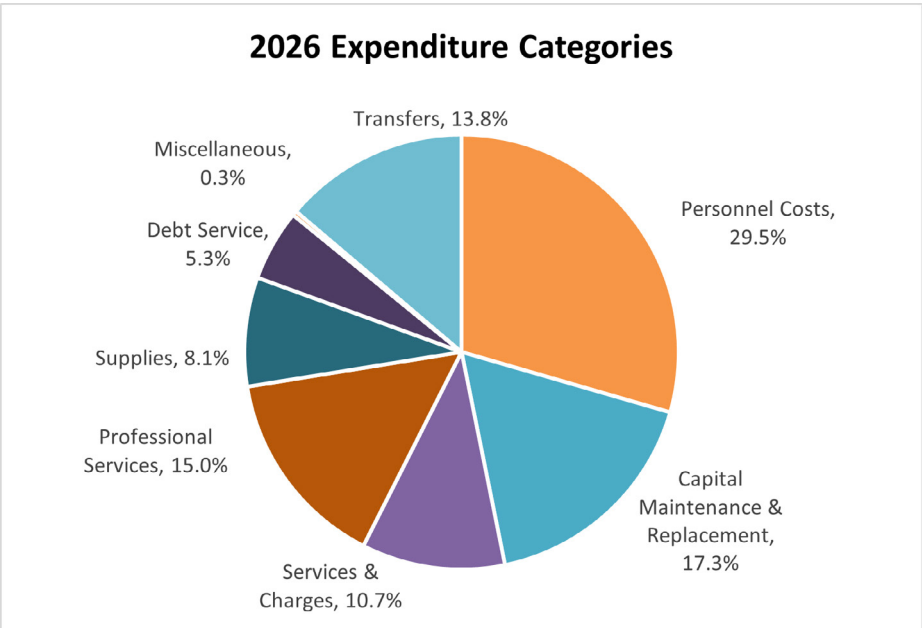
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds		Internal Service Funds	Total Funds
					Water Fund	Non-Major Funds		
Beginning Fund Balance	$ 65,919,655	$ 31,569,655	$ 605,063	$ 57,294,420	$ 25,543,486	$ 18,023,592	$ 21,661,901	$ 220,617,773
Revenues								
Taxes	$ 108,156,204	$ 15,438,166	$ 5,801,032	$ 84,978	$ -	$ -	$ -	$ 129,480,380
Licenses, Permits and Fees	3,683,758	73,020	-	-	10,432,511	446,623	-	14,635,912
Intergovern-mental	6,242,153	18,446,416	-	-	-	-	20,737,455	45,426,024
Charges for Services	4,696,915	1,338,639	-	-	44,087,098	42,683,315	-	92,805,967
Fine and Forfeits	1,147,907	-	-	-	-	-	-	1,147,907
Miscella-neous	10,485,610	798,286	8,000	350,000	1,433,774	1,285,504	641,180	15,002,354
Revenue Transfer	2,730,690	30,423,966	1,974,628	10,669,284	467,843	300,181	1,903,979	48,470,571
Other Financing Sources	-	-	-	-	-	-	75,000	75,000
Total Revenues	137,143,237	66,518,493	7,783,660	11,104,262	56,421,226	44,715,623	23,357,614	347,044,115
Total Amount Available	$ 203,062,892	$ 98,088,148	$ 8,388,723	$ 68,398,682	$ 81,964,712	$ 62,739,215	$ 45,019,515	$ 567,661,888
Expenditures								
Personnel	$ 65,056,160	$ 22,852,179	$ -	$ 169,201	$ 11,246,630	$10,278,917	$ 3,218,359	$ 112,821,446
Services and Charges	15,999,524	13,697,320	3,000	-	4,957,932	2,916,905	3,289,054	40,863,735
Supplies and Expenses	11,533,456	5,465,640	-	5,854	2,662,942	2,842,267	8,531,763	31,041,922
Contract and Leases	7,886,137	23,868,266	-	-	8,736,133	16,480,773	357,409	57,328,718
Debt Service	-	-	7,775,660	-	8,500,550	4,014,906	-	20,291,116
Inventory	22,510	2,852	-	-	-	1,280,847	-	1,306,209
Capital Maintenance	675,689	245,866	-	-	749,498	3,324,291	3,110,027	8,105,371
Capital Outlay	72,819	26,936	-	8,880,876	39,476,969	7,565,572	2,136,448	58,159,620
Transfers	42,865,314	2,801,586	-	-	4,379,067	2,359,685	396,603	52,802,255
Other	4,417	4,100	-	-	7,168	100	-	15,785
Total Expenditures	144,116,026	68,964,745	7,778,660	9,055,931	80,716,889	51,064,263	21,039,663	382,736,177
Ending Fund Balance	$ 58,946,866	$ 32,021,603	$ 610,063	$ 59,342,751	$ 1,247,823	$ 11,674,952	$ 23,979,852	$ 184,925,711

2026 Revenue by Source



Funding Source	2026 Budget
Taxes	$129,480,380
Charges for Services	$ 92,805,967
Intergovernmental Revenues	$ 45,426,024
Transfers	$ 48,470,571
Licenses & Permits	$ 14,635,913
Fines & Forfeits	$ 1,147,907
Miscellaneous	$ 15,002,355
Other Financing Sources	$ 75,000
Total	$347,044,117

2026 Expenditures by Category



Expenditures/Uses	2026 Budget
Personnel Costs	$ 112,821,446
Capital Maintenance & Replacement	$ 66,264,992
Services & Charges	$ 40,863,735
Professional Services	$ 57,328,719
Supplies	$ 31,041,922
Debt Service	$ 20,291,116
Miscellaneous	$ 1,321,993
Transfers	$ 52,802,256
Total	$ 382,736,178

Revenues

The following table illustrates total revenues by category. Taxes, Charges for Services, and Intergovernmental revenues comprise over 77% of the total revenues of the City.

	2024 Actual	2025 Revised	2026 Budget	2027 Budget
Taxes	$ 121,832,891	127,202,151	129,480,380	131,214,451
Licenses, Permits and Fees	19,768,481	15,644,635	14,635,913	14,721,941
Intergovernmental	23,488,778	43,117,568	45,426,024	45,986,953
Charges for Services	96,104,505	79,516,811	92,805,967	98,321,253
Fines & Forfeits	1,100,743	962,728	1,147,907	1,156,635
Miscellaneous	30,469,836	11,418,621	15,002,355	18,489,023
Revenue Transfer	43,270,834	39,271,636	48,470,571	48,012,366
Other Financing Sources	270,175	105,075,000	75,000	235,075,000
Total Revenues	$ 336,306,242	$ 422,209,151	$ 347,044,117	$ 592,977,622

Taxes

Taxes provide over 37% of the total budgeted revenue. The following table shows the major sources of taxes.

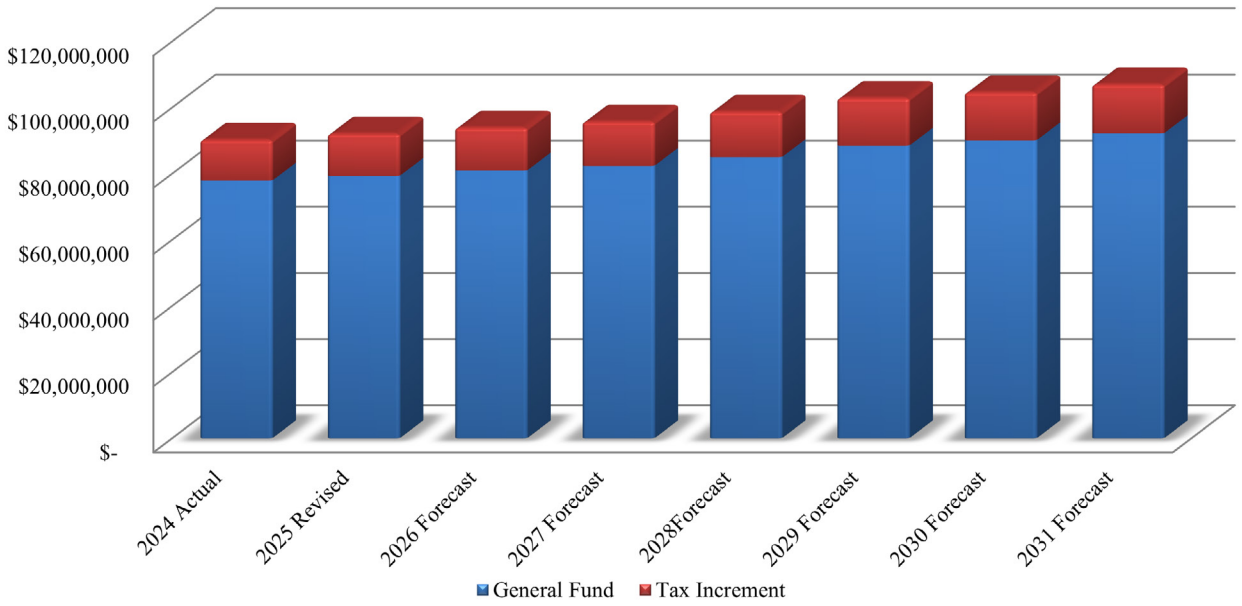
	2024 Actual	2025 Revised	2026 Budget	2027 Budget
Sales Tax	$ 90,251,041	$ 92,090,541	$ 93,912,960	$ 95,729,236
Property and Ownership Tax	10,852,394	$ 10,902,022	$ 11,011,043	$ 11,095,940
Auto Use Tax	11,487,029	$ 11,571,574	$ 11,687,289	$ 11,336,669
Building Use Tax	5,477,329	$ 5,203,463	$ 5,359,567	$ 5,466,757
General Use Tax	1,180,029	$ 1,203,635	$ 1,227,707	$ 1,252,262
Other	2,585,069	$ 6,230,916	$ 6,281,814	$ 6,333,587
Total Taxes	$ 121,832,891	$ 127,202,151	$ 129,480,380	$ 131,214,451
$ Change		5,369,260	2,278,229	1,734,071
% Change		4.4%	1.8%	1.3%

Sales Taxes

The City's largest revenue source is sales tax. Currently, the City levies a 3.46% on all retail sales within the City - 3% is allocated to the General Fund and 0.21% and 0.25% are restricted for police operations which are accounted for in the two tax increment funds.

Over the past ten years, the City has seen significant growth in retail sales, averaging 6.9% annual growth. An increase of 2.0% is estimated for 2025 and is currently at 2.3% increase over 2024. The increase in sales tax can be attributed to the City's main sales tax generators which are grocery stores, general department stores and online sales. The City is conservatively budgeting sales tax at an increase of 2.0% for 2025. Sales tax estimates for the remaining years are based on a growth rate between 1% and 3.4%. Revenue from anticipated retailers is generally not included in the budget until a new store is constructed and operational. However, in 2030 through 2034 of the ten-year financial plan, the City included the estimated sales tax of an urban renewal area that will end in 2028.

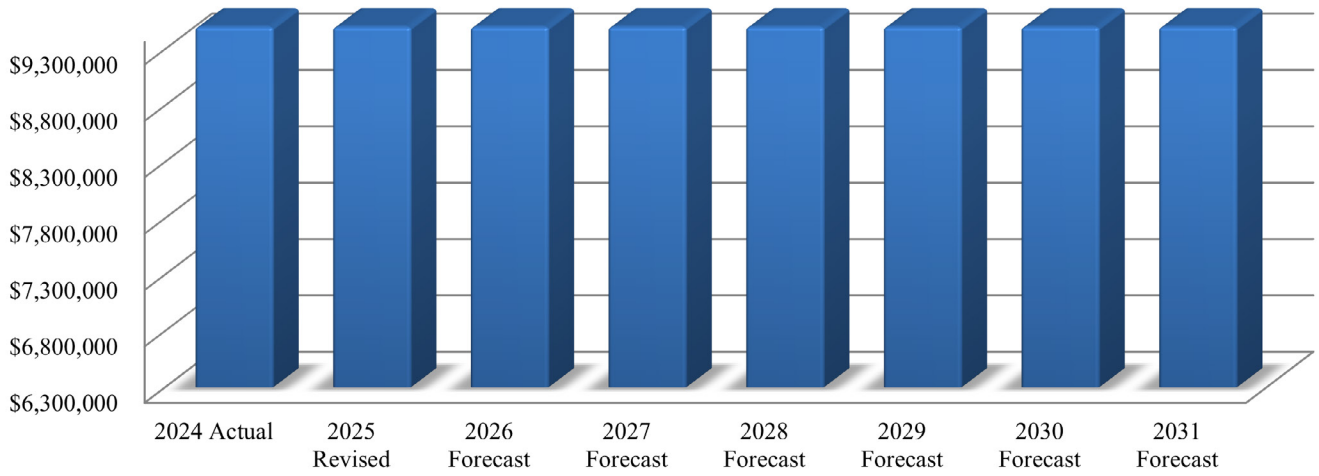
Sales Tax Collections



Property Tax

Property tax is a tax assessed on all real estate. The City has had the same property tax rate since 1993, or for over 30 years. The tax rate is 4.31% or $4.31 for every $1,000 of assessed value. Assessed value is based on 7.15% of the residential appraised value and 29% on all other property. Real property is appraised every odd-numbered year and collections lag one year from valuations. Property tax collections in 2025 are estimated to increase 1.1% due to new growth in the City. Property tax for 2026 and beyond is based on a 1%-3% growth rate.

Property Tax Collections



Use Taxes

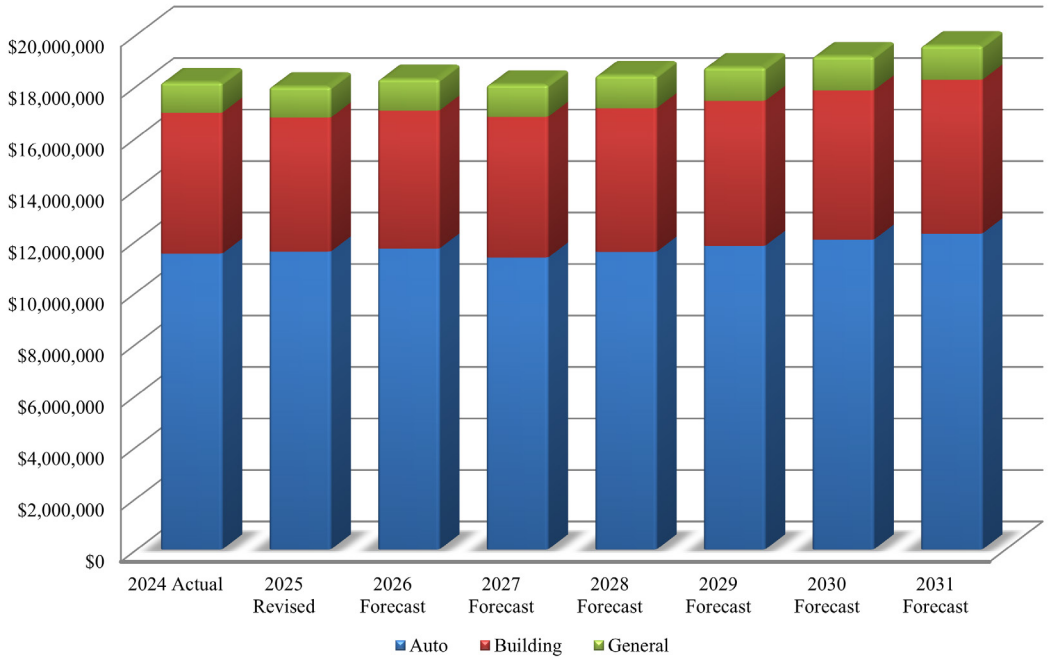
The City collects three types of use tax: Auto, Building and General Use Tax.

The City started to see a decrease in Auto Use Tax in 2024 with a rate of (3%). The 2025 and beyond estimate a 1% to 2% increase with 3% decrease in 2027, as the City normally experiences a reset in auto use tax every five to seven years.

Building use tax has been steadily decreasing since 2017 when two housing developments in northern Arvada opened up. 2024 saw a 29% decrease due to fewer large commercial projects. There are still a healthy number of new houses being built in these developments as well as in-fill development in the City. A decrease of 5% is estimated for 2025 as new housing stabilizes, followed by increases of 1% to 3%.

In the past, general use tax has been a stable source of revenue as it represents capital investment by Arvada businesses. A decrease of 10% was realized for 2024. Increases in future years are forecasted at 2%.

Auto, Building and General Use Tax



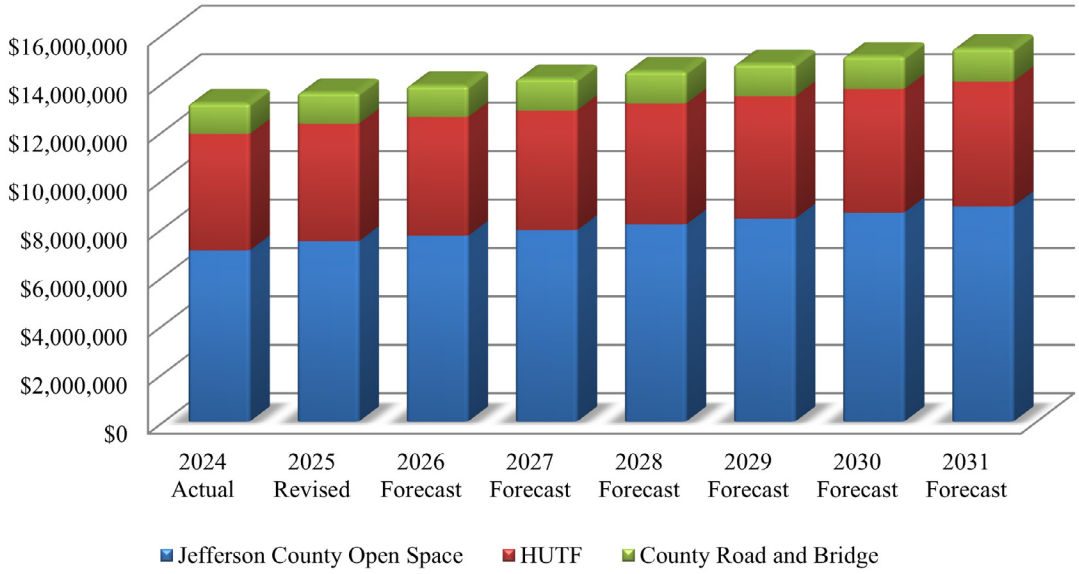
Intergovernmental

This category accounts for state and county shared revenue. The Jefferson County Open Space revenue is a 0.5% sales tax collected in Jefferson County and shared with cities. This revenue is to be used for acquiring, maintaining, administering, and preserving open space and park and recreational capital improvements. The City uses all of the Open Space revenues for ongoing park maintenance. This revenue is estimated to increase 3% in 2025, with 3% increases in the future.

The Highway Users' Tax Fund (HUTF) is derived from the state sales tax on vehicle gas purchases and is allocated based on the number of vehicles and population in each City. In the past, the City saw increases of 1%-4% each year. 2024 saw an increase of 5%. An increase of 1% is estimated for 2025 with increases of 1% in future years.

The Road and Bridge tax is county shared revenue that is derived from a property tax mill levy set by the counties to be used for road and bridge construction, maintenance, and administration. This revenue source has varied from year to year. As the counties have the authority to change the allocations each year, the City has conservatively estimated a 1% increase in 2025 followed by a 1% increase in future years.

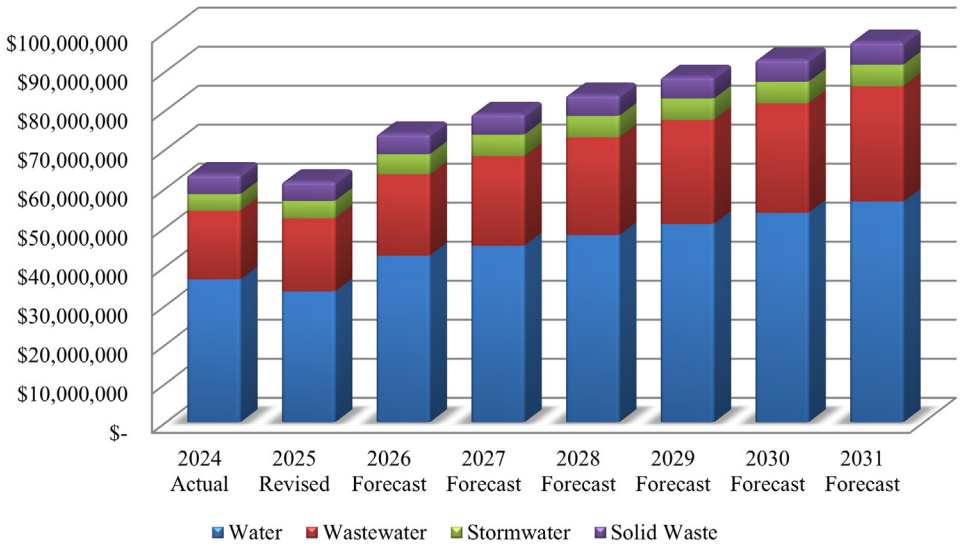
Intergovernmental Revenue



Charges for Services

The majority of this revenue source is from Water, Wastewater and Stormwater charges. The City also implemented a solid waste and recycling program. The City entered into an agreement with a single waste hauler to provide services for the City. Services started in July 2021. In 2026, Water rates will increase 5% and there will be a $2 per month increase in the service fee, while Wastewater rates will increase 12%. There will be a 6% increase in Stormwater rates. The Solid Waste fund estimates a 6% increase in 2026. The estimated rate increases for these utilities is expected to increase between 5% and 10% in future years. The City has followed the methodology of rate increases each year in order to fund large capital maintenance projects to the system.

Utility Rate Revenue



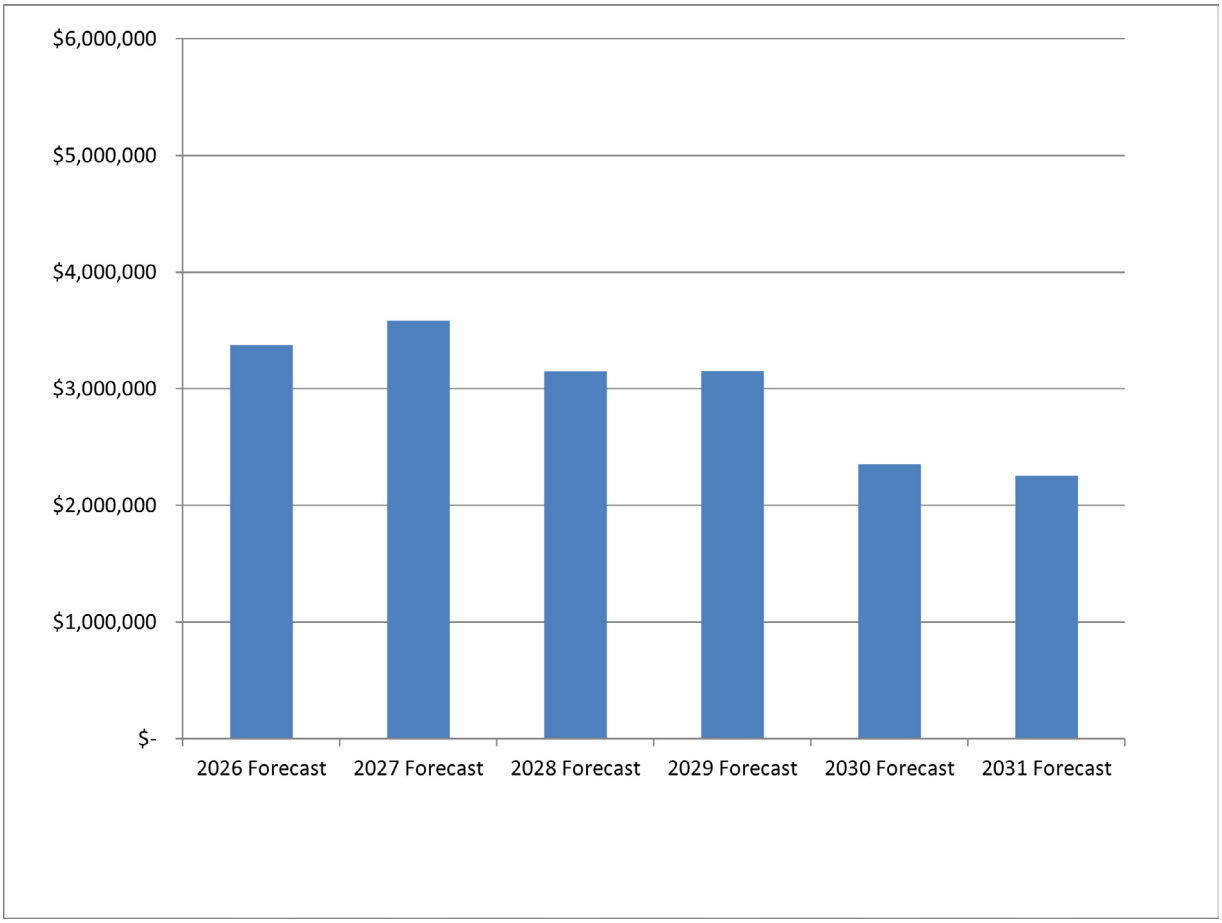
Miscellaneous

The major source of miscellaneous revenue is interest earnings. The City invests its excess cash pursuant to the City's investment policy. The primary objectives of the City's investment activities, in priority order are safety, liquidity and yield. Consistent with this policy, the portfolio of securities is invested in U.S. Treasuries, U.S. Agencies, local government investment pools, commercial paper and corporate debt subject to rating and concentration limits.

Interest Earnings

Interest earnings in 2024 generated a 3.6% yield for the year. Interest revenue is estimated to stay relatively even in 2025 from 2024 as the City spends down bond proceeds from the 2019 and 2023 Sales and Use Tax bonds and 2022 and 2025 Water and Wastewater bonds. Currently, the interest is estimated to decrease due to many investments "locked-in" at lower interest rates. The City will continue to monitor this revenue source.

Interest Earnings



Expenditures by Category

The following table illustrates total expenditure by category. Personnel costs comprise 29.5% of the total costs in 2026, with Capital Maintenance and Replacement accounting for 17.3% and Services & Charges at 10.7%.

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel Costs	$ 86,447,623	$ 99,441,790	$ 104,590,978	$ 112,821,446
Capital	75,711,887	96,665,430	99,726,180	66,264,992
Services & Charges	46,122,285	58,235,666	199,331,487	40,863,735
Contract & Leases	34,910,174	38,432,466	37,495,980	57,328,719
Supplies & Expenses	19,990,129	26,517,203	30,378,054	31,041,922
Debt Service	17,424,040	15,490,472	16,678,768	20,291,116
Miscellaneous	1,419,169	1,194,904	1,294,861	1,321,993
Transfers	44,160,349	54,362,829	42,852,731	52,802,256
Total Expenditures	$ 326,185,656	$ 390,340,760	$ 532,349,039	$ 382,736,178

Personnel Costs

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Salaries and Wages	$ 59,922,319	$ 70,404,766	$ 74,138,142	$ 80,332,962
Temporary Wages	2,883,747	3,244,594	3,582,136	3,800,362
Benefits	19,126,620	19,813,453	22,779,712	24,434,190
Overtime and Other	4,514,937	5,978,977	4,090,988	4,253,932
Total Personnel Costs	$ 86,447,623	$ 99,441,790	$ 104,590,978	$ 112,821,446
$ Change		12,994,167	5,149,188	8,230,468
$ Change		15.0%	5.2%	7.9%

The market rate adjustment was 3% for 2025 and ranges from 2% to 4% in 2026 for nonsworn personnel as some job families are seeing larger market adjustments. The market rate adjustment for sworn personnel is 4% in 2026. It is also assumed that each employee will receive their appropriate step increase in 2025 and 2026, if eligible.

2025 includes the addition of a HVAC Specialist to support the execution of projects and needed maintenance. The Senior Probation Officer has been added through the model in 2025 as grant funding ends in 2024.

2026 includes the addition of two positions in the Water Fund for management and maintenance of the Water Treatment Plant. The Economic Development Specialist was added to the model to increase business connections and social media presence. Two Record Specialists, Police Services Technician, and an Evidence Technician position were extended in the model to end in 2026; these positions are covered in our TI funds. The Deputy Court Administrator and Assistant City Attorney positions were extended in the model through 2028. A Risk and Claims Analyst and a Special Event Coordinator and Festivals position were approved for term limits ending in 2028; these positions are expected to be covered by new revenue produced by these positions.

Benefits are primarily comprised of health and dental costs. Total health costs in 2025 are expected to remain flat and increase 5% in 2026.

Most of the overtime and special pay are in the streets, police, and water divisions, all due to general emergencies such as weather and other extraordinary events.

Services and Charges

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Housing Program	$ 7,299,884	$ 8,282,896	$ 8,535,800	$ 8,683,479
Insurance	5,563,497	3,189,217	4,204,257	4,414,414
CDBG Program	672,193	419,268	5,381,676	514,835
Utilities	10,060,342	11,853,070	12,605,290	5,737,936
Program Expense	2,462,177	16,093,510	155,479,923	4,350,347
Training	1,193,202	1,099,204	1,308,690	1,380,973
Contract Services	2,487,899	3,243,416	2,840,728	2,915,321
Other	16,383,091	14,055,085	8,975,122	12,866,430
Total Services and Charges	$ 46,122,285	$ 58,235,666	$ 199,331,486	$ 40,863,735
$ Change		12,113,381	141,095,820	(158,467,751)
% Change		26.3%	242.3%	-79.5%

Services and charges include expenses related to paying other agencies or organizations. Examples include: the utility costs the City pays for electricity, natural gas, water, wastewater, and stormwater, monies paid to Denver Water for the purchase of raw water, and the services to Metro Wastewater for the treatment of the City's sewage. The City pays outside consultants for a variety of trainings, including state and federal-mandated training. Support to the Arvada Center for the Arts and Humanities of $3.9 million is included in this expenditure category.

Capital

The City has a Capital Improvement Plan (CIP) detailing the 2025 and 2026 appropriations as well as a ten-year plan for the City's capital expenditures. For specific projects, please see the Capital Improvement Plan section in this document.

The City has a legal provision to dedicate 60% of the first cent of sales tax to infrastructure, major capital maintenance, new construction, or debt service. This is referred to as 98-101 money after the section of the City's code authorizing the sales tax dedication for capital projects.

In 2025, a total of $15.8 million and in 2026 $16.1 million will be generated from sales tax for capital needs. Of this total $8.8 million will be used to pay for debt service for previous capital needs. The remainder will be dedicated to capital improvement projects

	2025 Budget	2026 Budget
98-101	$ 15,864,423	$ 16,189,572
Debt Service Obligations		
Bond Payments	(5,797,281)	(5,804,032)
COP Payments	(1,975,378)	(1,974,628)
Transfer to the Capital Improvement Program	$ 8,091,764	$ 8,410,915

In addition to these monies, the CIP recommendations include using water, wastewater, and stormwater revenues for major utility projects. There will also be a variety of grants and other intergovernmental revenues to meet various needs.

The table below is an overview of the types of capital expenditures.

	2025 Budget	2026 Budget
Debt Service	$ 15,817,415	$ 11,118,660
Personnel	157,893	175,055
General Administration	270,000	1,000,000
Pavement Program	16,480,482	13,250,171
Streets	1,632,650	1,603,770
Stormwater	1,761,851	600,000
Technology	260,955	268,783
Traffic	2,993,094	2,787,888
Vibrant Neighborhoods and Communities	2,361,149	3,440,435
Wastewater	9,807,000	9,561,363
Water	55,170,513	39,018,524
Total	$ 106,713,002	$ 82,824,649

Debt Service

In 2019, the City issued $79.5 million in bonds to finance two road projects. Additionally, the City issued $7.2 million in bonds to finance two road projects. Debt service also includes the City's two Certificates of Participation (COP) - the 2016 COP set to retire in 2036 and the 2021 COP set to expire in 2041.

Transfers

There are a host of transfers to and from various departments. Examples include the following highlights:

From	To	Amount
General Fund	Streets Maintenance	$ 24,097,677
General Fund	Parks	$ 6,281,289
General Fund	COP	$ 1,974,628
General Fund	Capital Projects	$ 10,669,284
General Fund	Golf	$ 300,181
Water	General Fund	$ 4,379,067
Wastewater	General Fund	$ 693,170

The largest transfers are from the General Fund to help support the activities of other departments' missions. The Water and Wastewater Funds pay the General Fund for building, utility, and overhead expenses of operating these lines of business.

Revenue Trend Analysis
2023 Actuals, 2024 Actuals 2025 Revised and 2026 Budget

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
General Fund	$ 127,978,143	$ 134,362,025	$ 130,951,467	$ 137,143,237
Grants	917,290	854,604	602,400	608,291
Streets Maintenance Fund	12,800,232	15,062,684	16,450,171	24,097,677
Community Development	934,431	7,002,568	715,017	1,038,810
Arvada Housing Authority	7,756,031	8,824,558	8,868,850	9,215,548
Parks	13,618,365	14,442,995	14,804,903	15,598,853
Police Seizure	76,352	146,278	32,690	32,835
COP Debt Service	3,274,365	3,165,808	1,975,378	1,974,628
Police Tax Increment.21	7,688,302	7,872,280	7,511,266	7,276,620
Police Tax Increment.25	8,462,929	8,706,651	8,521,123	8,649,858
Debt Service	5,834,581	5,803,248	5,805,281	5,809,032
Capital Projects	24,070,355	19,295,877	9,163,337	11,104,262
Special Assessments	-	-	-	-
Water	51,987,482	53,425,085	138,496,250	56,421,227
Wastewater	23,388,128	22,997,652	35,992,621	23,005,435
Golf Courses	9,376,423	10,184,330	9,801,047	10,865,488
Stormwater	8,382,555	4,506,849	4,534,314	5,282,306
Solid Waste	4,464,104	5,110,834	5,317,336	5,562,395
Insurance	3,866,206	4,178,598	4,061,200	4,260,154
Computers	6,057,044	7,393,500	8,775,591	8,085,217
Print Shop	359,708	366,861	335,000	335,000
Vehicles	7,710,578	7,955,165	7,719,802	8,535,184
Buildings	1,402,739	2,823,185	1,774,108	2,142,060
Total All Budgeted Funds	$ 330,406,344	$ 344,481,635	$ 422,209,152	$ 347,044,117

Expenditure Trend Analysis
2023 Actuals, 2024 Actuals, 2025 Revised and 2026 Budget

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
General Fund	$ 113,487,797	$ 146,379,448	$ 137,618,582	$ 144,116,026
Grants	-	-	195,717	1,811,588
Streets Maintenance Fund	12,024,334	14,465,071	16,270,610	23,851,950
Community Development	1,770,296	7,004,962	6,029,633	1,188,683
Arvada Housing Authority	7,788,701	8,904,946	9,033,616	9,206,746
Parks	13,278,228	14,665,523	15,355,460	16,229,628
Police Seizure	28,943	79,549	33,362	33,123
COP Debt Service	3,273,776	3,273,484	1,975,378	1,974,628
Police Tax Increment.21	6,953,079	7,950,456	7,834,939	7,763,014
Police Tax Increment.25	7,582,034	9,490,230	8,970,202	8,880,012
Debt Service	5,797,873	5,803,581	5,800,280	5,804,032
Capital Projects	10,852,949	23,241,202	17,994,207	9,055,931
Special Assessments	16,358	-	-	-
Water	80,937,032	83,117,659	185,415,315	80,716,889
Wastewater	22,757,081	30,342,512	68,779,048	31,283,503
Golf Courses	8,535,884	8,821,642	9,997,850	10,719,120
Stormwater	5,916,352	5,963,880	7,325,264	4,214,429
Solid Waste	4,205,384	4,680,633	5,023,974	4,847,211
Insurance	3,891,663	3,825,273	4,142,078	4,269,724
Computers	9,147,902	5,269,761	11,376,487	7,840,268
Print Shop	390,598	345,745	408,699	389,918
Vehicles	6,906,287	5,987,193	10,591,741	5,878,253
Buildings	643,107	728,007	2,176,598	2,661,501
Total All Budgeted Funds	$ 326,185,657	$ 390,340,758	$ 532,349,040	$ 382,736,177

General Fund

The General Fund pays for the City's basic services. This includes police, planning, transportation planning, street light maintenance and costs, building activity and general administration. In addition, the General Fund also provides for the following:

- Operational support to the Parks Department
- General Debt Service Payments
- Transfer to the Capital Improvements Fund for new parks, transportation and other infrastructure projects
- Grant support to the Arvada Center

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Taxes	$ 102,590,690	$ 100,812,607	$ 106,116,051	$ 108,156,204
Licenses, Permits and Fees	4,142,625	9,249,701	3,627,131	3,683,758
Intergovernmental	5,344,279	6,180,590	6,180,744	6,242,153
Charges for Services	5,043,568	1,379,419	4,795,937	4,696,915
Fine and Forfeits	1,015,577	1,100,743	962,728	1,147,907
Miscellaneous	8,887,962	9,253,289	6,605,140	10,485,610
Revenue Transfer	282,765	11	2,663,736	2,730,690
Other Funding Sources	670,677	6,385,665	-	-
Total Revenues	$ 127,978,143	$ 134,362,025	$ 130,951,467	$ 137,143,237

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel	$ 49,509,580	$ 59,503,967	$ 60,286,297	$ 65,056,160
Services and Charges	14,961,706	26,660,964	26,021,308	15,999,524
Supplies and Expenses	8,745,663	10,915,945	10,937,127	11,533,456
Contract and Leases	6,775,726	7,173,396	5,701,540	7,886,137
Inventory	207,831	(151,616)	21,854	22,510
Capital Maintenance	63,125	541,888	549,474	675,689
Capital Outlay	481,777	9,488,550	2,737	72,819
Other	177,439	35,854	4,289	4,417
Transfers	32,564,948	32,210,500	34,093,956	42,865,314
Total Expenditures	$ 113,487,795	$ 146,379,448	$ 137,618,582	$ 144,116,026

Special Revenue Funds

Special Revenue Funds account for revenues that are to be used for specific purposes. Funds included in Special Revenue funds are Streets Maintenance Fund, Grants Fund, Community Development, Arvada Housing Authority, Parks, Police Seizure and the two Police Tax Increment Funds.

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Taxes	$ 14,744,744	$ 14,940,128	$ 15,202,107	$ 15,438,166
Licenses, Permits and Fees	45,204	38,684	70,894	73,020
Intergovernmental	16,799,348	17,666,763	17,884,666	18,446,416
Charges for Services	990,172	1,294,357	1,336,323	1,338,639
Miscellaneous	2,549,607	2,384,345	769,996	798,286
Revenue Transfer	17,124,858	26,588,339	22,242,434	30,423,966
Total Revenues	$ 52,253,932	$ 62,912,616	$ 57,506,420	$ 66,518,493

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel	$ 16,957,016	$ 19,142,580	$ 20,788,738	$ 22,852,179
Services and Charges	12,747,864	13,733,311	22,293,701	13,697,320
Supplies and Expenses	5,441,016	5,846,858	5,024,725	5,465,640
Contract and Leases	10,772,083	12,449,542	13,606,008	23,868,266
Debt Service	1,359	-	-	-
Inventory	(5,049)	6,217	2,768	2,852
Capital Maintenance	166,884	130,203	237,977	245,866
Capital Outlay	83,493	51,396	909	26,936
Transfers	3,260,947	11,199,436	1,764,613	2,801,586
Other	-	1,195	4,100	4,100
Total Expenditures	$ 49,425,615	$ 62,560,738	$ 63,723,539	$ 68,964,745

Debt Service Funds

Debt Service Funds account for the debt issued by general government and include 2015 Certificates of Participation, 2016 Certificates of Participation, 2019 Sales and Use Tax Revenue Bonds, 2023 Sales and Use Tax Revenue Bonds, and 2021 Certificates of Participation.

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Taxes	$ 5,804,168	$ 5,803,248	$ 5,797,281	$ 5,801,032
Miscellaneous	49,507	-	8,000	8,000
Revenue Transfer	3,255,270	3,165,808	1,975,378	1,974,628
Total Revenues	$ 9,108,946	$ 8,969,056	$ 7,780,659	$ 7,783,660

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Services and Charges	$ 400	$ 2,300	$ 3,000	$ 3,000
Contract and Leases	6,000	6,000	-	-
Debt Service	9,065,249	9,068,765	7,772,659	7,775,660
Total Expenditures	$ 9,071,649	$ 9,077,065	$ 7,775,659	$ 7,778,660

Capital Projects Funds

The Capital Projects Funds account for capital projects for streets, traffic and parks.

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Taxes	$ 80,009	$ 276,908	$ 86,712	$ 84,978
Intergovernmental	1,554,827	318,662	-	-
Charges for Services	305,195	970,130	-	-
Miscellaneous	3,397,619	6,610,958	350,000	350,000
Revenue Transfer	18,732,706	9,254,888	8,726,625	10,669,284
Other Funding Sources	-	1,864,331	-	-
Total Revenues	$ 24,070,355	$ 19,295,877	$ 9,163,337	$ 11,104,262

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel	$ 136,058	$ 324,257	$ 159,779	$ 169,201
Services and Charges	3,590,968	3,235,018	-	-
Supplies and Expenses	627,262	654,608	5,683	5,854
Contracts and Leases	2,940,116	3,277,110	-	-
Debt Service	2,063,960	-	-	-
Inventory	121	-	-	-
Capital Maintenance	11,045	15,338	-	-
Capital Outlay	1,483,420	12,255,795	17,828,745	8,880,876
Transfers	16,358	3,479,075	-	-
Total Expenditures	$ 10,869,307	$ 23,241,202	$ 17,994,207	$ 9,055,931

Enterprise Funds

The Enterprise Funds account for all business type activities and include Water, Wastewater, Stormwater, Golf Courses, and Solid Waste. It is intended that all expenditures necessary, including capital and debt service costs, are captured in the fees related to the activity.

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Licenses, Permits and Fees	$ 26,700,293	$ 10,394,220	$ 11,946,611	$ 10,879,134
Intergovernmental	-	156,264	-	-
Charges for Services	61,284,327	74,462,147	73,384,551	86,770,413
Miscellaneous	9,871,907	10,103,587	3,056,306	2,719,278
Revenue Transfer	548,240	945,532	754,101	768,024
Other Funding Sources	(806,075)	163,000	105,000,000	-
Total Revenues	$ 97,598,692	$ 96,224,749	$ 194,141,569	$ 101,136,849

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel	$ 17,025,515	$ 17,814,811	$ 20,400,717	$ 21,525,547
Services and Charges	11,614,309	11,559,397	143,056,640	7,874,837
Supplies and Expenses	3,085,541	4,018,797	4,886,323	5,505,209
Contract and Leases	14,180,267	15,228,397	17,841,433	25,216,906
Debt Service	6,000,050	6,421,706	8,906,109	12,515,456
Inventory	1,125,292	1,099,774	1,254,791	1,280,847
Capital Maintenance	11,131,105	2,902,020	2,032,051	4,073,789
Capital Outlay	53,721,775	66,560,079	71,545,163	47,042,541
Transfers	4,897,726	7,318,933	6,611,164	6,738,752
Other	238,791	2,413	7,059	7,268
Total Expenditures	$ 123,020,371	$ 132,926,327	$ 276,541,450	$ 131,781,152

Internal Service Funds

Internal Service Funds charge internal programs and departments for use of goods and services. The Funds then pay for all associated costs of things such as purchasing insurance, vehicle purchases and maintenance, computer purchases and maintenance, and buildings maintenance. There are five Internal Service Funds - Insurance Fund (Risk Management), Computer Fund, Print Services Fund, Vehicles Fund and Building Fund.

Funding Sources	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Intergovernmental	$ 15,631,788	$ 17,998,451	$ 19,052,158	$ 20,737,455
Charges for Services	108,111	16,690	-	-
Miscellaneous	1,819,894	2,297,019	629,180	641,180
Revenue Transfer	1,353,805	2,219,983	2,909,362	1,903,979
Other Financing Sources	482,678	185,164	75,000	75,000
Total Revenues	$ 19,396,275	$ 22,717,308	$ 22,665,700	$ 23,357,614

Expenditures/Uses	2023 Actual	2024 Actual	2025 Revised	2026 Budget
Personnel	$ 2,819,454	$ 2,656,175	$ 2,955,447	$ 3,218,359
Services and Charges	3,207,038	3,044,675	7,956,838	3,289,054
Supplies and Expenses	2,090,646	5,080,996	9,524,196	8,531,763
Contract and Leases	235,982	298,020	346,999	357,409
Debt Service	85,591	-	-	-
Inventory	(3,848)	(13,393)	-	-
Capital Maintenance	1,525,655	1,742,065	2,656,161	3,110,027
Capital Outlay	7,437,973	2,978,095	4,872,963	2,136,448
Transfers	3,420,370	370,998	382,998	396,603
Other	-	(1,654)	-	-
Total Expenditures	$ 20,818,860	$ 16,155,978	$ 28,695,602	$ 21,039,663

2025 Revised Expenditure Appropriations by Work System and Fund Type

Work System	General Fund	Capital Projects Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Total
Community and Economic Development	$ 6,081,902	$ -	$ -	$15,063,249	$ -	$ -	$ 21,145,151
Infrastructure	23,759,598	165,462	12,768,339	16,397,880	-	266,877,930	319,969,209
Organizational Service and Effectiveness	74,301,064	-	15,927,264	87,338	-	-	90,315,666
Safe Community	33,280,546	-	-	16,752,594	-	-	50,033,140
Vibrant Communities and Neighborhoods	195,472	-	-	15,422,478	-	9,663,521	25,281,471
Capital Projects	-	17,828,745	-	-	-	-	17,828,745
Debt Service	-	-	-	-	7,775,659	-	7,775,659
Total	$ 137,618,582	$ 17,994,207	$28,695,603	$63,723,539	$ 7,775,659	$ 276,541,451	$ 532,349,041

2026 Expenditure Appropriations by Work System and Fund Type

Work System	General Fund	Capital Projects Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Total
Community and Economic Development	$ 6,505,413	$ -	$ -	$10,395,429	$ -	$ -	$ 16,900,842
Infrastructure	25,027,178	175,055	8,539,753	25,983,531	-	121,966,297	181,691,814
Organizational Service and Effectiveness	75,657,004	-	12,499,910	92,391	-	-	88,249,305
Safe Community	36,723,714	-	-	16,585,470	-	-	53,309,184
Vibrant Communities and Neighborhoods	202,717	-	-	15,907,923	-	9,814,855	25,925,495
Capital Projects	-	8,880,876	-	-	-	-	8,880,876
Debt Service	-	-	-	-	7,778,660	-	7,778,660
Total	$ 144,116,026	$9,055,931	$ 21,039,663	$68,964,744	$ 7,778,660	$ 131,781,152	$ 382,736,176

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2025-2034 TEN-YEAR MODEL ASSUMPTIONS

In 2015, City Council adopted a budget and fiscal policy that utilizes long-range planning for each of the City's operating funds to maintain the fiscal health of the City. Specifically, the City prepares a two-year budget based on a ten-year financial model. This method of budgeting is used to determine if future impacts of the current proposed budget are fiscally sound. Using this ten-year model, the City is able to test the effects of current financial decisions on future years' financial conditions when approving funding requests throughout the organization. Budgeting in this manner allows management time to react and respond to changes in the economy and minimizes the effect of budget fluctuations on service delivery. Ten-year model assumptions are reviewed on an annual basis and revised as necessary. The objective is that each fund should work towards maintaining a fund balance that is equal to or exceeds the required City Council fund balance goal in the tenth year.

For the ten-year models, projections of economically driven revenues do not factor in potential recessions or periods of robust expansion, which may occur during the ten-year forecast. Instead, the revenue forecast assures continued moderate growth in the economy and the City's population. In addition, expenditures do not take into consideration expansion of services or programs or an increase in the number of employees.

All Funds

- Personnel-related expenses are calculated in detail based upon each employee's current grade and step and include future estimated market-rate adjustments. The market-rate adjustment for 2026 is between 2% and 4 for non-sworn personnel % as some job families are seeing larger market adjustments and 4% for sworn personnel and 2% for 2027-2034.
- The increase in health insurance is estimated at 5% for 2026. Increases in the future for the City's medical plan are budgeted at 5% for 2027-2034.
- Transfers to fund insurance lines, vehicle replacement, computer maintenance and computer replacement have a.50% to 5% increase throughout the models.
- Transfers to fund building maintenance, vehicle maintenance and risk management services have a 3% increase throughout the models.

General Fund

- The fund balance goal is 17% of all expenditures.
- Sales tax revenue is seeing slowing growth and is based on a 2.0% increase in 2025 with just over a 2.3% increase in the first six months of 2025. Sales tax in future years assumes growth rates between 2.0% and 3.0%. These rates are based on the historical trend of sales tax.
- Assumes $1,500,850 in additional annual sales tax starting in 2029 when the Kipling Ridge urban renewal tax increment area ends.
- Auto use tax saw a 3% decrease in 2024. An increase of 1% is expected for 2025 with increases of 1% to 2% in future years with a 3% decrease in 2027, as the City normally experiences a reset in auto use tax every five to seven years.
- Building use tax revenue assumes a decrease of 5% in 2025. Increases of 1% to 3% are estimated for 2026 and beyond.
- Building permit revenue base was reset in 2024 to $3,000,000. Increases of.5% are expected in the future.

- Assumes $24,097,677 for street maintenance in 2026 and $24,557,108 in 2027 as an additional $10,000,000 in funding has been added for 2026 and 2027. Increases in future years from 2% to 3% based on the 2027 original funding of $14,557,108.
- Assumes the required transfer to the Capital Projects Fund and/or Debt Service Fund to maintain compliance with section 98-101 of the Arvada Code.
- Assumes a salary vacancy savings of 3% for 2025 and 2026 and then 2.25% for future years.
- All non-personnel expenditures increased at 3% in 2026 and beyond.

Parks
- The fund balance goal is 11% of all expenditures.
- Assumes a transfer from the General Fund of $6,281,289 in 2026. Increases for 2027-2034 range from 3% to 4%.
- Open Space revenues are budgeted to increase at 3% through the model.
- The City's attributable share of Open Space revenue will continue to be used 100% for park maintenance and operations in 2026 and thereafter.

Police Tax.21
- The fund balance goal is 11% of all expenditures.
- Sales tax, auto and building use tax assumptions are the same as the General Fund and also assume an increase when the Kipling Ridge urban renewal area ends.
- Assumes the replacement of the radio system and the creation of an evidence storage facility in the next 3 years.

Police Tax.25
- The fund balance goal is 11% of all expenditures.
- Sales tax, auto and building use tax assumptions are the same as the General Fund and also assume an increase when the Kipling Ridge urban renewal area ends.
- Assumes the replacement of the radio system and the creation of an evidence storage facility in the next 3 years.

Water
- The working capital goal is 25% of expenditures.
- Rates are budgeted to increase 5% in 2026 with increases of 10% thereafter.
- Service charge increase of $4.00 bi-monthly in 2026 and nothing thereafter.
- Assumes a debt service payment ranging from $8,700,000 to $11,150,000 with $180,000,000 debt issuance in 2027 and $95,000,000 debt issuance in 2029.
- The Water Fund does not meet its working capital goal in 2026 due to anticipated capital projects, recovers in 2027 and does not meet the working capital goal in 2023 but recovers and meets the working capital goal by 2033.

Wastewater
- The working capital goal is 25% of all expenditures.
- Rates are budgeted to increase 12% in 2026 with increases of 10% thereafter.
- Assumes a debt service payment of $2,900,000 to $4,150,000 with debt issuance in or $55,000,000 2027 for capital projects.
- The Wastewater fund does not meet its working capital goal in 2025 – 2036 but recovers and meets the working capital goal by 2027 forward.

Golf
- The working capital goal is 11% of all expenditures.
- Assumes that the Golf fund will pay for its share of the COP to finance the West Woods expansion with a transfer to the COP fund of $439,144 in 2025 increasing to $479,798 in 2034.
- Assumes that the Golf fund will pay the Wastewater fund $163,000/year on the note payable used to finance the irrigation system replacement.

Storm Water
- The working capital goal is 25% of all expenditures.
- Rates are budgeted to increase 6% in 2026 and 5% thereafter.
- The Stormwater fund does not meet its working capital goal in 2025-2036 but recovers and meets the goal by 2027 and forward.

Solid Waste
- This was a new fund in 2021 to account for revenues and expenditures of a city-wide solid waste hauling and recycling system.
- Assumes garbage cart replacement in 2034.

Insurance Services
- The fund balance goal is $3,000,000 plus the annual actuarial projection for limited loss.
- Revenues for insurance lines are assumed to increase at 3% to 7% throughout the model.
- Revenues for risk management services are increased at 3% throughout the model.

Ten-Year Financial Models
General Fund - Table 1

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Taxes	$ 102,590,690	$ 100,812,607	$ 106,116,051	$ 108,156,204	$ 109,528,296	$ 112,833,284
Licenses, Permits and Fees	4,142,625	9,249,701	3,627,131	3,683,758	3,753,943	3,797,565
Intergovernmental	5,344,279	6,180,590	6,180,744	6,242,153	6,304,175	6,366,813
Charges for Services	5,043,568	1,379,419	4,795,937	4,696,915	4,826,723	4,960,425
Fines & Forfeits	1,015,577	1,100,743	962,728	1,147,907	1,156,635	1,173,703
Miscellaneous	8,887,962	9,253,289	6,605,140	10,485,610	13,517,618	5,646,878
Other Financing Sources	670,677	11	-	-	-	-
Revenue Transfer	282,765	6,385,665	2,663,736	2,730,690	2,828,634	2,920,541
Total General Fund Revenue	$ 127,978,143	$ 134,362,025	$ 130,951,467	$ 137,143,237	$ 141,916,024	$ 137,699,210
EXPENDITURES						
Personnel	$ 49,509,581	$ 59,503,967	$ 60,286,297	$ 65,056,160	$ 67,663,016	$ 70,482,128
Services & Charges	14,961,706	26,660,964	26,021,308	15,999,524	16,467,012	16,931,852
Supplies & Expenses	8,745,663	10,915,945	10,937,127	11,533,456	11,865,214	11,997,803
Contract & Leases	6,775,726	7,173,396	5,701,540	7,886,137	6,949,782	7,066,609
Debt Service	207,831	-	-	-	-	-
Inventory	63,125	(151,616)	21,854	22,510	23,185	23,881
Capital Maintenance	481,777	541,888	549,474	675,689	695,685	716,277
Capital Outlay	176,702	9,488,550	2,737	72,819	2,904	2,991
Transfers	32,564,948	32,210,500	34,093,956	42,865,314	43,796,514	35,014,045
Other	737	35,854	4,289	4,417	4,550	4,686
Total General Fund Expenditures	$ 113,487,797	$ 146,379,448	$ 137,618,582	$ 144,116,026	$ 147,467,863	$ 142,240,273
Fund Balance, Beginning	$ 70,113,845	$ 84,604,191	$ 72,586,768	$ 65,919,653	$ 58,946,864	$ 53,395,025
Fund Balance, Ending	$ 84,604,191	$ 72,586,768	$ 65,919,653	$ 58,946,864	$ 53,395,025	$ 48,853,962
Fund Balance Goal (17% of Expenditures)	$ 19,292,925	$ 24,884,506	$ 23,395,159	$ 24,499,724	$ 25,069,537	$ 24,180,846
Excess/(Deficiency)	$ 65,311,265	$ 47,702,262	$ 42,524,494	$ 34,447,140	$ 28,325,489	$ 24,673,116

Ten-Year Financial Models
General Fund - Table 1

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Taxes	$ 116,583,245	$ 118,993,676	$ 121,679,014	$ 125,081,898	$ 127,924,768	$ 131,066,186
Licenses, Permits and Fees	3,841,938	3,887,069	3,918,498	3,950,505	3,994,081	4,027,203
Intergovernmental	6,430,064	6,493,986	6,558,525	6,623,710	6,689,548	6,756,042
Charges for Services	5,098,138	5,239,982	5,386,082	5,536,565	5,691,562	5,851,210
Fines & Forfeits	1,191,105	1,217,844	1,245,206	1,273,204	1,301,856	1,331,176
Miscellaneous	5,478,205	5,295,673	5,185,486	5,204,293	5,235,721	5,278,932
Other Financing Sources	-	-	-	-	-	-
Revenue Transfer	3,010,202	3,094,956	3,176,075	3,254,094	2,892,827	2,979,611
Total General Fund Revenue	$ 141,632,897	$ 144,223,186	$ 147,148,887	$ 150,924,269	$ 153,730,363	$ 157,290,360
EXPENDITURES						
Personnel	$ 72,172,851	$ 74,424,110	$ 76,538,892	$ 78,873,835	$ 80,072,886	$ 82,446,454
Services & Charges	17,351,223	17,817,850	18,303,857	18,805,303	19,405,737	19,942,276
Supplies & Expenses	12,454,129	12,675,541	13,037,963	13,410,687	13,808,297	14,203,397
Contract & Leases	6,682,843	6,778,000	7,013,645	7,165,668	7,380,777	7,530,668
Debt Service	-	-	-	-	-	-
Inventory	24,597	25,335	26,095	26,878	27,684	28,515
Capital Maintenance	737,480	759,315	781,799	804,951	828,792	853,342
Capital Outlay	12,235	3,173	3,268	3,366	3,467	3,571
Transfers	36,098,734	36,957,629	38,078,100	39,293,788	40,554,470	40,967,030
Other	4,827	4,972	5,121	5,274	5,433	5,596
Total General Fund Expenditures	$ 145,538,918	$ 149,445,923	$ 153,788,741	$ 158,389,751	$ 162,087,543	$ 165,980,849
Fund Balance, Beginning	$ 48,853,962	$ 44,947,941	$ 39,725,204	$ 33,085,350	$ 25,619,869	$ 17,262,688
Fund Balance, Ending	$ 44,947,941	$ 39,725,204	$ 33,085,350	$ 25,619,869	$ 17,262,688	$ 8,572,199
Fund Balance Goal (17% of Expenditures)	$ 24,741,616	$ 25,405,807	$ 26,144,086	$ 26,926,258	$ 27,554,882	$ 28,216,744
Excess/(Deficiency)	$ 20,206,325	$ 14,319,397	$ 6,941,264	$ (1,306,389)	$(10,292,194)	$(19,644,545)

Ten-Year Financial Models
Parks - Table 2

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Licenses, Permits and Fees	$ 45,614	$ 38,684	$ 70,894	$ 73,020	$ 75,211	$ 77,467
Intergovernmental	6,976,651	7,117,033	7,451,183	7,674,719	7,904,961	8,142,110
Charges for Services	990,172	1,294,357	1,336,323	1,338,639	1,341,025	1,377,206
Miscellaneous	530,190	565,007	199,240	231,186	237,498	243,969
Revenue Transfer	5,075,737	5,427,914	5,747,263	6,281,289	6,434,489	6,623,499
Total Revenues	$ 13,618,365	$ 14,442,995	$ 14,804,903	$ 15,598,853	$ 15,993,185	$ 16,464,252
EXPENDITURES						
Personnel	$ 7,075,085	$ 7,612,617	$ 7,635,773	$ 8,167,889	$ 8,493,324	$ 8,847,953
Services & Charges	2,535,666	2,697,168	3,500,186	3,491,048	3,607,168	3,717,976
Supplies & Expenses	2,901,585	3,506,899	3,218,046	3,517,396	3,618,373	3,722,252
Contract & Leases	520,696	641,942	780,308	798,767	817,779	837,362
Inventory	(5,443)	4,666	2,768	2,852	2,937	3,025
Capital Maintenance	159,544	125,604	218,278	225,576	233,093	240,836
Capital Outlay	73,596	8,553	-	26,000	-	-
Transfers	17,500	68,075	-	-	-	-
Other	-		100	100	100	100
Total Expenditures	$ 13,278,228	$ 14,665,523	$ 15,355,460	$ 16,229,628	$ 16,772,776	$ 17,369,504
Fund Balance, Beginning	$ 7,551,596	$ 7,891,733	$ 7,669,205	$ 7,118,648	$ 6,487,873	$ 5,708,282
Fund Balance, Ending	$ 7,891,733	$ 7,669,205	$ 7,118,648	$ 6,487,873	$ 5,708,282	$ 4,803,030
Fund Balance Goal (11% of Expenditures)	$ 1,460,605	$ 1,613,207	$ 1,689,101	$ 1,785,259	$ 1,845,005	$ 1,910,645
Excess/(Deficiency)	$ 6,431,128	$ 6,055,998	$ 5,429,548	$ 4,702,614	$ 3,863,277	$ 2,892,385

Ten-Year Financial Models
Parks - Table 2

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Licenses, Permits and Fees	$ 79,791	$ 82,185	$ 84,651	$ 87,190	$ 89,806	$ 92,500
Intergovernmental	8,386,374	8,637,965	8,897,105	9,164,018	9,262,628	9,671,852
Charges for Services	1,379,737	1,382,344	1,385,029	1,422,531	1,425,380	1,428,314
Miscellaneous	209,326	212,509	215,788	219,165	222,643	226,226
Revenue Transfer	6,788,614	6,913,763	7,073,616	7,220,656	7,427,217	7,639,955
Total Revenues	$ 16,843,842	$ 17,228,766	$ 17,656,188	$ 18,113,560	$ 18,427,674	$ 19,058,848
EXPENDITURES						
Personnel	$ 9,029,885	$ 9,323,669	$ 9,590,223	$ 9,795,975	$ 10,084,207	$ 10,323,629
Services & Charges	3,832,200	3,949,947	4,071,327	4,196,455	4,325,493	4,458,544
Supplies & Expenses	3,824,441	3,934,300	4,047,337	4,163,643	4,283,300	4,406,422
Contract & Leases	857,532	878,308	899,707	921,747	944,449	967,832
Inventory	3,116	3,209	3,306	3,405	3,507	3,612
Capital Maintenance	248,811	257,026	265,486	274,201	283,177	292,422
Capital Outlay	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Other	100	100	100	100	100	100
Total Expenditures	$ 17,796,086	$ 18,346,559	$ 18,877,486	$ 19,355,526	$ 19,924,234	$ 20,452,561
Fund Balance, Beginning	$ 4,803,030	$ 3,850,786	$ 2,732,993	$ 1,511,695	$ 269,729	$ (1,226,831)
Fund Balance, Ending	$ 3,850,786	$ 2,732,993	$ 1,511,695	$ 269,729	$ (1,226,831)	$ (2,620,545)
Fund Balance Goal (11% of Expenditures)	$ 1,957,569	$ 2,018,121	$ 2,076,523	$ 2,129,108	$ 2,191,666	$ 2,249,782
Excess/(Deficiency)	$ 1,893,216	$ 714,872	$ (564,828)	$ (1,859,379)	$ (3,418,497)	$ (4,870,326)

Ten-Year Financial Models
Police Tax Increment.21 - Table 3

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Taxes	$ 6,690,694	$ 6,781,320	$ 6,855,984	$ 6,963,308	$ 7,127,887	$ 7,362,301
Intergovernmental	598,341	626,934	515,282	178,312	184,059	190,074
Miscellaneous	399,267	464,026	140,000	135,000	120,000	110,000
Total Revenues	$ 7,688,302	$ 7,872,280	$ 7,511,266	$ 7,276,620	$ 7,431,946	$ 7,662,375
EXPENDITURES						
Personnel	$ 4,336,658	$ 5,542,741	$ 5,472,253	$ 5,951,511	$ 6,075,405	$ 6,317,097
Services & Charges	308,822	181,974	628,708	360,475	374,850	386,433
Supplies & Expenses	750,211	1,042,141	746,996	782,458	780,806	803,494
Contract & Leases	455,525	514,763	507,210	489,546	501,881	514,587
Debt Service	1,359	1,194	-	-	-	-
Inventory	-	1,230	-	-	-	-
Capital Maintenance	-	1,468	10,254	10,561	10,878	11,204
Capital Outlay	-	-	-	-	-	-
Transfers	1,100,504	664,944	469,517	168,463	173,142	177,962
Total Expenditures	$ 6,953,079	$ 7,950,455	$ 7,834,939	$ 7,763,014	$ 7,916,962	$ 8,210,777
Fund Balance, Beginning	$ 8,517,024	$ 9,252,247	$ 9,174,072	$ 8,850,400	$ 8,364,006	$ 7,878,990
Fund Balance, Ending	$ 9,252,247	$ 9,174,072	$ 8,850,400	$ 8,364,006	$ 7,878,990	$ 7,330,588
Fund Balance Goal (11% of Expenditures)	$ 764,839	$ 874,550	$ 861,843	$ 853,932	$ 870,866	$ 903,185
Excess/(Deficiency)	$ 8,487,408	$ 8,299,522	$ 7,988,556	$ 7,510,074	$ 7,008,124	$ 6,427,402

Ten-Year Financial Models
Police Tax Increment.21 - Table 3

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Taxes	$ 7,704,374	$ 7,768,160	$ 7,900,688	$ 8,162,786	$ 8,360,966	$ 8,563,999
Intergovernmental	196,113	202,155	206,296	210,586	215,011	219,961
Miscellaneous	90,000	80,000	50,000	30,000	30,000	30,000
Total Revenues	$ 7,990,487	$ 8,050,315	$ 8,156,984	$ 8,403,372	$ 8,605,977	$ 8,813,960
EXPENDITURES						
Personnel	$ 6,498,166	$ 6,684,144	$ 6,860,540	$ 7,048,774	$ 7,165,196	$ 7,422,937
Services & Charges	398,380	410,705	423,418	436,531	450,058	464,013
Supplies & Expenses	826,874	850,950	860,741	886,273	912,544	939,595
Contract & Leases	527,672	541,152	555,035	569,336	584,064	599,236
Debt Service	-	-	-	-	-	-
Inventory	-	-	-	-	-	-
Capital Maintenance	11,541	11,887	12,243	12,611	12,989	13,379
Capital Outlay	-	-	-	-	-	-
Transfers	182,926	188,038	193,305	198,729	204,316	210,070
Total Expenditures	$ 8,445,559	$ 8,686,877	$ 8,905,282	$ 9,152,253	$ 9,329,168	$ 9,649,230
Fund Balance, Beginning	$ 7,330,588	$ 6,875,515	$ 6,238,953	$ 5,490,655	$ 4,741,775	$ 4,018,584
Fund Balance, Ending	$ 6,875,515	$ 6,238,953	$ 5,490,655	$ 4,741,775	$ 4,018,584	$ 3,183,314
Fund Balance Goal (11% of Expenditures)	$ 929,012	$ 955,556	$ 979,581	$ 1,006,748	$ 1,026,208	$ 1,061,415
Excess/(Deficiency)	$ 5,946,504	$ 5,283,397	$ 4,511,074	$ 3,735,027	$ 2,992,376	$ 2,121,899

Ten-Year Financial Models
Police Tax Increment.25 - Table 4

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Taxes	$ 8,054,050	$ 8,158,808	$ 8,346,123	$ 8,474,858	$ 8,673,209	$ 8,891,109
Intergovernmental	-	36,674	-	-	-	-
Miscellaneous	408,879	511,169	175,000	175,000	145,000	120,000
Total Revenues	$ 8,462,929	$ 8,706,651	$ 8,521,123	$ 8,649,858	$ 8,818,209	$ 9,011,109
EXPENDITURES						
Personnel	$ 4,326,911	$ 4,171,673	$ 5,635,372	$ 6,579,049	$ 6,909,508	$ 7,194,087
Services & Charges	261,606	94,874	1,157,525	350,800	364,631	375,941
Supplies & Expenses	740,842	969,355	812,280	910,634	935,602	961,276
Contract & Leases	102,392	208,399	496,874	456,152	461,413	466,833
Capital Maintenance	7,340	3,131	6,484	6,679	6,879	7,086
Capital Outlay	-	-	909	936	965	993
Transfers	2,142,943	4,042,798	860,757	575,761	594,173	609,634
Total Expenditures	$ 7,582,034	$ 9,490,230	$ 8,970,202	$ 8,880,012	$ 9,273,172	$ 9,615,850
Fund Balance, Beginning	$ 9,816,806	$ 10,697,701	$ 9,914,122	$ 9,465,043	$ 9,234,889	$ 8,779,926
Fund Balance, Ending	$ 10,697,701	$ 9,914,122	$ 9,465,043	$ 9,234,889	$ 8,779,926	$ 8,175,185
Fund Balance Goal (11% of Expenditures)	$ 834,024	$ 1,043,925	$ 986,722	$ 976,801	$ 1,020,049	$ 1,057,743
Excess/(Deficiency)	$ 9,863,678	$ 8,870,197	$ 8,478,321	$ 8,258,088	$ 7,759,877	$ 7,117,441

Ten-Year Financial Models
Police Tax Increment.25 - Table 4

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Taxes	$ 9,240,713	$ 9,315,540	$ 9,507,453	$ 9,782,531	$ 10,020,235	$ 10,263,761
Intergovernmental	-	-	-	-	-	-
Miscellaneous	100,000	80,000	60,000	40,000	40,000	40,000
Total Revenues	$ 9,340,713	$ 9,395,540	$ 9,567,453	$ 9,822,531	$ 10,060,235	$ 10,303,761
EXPENDITURES						
Personnel	$ 7,479,688	$ 7,704,760	$ 7,890,219	$ 8,084,054	$ 8,229,998	$ 8,552,029
Services & Charges	387,609	399,646	412,065	424,878	438,098	451,738
Supplies & Expenses	987,723	1,014,953	1,027,984	1,056,846	1,086,537	1,117,104
Contract & Leases	472,414	478,163	484,084	490,184	496,466	502,938
Capital Maintenance	7,298	7,517	7,743	7,975	8,214	8,461
Capital Outlay	1,023	1,054	1,086	1,118	1,152	1,186
Transfers	625,534	641,892	658,723	676,093	693,945	268,815
Total Expenditures	$ 9,961,289	$ 10,247,985	$ 10,481,904	$ 10,741,149	$ 10,954,410	$ 10,902,270
Fund Balance, Beginning	$ 8,175,185	$ 7,554,609	$ 6,702,164	$ 5,787,714	$ 4,869,096	$ 3,974,920
Fund Balance, Ending	$ 7,554,609	$ 6,702,164	$ 5,787,714	$ 4,869,096	$ 3,974,920	$ 3,376,411
Fund Balance Goal (11% of Expenditures)	$ 1,095,742	$ 1,127,278	$ 1,153,009	$ 1,181,526	$ 1,204,985	$ 1,199,250
Excess/(Deficiency)	$ 6,458,868	$ 5,574,886	$ 4,634,705	$ 3,687,570	$ 2,769,935	$ 2,177,161

Ten-Year Financial Models
Water Fund - Table 5

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Licenses, Permits and Fees	$ 17,138,263	$ 8,451,509	$ 11,512,996	$ 10,432,511	$ 10,432,765	$ 10,433,026
Charges for Services	28,795,516	37,833,808	34,741,393	44,087,098	46,640,473	49,369,555
Miscellaneous	6,245,354	6,527,115	1,787,644	1,433,774	1,857,803	1,577,156
Revenue Transfer	8,260	534,653	454,217	467,843	481,879	496,334
Other Financing Sources	(199,911)	78,000	90,000,000	-	180,000,000	-
Total Revenues	$ 51,987,482	$ 53,425,085	$ 138,496,250	$ 56,421,227	$239,412,920	$ 61,876,070
EXPENDITURES						
Personnel	$ 9,034,715	$ 8,833,363	$ 10,654,331	$ 11,246,630	$ 11,705,435	$ 12,199,981
Services & Charges	9,636,711	9,832,328	12,229,220	4,957,932	5,085,522	5,209,461
Supplies & Expenses	1,471,977	1,907,895	2,389,561	2,662,942	2,725,567	2,790,042
Contract & Leases	940,167	780,013	1,540,033	8,736,133	8,995,118	9,258,372
Debt Service	2,723,395	2,874,550	5,094,653	8,500,550	8,498,550	8,496,050
Inventory	(3,750)	21,613	-	-	-	-
Capital Maintenance	7,056,172	1,212,409	960,257	749,498	869,140	889,194
Capital Outlay	46,601,362	53,483,550	148,236,020	39,476,969	84,448,132	97,022,438
Transfers	3,475,424	4,170,504	4,304,281	4,379,067	4,523,025	4,665,605
Other	859	1,434	6,959	7,168	7,383	7,605
Total Expenditures	$ 80,937,032	$ 83,117,659	$ 185,415,315	$ 80,716,889	$126,857,872	$ 140,538,747
Working Capital, Beginning	$ 131,104,675	$ 102,155,125	$ 72,462,551	$ 25,543,486	$ 1,247,823	$ 113,802,872
Working Capital, Ending	$ 102,155,125	$ 72,462,551	$ 25,543,486	$ 1,247,823	$ 113,802,872	$ 35,140,195
Working Capital Goal (25%)	$ 8,583,917	$ 7,408,527	$ 9,294,824	$ 10,309,980	$ 10,602,435	$ 10,879,077
Excess/(Deficiency)	$ 93,571,207	$ 65,054,023	$ 16,248,662	$ (9,062,157)	$103,200,437	$ 24,261,118

Ten-Year Financial Models
Water Fund - Table 5

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Licenses, Permits and Fees	$ 10,433,294	$ 10,433,571	$ 10,433,856	$ 10,434,150	$ 10,434,452	$ 10,434,763
Charges for Services	52,282,439	55,174,323	58,014,694	60,026,735	62,116,913	64,290,478
Miscellaneous	1,630,411	1,111,679	1,244,369	1,156,388	1,152,403	1,127,029
Revenue Transfer	511,223	526,560	542,356	558,625	575,383	592,643
Other Financing Sources	95,000,000	-	-	-	-	-
Total Revenues	$ 159,857,368	$ 67,246,133	$ 70,235,275	$ 72,175,897	$ 74,279,151	$ 76,444,913
EXPENDITURES						
Personnel	$ 12,587,167	$ 12,822,416	$ 13,238,906	$ 13,574,873	$ 13,989,079	$ 14,346,144
Services & Charges	5,336,455	5,466,792	5,600,457	5,737,543	5,878,139	6,022,343
Supplies & Expenses	2,856,390	2,924,656	2,994,896	3,067,154	3,141,474	3,217,945
Contract & Leases	9,529,292	9,808,105	10,224,696	10,524,152	10,832,469	11,149,911
Debt Service	15,653,458	15,653,958	20,536,815	20,533,815	20,533,815	21,536,315
Inventory	-	-	-	-	-	-
Capital Maintenance	909,670	930,575	951,921	973,715	995,968	1,018,689
Capital Outlay	80,390,057	70,767,658	18,142,411	1,508,319	1,551,386	1,594,613
Transfers	4,810,879	4,954,381	5,098,493	5,241,333	4,946,896	5,049,994
Other	7,833	8,068	8,310	8,559	8,816	9,080
Total Expenditures	$ 132,081,199	$ 123,336,609	$ 76,796,906	$ 61,169,463	$ 61,878,041	$ 63,945,035
Working Capital, Beginning	$ 35,140,195	$ 62,916,363	$ 6,825,888	$ 264,257	$ 11,270,691	$ 23,671,801
Working Capital, Ending	$ 62,916,363	$ 6,825,888	$ 264,257	$ 11,270,691	$ 23,671,801	$ 36,171,679
Working Capital Goal (25%)	$ 12,922,786	$ 13,142,238	$ 14,663,624	$ 14,915,286	$ 15,081,664	$ 15,587,605
Excess/(Deficiency)	$ 49,993,578	$ (6,316,350)	$(14,399,367)	$ (3,644,595)	$ 8,590,138	$ 20,584,074

Ten-Year Financial Models
Wastewater Fund - Table 6

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Licenses, Permits and Fees	$ 5,418,730	$ 1,940,648	$ 433,615	$ 446,623	$ 460,022	$ 473,823
Charges for Services	15,149,304	17,662,877	19,684,155	21,667,959	23,888,086	25,961,738
Miscellaneous	3,112,822	3,309,127	874,852	890,852	940,853	942,370
Other Financing Sources	(479,399)	-	15,000,000	-	55,000,000	-
Revenue Transfer	186,670	85,000	-	-	-	-
Total Revenues	$ 23,388,128	$ 22,997,652	$ 35,992,621	$ 23,005,435	$ 80,288,961	$ 27,377,930
EXPENDITURES						
Personnel	$ 2,351,733	$ 2,745,903	$ 3,096,918	$ 3,251,566	$ 3,389,055	$ 3,530,867
Services & Charges	249,692	174,234	39,413,525	829,026	856,454	882,277
Supplies & Expenses	584,314	692,345	753,428	799,530	822,904	846,959
Contract & Leases	9,193,373	9,749,705	11,388,574	11,388,573	11,730,230	12,082,137
Debt Service	2,741,277	2,893,956	3,271,763	3,851,706	3,851,706	4,148,379
Capital Maintenance	2,167,361	1,623,625	985,828	2,759,660	14,827,142	4,425,996
Capital Outlay	4,588,977	11,564,492	8,946,572	7,459,572	17,717,905	20,746,905
Transfers	880,313	895,572	922,440	943,869	972,185	1,001,351
Invenotory	-	2,680	-	-	-	-
Other	41	-	-	-	-	-
Total Expenditures	$ 22,757,081	$ 30,342,512	$ 68,779,048	$ 31,283,503	$ 54,167,582	$ 47,664,872
Working Capital, Beginning	$ 55,549,080	$ 56,180,126	$ 48,835,266	$ 16,048,839	$ 7,770,770	$ 33,892,149
Working Capital, Ending	$ 56,180,126	$ 48,835,266	$ 16,048,839	$ 7,770,770	$ 33,892,149	$ 13,605,207
Working Capital Goal (25% of Expenditures)	$ 5,689,270	$ 7,585,628	$ 17,194,762	$ 7,820,876	$ 13,541,896	$ 11,916,218
Excess/(Deficiency)	$ 50,490,856	$ 41,249,637	$ (1,145,923)	$ (50,106)	$ 20,350,253	$ 1,688,989

Ten-Year Financial Models
Wastewater Fund - Table 6

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Licenses, Permits and Fees	$ 488,037	$ 502,678	$ 517,759	$ 533,292	$ 549,290	$ 565,769
Charges for Services	27,562,960	29,033,404	30,591,323	31,970,102	32,846,351	33,748,688
Miscellaneous	290,852	290,852	290,852	290,852	290,852	290,852
Other Financing Sources	-	-	-	-	-	-
Revenue Transfer	-	-	-	-	-	-
Total Revenues	$ 28,341,849	$ 29,826,934	$ 31,399,934	$ 32,794,245	$ 33,686,493	$ 34,605,309
EXPENDITURES						
Personnel	$ 3,649,783	$ 3,771,261	$ 3,887,763	$ 3,973,228	$ 4,107,494	$ 4,215,219
Services & Charges	908,888	936,312	964,857	993,696	1,023,710	1,054,641
Supplies & Expenses	871,723	897,217	923,462	950,473	978,271	1,006,887
Contract & Leases	12,444,601	12,817,939	13,202,477	13,598,552	14,006,508	14,426,704
Debt Service	4,147,879	4,144,379	4,147,879	4,147,879	4,144,379	4,152,379
Capital Maintenance	1,611,891	1,690,328	1,771,857	1,857,434	1,947,259	2,041,544
Capital Outlay	3,336,239	6,044,572	6,044,572	6,044,572	6,044,572	6,044,572
Transfers	1,031,391	1,062,333	1,094,203	1,127,029	1,160,840	1,195,665
Invenotory	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expenditures	$ 28,002,396	$ 31,364,341	$ 32,037,071	$ 32,692,864	$ 33,413,034	$ 34,137,611
Working Capital, Beginning	$ 13,605,207	$ 13,944,661	$ 12,407,254	$ 11,770,117	$ 11,871,498	$ 12,144,957
Working Capital, Ending	$ 13,944,661	$ 12,407,254	$ 11,770,117	$ 11,871,498	$ 12,144,957	$ 12,612,656
Working Capital Goal (25% of Expenditures)	$ 7,000,599	$ 7,841,085	$ 8,009,268	$ 8,173,216	$ 8,353,258	$ 8,534,403
Excess/(Deficiency)	$ 6,944,062	$ 4,566,169	$ 3,760,849	$ 3,698,282	$ 3,791,699	$ 4,078,253

Ten-Year Financial Models
Golf Course - Table 7

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Charges for Services	$ 8,964,444	$ 9,676,957	$ 9,498,704	$ 10,565,294	$ 10,830,943	$ 10,875,229
Miscellaneous	66,738	96,494	2,460	12	14	14
Revenue Transfer	345,241	410,879	299,884	300,181	300,488	300,803
Total Revenues	$ 9,376,423	$ 10,184,330	$ 9,801,047	$ 10,865,488	$ 11,131,444	$ 11,176,047
EXPENDITURES						
Personnel	$ 4,509,305	$ 4,816,174	$ 4,863,260	$ 5,141,226	$ 5,319,596	$ 5,510,242
Services & Charges	868,249	775,968	1,256,300	835,047	859,103	882,214
Supplies & Expenses	903,357	1,193,746	1,452,464	1,707,249	1,754,307	1,393,625
Contract & Leases	249,705	300,517	471,833	477,036	490,464	491,442
Debt Service	45,378	163,200	163,200	163,200	163,200	163,200
Inventory	1,129,042	1,075,173	1,254,791	1,280,847	1,319,739	1,361,342
Capital Maintenance	47,450	65,985	62,749	564,631	565,915	567,893
Capital Outlay	113,509	13,338	30,000	106,000	30,000	30,000
Transfers	431,998	416,478	443,153	443,784	447,016	452,264
Miscellaneous	237,891	1,063	100	100	100	100
Total Expenditures	$ 8,535,884	$ 8,821,642	$ 9,997,850	$ 10,719,120	$ 10,949,439	$ 10,852,322
Working Capital, Beginning	$ 422,394	$ 1,262,934	$ 2,625,622	$ 2,428,819	$ 2,575,187	$ 2,757,192
Working Capital, Ending	$ 1,262,934	$ 2,625,622	$ 2,428,819	$ 2,575,187	$ 2,757,192	$ 3,080,918
Working Capital Goal (11% of Expenditures)	$ 860,989	$ 905,149	$ 1,029,765	$ 1,100,675	$ 1,134,015	$ 1,122,754
Excess/(Deficiency)	$ 401,944	$ 1,720,473	$ 1,399,055	$ 1,474,513	$ 1,623,178	$ 1,958,163

Ten-Year Financial Models
Golf Course - Table 7

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Charges for Services	$ 10,924,734	$ 11,175,485	$ 11,466,602	$ 11,779,658	$ 12,107,444	$ 12,445,862
Miscellaneous	206	447	682	929	1,070	1,216
Revenue Transfer	301,129	301,464	301,809	302,164	302,530	302,907
Total Revenues	$ 11,226,068	$ 11,477,396	$ 11,769,093	$ 12,082,752	$ 12,411,044	$ 12,749,985
EXPENDITURES						
Personnel	$ 5,617,795	$ 5,777,243	$ 5,936,007	$ 6,103,305	$ 6,254,592	$ 6,414,097
Services & Charges	905,871	929,706	954,238	979,489	1,005,488	1,032,255
Supplies & Expenses	1,405,679	1,436,860	1,470,913	1,480,092	1,518,864	1,565,859
Contract & Leases	362,450	363,489	364,559	365,661	366,796	367,965
Debt Service	163,200	163,200	163,200	163,200	163,200	163,200
Inventory	1,399,068	1,435,672	1,473,287	1,511,941	1,551,691	1,592,550
Capital Maintenance	569,930	572,027	574,188	576,414	578,706	581,068
Capital Outlay	30,000	30,000	30,000	30,000	30,000	30,000
Transfers	455,632	461,016	465,920	470,344	475,047	479,798
Miscellaneous	100	100	100	100	100	100
Total Expenditures	$ 10,909,725	$ 11,169,313	$ 11,432,411	$ 11,680,546	$ 11,944,484	$ 12,226,891
Working Capital, Beginning	$ 3,080,918	$ 3,397,261	$ 3,705,343	$ 4,042,025	$ 4,444,231	$ 4,910,790
Working Capital, Ending	$ 3,397,261	$ 3,705,343	$ 4,042,025	$ 4,444,231	$ 4,910,790	$ 5,433,884
Working Capital Goal (11% of Expenditures)	$ 1,128,698	$ 1,156,661	$ 1,185,062	$ 1,211,870	$ 1,240,386	$ 1,270,928
Excess/(Deficiency)	$ 2,268,562	$ 2,548,683	$ 2,856,963	$ 3,232,361	$ 3,670,404	$ 4,162,956

Ten-Year Financial Models
Stormwater Utility - Table 8

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Licenses, Permits and Fees	$ 4,143,300	$ 2,063	$ -	$ -	$ -	$ -
Charges for Services	3,937,009	4,194,031	4,425,753	5,180,354	5,491,175	5,491,175
Miscellaneous	420,942	310,755	108,561	101,953	102,675	139,986
Other Finance Sources	(126,765)	-	-	-	-	-
Revenue Transfer	8,068	-	-	-	-	-
Total Revenues	$ 8,382,555	$ 4,506,849	$ 4,534,314	$ 5,282,306	$ 5,593,850	$ 5,631,161
EXPENDITURES						
Personnel	$ 976,739	$ 1,263,635	$ 1,448,039	$ 1,531,101	$ 1,596,090	$ 1,681,595
Services & Charges	853,548	759,963	2,903,816	1,000,942	1,032,561	1,064,092
Supplies & Expenses	114,111	183,773	167,688	174,697	181,161	186,945
Contract & Leases	357,571	528,093	546,287	584,143	601,667	619,717
Debt Service	-	-	-	-	-	-
Capital Maintenance	1,860,122	-	23,217	-	-	-
Capital Outlay	1,749,289	1,498,700	1,342,000	-	-	-
Transfers	4,972	1,729,523	894,216	923,546	953,349	984,155
Inventory	-	308	-	-	-	-
Other	-	-115.19	-	-	-	-
Total Expenditures	$ 5,916,352	$ 5,963,880	$ 7,325,264	$ 4,214,429	$ 4,364,828	$ 4,536,504
Working Capital, Beginning	$ 587,676	$ 3,053,879	$ 1,596,847	$ (1,194,102)	$ (126,225)	$ 1,102,797
Working Capital, Ending	$ 3,053,879	$ 1,596,847	$ (1,194,102)	$ (126,225)	$ 1,102,797	$ 2,197,453
Working Capital Goal (25%)	$ 1,014,058	$ 1,490,970	$ 1,825,512	$ 1,053,607	$ 1,091,207	$ 1,134,126
Excess/(Deficiency)	$ 2,039,821	$ 105,877	$ (3,019,614)	$ (1,179,832)	$ 11,590	$ 1,063,327

Ten-Year Financial Models
Stormwater Utility - Table 8

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Licenses, Permits and Fees	$ -	$ -	$ -	$ -	$ -	$ -
Charges for Services	5,491,175	5,491,175	5,491,175	5,491,175	5,491,175	5,491,175
Miscellaneous	179,967	207,719	239,181	263,885	281,191	290,412
Other Finance Sources	-	-	-	-	-	-
Revenue Transfer	-	-	-	-	-	-
Total Revenues	$ 5,671,142	$ 5,698,894	$ 5,730,356	$ 5,755,060	$ 5,772,366	$ 5,781,587
EXPENDITURES						
Personnel	$ 1,740,520	$ 1,808,008	$ 1,873,619	$ 1,944,244	$ 1,989,776	$ 2,038,374
Services & Charges	1,096,597	1,130,105	1,164,650	1,200,263	1,236,978	1,274,830
Supplies & Expenses	192,950	199,183	205,656	212,383	219,370	226,641
Contract & Leases	638,309	657,458	677,182	697,497	718,422	739,975
Debt Service	-	-	-	-	-	-
Capital Maintenance	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers	1,015,697	1,047,971	1,078,779	1,110,535	1,143,242	952,190
Inventory	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expenditures	$ 4,684,072	$ 4,842,726	$ 4,999,886	$ 5,164,922	$ 5,307,789	$ 5,232,010
Working Capital, Beginning	$ 2,197,453	$ 3,184,523	$ 4,040,691	$ 4,771,162	$ 5,361,300	$ 5,825,876
Working Capital, Ending	$ 3,184,523	$ 4,040,691	$ 4,771,162	$ 5,361,300	$ 5,825,876	$ 6,375,454
Working Capital Goal (25%)	$ 1,171,018	$ 1,210,681	$ 1,249,972	$ 1,291,230	$ 1,326,947	$ 1,308,003
Excess/(Deficiency)	$ 2,013,505	$ 2,830,010	$ 3,521,190	$ 4,070,070	$ 4,498,929	$ 5,067,451

Ten-Year Financial Models
Solid Waste - Table 9

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Intergovernmental	$ -	$ -	$ -	$ -	$ -	$ -
Charges for Services	4,448,054	5,094,474	5,034,546	5,269,708	5,302,829	5,444,054
Miscellaneous	16,051	16,360	282,790	292,687	302,931	313,534
Other Financing Sources	-	-	-	-	-	-
Total Revenues	$ 4,464,104	$ 5,110,834	$ 5,317,336	$ 5,562,395	$ 5,605,760	$ 5,757,588
EXPENDITURES						
Personnel	$ 153,023	$ 155,736	$ 338,169	$ 355,023	$ 368,148	$ 385,651
Services & Charges	6,109	16,904	244,350	251,890	259,668	267,480
Supplies & Expenses	11,782	41,037	123,182	160,790	162,615	164,493
Contracts & Leases	3,439,451	3,870,069	3,894,706	4,031,021	4,172,107	4,318,131
Debt Service	490,000	490,000	376,493	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	-	31	-	-	-	-
Transfers	105,019	106,856	47,074	48,486	49,941	51,439
Total Expenditures	$ 4,205,384	$ 4,680,633	$ 5,023,974	$ 4,847,211	$ 5,012,479	$ 5,187,193
Working Capital, Beginning	$ (242,248)	$ 16,472	$ 446,673	$ 740,034	$ 1,455,219	$ 2,048,500
Working Capital, Ending	$ 16,472	$ 446,673	$ 740,034	$ 1,455,219	$ 2,048,500	$ 2,618,895

Ten-Year Financial Models
Solid Waste - Table 9

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Intergovernmental	$ -	$ -	$ -	$ -	$ -	$ -
Charges for Services	5,590,221	5,741,504	5,898,082	6,060,140	6,227,870	6,401,471
Miscellaneous	324,508	335,865	347,621	359,787	372,380	385,413
Other Financing Sources	-	-	-	-	-	-
Total Revenues	$ 5,914,729	$ 6,077,369	$ 6,245,703	$ 6,419,927	$ 6,600,250	$ 6,786,884
EXPENDITURES						
Personnel	$ 397,063	$ 411,727	$ 425,873	$ 440,479	$ 447,397	$ 457,844
Services & Charges	275,526	283,817	292,355	301,152	310,215	319,550
Supplies & Expenses	166,427	295,097	300,950	306,979	313,187	319,583
Contracts & Leases	4,469,265	4,625,689	4,787,589	4,955,154	5,128,585	5,308,085
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-		-	-	2,357,717
Other	-	-	-	-	-	-
Transfers	52,983	54,572	56,209	57,896	59,633	61,421
Total Expenditures	$ 5,361,265	$ 5,670,903	$ 5,862,976	$ 6,061,659	$ 6,259,017	$ 8,824,200
Working Capital, Beginning	$ 2,618,895	$ 3,172,359	$ 3,578,825	$ 3,961,552	$ 4,319,820	$ 4,661,053
Working Capital, Ending	$ 3,172,359	$ 3,578,825	$ 3,961,552	$ 4,319,820	$ 4,661,053	$ 2,623,737

Ten-Year Financial Models
Insurance Services - Table 10

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Intergovernmental	$ 3,502,186	$ 3,751,507	$ 3,981,200	$ 4,180,154	$ 4,389,049	$ 4,528,072
Miscellaneous	364,020	410,401	80,000	80,000	80,000	80,000
Licenses, Permits & Fees	-	16,690	-	-	-	-
Revenue Transfer	-	-	-	-	-	-
Total Revenue	$ 3,866,206	$ 4,178,598	$ 4,061,200	$ 4,260,154	$ 4,469,049	$ 4,608,072
EXPENDITURES						
Personnel	$ 434,741	$ 550,208	$ 587,707	$ 746,184	$ 771,889	$ 809,644
Services & Charges	3,085,384	2,960,243	3,126,242	3,070,691	3,217,153	3,370,744
Supplies & Expenses	10,927	213,447	311,119	332,329	338,660	350,391
Contract & Leases	98,011	101,365	117,010	120,520	124,136	127,860
Capital Outlay	-	-	-	-	-	-
Inventory	-	12	-	-	-	-
Transfers	262,599	-	-	-	-	-
Total Expenditures	$ 3,891,663	$ 3,825,273	$ 4,142,078	$ 4,269,724	$ 4,451,839	$ 4,658,638
Fund Balance, Beginning	$ 1,369,845	$ 1,344,388	$ 1,697,714	$ 1,616,836	$ 1,607,266	$ 1,624,476
Fund Balance, Ending	$ 1,344,388	$ 1,697,714	$ 1,616,836	$ 1,607,266	$ 1,624,476	$ 1,573,910

Ten-Year Financial Models
Insurance Services - Table 10

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Intergovernmental	$ 3,772,531	$ 4,819,887	$ 5,041,993	$ 5,181,118	$ 5,217,432	$ 5,513,117
Miscellaneous	80,000	80,000	80,000	80,000	80,000	80,000
Licenses, Permits & Fees	-	-	-	-	-	-
Revenue Transfer	-	-	-	-	-	-
Total Revenue	$ 3,852,531	$ 4,899,887	$ 5,121,993	$ 5,261,118	$ 5,297,432	$ 5,593,117
EXPENDITURES						
Personnel	$ 689,138	$ 715,243	$ 737,545	$ 764,345	$ 777,207	$ 796,566
Services & Charges	3,528,168	3,697,093	3,874,315	4,060,243	4,255,310	4,459,967
Supplies & Expenses	356,611	369,009	381,848	395,142	408,908	423,163
Contract & Leases	131,696	135,646	139,716	143,907	148,225	152,671
Capital Outlay	-	-	-	-	-	-
Inventory	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Total Expenditures	$ 4,705,613	$ 4,916,991	$ 5,133,423	$ 5,363,638	$ 5,589,649	$ 5,832,367
Fund Balance, Beginning	$ 1,573,910	$ 720,828	$ 703,724	$ 692,294	$ 589,773	$ 297,556
Fund Balance, Ending	$ 720,828	$ 703,724	$ 692,294	$ 589,773	$ 297,556	$ 58,306

Ten-Year Financial Models
Computers - Table 11

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Intergovernmental	$ 5,134,774	6,056,303	$ 5,831,570	$ 6,468,238	$ 6,616,303	$ 6,781,505
Charges for Services	29,787	-	-	-	-	-
Miscellaneous	767,484	713,597	212,000	213,000	214,000	215,000
Revenue Transfer	125,000	623,600	2,732,021	1,403,979	1,446,099	1,489,482
Total Revenue	$ 6,057,044	$ 7,393,500	$ 8,775,591	$ 8,085,217	$ 8,276,402	$ 8,485,987
EXPENDITURES						
Personnel	$ 97,428	$ 137	$ -	$ -	$ -	$ -
Services & Charges	4,846	3,359	2,503,673	707	742	765
Supplies & Expenses	1,958,270	4,263,805	8,763,550	7,727,534	8,766,285	10,357,451
Contracts & Leases	88,058	-	-	-	-	-
Debt Service	77,789	-	-	-	-	-
Inventory	12,177	11,345	-	-	-	-
Capital Maintenance	25,627	27,164	-	-	-	-
Capital Outlay	3,883,707	857,528	-	-	-	-
Transfers	3,000,000	106,422	109,264	112,028	114,621	115,869
Total Expenditures	$ 9,147,902	$ 5,269,761	$ 11,376,487	$ 7,840,268	$ 8,881,648	$ 10,474,085
Fund Balance, Beginning	$ 13,400,001	$ 10,309,144	$ 12,432,883	$ 9,831,987	$ 10,076,935	$ 9,471,689
Fund Balance, Ending	$ 10,309,144	$ 12,432,883	$ 9,831,987	$ 10,076,935	$ 9,471,689	$ 7,483,592

Ten-Year Financial Models
Computers - Table 11

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Intergovernmental	$ 6,951,227	$ 7,125,696	$ 7,304,794	$ 7,488,880	$ 7,684,541	$ 7,879,521
Charges for Services	-	-	-	-	-	-
Miscellaneous	216,000	217,000	218,000	219,053	220,000	221,000
Revenue Transfer	1,534,168	1,580,193	1,627,598	1,676,428	1,726,720	1,778,522
Total Revenue	$ 8,701,395	$ 8,922,889	$ 9,150,392	$ 9,384,361	$ 9,631,261	$ 9,879,043
EXPENDITURES						
Personnel	$ -	$ -	$ -	$ -	$ -	$ -
Services & Charges	788	812	837	862	889	916
Supplies & Expenses	9,398,128	8,611,251	8,526,556	10,084,575	12,780,347	10,772,465
Contracts & Leases	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Inventory	-	-	-	-	-	-
Capital Maintenance	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers	116,485	117,131	117,805	118,506	119,242	122,000
Total Expenditures	$ 9,515,401	$ 8,729,194	$ 8,645,197	$ 10,203,944	$ 12,900,477	$ 10,895,381
Fund Balance, Beginning	$ 7,483,592	$ 6,669,586	$ 6,863,280	$ 7,368,475	$ 6,548,892	$ 3,279,676
Fund Balance, Ending	$ 6,669,586	$ 6,863,280	$ 7,368,475	$ 6,548,892	$ 3,279,676	$ 2,263,338

Ten-Year Financial Models
Vehicles - Table 12

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Intergovernmental	$ 6,041,028	$ 7,120,615	$ 7,564,802	$ 8,374,184	$ 8,607,820	$ 8,433,862
Miscellaneous	674,372	598,825	80,000	86,000	92,000	98,000
Other	995,178	235,724	75,000	75,000	75,000	75,000
Total Revenue	$ 7,710,578	$ 7,955,165	$ 7,719,802	$ 8,535,184	$ 8,774,820	$ 8,606,862
EXPENDITURES						
Personnel	$ 1,999,092	$ 1,803,917	$ 1,917,427	$ 2,004,073	$ 2,137,042	$ 2,212,150
Services & Charges	109,450	81,073	2,291,268	180,842	187,957	193,760
Supplies & Expenses	383,493	549,066	396,401	417,179	429,544	442,273
Contract & Leases	23,738	58,033	149,987	154,487	159,122	173,895
Debt Service	5,888	-	-	-	-	-
Inventory	(19,025)	(26,403)	-	-	-	-
Capital Maintenance	992,795	1,157,139	727,960	749,799	772,293	795,462
Capital Outlay	3,316,085	2,099,792	4,834,963	2,087,298	1,937,438	5,984,172
Transfers	94,771	264,576	273,734	284,575	295,577	306,579
Total Expenditures	$ 6,906,287	$ 5,987,193	$ 10,591,741	$ 5,878,253	$ 5,918,972	$ 10,108,291
Fund Balance, Beginning	$ 7,238,757	$ 8,043,047	$ 10,011,019	$ 7,139,080	$ 9,796,011	$ 12,651,859
Fund Balance, Ending	$ 8,043,047	$ 10,011,019	$ 7,139,080	$ 9,796,011	$ 12,651,859	$ 11,150,430

Ten-Year Financial Models
Vehicles - Table 12

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Intergovernmental	$ 8,639,568	$ 8,869,372	$ 9,107,222	$ 9,325,818	$ 9,579,783	$ 9,847,912
Miscellaneous	104,419	111,285	118,630	126,488	134,895	143,887
Other	75,000	75,000	75,000	75,000	75,000	75,000
Total Revenue	$ 8,818,987	$ 9,055,657	$ 9,300,852	$ 9,527,306	$ 9,789,678	$ 10,066,799
EXPENDITURES						
Personnel	$ 2,276,469	$ 2,344,912	$ 2,414,017	$ 2,454,868	$ 2,543,530	$ 2,607,425
Services & Charges	199,746	205,921	212,290	218,860	225,637	232,627
Supplies & Expenses	455,382	468,881	482,783	497,096	511,951	527,256
Contract & Leases	168,812	173,876	179,092	184,465	190,000	195,700
Debt Service	-	-	-	-	-	-
Inventory	-	-	-	-	-	-
Capital Maintenance	819,326	843,906	869,223	895,299	922,158	949,823
Capital Outlay	3,147,016	4,115,486	4,736,026	5,095,012	5,484,479	5,907,017
Transfers	315,374	323,184	331,193	339,438	347,893	362,740
Total Expenditures	$ 7,382,125	$ 8,476,165	$ 9,224,623	$ 9,685,039	$ 10,225,647	$ 10,782,588
Fund Balance, Beginning	$ 11,150,430	$ 12,587,292	$ 13,166,785	$ 13,243,014	$ 13,085,282	$ 12,649,313
Fund Balance, Ending	$ 12,587,292	$ 13,166,785	$ 13,243,014	$ 13,085,282	$ 12,649,313	$ 11,933,523

Ten-Year Financial Models
Buildings - Table 13

	2023 Actual	2024 Actual	2025 Revised	2026 Budget	2027 Forecast	2028 Forecast
REVENUES						
Intergovernmental	$ 654,770	$ -	$ 1,339,586	$ 1,379,880	$ 1,421,381	$ 1,464,128
Charges for Services	78,324	719,641	-	-	-	-
Miscellaneous	(4,160)	557,720	257,180	262,180	262,180	262,180
Revenue Transfer	673,805	1,545,823	177,341	500,000	509,000	518,270
Total Revenue	$ 1,402,739	$ 2,823,185	$ 1,774,108	$ 2,142,060	$ 2,192,561	$ 2,244,578
EXPENDITURES						
Personnel	$ 73,436	$ 79,188	$ 225,680	$ 235,972	$ 243,789	$ 251,511
Services and Charges	4,810	-	27,588	28,467	29,376	30,262
Supplies and Expenses	4,649	11,370	11,366	11,707	12,059	12,420
Contracts and Leases	-	68,120	-	-	-	-
Capital Maintenance	497,213	548,553	1,911,964	2,343,504	2,395,774	2,448,820
Transfers	63,000	-	-	-	-	-
Capital Outlay	-	20,775	-	41,850	-	-
Total Expenditures	$ 643,107	$ 728,007	$ 2,176,598	$ 2,661,501	$ 2,680,998	$ 2,743,013
Fund Balance, Beginning	$ 348,487	$ 1,108,119	$ 3,203,296	$ 2,800,806	$ 2,281,365	$ 1,792,929
Fund Balance, Ending	$ 1,108,119	$ 3,203,296	$ 2,800,806	$ 2,281,365	$ 1,792,929	$ 1,294,493

Ten-Year Financial Models
Buildings - Table 13

	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast
REVENUES						
Intergovernmental	$ 1,508,157	$ 1,553,507	$ 1,600,225	$ 1,648,347	$ 1,697,915	$ 1,748,974
Charges for Services	-	-	-	-	-	-
Miscellaneous	262,180	40,000	40,000	40,000	40,000	40,000
Revenue Transfer	527,819	537,654	547,784	558,218	568,965	580,034
Total Revenue	$ 2,298,156	$ 2,131,161	$ 2,188,009	$ 2,246,565	$ 2,306,880	$ 2,369,008
EXPENDITURES						
Personnel	$ 256,276	$ 262,559	$ 269,024	$ 275,548	$ 282,546	$ 289,601
Services and Charges	31,176	32,117	33,087	34,086	35,116	36,176
Supplies and Expenses	12,793	13,176	13,572	13,979	14,398	14,830
Contracts and Leases	-	-	-	-	-	-
Capital Maintenance	2,504,686	2,338,267	2,396,496	2,456,382	2,517,843	2,581,078
Transfers	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Expenditures	$ 2,804,931	$ 2,646,120	$ 2,712,179	$ 2,779,995	$ 2,849,903	$ 2,921,686
Fund Balance, Beginning	$ 1,294,493	$ 787,719	$ 272,761	$ (251,409)	$ (784,840)	$ (1,327,862)
Fund Balance, Ending	$ 787,719	$ 272,761	$ (251,409)	$ (784,840)	$ (1,327,862)	$ (1,880,540)

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Capital Program Introduction

The Capital Improvement Plan (CIP) for 2025 and 2026 represents the first two years of a ten-year plan that encompasses a strategic approach for the City's capital investments for the next decade. This plan reflects a dual approach to utilizing scarce capital resources for capital improvement and major capital maintenance needs: Taking Lasting Care and the continued implementation of the Citizens Capital Improvement Planning Committee's recommendations under the guidance of the City Council's current Strategic Plan.

First, the city is continuing its focus on "Taking Lasting Care" (TLC) of its vast inventory of assets. Preserving existing infrastructure is a chief priority of the capital plan. Among TLC plans for the coming two years are:

- Allocation of resources for the replacement of aging traffic signals, guardrails, street medians, and street infrastructure
- Reinvestment in the City's Park system with a focus on playground renovation, trail renovation, irrigation systems, and tree replacements
- Water system and sewer system repair and maintenance, including mains and ancillary infrastructure

Second, the City is focused on the long-term implementation of many of the recommendations of the 2015 Citizens Capital Improvement Planning Committee (CCIPC). The 21-member CCIPC was charged by the Arvada City Council to prioritize capital projects and recommend funding strategies. The Committee recommended 19 projects, of which 11 have been completed or have received significant funding. CCIPC-recommended projects in the upcoming two-year plan include:

- Ongoing funding for installation of conduit and a backbone fiber network
- Significant resources for missing sidewalks, transit-oriented development, bike and pedestrian access, and trails

Total budgeted capital expenditures by major category for 2025 and 2026 are listed below. The remainder of the capital improvement section explains what capital projects are, how the City pays for them, and how projects are identified and prioritized. This section also includes individual project pages detailing each capital improvement within the 10-year plan.

2025-2026 CIP Projects by Category

Category	2025 Budget	2026 Budget
Debt Service	$ 15,817,415	$ 11,118,660
Personnel	157,893	175,055
General Administration	270,000	1,000,000
Pavement Program	16,480,482	13,250,171
Streets	1,632,650	1,603,770
Stormwater	1,761,851	600,000
Technology	260,955	268,783
Traffic	2,993,094	2,787,888
Vibrant Neighborhoods and Communities	2,361,149	3,440,435
Wastewater	9,807,000	9,561,363
Water	55,170,513	39,018,524
Grand Total	**$ 106,713,002**	**$ 82,824,649**

What are Capital Improvements?

The Capital Improvement Plan (CIP) is a ten-year road map for creating, maintaining, and paying for Arvada's present and future infrastructure needs. The CIP outlines the project costs, funding sources, and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed and that the City will have the funds to pay for and maintain them.

Capital improvement projects are non-routine capital expenditures that result in the acquisition of land, design and construction of new assets, or the renovation, rehabilitation, or expansion of existing capital assets. Capital projects usually have an expected useful life of at least five years.

Capital improvements make up the physical infrastructure that all cities must have in place to provide essential services to current residents and support new growth and development. They are also designed to prevent the deterioration of the City's existing infrastructure, such as roads, parks, buildings, and underground pipes for water and sewer systems, and to respond to and anticipate future growth of the City.

Ongoing capital projects receive consistent funding for recurring capital infrastructure needs throughout the City and ensure that General CIP dollars are available for improvements in particular areas. Their creation grew out of the recognition that, while some recurring needs are relatively small in scope, it was still imperative that resources be reserved to fund necessary work. Routine capital expenditures generally will have no significant impact on the operating budget.

One-time capital projects generally receive funding for the construction of a public facility or acquisition of land for a future public facility. These projects may have ongoing operating and maintenance costs, which would be included in the operating budget.

Capital maintenance expenditures represent recurring capital expenditures intended specifically to sustain existing infrastructure and capital capacity, such as with water and sewer main replacements.

Paying for Capital Improvements:

Funding for the City's capital program comes from a variety of sources.

98-101 Funding – Since the electors of Arvada adopted a sales tax in 1969, the City Code has required that 60% of the first cent of sales tax revenue must be appropriated annually for capital projects or debt service. Codified as §98-101 in the Arvada Code of Ordinances, this funding is referred to as 98-101 funding. The funding for 2025 and 2026 is calculated as follows:

2025-2026 98-101 Funding

Funding	2025 Budget	2026 Budget
98-101	15,864,423	16,189,572
Debt Service Obligations		
Bond Payments	(5,797,281)	(5,804,032)
COP Payments	(1,975,378)	(1,974,628)
Transfer to the Capital Improvement Program	$ 8,091,764	$ 8,410,915

Water Fund – The Water Fund accounts for capital outlay and related debt service relating to the water utility operation. Typically, water rates pay for ongoing maintenance and replacement costs while water tap fees cover projects related to growth and expansion.

Wastewater Fund – The Wastewater Fund accounts for capital outlay and related debt service relating to the collection, transmission, and disposal of sewage and wastewater. Typically, wastewater rates pay for ongoing maintenance and replacement costs while wastewater tap fees cover projects related to growth and expansion.

Stormwater Fund – The Stormwater utility fee pays for capital improvements and debt service necessary to maintain a stormwater management plan. Using the Stormwater Fund to pay for joint capital projects with the Mile High Flood District (MHFD) also qualifies the City for MHFD funding to operate and maintain stormwater improvements within the District.

Golf Fund – Revenue from the Golf Fund is expected to meet all of the identified capital needs and debt service for the Golf programs at Lake Arbor and West Woods Golf Courses.

Bond Proceeds – Proceeds from the sale of bonds fund specific capital improvement projects. A bond is a written promise to pay a designated sum of money at a specific date in the future, together with periodic interest at a specified rate, used as a long-term financing tool. Bonds are used to fund the 72nd underpass project, included in the Continuing Projects list. This ten-year capital improvement plan includes bond proceeds in the Water and Wastewater Funds, which will be used for infrastructure projects in these funds and are identified in the 2025 and 2026 capital expenditure table and individual project sheets.

Grant Funding – Funding received from an outside agency for a specific capital improvement project. Grant funding does not need to be repaid, but it may require the City to match a certain percentage of the award.

Developer Funding – Contributions that developers make to the City in support of public improvements, such as traffic signals, roadway improvements, or park development, often to help respond to population growth.

Streets Fund – The Streets Fund accounts for costs relating to the asphalt and concrete replacement programs. Revenues are derived from the City's General Fund, the Highway Users Tax Fund, and street degradation fees.

Other Funding Sources – Other funding sources included in the current CIP include:

- Conservation Trust – Profits from the sale of state lottery products are distributed to local governments by the Colorado Department of Local Affairs for park and recreation services
- Adams County Transportation Sales Tax – Each year, the City receives funds through a transportation sales tax from Adams County that can only be used in Adams County for transportation purposes
- Adams County Open Space Sales Tax – Each year, the City receives funds through an open space sales tax from Adams County that can only be used in Adams County for open space purposes

- Lands Dedicated Opt-Out Fee – A fee in place of dedicating land to the City during development; used for park development
- 3-Cent per Thousand Gallon Fee – This fee, which is based on annual water consumption, funds irrigation system upgrades
- Park Water Tap Fees – As part of new construction, park tap fees are collected to fund new park construction

Operating Impact – Each year, as capital projects are planned and others are completed, the costs related to maintaining those capital assets are examined. Many times, those costs can be absorbed in the City's operations. Other times, additional staff and supplies are needed to maintain these projects.

Capital Budgeting Process

In many respects, the planning process for selecting, scheduling, and financing capital improvements parallels the way someone might plan to buy a house or a car. The process involves assessing many competing needs, determining priorities, evaluating costs and financing options, and establishing a realistic timeline for completing the projects.

The following graphi process:



Prioritization of projects is done as part of the biennial budget process, with a preference towards funding projects that are mandated, reduce risk, and/or align with the Council's Strategic Plan. Mandates can include federal or state government orders requiring an action of the City, court orders, actions required by health and life safety codes, and regulations regarding ADA accessibility. The criteria used for each priority are as follows:

Priority 1

- Eliminates a hazard
- Satisfies obligations, such as federal and state mandates, City Council Strategic Plan priorities, developer agreements, and legal contracts
- Funded entirely by sources other than CIP dollars – for example, Open Space funds, developer

contributions, CDBG funds, the Regional Transportation District funds, etc.

Priority 2

- Eliminates a hazard
- Satisfies obligations, such as federal and state mandates, City Council Strategic Plan priorities, developer agreements, and legal contracts
- Receives funding from other sources as well as CIP dollars

Priority 3

- May eliminate a hazard
- Does not satisfy an obligation
- Does not have funding available other than CIP dollars

City Council Strategic Plan Implementation and Accountability

Organizational Alignment and Reporting

The City Council's Strategic Plan is designed to provide a high-level outcome-focused direction from the City Council. The Plan creates the opportunity for City Teams to align their work to the City Council's strategic vision and results. The City will track this alignment in Internal Implementation Plans (IIP), including specific, measurable, achievable, relevant, and timely (SMART) goals that detail the annual actions that need to be taken to progress the Plan. The SMART goals will be accompanied by performance measures that provide quantitative indicators to communicate and inform the direction and successful completion of these goals. Together, they serve as an important form of accountability to the City Council and to the public. Every quarter, directors will report to the City Manager's Office on the progress of their implementation plans. Each year, the City Manager will present a status report on each of the Strategic Results within the Strategic Plan. This status report will be presented during a public workshop or retreat in a manner that facilitates interaction and discussion between Council and staff. As determined by the City Council, community members may be invited to discuss the Strategic Results, or the Council may direct staff to conduct additional public meetings to encourage community discussion. The City Manager will utilize goals and performance measures outlined in the Internal Implementation Plans in the review of the Strategic Results.

Performance Based Budgeting

In addition to implementation plans, performance-based budgeting is a process that aligns the allocation of resources with the City Council Strategic Plan to deliver the desired results. It provides the framework for completing the Council's Strategic Results and Goals by requiring each department to present its proposed budget consistently. Performance-based Budgeting will be used to develop and present each Biennial Operating and Capital Budget for consideration by the City Council. Each Biennial Operating and Capital Budget is presented in late August, and Council approval must be completed by October 31 of the even-numbered year prior to the odd-numbered year the budget is implemented. Council approval authorizes expenditure authority for only one year. Staff must develop and present an updated budget for the second year, which Council will consider and approve in the same manner to authorize expenditures for the second year of the Biennial Operating and Capital Budget. The City publishes Quarterly Financial updates to provide timely information on the City's major operating funds, including an update on key

strategic performance measures.

2015 Citizens Capital Improvement Planning Committee

The current Capital Improvement Plan is driven by the recommendations of the 2015 Citizens Capital Improvement Planning Committee (CCIPC). The Committee was charged by the Arvada City Council with prioritizing capital projects and recommending funding strategies. To do this, the Committee learned about the projects, developed and applied evaluation criteria, and then deliberated on which projects to recommend to the Council for funding and at what level. The CCIPC recommended $73 million dollars of funding for nineteen different projects.

Project	Funding to Date	2025 Budget	2026 Budget	Status
W. 72nd Ave. & UPRR Grade Separation	65,431,058	-	-	Underway
Ralston Road Reconstruction (Phases 1 & 2)	26,603,556	-	-	Completed
Gold Strike Park	6,251,491	-	-	Underway
Utility Undergrounding	444,617	63,339	65,239	Ongoing
Missing Sidewalks/TOD/Bike & Trail Gaps	4,255,016	700,000	700,000	Ongoing
ATMS, Conduit, and Fiber Interconnect	3,478,873	260,955	268,783	Ongoing
Guardrails	687,511	61,669	62,619	Ongoing
Playground Renovation	8,495,189	719,013	959,183	Ongoing
Irrigation	2,960,275	431,471	436,915	Ongoing
Total	**$118,607,586**	**$ 2,236,447**	**$ 2,492,739**	

Above is a table identifying the CCIPC-recommended projects that have previously received funding or that are receiving funding as part of the 2025 - 2026 budget.

In the 10 years since the Committee released its report, the City has dedicated nearly $122 million to CCIPC-recommended projects, several million more than the level of funding recommended in the report. The ten-year capital improvement plan includes a substantial dedication of resources for CCIPC-recommended projects.

The performance measure below shows the number of CCIPC projects completed since 2016.

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of Citizen's Capital Improvement Planning Committee Projects Funded (ongoing projects) or Completed (one-time projects)	5	5	6	7	7	9	9	9	9

Included in the CCIPC projects that received funding in recent years are two bond-funded projects. As the previous sales and use tax bonds retired in 2018, a ballot question for reissuance of the bonds was voted on and approved in November 2018. This approval allowed for the reissuance of bonds for two major road capacity projects: a grade separation on W. 72nd Avenue at the Union Pacific Railroad with improvements between Simms Street and Kipling Street, and the reconstruction and improvement of

much of Ralston Road along the W. 58th Avenue alignment.

In addition to the project recommendations made by the CCIPC, the group particularly examined the maintenance needs of the City's Street system. While street maintenance is capital in nature, the City's program for maintenance is funded through operating dollars within the Streets Fund. The committee recommended that the City quickly act "to address the pressing need for additional resources to repair and maintain roads and streets in Arvada." Although the proposed sales and use tax increase to fund additional street maintenance was rejected by voters in 2016, the City increased its annual funding for street maintenance by redirecting other operating expenditures. Over the ten years of the plan, more than $100 million is dedicated to street maintenance to achieve that goal.

Open Projects

As part of the 2025-2026 CIP budget process, a detailed review was conducted of all currently open capital projects. Staff evaluated the level of resources committed to active projects to identify and resolve any known funding issues. The following table lists all currently open Capital Improvement projects and

Project Name	Existing Budget	Expected Completion
Trolley Restoration	524,482	2026
City Public Art	307,399	Ongoing
Natatorium	1,500,000	Ongoing
Public Art Capital Maintenance	198,290	Ongoing
Olde Town Parking Garage	1,773,939	Ongoing
Trolley Park	460,000	2026
PEG Cable Fees	714,463	Ongoing
PEG Fee Capital Maintenance	114,858	Ongoing
ADA Compliance Facilities	288,878	Ongoing
Tower at 68th and Dover	700,000	TBD
Meyers Pool	44,676,675	2026
Post Office Mural	30,138	2026
PD Evidence Storage Building	10,250,000	2026
City Hall ADA Project Phase 2	99,323	2026
EV Charger - Charge Ahead CO	582,000	2026
EV Chargers - Fleet Zero	516,500	2026
Trak-It Replacement	1,400,000	2027
Budget Tool Replacement	100,959	2026
Missing Sidewalks	716,582	Ongoing
Guardrails Repair&Replacement	393,259	Ongoing
ADA Compliance Streets	938,944	Ongoing
Collector Streets Improvmt.Rev	78,422	Ongoing
W. 60th Ave. (Adams County)	1,354,754	2026
Alkire @ 77th Sidewalks	502,164	2027
Leyden Rd Improvements	5,385,583	Ongoing
72nd Avenue Underpass	65,431,058	2028
Bridge and Structures Program	891,563	Ongoing
Ward Road Bridge Replacement	300,000	2028
2025 Bridge Maintenance	60,000	2026

their estimated completion dates.

Continuing CIP Projects

Project Name	Existing Budget	Expected Completion
Pierce Sidewalk-SRTS Grant	1,906,565	2026
Adams Co. Transportation Tax	902,546	Ongoing
Tennyson Corridor (ADCO Grant)	2,739,790	2026
Olde Town Street Ltg Phase II	513,937	2026
Xcel Undergrounding Supplement	428,856	Ongoing
Misc Signal Rebuild-Revolving	2,854	Ongoing
Traffic Signal Replacement	1,874,227	Ongoing
64th & Simms (HSIP3 Grant)	1,198,625	2026
80th & Vance (HSIP3 Grant)	4,162,482	2026
Intersection Safety Improvments	109,871	Ongoing
58th/Ward Rd LT (HSIP)Grant	2,225,386	2026
Alkire St Trail (TAP Grant)	3,220,290	2026
Transportation Master Plan Imp	1,536,329	Ongoing
CO State Hwy 72 Corridor Study	274,000	2025
Signal Interconnect	250,000	Ongoing
Signal Timing Implementation	206,444	Ongoing
School Safety	124,907	Ongoing
Ralston & Rensselaer Imp	500,000	2026
63rd&McIntyre Traffic Improvem	1,753,704	2026
Dev Fees for Transportation	4,068,992	Ongoing
Developer Fees for Signals	1,384,902	Ongoing
Arterial Improvements	300,000	Ongoing
Bike Master Plan Implement	38,000	Ongoing
Ralston Traingle Project	104,880	2025
Standley Lake Lib. Trailhead	923,619	2026
Trail Renovation	289,821	Ongoing
2025 Trail Renovation	10,725	2026
Gold Strike Pk.	6,251,491	2027
Adams Co. Open Space Sales Tax	432,042	Ongoing
Irrigation Systems	1,262,758	Ongoing
Parks Water Tap Fees	463,165	Ongoing
Park Development Fees	2,599,195	Ongoing
Land Dedication Opt Outs	2,360,171	Ongoing

Continuing CIP Projects (continued)

Project Name	Existing Budget	Expected Completion
Tree Replacement Program	365,414	Ongoing
RMG Trail Crossings	243,000	2025
Playground Renovation	763,904	Ongoing
Lake Arbor Community Center Master Plan	153,925	2026
ADA Compliance Parks	165,929	Ongoing
Robby Ferrufino	250,000	2025
Median Renovation	144,046	Ongoing
Computerized Irrigation Improv	151,219	Ongoing
MVNC ADA/Facility Repair	224,109	2026
Majestic View Classroom Space	250,000	2026
Danny Kendrick East Playground	400,000	2026
CFRT Design&Construction-Grant	2,383,798	2026
AFON Fiber Project - Recurring	1,482,500	Ongoing
WW On-Course Concrete Repair	95,000	Ongoing
Westwood Hole#14 Facilities Repair	70,000	2026
Westwoods Parking/Silo	70,000	2026
2021 Water Replacement	4,877,552	2028
2024 Water Replacement	11,169,345	2028
2025 Water Replacement	9,013,000	2028
Gross Reservoir Expansion	130,832,055	2027
WTP Maint.& Repairs	599,639	Ongoing
Chemical System Improvement	481,004	2026
Zone 6 Tank	6,250,000	2026
Zone 6 Pumping & Piping Tank	6,250,000	2027
Hydraulic Modeling	71,953	Ongoing
WTP Replace & Expans	7,711,000	2028
Distribution System R&R	1,093,256	Ongoing
Simms Tank Vault and W 80th Ave Valve Replacement	2,300,000	2028
Water Fill Station R&R	81,000	2026
Ralston Water Treatment Plant Equipment Storage Building	442,670	2026
Service Line Replacements-Cash	2,330,000	2025
Distribution System MP Update	400,000	2025
Sliplining 54" Transmission	1,100,000	2029
Risk & Resiliency Assessment	308,000	Ongoing

Continuing CIP Projects (continued)

Project Name	Existing Budget	Expected Completion
Arvada Blunn Reservoir Limnology Study	108,000	2026
Raw Water R&R	996,545	TBD
Open Cut	1,612,000	Ongoing
NTL8-68th&Sheridan - Tenn&64th	600,000	2026
NTL 10, 61st & Tennyson (Bond)	15,640,000	2027
NTL7 W 81&Teller-W 72&Sher	16,226,000	2027
NTL 2/3/AFM	12,598,106	2027
Trenchless Sewer Program	1,362,099	Ongoing
Oversizing of Replacement Pipelines for Additional Capacity	360,000	2026
Wastwater Master Plan	433,000	2026
5685 Sheridan Frontage Road Drainage Improvements	250,000	2026
MHFD Joint MP Studies	-	Ongoing
Joint Stream Maintenance	63,714	Ongoing
VanBibber	1,025,000	2027
Drainage Improvement Projects	2,886,521	Ongoing
Ralston Creek at Creek Side Park Improvements	242,000	2026
Arvada Center Reg Detention	205,000	2027

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The 2025-2034 Capital Improvement Program

The following table displays the City's full 2025-2034 capital improvement program. Funding is summarized by source. Expenditures are summarized by the category of spending.

Sources	Existing	2026	2027	2028	2029
§98-101 $	$ 102,702,689	$ 7,800,876	$ 6,821,721	$ 6,818,483	$ 7,251,147
Other City $	173,689,760	21,801,837	25,809,510	28,075,941	17,733,420
External $	64,064,041	1,080,000	80,000	82,400	84,872
Bond $	108,441,620	24,484,000	90,013,333	108,442,833	82,291,667
Total Sources	**$ 448,898,110**	**$ 55,166,713**	**$ 122,724,564**	**$ 143,419,657**	**$ 107,361,106**
Total Uses	**Existing**	**2026**	**2027**	**2028**	**2029**
Debt Service	$ 7,772,659	$ 7,778,660	$ 7,779,409	$ 7,776,910	$ 7,775,910
Personnel	165,462	175,055	183,061	191,383	199,700
General Administration	61,217,595	1,000,000	200,000	200,000	200,000
Pavement Program	16,480,482	13,250,171	13,647,677	14,057,108	14,429,420
Streets	77,958,894	1,603,770	1,572,076	1,359,123	1,174,068
Stormwater	4,672,235	600,000	600,000	600,000	600,000
Technology	1,482,500	268,783	276,847	285,152	293,707
Traffic	28,521,022	2,787,888	2,930,348	3,074,083	3,913,206
Vibrant Neighborhoods and Communities	21,319,158	3,440,435	2,142,450	2,202,525	1,975,038
Wastewater	48,831,205	10,090,833	32,415,333	25,041,833	4,815,667
Water	186,415,019	22,124,833	68,939,833	96,599,833	79,960,000
Total Uses	**$ 454,836,232**	**$ 63,120,428**	**$ 130,687,034**	**$ 151,387,950**	**$ 115,336,716**

Sources	2030	2031	2032	2033	2034	2025-2034 Total
§98-101 $	$ 7,992,663	$ 7,992,663	$ 7,992,663	$ 7,992,663	$ 7,992,663	$ 171,358,233
Other City $	25,794,703	25,794,703	25,794,703	25,794,703	25,794,703	396,083,981
External $	92,823	92,823	92,823	92,823	92,823	65,855,428
Bond $	10,800,000	10,800,000	10,800,000	10,800,000	10,800,000	467,673,453
Total Sources	**$ 44,680,189**	**$ 44,680,189**	**$ 44,680,189**	**$ 44,680,189**	**$ 44,680,189**	**$ 1,100,971,095**
Total Uses	**2030**	**2031**	**2032**	**2033**	**2034**	**2025-2034 Total**
Debt Service	$ 7,775,909	$ 7,776,409	$ 7,776,909	$ 1,977,628	$ 1,977,628	$ 66,168,031
Personnel	207,984	213,359	218,611	222,274	229,593	2,006,483
General Administration	212,365	212,365	212,365	212,365	212,365	63,879,422
Pavement Program	15,745,995	15,745,995	15,745,995	15,745,995	15,745,995	150,594,835
Streets	1,275,136	1,275,136	1,275,136	1,275,136	1,275,136	90,043,613
Stormwater	1,214,606	1,343,644	1,486,714	1,641,755	1,813,213	91,167,862
Technology	321,222	321,222	321,222	321,222	321,222	4,213,098
Traffic	4,358,517	4,358,517	4,358,517	4,358,517	4,358,517	63,019,133
Vibrant Neighborhoods and Communities	2,138,246	2,138,246	2,138,246	2,138,246	2,138,246	41,770,834
Wastewater	1,769,307	1,769,307	1,769,307	1,769,307	1,769,307	130,041,407
Water	18,259,400	18,259,400	18,259,400	18,259,400	18,259,400	545,336,518
Total Uses	**$ 53,278,688**	**$ 53,413,602**	**$ 53,562,422**	**$ 47,921,846**	**$ 48,100,623**	**$ 1,248,241,236**

2025-2026 Capital Expenditure Detail

The following table details the City's 2025 capital expenditures by project. Capital expenditures are presented in major categories with the sources of funding shown for each project.

2025 Capital Expenditures

Project	98-101 $	Other City $	External $	Bond $	2025 Total
Debt Service					
Estimated Debt Service	13,542,415	2,275,000	-	-	15,817,415
Personnel					
Engineering Salary Placeholder	157,893	$ -	$ -	$ -	$ 157,893
General Administration					
ADA Compliance - Facilities	200,000	-	-	-	200,000
PEG Cable Fees	-	-	70,000	-	70,000
Pavement Program					
Asphalt and Concrete	-	16,480,482	-	-	16,480,482
Streets					
Missing Sidewalks	700,000	-	-	-	700,000
Guardrail Repairs and Replacement	61,669	-	-	-	61,669
ADA Compliance - Streets	549,693	-	-	-	549,693
Collector Street Improvements	71,288	-	-	-	71,288
Bridge and Structure Repair and Replacement	250,000	-	-	-	250,000
Stormwater					
Mile High Flood District Master Plan	-	68,000	-	-	68,000
Joint Stream Maintenance	-	29,851	-	-	29,851
Van Bibber Creek from Oak Street to Kipling Parkway	-	100,000	-	-	100,000
Drainage Improvement Projects	-	640,000	-	-	640,000
Arvada Center Regional Detention Pond	-	500,000	-	-	500,000
Ralston Creek Improvements - Vance Street to Wadsworth By-Pass	-	424,000	-	-	424,000
Technology					
Arvada Fiber Optic Network	260,955	-	-		260,955
Traffic					
Adams County Transportation Tax	-	-	-	250,000	250,000
Xcel Undergrounding	63,339	-	-	-	63,339
Traffic Signal Replacement	1,337,864	-	-	-	1,337,864
Intersection Safety Improvements	106,932	-	-	-	106,932
Transportation Master Plan Implementation	300,000	-	-	-	300,000
Signal Interconnect	250,000	-	-	-	250,000
Signal Timing Implementation	206,444	-	-	-	206,444
School Safety	28,515	-	-	-	28,515
Bike Master Plan Implementation	100,000	-	-	-	100,000

* Denotes nonrecurring capital expenditures

2025 Capital Expenditures (continued)

Project	98-101 $	Other City $	External $	Bond $	2025 Total
Arterial Improvements	300,000	-	-	-	300,000
Traffic Safety Management Program	50,000	-	-	-	50,000
Vibrant Neighborhoods and Communities					
Adams County Open Space Projects	-	-	106,000	-	106,000
ADA Compliance - Parks	56,228	-	-	-	56,228
Irrigation Systems	250,000	181,471	-	-	431,471
Park Water Tap Fees	-	185,329	-	-	185,329
Playground Renovation	719,013	-	-	-	719,013
Trail Renovation	71,288	-	-	-	71,288
Tree Replacement Program	21,386	-	-	-	21,386
Park Development Fees	-	200,000		-	200,000
Land Dedication Opt Out Fee	-	250,000	-	-	250,000
Median Rennovations	212,180	-	-	-	212,180
Public Art	108,254	-	-	-	108,254
Wastewater					
Sewer System Replacement (Operations)	-	905,000	-	-	905,000
NTL 8 Phase 1 68th & Sheridan to Tennyson & W. 68th Ave	-	-	-	596,000	596,000
NTL 2/NTL 3/Alkire Force Mains	-	-	-	4,657,000	4,657,000
CRT 9, Union from W. 75th to W. 71st	-	2,809,000	-	-	2,809,000
Oversizing of Replacement Pipelines for Additional Capacity	-	360,000	-	-	360,000
Trenchless Sewer Program	-	480,000	-	-	480,000
Water					
Denver Water Moffat Project Participation	-	32,858,513	-	-	32,858,513
Chemical System Improvement	-	108,000	-	-	108,000
Water System Replacement (Operations)	-	-	8,100,000	-	8,100,000
Hydraulic Modeling	-	54,000	-	-	54,000
Zone 6 Pumping & Piping Tank	-	13,350,000	-	-	13,350,000
Risk and Resiliency Assessment	-	100,000	-	-	100,000
Water Treatment Plant Maintenance and Repairs	-	600,000	-	-	600,000
Grand Total	**$ 19,975,356**	**$72,958,646**	**$ 8,276,000**		**$106,713,002**

* Denotes nonrecurring capital expenditures

2025-2026 Capital Expenditure Detail

The following table details the City's 2026 capital expenditures by project. Capital expenditures are presented in major categories with the sources of funding shown for each project.

2026 Capital Expenditures

Project	98-101 $	Other City $	External $	Bond $	2026 Total
Debt Service					
Estimated Debt Service	7,778,660	3,340,000	-		11,118,660
Personnel					
Engineering Salary Placeholder	175,055	$ -	$ -		$ 175,055
General Administration					
Park Facilities Electrical Equipment	800,000	-	-		800,000
ADA Compliance - Facilities	200,000	-	-		200,000
Pavement Program					
Asphalt and Concrete	-	13,250,171	-		13,250,171
Streets					
Missing Sidewalks	700,000	-	-	-	700,000
Guardrail Repairs and Replacement	62,619	-	-	-	62,619
ADA Compliance - Streets	517,724	-	-	-	517,724
Collector Street Improvements	73,427	-	-	-	73,427
Bridge and Structure Repair and Replacement	250,000	-	-	-	250,000
Stormwater					
Mile High Flood District Master Plan	-	-	-	-	-
Joint Stream Maintenance	-	-	-	-	-
Van Bibber Creek from Oak Street to Kipling Parkway	-	-	-	-	-
Drainage Improvement Projects	-	-	-	-	-
Arvada Center Regional Detention Pond	-	-	-	-	-
Ralston Creek Improvements - Vance Street to Wadsworth By-Pass	-	600,000	-	-	600,000
Technology					
Arvada Fiber Optic Network	268,783	-	-		268,783
Traffic					
Xcel Undergrounding	65,239	-	-	-	65,239
Traffic Signal Replacement	1,375,000	-	-	-	1,375,000
Intersection Safety Improvements	110,140	-	-	-	110,140
Transportation Master Plan Implementation	300,000	-	-	-	300,000
Signal Interconnect	250,000	-	-	-	250,000
Signal Timing Implementation	208,138	-	-	-	208,138
School Safety	29,371	-	-	-	29,371
Bike Master Plan Implementation	100,000	-	-	-	100,000
Arterial Improvements	300,000	-	-	-	300,000
Traffic Safety Management Program	50,000	-	-	-	50,000

* Denotes nonrecurring capital expenditures

2026 Capital Expenditures (continued)

Project	98-101 $	Other City $	External $	Bond $	2026 Total
Vibrant Neighborhoods and Communities					
ADA Compliance - Parks	57,915	-	-	-	57,915
Irrigation Systems	250,000	-	-	-	250,000
Playground Renovation	959,183	-	-	-	959,183
Trail Renovation	73,427	-	-	-	73,427
Tree Replacement Program	22,028	-	-	-	22,028
Median Rennovations	218,545	-	-	-	218,545
Public Art	109,337	-	-		109,337
Majestic View Nature Center Classroom	-	-	450,000	-	450,000
Long lake Synthetic Turf	-	-	1,080,000		1,080,000
Westwoods Bunker Replacement	-	125,000	-	-	125,000
Westwoods On-Course Concrete Repair	-	95,000	-	-	95,000
Wastewater					
Open Cut	-	1,080,000	-	-	1,080,000
NTL 8 Phase 1 68th & Sheridan to Tennyson & W. 68th Ave	-	1,595,833	-	-	1,595,833
NTL 2/NTL 3/Alkire Force Mains		-		4,000,000	4,000,000
Central Trunk Line (CTL)	-	330,000	-	-	330,000
CRT 5/6, Eldridge to Apex	-	-	-	2,225,000	2,225,000
CRT 8/9 Union from W. 75th from W 71st	-	-	-	530	530
NTL Sewer System Condition Assessment Results	-	-	-	330,000	330,000
Water					
Gross Reservoir Expansion	-	-	-	16,893,691	16,893,691
Chemical System Improvement	-	1,137,000	-	-	1,137,000
Utility Billing Software	-	375,000	-	-	375,000
Raw Water Pump Station Upgrades and Modifications	-	1,329,833	-	-	1,329,833
Water Treatment Plant Replacement and Expansion	-	-	-	17,024,000	17,024,000
Ralston Water Treatment Plant Corrosion Control Chemical Feeds	-	1,137,000	-	-	1,137,000
Risk and Resiliency Assessment	-	115,000	-	-	115,000
Water Fill Station R&R	-	57,000	-	-	57,000
SCADA Master Plan	-	300,000	-	-	300,000
Arvada Blunn Reservoir Outlet Slide Gate Upgrade and Modifications	-	80,000	-	-	80,000
Water Treatment Plant Maintenance and Repairs	-	570,000	-	-	570,000
Grand Total	**$ 15,304,591**	**$25,516,837**	**$ 1,530,000**		**$ 82,824,649**

* Denotes nonrecurring capital expenditures

Operating Impact

The City's operating budget can be directly affected by the CIP. When certain types of capital projects are developed and completed, they also have ongoing financial impacts. For example, if the City were to construct a new building, the operating budget would increase to include capacity for any new equipment, utilities, and supplies needed to operate and maintain the facility. Park maintenance staff might be added when a new park is completed. Likewise, operating costs can decrease with certain capital improvements. For example, repair and maintenance costs could go down with the replacement of an aging traffic signal.

In the 2025-2034 Capital Improvement Program, each project identifies if there will be future operating impacts to the budget. The City carefully considers operating cost impacts when deciding which projects to move forward in the CIP.

2025-2034 Governmental Capital Expenditure Detail

The planned capital expenditures from 2025 to 2034 are shown in the chart below. Some of the larger projects that make up these expenditures include:

General Administration
ADA Compliance for Facilities
Peg Fees

Vibrant Community and Neighborhoods
ADA Compliance Parks
Irrigations Systems
Median Renovations
Playground Renovations
Trail Renovation
Tree Replacement
Public Art

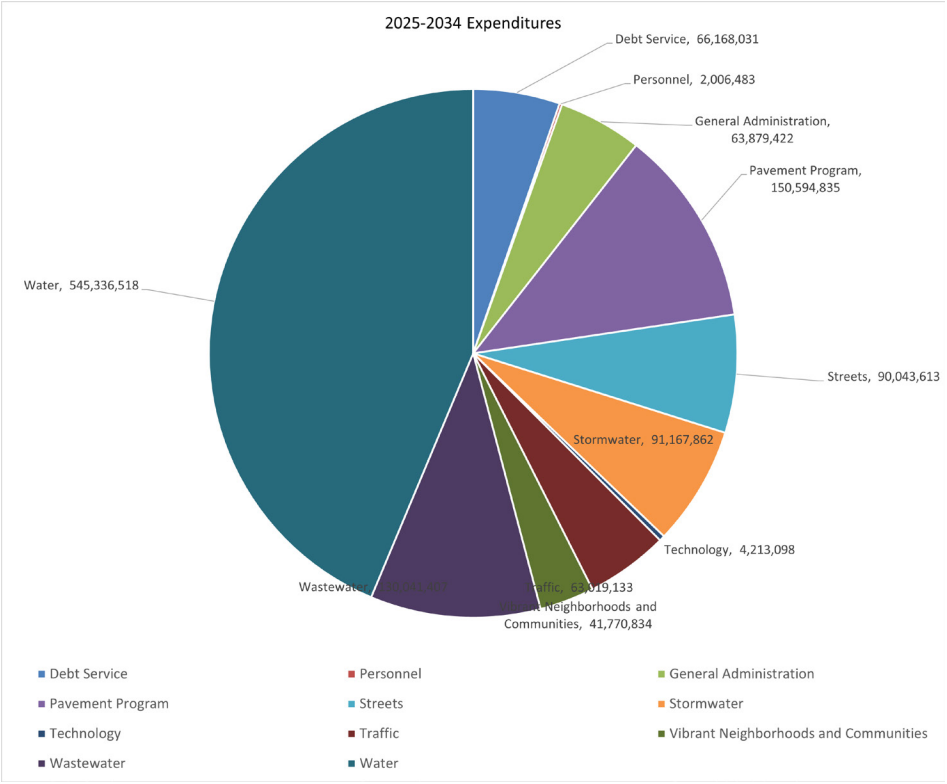
Streets
ADA Compliance Streets
Bridge Repair
Collector Street Improvements
Guardrails Repair and Replacement
Missing Sidewalks
Pavement Program

Technology and Traffic
Arterial Improvements
Arvada Fiber Optic Network
Bike Master Plan Implementation
Intersection Safety Improvements
School Safety
Signal Interconnect
Signal Timing Implementation
Traffic Safety Management Program
Traffic Signals Replacement
Transportation Master Plan
Xcel Undergrounding

Water
Chemical System Improvements
Gross Reservoir Expansion
Risk & Resiliency Assessment
Water Treatment Plant Replacement
Water Treatment Plant Maintenance & Repairs

Wastewater
Central Ralston Trunk Line Replacement
North Trunk Line Replacement
Open Cut
Trenchless Sewer Program

Stormwater
Drainage Improvement Projects



2025-2034 Individual Project Sheets

Each project included in the 2025-2034 Capital Improvement Plan is presented on a separate sheet within the following program areas: General Administration, Vibrant Community and Neighborhoods, Streets, Technology and Traffic, Stormwater, Wastewater, and Water. Each project sheet contains a description, picture, project justification, strategic plan alignment, project funding source details, anticipated uses of funds, expected completion, and operating impact.

General Administration Overview

The General Administration category includes items such as public art and the construction, expansion, or replacement of existing facilities. From 2025-2034, the City has set aside $2 million for ADA improvements to City facilities, $1.1 million for Public Art and anticipate receiving $561,768 in PEG Fees.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 11,334,599	$ 1,000,000	$ 200,000	$ 200,000	$ 200,000	$ 1,061,827	$ 13,996,426
Other City $	3,500,000	-	-	-	-	-	3,500,000
External $	48,382,996	-	-	-	-	-	48,382,996
Total Sources	$ 61,217,595	$ 1,000,000	$ 200,000	$ 200,000	$ 200,000	$ 1,061,827	$ 63,879,422

Trolley Restoration

This historic restoration project involves the creation of a permanent interpretive display for the #.04 streetcar. The display will include a covered structure to protect the trolley from rain and sun and it will be integrated into Olde Town as a public amenity with historical significance. This project is for the restoration and storage of the Trolley while park and site plans are being established.



Project Justification

The #.04 streetcar is significant to Arvada as it provided transit service to downtown Denver for decades along Route 84. It is the last Denver tramway car in restorable condition and the last to run on the system before its closure in 1950. It is listed on the Colorado State Register of Historic Places.

Project Funding & Timeline

This project is partially funded by a State Grant from the Historical fund. The remaining funding is provided from existing capital dollars allocated to this project.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 324,482	$ -	$ -	$ -	$ -	$ -	$ 324,482
Other City $	-	-	-	-	-	-	-
External $	200,000	-	-	-	-	-	200,000
Total Sources	$ 524,482	$ -	$ -	$ -	$ -	$ -	$ 524,482

Operating Cost Impact

There will be ongoing maintenance costs for this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Natatorium

These funds establish the required capital maintenance fund for the George Meyers Pool replacement facility.



Project Justification

Capital Maintenance funds in the amount of $1,500,000 for the George Meyers Pool were required per our agreement with Jefferson County to be set aside for future use.

Project Funding & Timeline

This project is fully funded and will be used as needs arise for the maintenance of the George Meyers Pool.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,200,000	$ -	$ -	$ -	$ -	$ -	$ 1,200,000
Other City $	300,000	-	-	-	-	-	300,000
External $	-	-	-	-	-	-	-
Total Sources	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ 1,500,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Olde Town Parking Garage

This project is for capital maintenance of the Olde Town Parking Garage.



Project Justification

After the completion of construction on the Olde Town Parking Garage the City had roughly $1,700,000 budget remaining and decided to dedicate those funds to future capital maintenance needed on the garage.

Project Funding & Timeline

This is an ongoing project that was funded by the Olde Town Parking Garage's remaining budget.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,773,939	$ -	$ -	$ -	$ -	$ -	$ 1,773,939
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 1,773,939	$ -	$ -	$ -	$ -	$ -	$ 1,773,939

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Peg Cable Fees

The City has franchise agreements with cable providers Comcast and TDS to authorize their use of public rights-of-way and easements. As part of these agreements, these cable providers collect from customers the full amount of Public Education and Government (PEG) fees paid to the City, as authorized by the Federal Cable Act.



Project Justification

This project will provide the ability to track and monitor revenue and expenses tied to PEG. Residents who subscribe to cable television through Comcast or TDS may view Arvada Channel 8 as part of their programming lineup. Channel 8 may also be streamed live on computers or any mobile device. In addition to City Council meetings, Arvada's Channel 8 offers hundreds of hours of programming via the City YouTube Channel about City services and the community.

Project Funding & Timeline

This is an ongoing project that is funded by Public Education and Government (PEG) fees paid to the City, as authorized by the Federal Cable Act. We anticipate a decline in these fund which have been about $70,000 on average the last several years.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	714,463	-	-	-	-	-	714,463
Total Sources	$ 714,463	$ -	$ -	$ -	$ -	$ -	$ 714,463

Operating Cost Impact

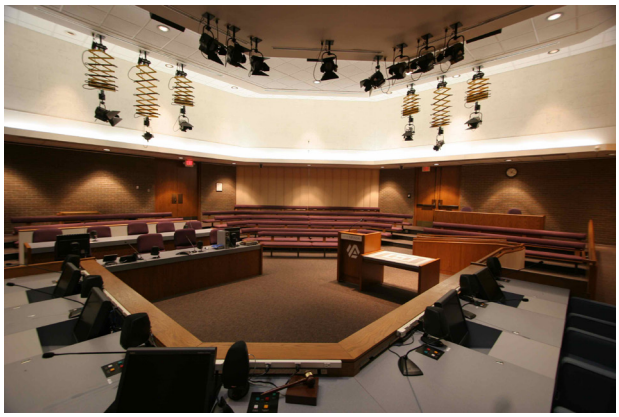
There are no operating costs associated with this project.

Strategic Plan Alignment

OSE6
Provide technology and implement new innovative projects to guide decisions, improve results, enhance ervice delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

Peg Cable Fee Capital Maintenance

This projects tracks Capital Maintenance expenses funded by Peg Cable Fees from project#91110.



Project Justification

This project provides the ability to track and monitor capital maintenance expenses tied to PEG.

Project Funding & Timeline

This is an ongoing project that is fully funded by Peg Cable Fees.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	114,858	-	-	-	-	-	114,858
Total Sources	$ 114,858	$ -	$ -	$ -	$ -	$ -	$ 114,858

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

OSE6
Provide technology and implement new innovative projects to guide decisions, improve results, enhance ervice delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

ADA Compliance Facilities

Title II of the Americans with Disabilities Act (ADA) requires that when viewed in their entirety, City services, programs, and activities are accessible to and usable by people with disabilities. This funding will be used to complete high priority projects identified by the ADA transition plan as barriers to program accessibility in City facilities.



Project Justification

The ADA Transition Plan completed in 2021 outlines best practices to ensure accessibility of City facilities and programs to individuals with disabilities. In addition, the project is needed to meet federal law compliance under the ADA title II. There is potential risk of DOJ assessment of the City's ADA program and subsequent settlement agreement negotiations. Implementation of the transition plan will lower the City's risk of a DOJ assessment.

Project Funding & Timeline

This project is funded by 98-101 dollars and provides ongoing funding for continuous ADA improvement, but there is an unmet need to reach full compliance with the federal requirement.The funding will be utilized as particular needs are identified.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 288,878	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,061,827	$ 2,150,705
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 288,878	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,061,827	$ 2,350,705

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF7
Ensures compliance with federal and state regulations including environmental laws and Americans with Disabilities Act.

Tower at 68th and Dover

Improve site security, access, and aesthetics for the communications tower site. The existing support building was constructed in 1957 and was originally designed to be a pump house for the existing water tank. IT's plan is to construct a pre-fab server room for the communications tower which is more conducive for IT equipment. To support this development plan, the existing water tank will be demolished and a new security fence will designed and constructed. Additional security cameras and site lighting will also be installed.

Project Justification

The communications tower and associated support building house many critical services to Jefferson County and the City of Arvada. The existing fence is a dilapidated 6ft high chain link fence that is failing in many locations. Additionally, with the new residential construction to the south, the City of Arvada will need a new access route to the East of the site.

Project Funding & Timeline

This project is fully funded by American Rescue Plan Act. Demolition of the water tank is expected to take place in September 2024. The site security upgrade is currently being designed and construction is expected to begin in Spring of 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	700,000	-	-	-	-	-	700,000
Total Sources	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ 700,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Meyers Pool

Arvada, Jefferson County School District and APEX Parks and Recreations District have entered into an Intergovernmental Agreement (IGA) to replace and operate a new facility for the George Meyers Pool. Arvada and Jefferson County Schools will fund the construction of new facility 50/50 and have jointing issued Certificates of Participation to fund the construction of the facility. Arvada will own the pool according to the IGA.



Project Justification

The George Meyers Pool had reached the end of it's useful life.

Project Funding & Timeline

Arvada and Jefferson County Schools issued Certificates of Participation in 2021 to fund the replacement of the George Meyers Pool. The CIty also received a donation for $443,514 from Pools for Kids, Inc to help complete the diving board. Project design began in 2022 and construction is expected to be completed by the end of 2024.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	44,676,675	-	-	-	-	-	44,676,675
Total Sources	$ 44,676,675	$ -	$ -	$ -	$ -	$ -	$ 44,676,675

Operating Cost Impact

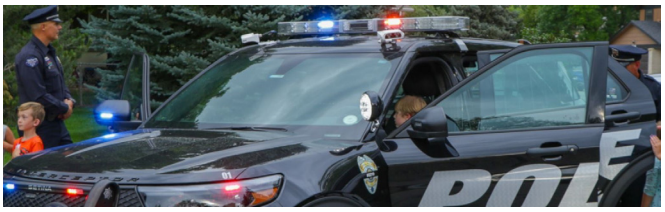
According to the Intergovernmental Agreement (IGA), APEX will take the lead in operating the new facility.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Police Department Evidence Storage Building

Public safety is in need of larger facility to store police related evidence items based on the increase in evidence and new regulation on retention of evidence.



Project Justification

Public Safety's current evidence storage facility is at capacity. Temporary storage solutions, using space at Indiana impound and purchasing conex units have helped but are not long term solutions. The need to obtain a new facility that will allow for current evidence storage levels and allow for growth projected as Arvada grows is critical.

Project Funding & Timeline

This project is funded by the 98-101 dollars and Police Tax Increment Funds. Design is expected to begin June 2024, construction to begin late 2024 and completed in Q2 of 2026

Sources	Existing	2026	2027	2028	2029	2030-2034
98-101 $	$ 6,750,000	$ -	$ -	$ -	$ -	$ -
Other City $	3,500,000	-	-	-	-	-
External $	-	-	-	-	-	-
Total Sources	$ 10,250,000	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

There will be operating costs associated with this project.

Strategic Plan Alignment

SC1
Achieves and maintains the gold standard in public safety by meeting and exceeding standards set forth through the Commission of Accreditation for Law Enforcement Agencies (CALEA) to assist with the designation of one of the safest communities in Colorado.

City Hall ADA Project Phase 2

This project is to support the ongoing efforts and needs for the City to meet ADA compliance. This phase of the project includes maintenance of asphalt and concrete and an upgrade to the irrigation systems, new trees/bushes and new landscaping.



Project Justification

Updating the parking lots surrounding City Hall is the primary intention of this project. The landscaping is being replaced with landscaping better suited for parking lot areas, the trees originally planted were deemed unhealthy and/or obstructing views of pedestrians in that area.

Project Funding & Timeline

This project is fully funded by 98-101 dollars. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 99,323	$ -	$ -	$ -	$ -	$ -	$ 99,323
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 99,323	$ -	$ -	$ -	$ -	$ -	$ 99,323

Operating Cost Impact

The operating costs of this project will include utility costs for irrigation and costs for concrete and asphalt maintenance such as crack sealing, potholes and curb repair

Strategic Plan Alignment

INF7
Ensures compliance with federal and state regulations including environmental laws and Americans with Disabilities Act.

EV Charger Charge Ahead CO

This project will provide EV chargers for the public to use at the following locations:

- Olde Town City parking lot (3 chargers dual port),
- Meyers pool (2 chargers dual port)
- Arvada Center (2 chargers dual port)
- OTTH (1 charger dual port)



Project Justification

This projects supports the City Councils ongoing sustainability goals by providing an increased access to electrical charging stations for the public.

Project Funding & Timeline

This project is funded by 98-101 dollars and a grant from Charge Ahead Colorado. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 504,000	$ -	$ -	$ -	$ -	$ -	$ 504,000
Other City $	-	-	-	-	-	-	-
External $	78,000	-	-	-	-	-	78,000
Total Sources	$ 582,000	$ -	$ -	$ -	$ -	$ -	$ 582,000

Operating Cost Impact

The operating cost impact of this project is currently unknown.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

EV Charger Fleet Zero

This project helps supoprt the City's transition to an all electric fleet by providing the needed EV charging Infrastructure.



Project Justification

This projects supports the City Councils ongoing sustainability goals by providing the needed infrastructure for the City's transition to an all electric fleet.

Project Funding & Timeline

This project is funded by 98-101 dollars and a grant from Fleet Zero. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 417,500	$ -	$ -	$ -	$ -	$ -	$ 417,500
Other City $	-	-	-	-	-	-	-
External $	99,000	-	-	-	-	-	99,000
Total Sources	$ 516,500	$ -	$ -	$ -	$ -	$ -	$ 516,500

Operating Cost Impact

The operating cost impact of this project is currently unknown.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Park Facilities Electrical Equipment

Provide electrical infrastructure to meet new state Clean Air Requirements.



Project Justification

The State of CO Air Quality Control Commission has banned the use of 10 HP and less mowing equipment by summer of 2025. This is being promoted as the first step of air quality control in our region. We are anticipating the ban to be increased to 25 HP in the near future. Thereby, we are looking to provide a robust electrical charging network for Parks equipment that is staged at the Parks Facility, Quanset Hut, Indiana Shops, Long Lake. The new charging equipment will exceed current electrical capacity in all facilities listed.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ -	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000

Operating Cost Impact

The operating cost impact of this project is currently unknown.

Strategic Plan Alignment

INF2
Invests in and maintains safe, resilient, accessible, and environmentally efficient City facilities and fleet vehicles.

Trak-It Replacement

Full replacement of the City's current software package (Trakit) for permitting and planning purpose.



Project Justification

The current software has essentially reached the end of its life and is also not providing the standard of customer service the City strives to provide.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,400,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 1,400,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000

Operating Cost Impact

There will be ongoing annual operating costs associated with this project..

Strategic Plan Alignment

OSE6
Provide technology and implement new innovative projects to guide decisions, improve results, enhance ervice delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

Budget Tool Replacement

Replacement of the City's current budgeting software package for financial planning and analysis.



Project Justification

The current software has reached the end of its life and is no longer being supported by vendor.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 100,959	$ -	$ -	$ -	$ -	$ -	$ 100,959
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 100,959	$ -	$ -	$ -	$ -	$ -	$ 100,959

Operating Cost Impact

There will be ongoing annual operating costs associated with this project..

Strategic Plan Alignment

OSE6
Provide technology and implement new innovative projects to guide decisions, improve results, enhance ervice delivery, and continue the highest level of cybersecurity strategy in support of City operations and efficiency.

Vibrant Community and Neighborhoods Overview

The City of Arvada's park system includes regional, community and neighborhood parks, as well as the trails that link neighborhoods to parks. This category includes the "Taking Lasting Care" component of the parks capital improvement program which includes major capital maintenance of existing parks or park infrastructure, including playground and trail renovation, tree replacement and irrigation systems. Projects related to the City's Golf enterprise fund also fall into this category.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 5,573,649	$ 2,140,435	$ 1,842,450	$ 1,900,125	$ 1,670,166	$ 9,127,113	$ 22,253,938
Other City $	10,086,225	220,000	220,000	220,000	220,000	1,100,000	12,066,225
External $	5,659,284	1,080,000	80,000	82,400	84,872	464,115	7,450,671
Total Sources	$ 21,319,158	$ 3,440,435	$ 2,142,450	$ 2,202,525	$ 1,975,038	$ 10,691,228	$ 41,770,834

Westwoods On-Course Concrete Repair

There have been no major on-course concrete repairs and improvements since the course was established in 1994. Funds are requested to repair and replace areas of critical need, including, but not limited to, cart paths and the clubhouse apron.



Project Justification

Settling of paths has resulted in safety concerns for golf cart users and trip hazards for walking golfers. Funding this request would result in over 1,350 linear feet (¼ mile) of concrete being replaced as well as repairs throughout the course.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 95,000	$ -	$ -	$ -	$ -	$ -	$ 95,000
Other City $	-	95,000	95,000	95,000	95,000	475,000	855,000
External $	-	-	-	-	-	-	-
Total Sources	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 475,000	$ 950,000

Operating Cost Impact

This is currently an existing asset; there is no additional operating cost associated with this project.

Strategic Plan Alignment

VCN5
Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

Westwoods Hole#14 Facility Repair

The restroom facility on Hole #14 has been without electricity since 2021. It has been closed to the public during the colder months since that time. These funds will be used for the boring to get electricity connected and concrete repairs to the platform



Project Justification

To address the infrastructure needs to get electricity running as well as addressing platform trip hazards due to settling. Providing year-round access to this facility will also improve course aesthetics by eliminating the need for a portable restroom.

Project Funding & Timeline

This project is funded by Golf fees.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	70,000	-	-	-	-	-	70,000
External $	-	-	-	-	-	-	-
Total Sources	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ 70,000

Operating Cost Impact

This is currently an existing asset; there is no additional operating cost associated with this project.

Strategic Plan Alignment

VCN5
Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

Westwoods Parking/Silo

Description will be provided in updated budget book presented in November.



Project Justification

Description will be provided in updated budget book presented in November.

Project Funding & Timeline

This project is funded by Golf fees.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	70,000	-	-	-	-	-	70,000
External $	-	-	-	-	-	-	-
Total Sources	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ 70,000

Operating Cost Impact

This is currently an existing asset; there is no additional operating cost associated with this project.

Strategic Plan Alignment

VCN5
Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

Westwoods Bunker Renovation

Up until last year, the bunker (sand trap) structures had not been renovated since the course was built, 1994. The estimated useful life on a bunker is 25 years and are overdue for complete renovations.



Project Justification

To complete the pilot project for new foundations, drainage, surrounds, and sand on two side-by-side holes. The project would include a mix of greenside and fairway bunkers.

Project Funding & Timeline

This project is funded by Golf fees.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	125,000	125,000	125,000	125,000	625,000	1,125,,000
External $	-	-	-	-	-	-	-
Total Sources	$ -	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 625,000	$ 1,125,,000

Operating Cost Impact

This is currently an existing asset; there is no additional operating cost associated with this project.

Strategic Plan Alignment

VCN5
Operates sustainable premier golf programs and facilities focusing on exceptional service and value to the community and the conservation of the natural environment under economically sound and socially responsible management.

Post Office Mural

In support of the City Art in Public Places Program, this mural was commissioned on the wall adjacent to the Post Office next to City Hall.



Project Justification

Established by City Council in 2009, program goals are to enhance and enrich the lives of Arvada's residents, visitors, employees, and local businesses by incorporating works of art in public places, contributing to Arvada's civic pride and sense of identity, increase access to works of art, and enhance Arvada's reputation as a City which celebrates and supports the arts.

Project Funding & Timeline

This project is funded by the City Public Art Project #91095. Expected completion is 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 30,138	$ -	$ -	$ -	$ -	$ -	$ 30,138
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 30,138	$ -	$ -	$ -	$ -	$ -	$ 30,138

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN6
Plans and hosts events and works collaboratively with artists, arts and culture organizations, and the community to enrich Arvada's quality of life and economic vitality and to help create a vibrant, beautiful, and sustainable city.

City Public Art

In support of the City Art in Public Places Program, this project will fund the acquisition of public art for placement throughout the City. The funds are used within the guidelines set forth by the program and purchases are approved by City Council.



Project Justification

Established by the City Council in 2009, program goals are to enhance and enrich the lives of Arvada's residents, visitors, employees, and local businesses by incorporating works of art in public places, contributing to Arvada's civic pride and sense of identity, increase access to works of art, and enhance Arvada's reputation as a City which celebrates and supports the arts.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars that supports the funding for acquisition of and capital maintenance on public art.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 307,399	$ 109,337	$ 110,430	$ 111,534	$ 113,765	$ 616,072	$ 1,368,537
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 307,399	$ 109,337	$ 110,430	$ 111,534	$ 113,765	$ 616,072	$ 1,368,537

Operating Cost Impact

There is no operating costs associated with this project.

Strategic Plan Alignment

VCN6
Plans and hosts events and works collaboratively with artists, arts and culture organizations, and the community to enrich Arvada's quality of life and economic vitality and to help create a vibrant, beautiful, and sustainable city.

Public Art Capital Maintenance

This project is used to track the capital maintenance required for City Public Art.



Project Justification

This project tracks the amount spent on capital maintenance for specific City Public Art pieces such as LandMark Exhibition, Squiggles, Arvada Box Art, Story Dispenser, and Dirt Wall Renovation.

Project Funding & Timeline

This is an ongoing project that is funded by 98-101 dollars from City Public Art project.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 198,290	$ -	$ -	$ -	$ -	$ -	$ 198,290
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 198,290	$ -	$ -	$ -	$ -	$ -	$ 198,290

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN6
Plans and hosts events and works collaboratively with artists, arts and culture organizations, and the community to enrich Arvada's quality of life and economic vitality and to help create a vibrant, beautiful, and sustainable city.

Standley Lake Library Trailhead

Working in collaboration with Jefferson County Public Library (JCPL), this 3-acre project will build the only trailhead serving the Rocky Mountain Greenway (RMG) within the City of Arvada on JCPL property. The trailhead will be operated under an IGA, outlining shared use of existing and new facilities, and associated grounds. It will provide universal access where none exists from Standley Lake Library, existing parking area, and Kipling St. to a central public trailhead. Multiple new ADA-accessible routes lead to the RMG. Site improvements include environmental education, wayfinding, pedestrian and bicycle user enhancements, site furnishings, bicycle repair station, paved outdoor gathering area with shade structure, and landscaping improvements.



Project Justification

Best practices in trail planning indicate the condition of the existing access at a major community center and serving a major regional trail is not acceptable. Modifications must be made to improve the current condition of the social trail and ensure the RMG is universally accessible. A trailhead was envisioned and planned as part of the original 2013 RMG Feasibility Study and subsequent construction document package.

Project Funding & Timeline

Funding for this project is from a combination of 98-101, Lands Dedicated Fees, Park Development Fees, FHWA Grant, and Jefferson County Open Space Trails Partnership Program Grant. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 406,073	$ -	$ -	$ -	$ -	$ -	$ 406,073
Other City $	98,338	-	-	-	-	-	98,338
External $	419,208	-	-	-	-	-	419,208
Total Sources	$ 923,619	$ -	$ -	$ -	$ -	$ -	$ 923,619

Operating Cost Impact

The operating cost impact for this trail is not known at this time.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Trail Renovation

These funds are allocated to renovate trails as evaluated and prioritized by the City of Arvada's 2016 Parks, Open Space, and Trails Master Plan and may be coordinated with other park maintenance efforts, such as playground renovation.



Project Justification

Trails develop potential safety issues for the public as conditions decline with age.

Project Funding & Timeline

This is an ongoing project funded from 98-101 dollars.that supports the renovation of City trails. Projects are prioritized by the City of Arvada's 2016 Parks, Open Space, and Trails Master Plan and may be coordinated with other park maintenance efforts, such as playground renovation.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 289,821	$ 73,427	$ 75,629	$ 77,898	$ 80,235	$ 438,758	$ 1,035,768
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 289,821	$ 73,427	$ 75,629	$ 77,898	$ 80,235	$ 438,758	$ 1,035,768

Operating Cost Impact

There is no operating cost associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

2025 Trail Renovation

These funds are allocated to renovate trails as evaluated and prioritized by the City of Arvada's 2016 Parks, Open Space, and Trails Master Plan.



Project Justification

Trails develop potential safety issues for the public as conditions decline with age.

Project Funding & Timeline

This is an ongoing project that is funded by 98-101 dollars from Trail Renovation.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 10,725	$ -	$ -	$ -	$ -	$ -	$ 10,725
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 10,725	$ -	$ -	$ -	$ -	$ -	$ 10,725

Operating Cost Impact

There is no operating cost associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Gold Strike Park

This project will see major improvements to the Gold Strike Park area. Preliminary discussions with other governmental entities, such as Apex, Hyland Hills, Adams County, Jefferson County, and CDOT are underway.



Project Justification

This project represents a major upgrade to a regional park servicing the southeast portion of the City.

Project Funding & Timeline

This project is funded by 98-101, Land Dedication Opt Out fees (project#94696), Park Developement fees (project#94673), Park Water Tap fees (project#94652), Irrigation System (project#94649) and Conservation Trust. This project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,902,691	$ -	$ -	$ -	$ -	$ -	$ 1,902,691
Other City $	378,800	-	-	-	-	-	378,800
External $	3,970,000	-	-	-	-	-	3,970,000
Total Sources	$ 6,251,491	$ -	$ -	$ -	$ -	$ -	$ 6,251,491

Operating Cost Impact

There will be operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Adams County Open Space Sales Tax

Each year the City receives funding for Open Space from the Adams County sales tax. This funding can only be used in Adams County for Open Space-related projects.



Project Justification

The funds are used for various park-related needs in Adams County as they arise.

Project Funding & Timeline

This is an ongoing project fully funded by Adams County Sales Tax. We anticipate about $100,000/year in revenue.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	432,042	-	-	-	-	-	432,042
Total Sources	$ 432,042	$ -	$ -	$ -	$ -	$ -	$ 432,042

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Irrigation Systems

This project funds the renovation of the park irrigation system for improved efficiency.



Project Justification

Improving water efficiency and resource conservation are key priorities for the City of Arvada. Arvada's Park division is doing its part by proactively updating the irrigation systems.

Project Funding & Timeline

This is an ongoing project. A 3-cent per thousand gallons of water consumed revenue source funds the irrigation system upgrades. This varies annually based on consumption.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,367,103	$ 2,367,103
Other City $	1,262,758	-	-	-	-	-	1,262,758
External $	-	-	-	-	-	-	-
Total Sources	$ 1,262,758	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,367,103	$ 3,629,861

Operating Cost Impact

Savings on water, maintenance costs, and specialized labor are expected as the irrigation system is upgraded.

Strategic Plan Alignment

VCN3
Provides maintenance services, so the community and visitors can play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

Park Water Tap Fees

As part of the new construction, park tap fees are collected to fund new park construction.



Project Justification

This project covers the cost of paying water tap fees for new City parks.

Project Funding & Timeline

This is an ongoing project fully funded by the Water fund, funding varies based on the type and volume of development in the City.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	463,165	-	-	-	-	-	463,165
External $	-	-	-	-	-	-	-
Total Sources	$ 463,165	$ -	$ -	$ -	$ -	$ -	$ 463,165

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN3
Provides maintenance services, so the community and visitors can play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

Park Development Fees

As part of the new construction, fees are imposed on developers which pays for the costs of providing public facilities to new development. The Owner/Developer of new residential development may elect to develop and construct neighborhood park improvements on land within the development that is dedicated for such purposes, in lieu of park development fees.



Project Justification

In an effort to express the city's liability for future park development funding, projects are identified as New Projects, the product of new residential growth, or Existing Facilities that need renovation due to the age or heavy use of improvements. On May 3rd 1999, a Park Development Fee (PDF) was established at $1,000 per single family detached unit and $840 per single family attached unit. Each year in January, staff updates the approved PDF to keep pace with the rising cost of neighborhood park construction. The ordinance requires that the PDF be adjusted annually by the average annual percentage change, if any, of the Consumer Price Index (CPI), Construction Cost Index (CCI) and Building Cost Index (BCI) for the Denver Metropolitan area.

Project Funding & Timeline

This is an ongoing project that is fully funded by Park Development fees collected in the permittng process. Funding varies year-to-year based on the level and type of development.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,599,195	-	-	-	-	-	2,599,195
External $	-	-	-	-	-	-	-
Total Sources	$ 2,599,195	$ -	$ -	$ -	$ -	$ -	$ 2,599,195

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Land Dedication Opt Out Fees

The Owner/Developer of land is required to convey to the City in fee simple not less than ten acres per thousand population projected for the development of such land and pay the City the cash equivalent of the fair market value of the land otherwise required to be dedicated.



Project Justification

New residences generate additional demands and burdens on the City's existing parks and trails system, creating the need for additional amenities. These fees provide adequate parks, trails, and associated facilities which significantly contribute to the community character of Arvada while providing recreation and mobility opportunities for the residents.

Project Funding & Timeline

This is an ongoing project that is fully funded by Land Dedication Opt Out fees collected in the permitting process. Funding varies year-to-year based on development.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,360,171	-	-	-	-	-	2,360,171
External $	-	-	-	-	-	-	-
Total Sources	$ 2,360,171	$ -	$ -	$ -	$ -	$ -	$ 2,360,171

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Tree Replacement Program

This program is necessary to purchase and install new trees on City rights-of-way, medians, and parks.



Project Justification

The Tree Replacement program maintains the integrity of the original design for the built environment in parks and right-of-way throughout the City.

Project Funding & Timeline

This is an ongoing project fully funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 365,414	$ 22,028	$ 22,689	$ 23,370	$ 24,071	$ 131,630	$ 589,201
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 365,414	$ 22,028	$ 22,689	$ 23,370	$ 24,071	$ 131,630	$ 589,201

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Trolley Park

This historic restoration project involves the creation of a permanent interpretive display for the #.04 streetcar. The display will include a covered structure to protect the trolley from rain and sun and it will be integrated into Olde Town as a public amenity with historical significance. Site improvements will include benches, interpretive signage, brick pavers around the installation, and additional landscaping improvements to create a destination setting.



Project Justification

The #.04 streetcar is significant to Arvada as it provided transit service to downtown Denver for decades along Route 84. It is the last Denver tramway car in restorable condition and the last to run on the system before its closure in 1950. It is listed on the Colorado State Register of Historic Places.

Project Funding & Timeline

The project is primarily funded by $460,000 from the Arvada Urban Renewal Authority. Depending on final design, additional capital dollars may be reallocated to this project. The location of the Trolley display is currently undefined and the project is pending final site approval. Design work and construction documents are complete. Currently, the desired location of the Trolley is still being determined. The Trolley is currently in storage.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	460,000	-	-	-	-	-	460,000
Total Sources	$ 460,000	$ -	$ -	$ -	$ -	$ -	$ 460,000

Operating Cost Impact

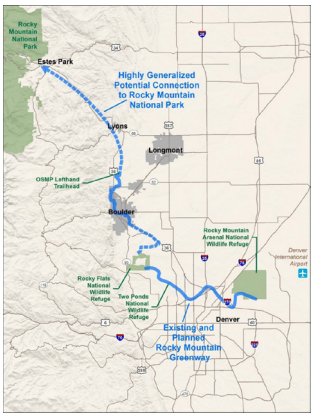
There will be operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Rocky Mountain Greenway Trail Crossing

Construction of two crossings of the Rocky Mountain Greenway Trail at Indiana Street and Colorado HWY 128. In 2021, the Arvada City Council authorized the approval of an Intergovernmental Agreement (IGA) between the City of Arvada, the City of Boulder, the County of Boulder, the City of Westminster, and Jefferson County for the funding of these Rocky Mountain Greenway Trail Crossings.



Project Justification

Development of the RMG Trail directly aligns with the vision laid out in the City of Arvada Parks, Trails, and Open Space Master Plan and contributes to the following City Council Strategic Result: By 12/22, complete strategic investments and initiatives to ensure parks, trails, open space, and amenities are in alignment with our diverse, changing, and growing community. The IGA ensures Arvada's continued participation in strategic efforts to connect Arvada's park, open space and trail system with green spines in a regionally-focused way.

Project Funding & Timeline

This project is primarily funded through a Federal Highway Administration FLAP grant awarded to Jefferson County for $3,930,000, which provides funding for trail crossings at Indiana Street and Colorado Highway 128. The grant requires a 17.21% local match divided between the partner organizations. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 243,000	$ -	$ -	$ -	$ -	$ -	$ 243,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 243,000	$ -	$ -	$ -	$ -	$ -	$ 243,000

Operating Cost Impact

Maintenance of the crossings will be shared between jurisdictions. Operating cost impact is not known.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Playground Renovation

Playgrounds receive intensive use at all parks and represent the greatest potential risk for public use. Ongoing changes to ASTM Standards, CPSC Guidelines, ADA Requirements require manufacturers to update play equipment making replacement of older equipment sometimes impossible after 15 years. As part of the Taking Lasting Care (TLC) program, Arvada's playground equipment is replaced approximately every 20 years to meet updates to safety standards and the useful life expectancy of existing play equipment.



Project Justification

Playgrounds receive intensive use at all parks and could represent the greatest potential risk for public use. Adding to use and risk issues, ongoing changes to ASTM Standards, CPSC Guidelines, and ADA access requirements require manufacturers to update play equipment, making replacement of older equipment sometimes impossible after 15 years.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars used to support the renovation of existing playgrounds.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 763,904	$ 959,183	$ 1,098,948	$ 1,144,026	$ 900,000	$ 4,921,568	$ 9,787,629
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 763,904	$ 959,183	$ 1,098,948	$ 1,144,026	$ 900,000	$ 4,921,568	$ 9,787,629

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

ADA Compliance Parks

Title II of the Americans with Disabilities Act (ADA) requires that when viewed in their entirety, City services, programs, and activities are accessible to and usable by people with disabilities. This funding will be used to complete high-priority projects identified by the ADA transition plan as barriers to program accessibility in City parks.



Project Justification

The ADA Transition Plan completed in 2021 outlines best practices to ensure the accessibility of City parks and programs to individuals with disabilities. In addition, the project is needed to meet federal law compliance under the ADA title II. There is a potential risk of DOJ assessment of the City's ADA program and subsequent settlement agreement negotiations. Implementation of the transition plan will lower the City's risk of a DOJ assessment.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 165,929	$ 57,915	$ 59,652	$ 61,442	$ 63,285	$ 346,067	$ 754,290
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 165,929	$ 57,915	$ 59,652	$ 61,442	$ 63,285	$ 346,067	$ 754,290

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Robby Ferrufino Park

This project is for the play equipment that needs replacement and has been identified and prioritized to be replaced through the City of Arvada's Taking Lasting Care (TLC) program. The proposed design is to create a new playground that meets all abilities. All features of the play equipment and adjacent park amenities will be universally accessible for all. The project will update all play equipment, provide ADA-accessible parking improvements closer to the playground, and convert some of the bluegrass turf to native planting material with low water use.



Project Justification

The ADA Transition Plan completed in 2021 identified this park as an opportunity to ensure accessibility of City parks and programs to individuals with disabilities. This park is centrally located in an area of need within the city. In alignment with the City's low water use policy, there is also an opportunity to strategically remove turf and replace it with native planting.

Project Funding & Timeline

This project is funded by 98-101 dollars from the ongoing Playground Renovation project. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ 250,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ 250,000

Operating Cost Impact

There will be annual operating and maintenance costs associated with this project, as well as an opportunity to reduce some of those water and maintenance costs.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Median Renovation

This project includes a citywide assessment of medians in need of construction improvements. Medians are evaluated, and prioritized, based on key criteria: safety, water efficiency, and percentage of dead/dying plant material. Improvements will include lower maintenance landscaping and drought-resistant materials.



Project Justification

This project will result in minimized safety hazards for Parks Maintenance team members, improved community aesthetics, and increased water conservation and efficiency. In addition, ongoing maintenance costs will be minimized due to landscaping features that require less water and irrigation equipment. The project will remove dead and dying plant material from existing medians and will improve the aesthetics of our community roadways.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 144,046	$ 218,545	$ 225,102	$ 231,855	$ 238,810	$ 1,305,915	$ 2,364,273
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 144,046	$ 218,545	$ 225,102	$ 231,855	$ 238,810	$ 1,305,915	$ 2,364,273

Operating Cost Impact

Parks maintenance supplies and service costs will be reduced as a result of these renovations.

Strategic Plan Alignment

VCN3
Provides maintenance services, so the community and visitors can play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

Computerized Irrigation Improvements

This project funds the renovation of the park irrigation system for improved efficiency.



Project Justification

Improving water efficiency and resource conservation are key priorities for the City of Arvada. Arvada's park division is doing its part by proactively updating the irrigation systems.

Project Funding & Timeline

This is an ongoing project funded by Park Water Tap Fees and Irrigation System Improvements.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 151,219	$ -	$ -	$ -	$ -	$ -	$ 151,219
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 151,219	$ -	$ -	$ -	$ -	$ -	$ 151,219

Operating Cost Impact

Savings on water, maintenance costs, and specialized labor are expected as the irrigation system is upgraded.

Strategic Plan Alignment

VCN3
Provides maintenance services, so the community and visitors can play and enjoy activities in safe and well-maintained parks, open spaces, and trails system.

Majestic View Nature Center ADA/Facility Repair

This project includes a variety of improvements to the Nature Center facility to ensure safety and ADA accessibility. Improvements include paved parking lot that incorporates ADA parking (2 spaces), easy egress back doors to allow for staff and school groups to evacuate in emergencies, rekeying of the nature center to separate exterior doors from interior door locks, replaced broken and sticky blinds in the classroom to ensure operation in case of lockdown emergencies and for programmatic darkness, Spruce room lockable door and blinds created to separate classroom from general public, the addition of an eave/gutter over the back deck and the replacement of the failing/rotting wooden deck with added child-proof railing and ADA access ramps that allows participants to access from the front entrance or classrooms. Items still to be completed is ADA access to the new classroom, including an accessible pathway and entrance.

Project Justification

This project will result in minimized safety and security hazards for Nature Center team members, improved community aesthetics, and ADA accessibility. The ADA Transition Plan completed in 2021 outlines best practices to ensure the accessibility of City parks and programs to individuals with disabilities. In addition, the project is needed to meet federal law compliance under the ADA title II. There is a potential risk of DOJ assessment of the City's ADA program and subsequent settlement agreement negotiations. Implementation of the transition plan will lower the City's risk of a DOJ assessment. The key elements were the removal of the wooden deck prior to a safety incident and the creation of two ADA spaces, a requirement for public buildings.

Project Funding & Timeline

This project is funded from the City's portion of the Bronco's sale monies received. The project is expected to be complete in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	224,109	-	-	-	-	-	224,109
Total Sources	$ 224,109	$ -	$ -	$ -	$ -	$ -	$ 224,109

Operating Cost Impact

The reduction of costs include costs associated with rekeying by limited staff that have exterior door key access, cost of repairing or taping off safety hazards areas on the back deck, and potential costs of ADA claims against accessibility entering or exiting the building.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Majestic View Nature Center Classroom

This project includes the removal of the failing structures, the creation of an additional classroom space for the Nature Center, and repairs to the septic systems. This project includes the abatement of 5,000+ Sqft of asbestos, the demolition of the two structures, the construction of the classroom and minimal surrounding landscaping (less than 500 Sqft), and the replacement of the septic pipes from the Nature Center to tank/ Classroom to tank. Key elements required for the new classroom are to meet state licensure requirements (including a space to take shelter in the event of an active shooter or extreme weather) and enough square footage for 30 camp students.

Project Justification

This project will result in minimized safety and security hazards for Nature Center team members, improved community aesthetics, ADA accessibility for programs, and an increased capacity for programming. Having a classroom space that can accommodate programs with 20-30 adults, 30 campers, or 50+ active participants (field trips, community events, rentals, etc) will allow the Nature Center to turn away fewer program requests due to weather cancellations or lack of space capacity. Summer camps alone had over 300 students on the waitlist for the 2024 season (capacity is currently 153 students). The septic system was not confirmed to exist until 2023, which is why the replacement of the septic lines is included in this project and has had no prior maintenance done in the previous 15-20 years.

Project Funding & Timeline

This project is funded from the City's portion of the Bronco's sale monies received and Conservation Trust dollars. The project is expected to be complete in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	250,000	450,000	-	-	-	-	700,000
Total Sources	$ 250,000	$ 450,000	$ -	$ -	$ -	$ -	$ 700,000

Operating Cost Impact

This project will reduce the costs associated with maintaining and monitoring the two abandoned structures, avoiding potential conflict with vandals, squatters, and fire hazards. This project will also greatly improve the cost recovery of the nature center with the expansion of capacity for camps, rentals, field trips, and public programs. Ongoing operational costs are minimal, with minimal utility or landscaping maintenance costs.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Danny Kendrick East Playground

Danny Kendrick Park East is located at 11960 West 70th Way along Ralston Creek in central Arvada.



Project Justification

The existing playground needs to be relocated so that the City of Arvada can install a new sanitary sewer line in the spring of 2024 along the Ralston Creek corridor.

Project Funding & Timeline

This project is funded by the Water Fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	400,000	-	-	-	-	-	400,000
External $	-	-	-	-	-	-	-
Total Sources	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ 400,000

Operating Cost Impact

Parks

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Colorado Front Range Trail Design & Construction

The Colorado Front Range Trail (CFRT) project is a multi-community initiative to create a multi-purpose trail from Wyoming to New Mexico along the Front Range of Colorado. The 876-mile trail will link diverse communities, scenic landscapes, cultural and historical points, parks, open spaces, and other attractions.



Project Justification

The Colorado Front Range Trail will help to fulfill the Colorado the Beautiful Initiative where every Coloradan will live within 10 minutes of a trail, park, or green space within a generation.

Project Funding & Timeline

The City's portion of this project is funded from Land Dedication Opt Out fees. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,383,798	-	-	-	-	-	2,383,798
External $	-	-	-	-	-	-	-
Total Sources	$ 2,383,798	$ -	$ -	$ -	$ -	$ -	$ 2,383,798

Operating Cost Impact

There will be operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Long Lake Synthetic Turf

The east synthetic fields at Long Lake Regional Park (fields A and B) are nearing the end of their useful life and will likely need to be closed to play in 2024. The current estimated cost for replacing the east synthetic fields is one million dollars. As per the terms of 2009 and 2015 the field use agreements, use of the synthetic turf fields are subject to maintenance operations (e.g. repairs, replacement) at the discretion of the City.



Project Justification

oth fields A and B of the east synthetics at Long Lake Regional Park are nearing the end of their useful life. In 2023 the City of Arvada hired Field Turf (the manufacturer of the existing synthetic fields) to conduct a G-Max test to help determine the current condition of the fields. The G-Max test determined that while the fields are still playable, both field A and field B were found to be out of compliance in high traffic areas. Subsequent test results show that the fields are nearing time to be closed due to unsafe conditions.

Project Funding & Timeline

This project will be funded with Conservation Trust dollars. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	-	1,080,000	80,000	82,400	84,872	464,115	1,791,387
Total Sources	$ -	$ 1,080,000	$ 80,000	$ 82,400	$ 84,872	$ 464,115	$ 1,791,387

Operating Cost Impact

The operating cost associated with this project are already allocated in the operating budget.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Lake Arbor Community Center Master Plan

Description will be provided in updated budget book presented in November.



Project Justification

Description will be provided in updated budget book presented in November.

Project Funding & Timeline

This project is funded from the City's remaining portion of the Bronco's sale monies received.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	153,925	-	-	-	-	-	153,925
Total Sources	$ 153,925	$ -	$ -	$ -	$ -	$ -	$ 153,925

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

VCN4
Ensures that all Arvadans have equal access to quality parks and trails that provide diverse, affordable recreation opportunities in clean, safe, and healthy environments through strategic design and land acquisition.

Streets Overview

The Streets category includes funding for ADA compliance improvements to the City's curb ramps, bridge and guardrails, missing sidewalks, general street improvements and the pavement management program. Over $100 million is dedicated to pavement management program over the ten-year life of the program which is funded through the City's operational budget.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 72,401,642	$ 1,603,770	$ 1,572,076	$ 1,359,123	$ 1,174,068	$ 6,375,682	$ 84,486,361
Other City $	21,529,712	13,250,171	13,647,677	14,057,108	14,429,420	78,729,977	155,644,065
External $	508,022	-	-	-	-	-	508,022
Total Sources	$ 94,439,376	$ 14,853,941	$ 15,219,753	$ 15,416,231	$ 15,603,488	$ 85,105,659	$ 240,638,448

Missing Sidewalks

The CIP funds will improve non-vehicular mobility at the City's existing an planned trails, bikeways, and sidewalks as coordinated in the City's Comprehensive Plan and Strategic document. For small, projects, the funding will be used to make spot improvements (e.g. intersection crossings). For medium scale projects, the funds will be bundled with other programs (e.g. paving program, parks, TOD) to cover bike/ped safety upgrades. For large projects, the funds will be used as a local match towards grants to connect the non-motorized mobility system.

Project Justification

As part of the 2015 Citizens Capital Improvement Project Committee's report to City Council, it recommended substantial funding for sidewalks, transit-oriented development, bicycle and pedestrian improvements, and trails. The recommendation aligns with technical analysis and public feedback documented in the City's Comprehensive Plan (Chapter 3 Multimodal Transportation Plan) identifying needs for non-motorized transportation modes.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars used to help meet the need for trail and sidewalk gaps identified by the City.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 716,582	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 3,827,887	$ 7,344,469
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 716,582	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 3,827,887	$ 7,344,469

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Guardrails Repair and Replacement

This project will be used to conduct an inventory of the City's guardrails, perform a structural assessment on existing guardrails, and install new guardrails or mitigate hazards that do not meet current City and AASHTO standards for roadside clear zones. Mitigation measures, in addition to the installation of guardrails or other barriers, may include installing or extending culverts to eliminate a ditch or culvert end section or the removal of large roadside objects that pose a hazard to the traveling public.



Project Justification

Arvada's Guardrail system consist of approximately 47,445 feet of guardrails, which needs yearly maintenance and repair. Investing in this budget is crucial for preserving and enhancing the quality and safety of our roadways. It ensures regular inspections, necessary repairs, proper design considerations, and the replacement of worn-out component. By allocating this budget, we prioritize the safety of motorist and pedestrians, as well as maintaining the integrity of Arvada's infrastructure.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars used to help meet the need for guradrail repair and replacement.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 393,259	$ 62,619	$ 62,619	$ 62,619	$ 63,598	$ 342,995	$ 987,709
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 393,259	$ 62,619	$ 62,619	$ 62,619	$ 63,598	$ 342,995	$ 987,709

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

ADA Compliance Streets

This project funds the Federal requirement to replace non-compliant sidewalks and install or upgrade to new compliant ramps on streets with significant treatments or alterations. It also installs ramps along heavily used pedestrian corridors and special needs locations.



Project Justification

This project fulfills a federal requirement per Title II of the Americans with Disabilities Act of 1990, utilizing the Public Right of Way Access Guidelines (PROWAG) adopted by the DOJ in 2010. It increases access to physically impaired individuals and installs ramps in areas of high pedestrian traffic and in neighborhoods where there are ADA ramp deficiencies and known physically impaired residents live.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars used to help meet the ADA requirements.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 938,944	$ 517,724	$ 483,828	$ 268,606	$ 80,235	$ 438,758	$ 2,728,095
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 938,944	$ 517,724	$ 483,828	$ 268,606	$ 80,235	$ 438,758	$ 2,728,095

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF7
Ensures compliance with federal and state regulations including environmental laws and Americans with Disabilities Act.

Collector Street Improvement

This project completes isolated improvements along collector streets such as turn lanes, curb gutters, sidewalks, etc. It may also provide the City's match for outside funding on projects, such as preliminary engineering studies or design needed to apply for outside grants, and it can serve as supplemental funding between a budgeted project and actual costs.



Project Justification

This project completes projects along collector streets to bring them into compliance with the City's collector street standards and to improve safety and capacity

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 78,422	$ 73,427	$ 75,629	$ 77,898	$ 80,235	$ 438,758	$ 824,369
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 78,422	$ 73,427	$ 75,629	$ 77,898	$ 80,235	$ 438,758	$ 824,369

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

West 60th Avenue

This project adds bike lanes to the east side of W 60th Ave to complete the route from Clear Creek Trail to the RTD Gold Strike Station entrance. The bike lanes will run from Wolff Street to Tennyson Street. The project will also add ADA ramps and sidewalks to the northside of W 60th Ave from Sheridan Boulevard to Wolff Street. The project adds right of way to the northside along with widening the street for parking lanes.



Project Justification

This project will provide increased safety for pedestrians and bike users to reduce accidents along this existing narrow corridor of W 60th Ave.

Project Funding & Timeline

This project is funded by 98-101 dollars and Adams County Transportation Tax. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 625,779	$ -	$ -	$ -	$ -	$ -	$ 625,779
Other City $	728,975	-	-	-	-	-	728,975
External $	-	-	-	-	-	-	-
Total Sources	$ 1,354,754	$ -	$ -	$ -	$ -	$ -	$ 1,354,754

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Alkire @ 77th Sidewalks

This project adds bike lanes and a sidewalk connection to the west side of Alkire Street to complete the route from 80th Avenue to 77th Avenue. The project will also add ADA ramps as needed on the west side of Alkire Street.



Project Justification

The sidewalk will provide a vital missing link in the community to more safely connect Youth Memorial Park, Van Arsdale Elementary School, Ralston Valley High School, the Apex Center, and residential neighborhoods where limited options exist today.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 502,164	$ -	$ -	$ -	$ -	$ -	$ 502,164
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 502,164	$ -	$ -	$ -	$ -	$ -	$ 502,164

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Leyden Rd Improvments

Leyden Road needs improvement as a result of the significant development that has occurred in this area. The project intends to add bike lanes, curb and gutter, and sidewalk along stretches of Leyden Road missing these elements.



Project Justification

With the significant development and increased traffic on Leyden Road (W82nd Ave) and adjacent roadways, Leyden Road is no longer capable of handling the traffic volume.

Project Funding & Timeline

This project is an ongoing project that is funded by 98-101 dollars and Traffic Impact fees, project#93873. This project is expected to start in 2025 and be completed in 2026. However, the full scope of the project is still undetermined and cost estimates and total available funds will determine if the project will be phased which will impact the schedule.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,065,328	$ -	$ -	$ -	$ -	$ -	$ 1,065,328
Other City $	4,320,255	-	-	-	-	-	4,320,255
External $	-	-	-	-	-	-	-
Total Sources	$ 5,385,583	$ -	$ -	$ -	$ -	$ -	$ 5,385,583

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

72nd Avenue Underpass

W. 72nd Avenue is an arterial parkway and a major east-west corridor for Arvada's transportation network, serving 21,000 vehicle trips each day. It provides connectivity to major north-south corridors including three State Highways. The regional corridor not only serves all of Arvada, but it also provides access to Westminster and Golden/Jefferson County.



Project Justification

The Citizens Capital Improvement Plan Committee twice ranked improvements to W. 72nd Avenue as a high priority. The project also meets concerns expressed in a Arvada Citizen Surveys. The 2014 Comprehensive Plan generated transportation models indicating the congestion, operations, and safety of W. 72nd Avenue will deteriorate with the build-out of the City and roadways will perform at the lowest levels of service.

Project Funding & Timeline

This project is funded by Developer Contricbutions and Bond. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	65,431,058	-	-	-	-	-	65,431,058
External $	-	-	-	-	-	-	-
Total Sources	$ 65,431,058	$ -	$ -	$ -	$ -	$ -	$ 65,431,058

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Bridge and Structure Repair and Replacement

Non-CDOT bridges need to be regularly inspected and maintained. The City has bridges that need attention to ensure the safety and ongoing maintenance of the existing infrastructure as well as future replacement of bridges and structures.



Project Justification

The bridge program requires more money in the upcoming budget to keep the city-owned bridge inventory in a safe condition for the traveling public. The goals of the bridge program are to tackle inventory conditions, maintenance, design, and construction throughout the inventory's collective life cycle. The goal is to complete these different tasks in a cost-effective and safe manner to maximize the assets life spans.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 891,563	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,327,284	$ 3,218,846
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 891,563	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,327,284	$ 3,218,846

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

2025 Bridge Maintenance

Bridge maintenance on Lamar, Olde Wads, Ralston Road, 86th, and 88th bridges



Project Justification

The goals of the bridge program are to tackle inventory conditions, maintenance, design, and construction throughout the inventory's collective life cycle. The goal is to complete these different tasks in a cost-effective and safe manner to maximize the assets life spans.

Project Funding & Timeline

This project is funded by 98-101 dollars from the Bridge and Structure Repair and Replacement holding account. In 2025 project hit 100% design and went to bid, construccction expected to complete in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ 60,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 60,000	$ -	$ -	$ -	$ -	$ -	$ 60,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Ward Road Bridge Replacement

The Project will replace the 56-year old Ward Road bridge spanning Ralston Creek near the intersection of W70th Ave. The Project will also address Ralston Creek Trail pedestrian safety and floodplain issues at the location which will improve the bridge's function.



Project Justification

The bridge was considered in Poor condition per the 2023 CDOT inspection report and has had two major structural repairs to the bridge girders. 2024 bridge repairs improved the structural condition but replacement is still recommended in the next 5 years. The bridge is located on a major collector with an average daily traffic volume of 17,000 cars which is why this structure is a priority over other similarly scored bridge inventory. The project will also address safety issues for the at-grade crossing of the Ralston Creek trail at Ward Road and floodplain issues as the bridge's flood capacity, per Mile High Flood District, is for only the 2 year flood event.

Project Funding & Timeline

This project is funded by 98-101 dollars from the Bridge and Structure Repair and Replacement holding account. The 30% design is anticipated to be completed in early 2026 and funded by the Bridge and Structures Program. The construction funding is anticipated to be $4 million. Funding and timeline of the project will be evaluated upon receipt of the 30% design plans, estimate, and reports.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ 300,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ 300,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Pierce Sidewalk

Pierce Street is a collector street with approximately 1400 vehicles per day and serves a residential area as a connector to 64th Street. It provides connectivity to Secrest Elementary School, Secrest Recreation Center, and Ralston Creek Trail. The majority of the students attending Secrest Elementary are within the walk zone. The Secrest Elementary Safe Routes to School project will design and construct 1,500 linear feet of 6-foot sidewalk along with curb and gutter and ADA curb ramps on the west side of Pierce Street between W 60th Avenue and W 64th Street. The existing sidewalk that meets ADA compliance within the project limits will remain. The City of Arvada received Safe Routes to School funds for this improvement to Pierce Street. The City established an IGA with CDOT to administer the grant funding effective December 7, 2021.

Project Justification

This project follows multiple policies identified in the Comprehensive Plan. Policy T-1.2 is a Pedestrian Friendly City and building new missing sidewalk segments helps to achieve this goal. Policy T-4.2 is Bicycle and Pedestrian Functionality discusses creating comfortable routes to access schools. This project was identified and recommended during a missing sidewalk evaluation. It provides connectivity and ADA accessibility to vital community destinations.

Project Funding & Timeline

This project is funded by a Safe Routes to School Grant and 98-101 dollars from Missing Sidewalks. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,398,543	$ -	$ -	$ -	$ -	$ -	$ 1,398,543
Other City $	-	-	-	-	-	-	-
External $	508,022	-	-	-	-	-	508,022
Total Sources	$ 1,906,565	$ -	$ -	$ -	$ -	$ -	$ 1,906,565

Operating Cost Impact

There are no associated operating costs with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Pavement Program

The Pavement Program includes funding for the asphalt program. Over $100 million is dedicated to street maintenance over the ten-year life of the program. The program is funded through the City's operating budget. Additional funding is provided through the capital program for ADA compliance improvements to the City's curb ramps. This project includes asphalt maintenance and rehabilitation as well as concrete replacement. Arvada's street infrastructure of 1,498 lane miles is the City's largest and most valuable asset. The concrete program provides improved surface drainage and compliant ADA ramps.

Project Justification

This project addresses the pressing need for additional resources to repair and maintain roads and streets in Arvada. In 2016, the electors of Arvada rejected a proposed tax to fund additional street maintenance. While the tax increase did not pass, the City redirected operating funds to address street maintenance needs.

Project Funding & Timeline

This is an ongoing project funded by the Streets Fund, which is part of the City's operating budget. Revenues come from the City's General Fund and the Highway Users Tax Fund (HUTF), and other funds from FASTER funds as part of HUTF. External funding comes from street degradation fees.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	16,480,482	13,250,171	13,647,677	14,057,108	14,429,420	78,729,977	146,978,597
External $	-	-	-	-	-	-	-
Total Sources	$ 16,480,482	$ 13,250,171	$ 13,647,677	$ 14,057,108	$ 14,429,420	$ 78,729,977	$ 146,978,597

Operating Cost Impact

This project is funded through the City's operating budget. Additional operating expenses related to this project are reflected in the Streets fund.

Strategic Plan Alignment

INF3
Maintains existing roads and transportation network in tandem with snow and ice control services to ensure swift and safe transportation modes for the community.

Technology and Traffic Overview

The Technology and Transportation category includes AFON Fiber, traffic signals, and intersections. Much of the funding for transportation is dedicated to “Taking Lasting Care” of existing transportation infrastructure. In addition, the ten year program targets challenges relating to traffic congestion with such projects as the Transportation Master Plan, Signal Interconnect, and Signal Timing Implementation.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 13,392,799	$ 3,056,671	$ 3,207,195	$ 3,359,235	$ 4,206,913	$ 23,398,695	$ 13,392,799
Other City $	7,096,984	-	-	-	-	-	7,096,984
External $	9,513,739	-	-	-	-	-	9,513,739
Total Sources	$ 30,003,522	$ 3,056,671	$ 3,207,195	$ 3,359,235	$ 4,206,913	$ 23,398,695	$ 63,019,133

Arvada Fiber Optic Network

Fiber Optic Network (AFON) is a backbone fiber network that will allow City facilities, Jefferson County Public Schools, and the Arvada Fire Protection District to have lateral network connections to Information Communication and Technology assets. AFON will not only provide a high-speed communication network linking current City assets distributed throughout the City but will position the City to undertake yet unforeseen technology improvements that will benefit the City and its citizens.



Project Justification

Due to the longevity of fiber optic cable, this project will prepare the City for other opportunities that may arise over the next 30 years. Such initiatives may include improvements in public safety, traffic management, economic development opportunities, and Smart Community initiatives.

Project Funding & Timeline

This project is funded by 98-101 dollars. Additional funding has come from the Arvada Fire Protection District and Jeffco Schools. Over $500,000 has been contributed as of 2019 from those two entities. Other opportunities include grants related to public safety and traffic management. As of January 2020, about 68% of the master plan conduit is installed. The initial plan will take the next 3 to 5 years to complete.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,482,500	$ 268,783	$ 276,847	$ 285,152	$ 293,707	$ 1,606,109	$ 4,213,098
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 1,482,500	$ 268,783	$ 276,847	$ 285,152	$ 293,707	$ 1,606,109	$ 4,213,098

Operating Cost Impact

Operational funding will be used for the cost of maintaining OSP Insight software, about $10,000 a year.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Adams County Transportation Tax

Each year the City receives about $250,000 in Transportation Tax from Adams County that can only be used in Adams County for transportation-related projects. The funds are captured in a holding account.

Project Justification

The monies are used to complete missing sidewalks, upgrade street sections not meeting current City standards, and for the City match on jointly funded projects.

Project Funding & Timeline

This is an ongoing project that receives about $200,000 each year through a transportation sales tax from Adams County that can only be used in Adams County for transportation purposes.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	902,546	-	-	-	-	-	902,546
Total Sources	$ 902,546	$ -	$ -	$ -	$ -	$ -	$ 902,546

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Tennyson Corridor

The City of Arvada obtained funding from the Adam's County Open Space fund to construct bicycle and pedestrian improvements along Tennyson Street between 58th to 64th Avenues. The project includes on-street bicycle facilities between 58th and 64th Avenues, a new ADA-compliant sidewalk between 60th Ave and 62nd Ave, stormwater improvements, and an improved crossing at Tennyson and 60th Ave. The project will provide multimodal connections to Tennyson Knolls Elementary, multiple parks and trails, the RTD station on 60th, and the new Community Table location.



Project Justification

Tennyson Street was identified on the 2017 Arvada Bicycle Master Plan as a location to provide on-street bicycle facilities to increase rider comfort and safety and connect to key destinations. The proposed sidewalk and crosswalk will improve ADA accessibility and pedestrian safety along Tennyson Street.

Project Funding & Timeline

This project is funded by 98-101, Adams County Transportation Tax, and an Adams County Open Space Grant. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 477,959	$ -	$ -	$ -	$ -	$ -	$ 477,959
Other City $	-	-	-	-	-	-	-
External $	2,261,831	-	-	-	-	-	2,261,831
Total Sources	$ 2,739,790	$ -	$ -	$ -	$ -	$ -	$ 2,739,790

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Olde Town Street Lighting Phase 2

The aging lighting infrastructure needs to be resigned and replaced with new infrastructure. A planning process followed by a design process would benefit.



Project Justification

The City has identified lighting in Olde Town as a priority to support ongoing safety concerns.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 513,937	$ -	$ -	$ -	$ -	$ -	$ 513,937
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 513,937	$ -	$ -	$ -	$ -	$ -	$ 513,937

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Xcel Undergrounding

This funding will help to cover costs for undergrounding other utilities on existing Xcel Energy poles during Xcel 1% fund undergrounding work. Utility poles cannot be removed until all lines on them are underground.



Project Justification

The Xcel 1% fund provides funding to underground Xcel electric lines. Often there are also phone, cable, and fiber optic lines on the poles that must also be undergrounded to remove the poles. The Xcel 1% fund does not cover the undergrounding cost for other lines.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 428,856	$ 65,239	$ 65,239	$ 65,239	$ 67,196	$ 367,456	$ 1,059,225
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 428,856	$ 65,239	$ 65,239	$ 65,239	$ 67,196	$ 367,456	$ 1,059,225

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Miscellaneous Signal Rebuild Revolving

This project is to support smaller signal rebuild or maintenance projects.



Project Justification

Many of the City's traffic signals are over 30 years old and need of replacement or rebuilding. Some infrastructure is deteriorating, doesn't meet current standards, doesn't meet the needs of the intersection, or vehicles are damaging the infrastructure. Without adequate funding, deterioration will lead to expensive emergency repairs. In addition, some intersections now meet warrants for signalization.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars from various projects including Signal Interconnect and Traffic Signal Replacement. Funding is added to this project from other projects on an as-needed basis.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 2,854	$ -	$ -	$ -	$ -	$ -	$ 2,854
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 2,854	$ -	$ -	$ -	$ -	$ -	$ 2,854

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Traffic Signal Replacement

This project is to replace, rebuild, and build new traffic signals. This project replaces old, deteriorating signals and upgrades signals for them to meet contemporary standards. It includes not only the signals themselves, but improving sidewalk crossings, obtaining right-of-way, and installing the latest technology to help connect signals. This project allows the City to leverage the installation of fiber and connect the signal infrastructure to better control signals remotely, optimize signal timing, and improve traffic flow.



Project Justification

Many of the City's traffic signals are over 30 years old and need of replacement or rebuilding. Some infrastructure is deteriorating, doesn't meet current standards, doesn't meet the needs of the intersection, or vehicles are damaging the infrastructure. Without adequate funding, deterioration will lead to expensive emergency repairs. In addition, some intersections now meet warrants for signalization.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,874,227	$ 1,375,000	$ 1,511,531	$ 1,449,159	$ 1,675,869	$ 9,106,671	$ 16,992,457
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 1,874,227	$ 1,375,000	$ 1,511,531	$ 1,449,159	$ 1,675,869	$ 9,106,671	$ 16,992,457

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

64th and Simms

This project will fund the rebuild of the traffic signal at W 64th Ave & Simms St. The rebuild will include safety and infrastructure improvements the City has identified as a high priority. Improvements include traffic signal pole and mast arm replacement, signal head and pedestrian head replacements, ADA improvements, and concrete/asphalt replacement.



Project Justification

The City identified this intersection as a high priority for rebuild. A federal grant (HSIP) has been awarded to fund the construction of this rebuild.

Project Funding & Timeline

This project is funded by 98-101 dollars and a Highway Safety Improvement Program Grant. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 388,625	$ -	$ -	$ -	$ -	$ -	$ 388,625
Other City $	-	-	-	-	-	-	-
External $	810,000	-	-	-	-	-	810,000
Total Sources	$ 1,198,625	$ -	$ -	$ -	$ -	$ -	$ 1,198,625

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

80th and Vance



Eleven intersections along 80th Ave have been recognized for safety concerns, and have been identified for signal improvements to mitigate the existing crash patterns. These improvements will not include a complete signal replacement, but will consist of minor equipment and device modifications. This project will be completed with the support of CDOT through their Highway Safety Improvement Program (HSIP). The following Signals are included in the project at this time:

1. W 80 th Ave & Alkire St
2. W 80 th Ave & Simms St
3. W 80 th Ave & Kipling St
4. W 80 th Ave & Hoyt Wy
5. W 80 th Ave & Club Crest Dr
6. W 80 th Ave & Allison Wy
7. W 80 th Ave & Yarrow St
8. W 80 th Ave & Pierce St
9. W 80 th Ave & Harlan St
10. W 80 th Ave & Chase Dr
11. W 80 th Ave & Ames Wy

Project Justification

The City identified this intersection as a high priority for rebuild. A federal grant (HSIP) has been awarded to fund the construction of this rebuild.

Project Funding & Timeline

This project is funded by 98-101 dollars and a Highway Safety Improvement Program Grant. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,464,000	$ -	$ -	$ -	$ -	$ -	$ 864,000
Other City $	-	-	-	-	-	-	-
External $	3,298,482	-	-	-	-	-	3,298,482
Total Sources	$ 4,162,482	$ -	$ -	$ -	$ -	$ -	$ 4,162,482

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Intersection Safety Improvements

The Traffic Division analyzes intersections annually to determine if improvements are needed. Funds are used to rebuild arterial intersections, modify traffic signals, and reduce the risk of accidents.



Project Justification

This project improves intersections to reduce road and intersection-related accidents.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 109,871	$ 110,140	$ 113,444	$ 116,848	$ 120,353	$ 658,140	$ 1,228,797
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 109,871	$ 110,140	$ 113,444	$ 116,848	$ 120,353	$ 658,140	$ 1,228,797

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

58th/Ward Road LT Lanes

The City of Arvada was awarded a highway safety improvements grant to address safety and improve traffic operational efficiency.



Project Justification

The City team has set this project as a priority to address the ongoing safety needs.

Project Funding & Timeline

This project is funded by Development Fees and a Highway Safety Improvement Program Grant. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,289,386	-	-	-	-	-	1,289,386
External $	936,000	-	-	-	-	-	936,000
Total Sources	$ 2,225,386	$ -	$ -	$ -	$ -	$ -	$ 2,225,386

Operating Cost Impact

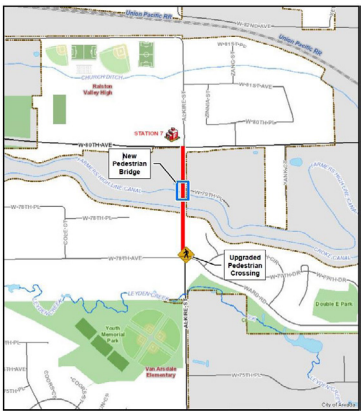
There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Alkire St Trail

The City of Arvada has obtained funding through a Federal Highway Administration (FHWA) Transportation Alternatives Program (TAP) grant to construct a new concrete trail along Alkire Street between W. 78th and W. 80th Avenues. Project elements include an 8 foot-wide trail on the west side of Alkire Street, approximately 1,300 linear feet of detached trail that includes a rectangular rapid flashing beacon, Americans with Disabilities Act upgrades along the trail and at the intersection of Alkire St and W. 80th Avenue, pedestrian safety improvements on the bridge over Croke Canal, and a stand-alone pedestrian/bike bridge over the Farmers Highline Ditch.



Project Justification

The trail will provide a vital missing link in the community to more safely connect Youth Memorial Park, Van Arsdale Elementary School, Ralston Valley High School, the Apex Center, and residential neighborhoods where limited options exist today.

Project Funding & Timeline

This project is funded by a Transportation Alternatives Program and 98-101 dollars from Missing Sidewalks, project#91567. The project is expected to be completed in 2025.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 2,020,290	$ -	$ -	$ -	$ -	$ -	$ 2,020,290
Other City $	-	-	-	-	-	-	-
External $	1,200,000	-	-	-	-	-	1,200,000
Total Sources	$ 3,220,290	$ -	$ -	$ -	$ -	$ -	$ 3,220,290

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Transportation Master Plan Implementation

This project is intended to fund the construction of transportation improvements per the recommendations received in the Transportation Master Plan study project.



Project Justification

Upon completion of the Transportation Master Plan, this project will help fund construction of the priorities identified within the plan.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,536,329	$ 300,000	$ 300,000	$ 300,000	$ 298,310	$ 1,341,913	$ 4,076,552
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 1,536,329	$ 300,000	$ 300,000	$ 300,000	$ 298,310	$ 1,341,913	$ 4,076,552

Operating Cost Impact

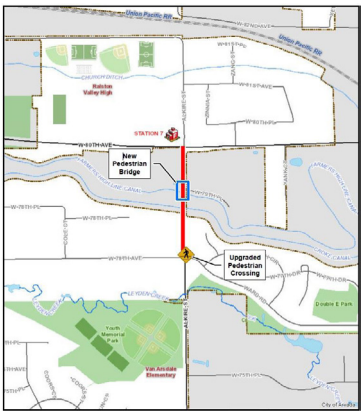
There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

CO State Hwy 72 Corridor Study

The CIP funds will provide transportation planning and preliminary engineering design for a significant railroad bottleneck on a strategic roadway corridor: SH-72 Indiana Street, bounded by W. 82nd Ave and W. 86th Pkwy.
The City has obtained CDOT commitment for a funding match and has positioned the corridor for regional funding through DRCOG. The CIP funds will be used to coordinate the City and State priorities with addressing environmental clearance and railroad requirements. By completing the initial steps, the City can apply for $39,000,000 in DRCOG construction funding (grant) between 2029-2039.



Project Justification

Indiana St. is a major north/south corridor. Traffic volumes have significantly increased over the past few years since the NW area of Arvada is being built out. The additional traffic and congestion is a significant issue for motorists and the public has actively encouraged the City to address this issue. The first required step is transportation planning to coordinate priorities between the City and State, identifying complexities associated with environmental and railroad requirements, and develop a preliminary design that shows project "readiness" and can be used to obtain regional funding.

Project Funding & Timeline

This project is funded by 98-101 dollars. The project is expected to be completed in 2025. The transportation study is only the first step in the Indiana Corridor Improvement. By completing the plan and preliminary design, the City can initiate environmental and railroad coordination.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 274,000	$ -	$ -	$ -	$ -	$ -	$ 274,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 274,000	$ -	$ -	$ -	$ -	$ -	$ 274,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Signal Interconnect

The purpose of this project is to develop a multi-year strategic and implementation plan to connect all signals to the city's fiber backbone. This will allow the City to monitor real-time traffic operations effectively and better manage congestion.



Project Justification

Currently, less than one-third of the signalized intersections are connected to the city's fiber backbone. This prohibits the City from managing signal-related congestion issues in real time. In the 2019 Community Survey, citizens indicated lower-than-average satisfaction levels with congestion and traffic signal timing. This project is also aligned with Arvada's Smart City initiative.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,327,284	$ 2,577,284
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,327,284	$ 2,577,284

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Signal Timing Implementation

This project is to develop a multi-year strategic and implementation plan to upgrade and maintain city-wide signal timing to ensure safe and efficient traffic operations. This request complements the new, staff-run signal timing initiative to create a comprehensive approach to signal management. This funding will allow components of the signal infrastructure to be improved as the signal timing program is rolled out.



Project Justification

City-wide signal timing hasn't been upgraded due to a lack of resources. In the 2019 Community Survey, citizens indicated lower-than-average satisfaction levels with congestion and traffic signal timing.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 206,444	$ 208,138	$ 209,882	$ 111,678	$ 63,528	$ 347,398	$ 1,147,068
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 206,444	$ 208,138	$ 209,882	$ 111,678	$ 63,528	$ 347,398	$ 1,147,068

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

School Safety

This project provides funding to increase the safety of students walking or biking to school and serves as a potential match for grants through the Federal Safe Routes to School program.



Project Justification

This project will provide increased safety for elementary and middle school students who walk and bike to school.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars. Funding can be used for smaller school safety projects or as the 20% match to grants received through the Federal Safe Routes to School program.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 124,907	$ 29,371	$ 30,252	$ 31,159	$ 32,094	$ 175,504	$ 423,287
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 124,907	$ 29,371	$ 30,252	$ 31,159	$ 32,094	$ 175,504	$ 423,287

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Ralston and Rensselaer Improvments

This project will fund the rebuild of the traffic signal at Ralston Rd and Rensselaer Dr. The rebuild will include safety and infrastructure improvements the City has identified as a high priority. Improvements include traffic signal pole and mast arm replacement, signal head and pedestrian head replacements, ADA improvements, and concrete/asphalt replacement.



Project Justification

The City has identified this intersection as a high priority to be rebuilt.

Project Funding & Timeline

This project is funded by 98-101 dollars from Traffic Signal Replacement, project #93730. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

64th & Easley and 63rd & McIntyre Traffic Improvements



The City of Arvada's Traffic Engineering Division desires to design two new traffic signals. Both signals will be located at intersections that are high volume locations along heavy commuter routes. Each intersection currently operates with 2-way stop control. The design of each new traffic signal will include, but is not limited to, the incorporation of traffic signal poles, signal heads, pedestrian push buttons and all other associated signal equipment to allow for the safe and efficient operation of a signalized intersection. The design will also require the redesign of non-compliant curb ramps and other pedestrian facilities in order to meet current City of Arvada Engineering Standards as well as ADA/PROWAG requirements.

Project Justification

The city had determined that new traffic signals were warranted at each of the intersections (64th & Easley and 63rd & McIntyre), and has begun the process to design and construct both signals.

Project Funding & Timeline

This project is funded by 98-101 dollars from Developer Fees for Signals, Traffic Signal Replacement, Intersection Safety Improvements, Signal Interconnect, and Signal Timing Implementation, projects #93871, 93730, 93750, 93765, and 93766. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 1,400,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000
Other City $	353,704	-	-	-	-	-	353,704
External $	-	-	-	-	-	-	-
Total Sources	$ 1,753,704	$ -	$ -	$ -	$ -	$ -	$ 1,753,704

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Developer Fees for Transportation

The development impacts get collected to address the improvements that are needed to minimize the impacts.



Project Justification

This project is used to track developement fees received for traffic upgrades.

Project Funding & Timeline

This is an ongoing project that is fully funded by Developer fees collected in the permitting process. Funding varies year-to-year based on development.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	4,068,992	-	-	-	-	-	4,068,992
External $	-	-	-	-	-	-	-
Total Sources	$ 4,068,992	$ -	$ -	$ -	$ -	$ -	$ 4,068,992

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Developer Fees for Signals

The development impacts get collected to address the improvements that are needed to minimize the impacts.



Project Justification

This project is used to track developement fees received for traffic upgrades.

Project Funding & Timeline

This is an ongoing project that is fully funded by Developer fees collected in the permitting process. Funding varies year-to-year based on development.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,384,902	-	-	-	-	-	1,384,902
External $	-	-	-	-	-	-	-
Total Sources	$ 1,384,902	$ -	$ -	$ -	$ -	$ -	$ 1,384,902

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Bike Master Plan Implementation

This project will initiate the study, design, and construction of projects related to the bicycle master plan. Projects under consideration include improvements to the Ralston Creek Trail (Johnson Way), a Bike Boulevard on W. 57th Ave., and a demonstration project on Ward Road.



Project Justification

The bike master plan is ready for implementation. Demand for alternative forms of transportation is increasing, as shown in the results of the citizen's survey and comments from City Council members.

Project Funding & Timeline

This is an ongoing project that is funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 38,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 500,000	$ 938,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 38,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 500,000	$ 938,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Ralston Triange Project

The intent of the Ralston Triangle Project is to complete conceptual designs along Ralston Rd between 58th Ave & Kipling Pkwy. The primary goal of the conceptual designs will be to enhance the pedestrian facilities along the west / south side of Ralston Road. Proposed elements may include (but will not be limited to) widened sidewalks, ADA compliant curb ramps, and new or widened amenity zones for future planting areas. The concept phase will consider the potential to remove a lane of traffic assuming that traffic impact analysis supports the removal of a through lane that would be repurposed for multimodal needs. This project will be the first phase of the project, and will require further public engagement and analysis once the concept phase is complete before the project progresses to a more formal design phase.

Project Justification

The goal of this project will be to identify all of the constraints and challenges that will need to be addressed to install a new sidewalk along the diagonal section of Ralston Rd. The concept and associated cost estimate will be used to determine whether the project should move forward and how AURA and PW will coordinate the design and construction.

Project Funding & Timeline

This project is funded by AURA. The project is expected to be completed in 2026.

Sources	Existing	2025	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-	-
External $	104,880	-	-	-	-	-	-	104,880
Total Sources	$ 104,880	$ -	$ -	$ -	$ -	$ -	$ -	$ 104,880

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Arterial Improvements

This project will improve segments of arterial streets meriting work due to traffic demand. Work may include improvements to existing lanes, addition of turn lanes, etc.



Project Justification

This project provides spot and intersection improvements on arterials as traffic volumes increase and as needs arise.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ 300,000	$ 300,000	$ 300,000	$ 600,000	$ 1,255,856	$ 7,718,220	$ 10,474,076
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ 300,000	$ 300,000	$ 300,000	$ 600,000	$ 1,255,856	$ 7,718,220	$ 10,474,076

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Traffic Safety Management Program

The Practical Action & Customer Service Oriented Speed Management Program is based entirely on requests and concerns voiced by residents. The systematic approach will identify the appropriate needs and projects to address speeding issues throughout Arvada.



Project Justification

This project will improve safety for drivers, pedestrians, and bicyclists. It supplements traditional education and enforcement strategies currently engaged in by the traffic engineering and police teams.

Project Funding & Timeline

This is an ongoing project funded by 98-101 dollars.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 500,000
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 500,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF4
Innovates safe, accessible, and efficient connections to modes of transportation, including transit, streets, sidewalks, and bikeways, with a focus on enhanced technology at high-priority intersections improving safety, minimizing traffic congestion, and making first and last-mile connections.

Stormwater Overview

The City's Stormwater utility has programmed a robust series of projects to span the coming decade. Major plans include various outfall improvements aimed at mitigating potential threats of flash flooding and property damage. Ongoing operations include stream bank stabilizations, open channel vegetation management, minor miscellaneous infrastructure replacements and upgrades, as well as joint master plan studies with the Mile High Flood District.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	4,672,235	600,000	600,000	600,000	600,000	3,000,000	10,072,235
External $	-	-	-	-	-	-	-
Total Sources	$ 4,672,235	$ 600,000	$ 600,000	$ 600,000	$ 600,000	$ 3,000,000	$ 10,072,235

Mile High Flood District Master Plan Studies

Drainageway Master Plans are updated or created through collaboration with the Mile High Flood District to identify solutions to basin-wide drainage problems. By contributing financial support, the City becomes eligible to receive Mile High Flood District construction funds as they are available.



Project Justification

This project is for engineering analysis and the creation of drainageway master plans to identify basin-wide drainage problems. Basins can also traverse across multiple jurisdictional lines.

Project Funding & Timeline

This project was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
External $	-	-	-	-	-	-	-
Total Sources	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Joint Stream Maintenance

This project funds the City's share of the construction of jointly funded stream maintenance projects with the Mile High Flood District, or other City driven projects, as opportunities become available.



Project Justification

This project is for the maintenance of existing stormwater infrastructure on creeks and drainageways throughout the City so that the infrastructure continues to function as designed. This funding helps address resident and City team concerns that are identified throughout the year.

Project Funding & Timeline

This project was not funded in 2026. These funds should be used to either add to contributions made by Mile High Flood District, or other City departments involving the maintenance of open channels.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	63,714	-	-	-	-	-	63,714
External $	-	-	-	-	-	-	-
Total Sources	$ 63,714	$ -	$ -	$ -	$ -	$ -	$ 63,714

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Van Bibber Creek from Oak Street to Kipling Parkway

As a result of an updated hydraulic analysis of Van Bibber Creek, improvements are required at the Oak St and Kipling Parkway crossings as well as main and overflow channel improvements.



Project Justification

To reduce the flood water surface elevations and meet the intent of the US Army Corps of Engineers “Flood Projection Project Segment 2 Upstream of New Kipling,” completed in July 2006.

Project Funding & Timeline

This project is funded by the Stormwater Utility fee in partnership with Mile High Flood District. This project is currently on hold and was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,025,000	-	-	-	-	-	1,025,000
External $	-	-	-	-	-	-	-
Total Sources	$ 1,025,000	$ -	$ -	$ -	$ -	$ -	$ 1,025,000

Operating Cost Impact

Through the Maintenance Eligibility Program(MEP), MHFD funding can be used to help operate and maintain the project Improvements.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Drainage Improvements

This project is intended to fund the construction of stormwater improvements per the recommendations received in the 2021 Stormwater Master Plan study project, as well as address drainage issues raised by our community and staff.



Project Justification

The 2021 Stormwater Master Plan outlined areas of deficiencies throughout the City defined as “hot spots.” These hot spots include areas with undersized storm drains or street capacities that cannot carry flood flows following our Code of Standards and Specifications. This fund also addresses drainage issues brought by the community as well as our staff.

Project Funding & Timeline

This is an ongoing project funded by the Stormwater Utility fee.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,886,521	600,000	600,000	600,000	600,000	3,000,000	8,286,521
External $	-	-	-	-	-	-	-
Total Sources	$ 2,886,521	$ 600,000	$ 600,000	$ 600,000	$ 600,000	$ 3,000,000	$ 8,286,521

Operating Cost Impact

This funding will help reduce the annual frequency of maintaining and operating these problem drainage areas.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Arvada Center Regional Detention Pond

This project was identified in the Hidden Lake/Bates Lake 2008 Major Drainageway Plan that will provide detention and stormwater quality to approximately 115 acres of development to the west and south of the Arvada Center. This will help clean up the stormwater before the ultimate release into Hidden Lake, and reduce flooding potential downstream.



Project Justification

The 2021 Stormwater Master Plan identified the storm sewer from the Arvada Center to the Hidden Lake outfall near Sheridan to be undersized in the minor storm event. Providing a regional facility will greatly reduce the replacement needs in this reach.

Project Funding & Timeline

This project was not funded in 2026. This project is funded by the Stormwater Utility fee in partnership with Mile High Flood District. The project is expected to be completed in 2027.

Sources	Existing	2025	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	205,000	-	-	-	-	-	-	205,000
External $	-	-	-	-	-	-	-	-
Total Sources	$ 205,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 205,000

Operating Cost Impact

Through the Maintenance Eligibility Program(MEP), MHFD funding can be used to help operate and maintain the project improvements.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Ralston Creek At Creek Side Park Improvements

A segment of Ralston Creek upstream of Pierce Street has scoured and eroded along the channel banks, leaving portions of a pedestrian bridge exposed underneath the abutments. The creek just downstream of the bridge has also cut and formed steep, unstable banks nearly 8’ in height. The bridge and channel will be stabilized with grouted boulder walls along both side of the channel. The scour underneath the bridge will also be stabilized with high-strength flowable fill.



Project Justification

This project will stabilize the pedestrian bridge, increasing public safety and protecting the stream from further erosion. n t

Project Funding & Timeline

This project is be funded by Stormwater utility fees. Expected completion in 2027

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	242,000	-	-	-	-	-	242,000
External $	-	-	-	-	-	-	-
Total Sources	$ 242,000	$ -	$ -	$ -	$ -	$ -	$ 242,000

Operating Cost Impact

No known cost of ongoing maintenance at this time.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

5685 Sheridan Frontage Road Drainage Improvements

Replacement of failed corrugated metal storm pipe and inlets, and installation of new concrete crosspans for surface drainage.



Project Justification

The failing storm infrastructure is actively creating potholes and sinkholes in the road, increasing flooding and safety risks. This road is the only access for the local businesses.

Project Funding & Timeline

This project is funded by Stormwater utility fees. Expected completion in 2026

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	250,000	-	-	-	-	-	250,000
External $	-	-	-	-	-	-	-
Total Sources	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ 250,000

Operating Cost Impact

There are no operating cost associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Wastewater Overview

The plan for the Wastewater Division, which operates and maintains the City's sanitary sewer system, focuses primarily on the maintenance and replacement of sewer infrastructure throughout the City to our connection with Metro Recovery who provied treatment. The comprehensive inspections and proactive maintenance that have marked Wastewater operations for over a decade, particularly with its cure-in-place pipe (CIPP) work, will continue in order to carry on its exemplary service record. In addition, the expansion of system capacity in the north area of the City will meet rising demands as growth continues in the coming years.



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	3,617,099	3,005,833	4,977,000	4,599,000	1,524,000	8,846,536	26,569,468
Bond $	45,214,106	7,085,000	27,438,333	20,442,833	3,291,667	-	103,471,939
Total Sources	$ 48,831,205	$ 10,090,833	$ 32,415,333	$ 25,041,833	$ 4,815,667	$ 8,846,536	$ 130,041,407

Open Cut

Approximately 60% of the sanitary sewer system was constructed before 1980. Material from that earlier period has a 50-year life cycle. Using a relatively inexpensive process, these sewer lines are being rehabilitated, resulting in an extension of their life cycle by many decades.



Project Justification

This project maintains the reliability and capacity of the wastewater system.

Project Funding & Timeline

This is an ongoing project funded by the Wastewater Fund and Bond Issuance.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	862,000	1,080,000	1,192,000	1,452,000	1,524,000	8,846,536	14,956,536
Bond $	750,000	-	-	-	-	-	750,000
Total Sources	$ 1,612,000	$ 950,000	$ 998,000	$ 1,048,000	$ 1,100,000	$ 6,384,285	$ 15,706,536

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

NTL 8 68th & Sheridan to Tennyson & W. 68th Ave

The NTL has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development. This segment is also at the end of its useful life and in need of rehabilitation or replacement.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan is required to need the timeline for planned development. This segment is at the end of its useful life and in need of replacement.

Project Funding & Timeline

This project is funded by the Wastewater fund and Bond Issuance. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	600,000	1,595,833	-	-	-	-	2,195,833
Bond $	-	-	13,550,000	2,887,500	-	-	16,437,500
Total Sources	$ 600,000	$ 1,595,833	$ 13,550,000	$ 2,887,500	$ -	$ -	$ 18,633,333

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

NTL 10, 61st & Tennyson

The North Trunk of the sanitary sewer has several bottlenecks. There is not enough capacity to serve growth in the northwest part of the City. This project will upsize the sewer line in the 61st and Tennyson area to our connection with Metro Water Recovery. This segment is also at the end of its useful life and in need of rehabilitation or replacement.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan is required to need the timeline for planned development. This segment is at the end of its useful life and in need of replacement.

Project Funding & Timeline

This project is funded by Bond Issuance. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	15,640,000	-	-	-	-	-	15,640,000
Total Sources	$ 15,640,000	$ -	$ -	$ -	$ -	$ -	$ 15,640,000

Operating Cost Impact

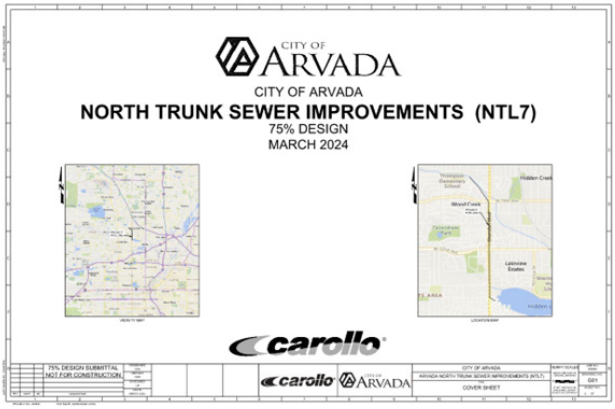
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

NTL 7, W. 81st & Teller to W. 72nd & Sheridan

The NTL has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development. This segment is also at the end of its useful life and in need of rehabilitation or replacement.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan is required to need the timeline for planned development. This segment is at the end of its useful life and in need of replacement.

Project Funding & Timeline

This project is funded by Bond Issuance. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	16,226,000	-	-	-	-	-	16,226,000
Total Sources	$ 16,226,000	$ -	$ -	$ -	$ -	$ -	$ 16,226,000

Operating Cost Impact

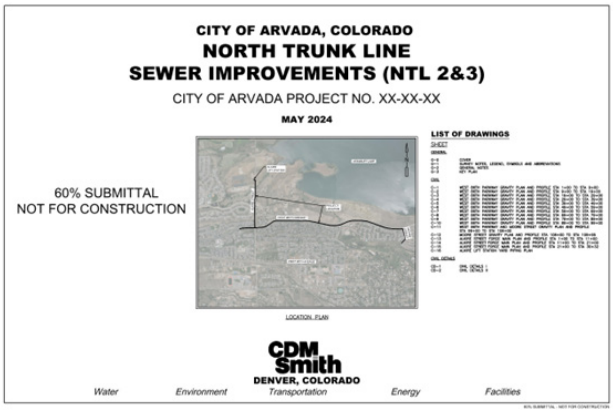
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

NTL 2/NTL 3/Alkire Force Mains

The NTL has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development. The Phase 1 evaluation recommended a new alignment that requires construction of the NT2 and NT3 together. The Alkire Force Main will tie in at the upstream end of the project and thus is included in the project.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan is required to need the timeline for planned development. This segment is at the end of useful life and in need of replacement.

Project Funding & Timeline

This project is funded by Bond Issuance. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	12,598,106	4,000,000	-	-	-	-	16,598,106
Total Sources	$ 12,598,106	$ 4,000,000	$ -	$ -	$ -	$ -	$ 16,598,106

Operating Cost Impact

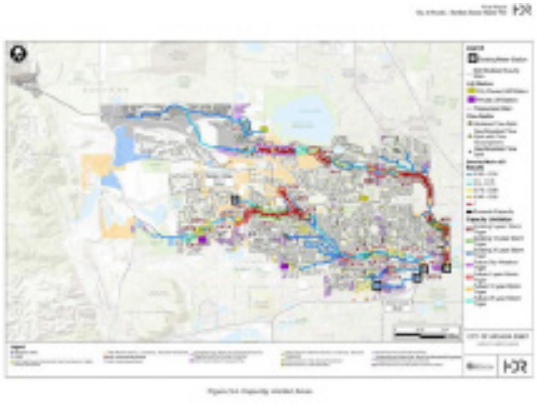
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Central Trunk Line (CTL)

The Central Trunk Line (CRT) has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development. These segment are also nearing the end of useful life and is in need of rehabilitation or replacement.



Project Justification

Required to meet demand from planned development and address aging infrastructure at the end of its useful life.

Project Funding & Timeline

This project is an ongoing project funded by the Wastewater Fund.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	330,000	3,785,000	3,147,000	-	-	7,262,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 330,000	$ 3,785,000	$ 3,147,000	$ -	$ -	$ 7,262,000

Operating Cost Impact

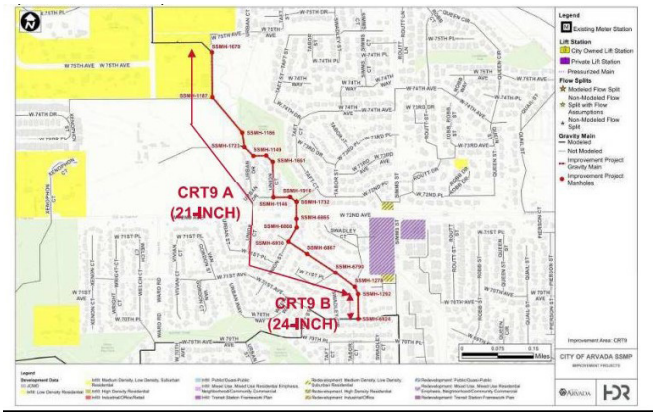
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

CRT 8/9, Union from W. 75th to W. 71st

The Central Ralston Trunk Line (CRT) has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development. This segment is also at end of useful life and is in need of rehabilitation or replacement.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan is required to need the timeline for planned development. This segment is at the end of useful life and in need of replacement.

Project Funding & Timeline

This project is funded by the Bond Issuance. This project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	-	530,000	4,350,000	-	-	-	4,880,000
Total Sources	$ -	$ 530,000	$ 4,350,000	$ -	$ -	$ -	$ 4,880,000

Operating Cost Impact

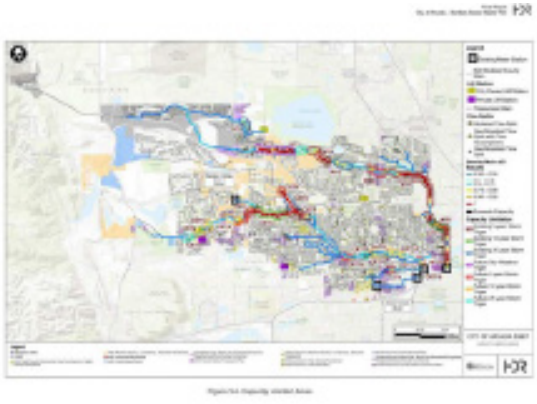
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

CRT 5/6 from Eldridge to Apex Center

The Central Ralston Trunk Line (CRT) has several areas that are at or exceed capacity. This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development.



Project Justification

This project was identified as a priority segment as part of the Sewer Master Plan and is required to meet the timeline for planned development.

Project Funding & Timeline

This project is funded by the Bond Issuance. This project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	-	2,225,000	4,863,333	-	-	-	7,088,333
Total Sources	$ -	$ 2,225,000	$ 4,863,333	$ -	$ -	$ -	$ 7,088,333

Operating Cost Impact

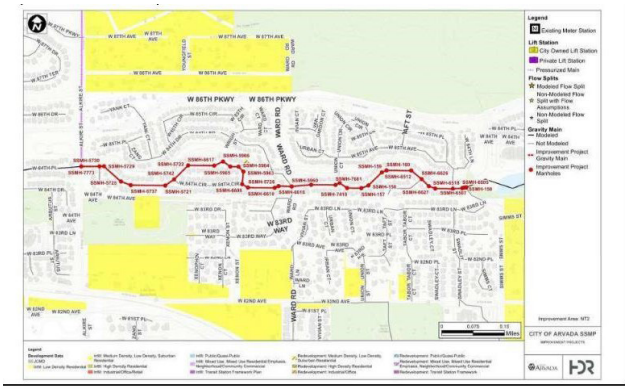
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

NTL Sewer System Condition Assessment Results

This project provides funding for the execution of the condition assessment of trunk lines. The report is anticipated summer 2024. This project provides funds to implement the identified condition issues.



Project Justification

This project provides for rehabilitation of trunk sewers that are not capacity limited.

Project Funding & Timeline

This project is an ongoing project funded by the Wastewater Fund.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	-	330,000	3,785,000	3,147,000	-	-	7,262,000
Total Sources	$ -	$ 330,000	$ 3,785,000	$ 3,147,000	-	-	$ 7,262,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Oversizing of Replacement Pipelines for Additional Capacity

This project involves rehabilitation of the larger sewer pipelines. It provides funding for areas where larger pipeline sizes are needed to increase capacity or to remove structures that result in flow constrictions.



Project Justification

This project maintains the wastewater collection system and increases flow capacity where needed.

Project Funding & Timeline

This project was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	360,000	-	-	-	-	-	-
Bond $	-	-	-	-	-	-	-
Total Sources	$ 360,000	$ -	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

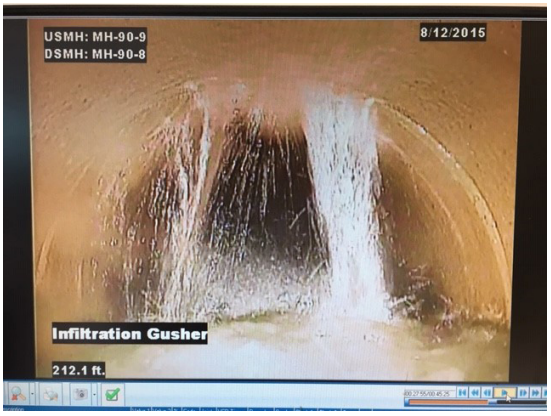
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Trenchless Sewer Program

Groundwater infiltration into the city's sanitary sewer system after heavy rains has been identified at various points in the system. The City is then required to pay for treatment of this groundwater as it flows through the Metro Wastewater system. This project will fund improvements to underdrain systems and replacement of sections of sanitary sewer main where infiltration is the greatest.



Project Justification

Any inflow from groundwater into the sanitary sewer system is billed by Metro Water Recovery and reduces capacity of sewer pipes.

Project Funding & Timeline

This project was funded by the Wastewater Fund. This project was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,362,099	-	-	-	-	-	1,362,099
Bond $	-	-	-	-	-	-	-
Total Sources	$ 1,362,099	$ -	$ -	$ -	$ -	$ -	$ 1,362,099

Operating Cost Impact

Elimination of groundwater infiltration results in lower operating costs.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Wastewater Master Plan Update

Description will be updated in November.



Project Justification

Description will be updated in November.

Project Funding & Timeline

This project was funded by the Wastewater Fund. This project was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	433,000	-	-	-	-	-	433,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 433,000	$ -	$ -	$ -	$ -	$ -	$ 433,000

Operating Cost Impact

No operating cost are associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Water Overview

The Water category includes improvements for all water infrastructure, including water treatment plants and the drinking water distribution system. Over $117 million through the ten-year plan is included for the Gross Reservoir Expansion, which will substantially increase the availability of water for the City, ensuring a stable and adequate supply for decades to come. Other projects, including system capacity expansion to accommodate new growth in the northwest and continued water main replacements, will see to the continued provision of safe drinking water..



Summary of General Administration Sources

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
External $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	123,187,505	4,725,833	6,364,833	8,599,833	960,000	37,297,000	181,135,004
Bond $	63,227,514	17,399,000	62,575,000	88,000,000	79,000,000	54,000,000	365,201,514
Total Sources	$ 186,415,019	$ 22,124,833	$ 68,939,833	$ 96,599,833	$ 79,960,000	$ 91,297,000	$ 545,336,518

2021 Water Replacement

Water infrastructure installed before 1980 generally has a 50-year life cycle. As this part of the water system reaches the end of its life cycle, the infrastructure needs to be replaced. The pipeline replacement priority is based on leak history, age, and other known factors about the condition of the pipeline.



Project Justification

A proactive main replacement program is key to maintaining the reliability of the water system, an expectation and responsibility to the City of Arvada ratepayers.

Project Funding & Timeline

This project is funded by the Water Fund and Bond Issuance. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,313,125	-	-	-	-	-	2,313,125
Bond $	2,564,427	-	-	-	-	-	2,564,427
Total Sources	$ 4,877,552	$ -	$ -	$ -	$ -	$ -	$ 4,877,552

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

2024 Water Replacement

Water infrastructure installed prior to 1980 generally has a 50-year life cycle. As this part of the water system reaches the end of its life cycle, the infrastructure needs to be replaced. The pipeline replacement priority is based upon leak history, age, and other known factors about the condition of the pipeline.



Project Justification

A proactive main replacement program is key to maintaining the reliability of the water system, an expectation and responsibility to City of Arvada rate payers.

Project Funding & Timeline

This project is funded by the Water Fund and Bond Issuance. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	7,669,345	-	-	-	-	-	7,669,345
Bond $	3,500,000	-	-	-	-	-	3,500,000
Total Sources	$ 11,169,345	$ -	$ -	$ -	$ -	$ -	$ 11,169,345

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

2025 Water Replacement

Water infrastructure installed prior to 1980 generally has a 50-year life cycle. As this part of the water system reaches the end of its life cycle, the infrastructure needs to be replaced. The pipeline replacement priority is based upon leak history, age, and other known factors about the condition of the pipeline.



Project Justification

A proactive main replacement program is key to maintaining the reliability of the water system, an expectation and responsibility to City of Arvada rate payers.

Project Funding & Timeline

This project is funded by the Water Fund. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	9,013,000	-	-	-	-	-	9,013,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 9,013,000	$ -	$ -	$ -	$ -	$ -	$ 9,013,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Gross Reservoir Expansion

Arvada has entered into a financial partnership with Denver Water for the expansion of Denver's Gross Reservoir in the Moffat system. Arvada's participation in the Moffat project will result in a water system that can meet the needs of the City at full buildout according to the City's 2014 Comprehensive Plan.



Project Justification

This project will provide additional water supplies to meet City development at buildout.

Project Funding & Timeline

This project is funded by Water System Development Charges and Bond Issuance. The project is expected to be completed in 2027. In October of 2013, $36,514,560 was placed into escrow per an agreement with Denver Water as part of the City's financial obligation toward the expansion.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	81,629,968	-	-	-	-	-	81,629,968
Bond $	49,202,087	16,894,000	15,093,000	-	-	-	81,189,087
Total Sources	$ 130,832,055	$ 16,893,691	$ 15,093,000	$ -	$ -	$ -	$ 162,819,055

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Water Treatment Plant Maintenance and Repairs

The water treatment plants are aging and require ongoing maintenance to remain operational while plans are made to replace the treatment plant in future years.



Project Justification

This project is for ongoing capital maintenance for the water treatment plant.

Project Funding & Timeline

This is an ongoing project funded by the Water Fund.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	599,639	570,000	600,000	630,000	660,000	3,750,000	6,809,639
Bond $	-	-	-	-	-	-	-
Total Sources	$ 599,639	$ 570,000	$ 600,000	$ 630,000	$ 660,000	$ 3,750,000	$ 6,809,639

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Chemical System Improvement

Update and rehabilitate aging water treatment plant chemical feed systems. Individual chemical feed locations require backflow prevention and eyewash stations and water access are needed on all levels of the building



Project Justification

The water treatment facilities use numerous chemicals to remove contaminants and to render inactivate pathogens. Without consistent chemical feed, the plant will not be able to produce safe drinking water could violate drinking water regulatory requirements. These aging systems are at risk of failure.

Project Funding & Timeline

This project is funded by the Water Fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	481,004	1,137,000	-	-	-	-	1,618,004
Bond $	-	-	-	-	-	-	-
Total Sources	$ 481,004	$ 1,137,000	$ -	$ -	$ -	$ -	$ 1,618,004

Operating Cost Impact

The operating impact will be known after project design is complete.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Zone 6 Tank

The water distribution system requires additional water storage and pumping to meet the current and future demands of planned development. Most of the storage provided by this tank is identified in the Jefferson Center Metropolitan District Utility Master Plan.

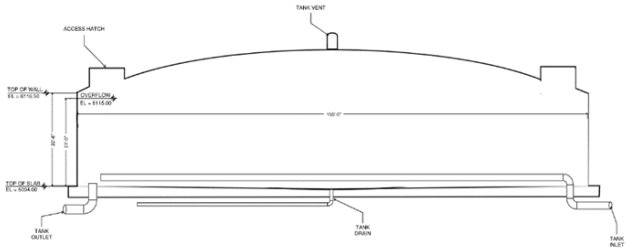


Figure 5-6. Future Zone 6- 3.0 MG Tank Conceptual Design

Project Justification

This project is required for planned development to continue on the current timeline. Funding for the JCMD-required storage will come from the Metro District.

Project Funding & Timeline

This project is funded by the Water Fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	6,250,000	-	-	-	-	-	6,250,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 6,250,000	$ -	$ -	$ -	$ -	$ -	$ 6,250,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Utility Billing Software

The water distribution system requires additional water storage and pumping to meet the current and future demands of planned development. Most of the storage provided by this tank is identified in the Jefferson Center Metropolitan District Utility Master Plan.



Project Justification

This project is required for planned development to continue on the current timeline. Funding for the JCMD-required storage will come from the Metro District.

Project Funding & Timeline

This project is funded by the Water Fund. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	375,000	375,000	-	-	-	750,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 375,000	$ 375,000	$ -	$ -	$ -	$ 750,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Raw Water Pump Station Upgrades and Modifications

This project provides improvements to aging infrastructure for increased operational efficiency. This project also replaces and improves equipment at or beyond the end of useful life, including adjustable frequency drives, electrical systems and instrumentation and controls.



Project Justification

This project was identified as a part of the Raw Water Infrastructure Assessment and Long-Term Plan as a priority project due to known operational issues, condition as well as the age of the asset.

Project Funding & Timeline

This project is funded by the Water Fund. This project will occur in the off season of each pump station over coming years.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	1,329,833	1,194,833	1,194,833		610,000	4,329,499
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 1,329,833	$ 1,194,833	$ 1,194,833		$ 610,000	$ 4,329,499

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Zone 6 Pumping & Piping

The water distribution system requires additional water storage and **pump**ing to connect the proposed water tank to the system. This is required for planned development to continue on the current timeline.



Project Justification

This project is required for planned development to continue on the current timeline.

Project Funding & Timeline

This project is funded by the Water Fund and JCMD Contributions. The project is expected to be completed in 2027.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	6,000,000	-	-	6,500,000	-	-	12,500,000
External Funding $	250,000	-	-	-	-	-	250,000
Total Sources	$ 6,250,000	$ -	$ -	$ -	$ -	$ -	$ 12,750,000

Operating Cost Impact

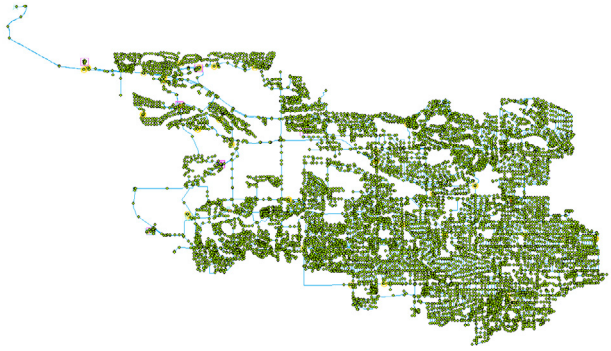
There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Hydraulic Modeling

The water distribution system hydraulic model requires annual updates to reflect system improvements and operational changes. This budget will be used to include those updates in the model and use the model for scenario analysis.



Project Justification

Understanding how changes in the distribution system, whether operational development or capital project based, will impact service throughout the system is fundamental to maintaining uninterrupted service and providing water within regulatory guidelines. The model will also help evaluate the impact of changing water demands over time. The model can be used to evaluate alternatives resulting in cost savings.

Project Funding & Timeline

This project is funded by the Water fund. It was not funded in 2026

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	71,953	-	-	-	-	-	71,953
Bond $	-	-	-	-	-	-	-
Total Sources	$ 71,953	$ -	$ -	$ -	$ -	$ -	$ 71,953

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Water Treatment Plant Replace and Expansion

The Water Treatment Plant Master Plan identified replacement of the Arvada WTP as more cost effective than significant repairs in the long-term. This line items provides budget for the steps needed to implement a new treatment plant after the completion of the siting study.



Project Justification

This project is needed to maintain existing treatment capacity and for additional water treatment capacity and is addressed in the 2019-2020 Water Treatment Master Plan.

Project Funding & Timeline

This project is funded by the Water Fund and Bond Issuance. The project is expected to be completed in 2030.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	15,000,000	15,000,000
Bond $	7,711,000	17,024,000	62,200,000	88,000,000	79,000,000	54,000,000	322,935,000
Total Sources	$ 7,711,000	$ 17,024,000	$ 62,200,000	$ 88,000,000	$ 79,000,000	$ 69,000,000	$ 322,935,000

Operating Cost Impact

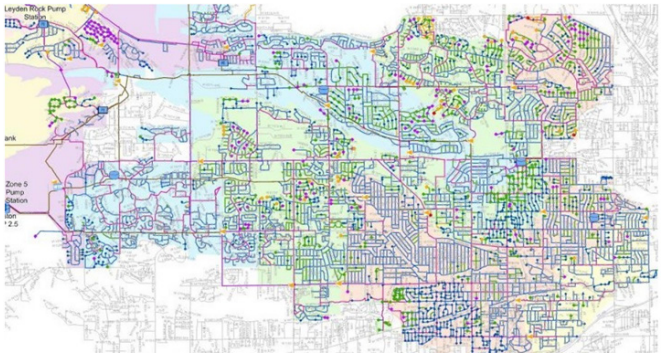
There will be operating cost associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Distribution System R&R

A water distribution system master plan was completed in 2020 and is being updated currently. completed. These funds are for system upgrades identified in the planning documents.



Project Justification

System upgrades are needed to provide improved long-term water system functionality and reliability.

Project Funding & Timeline

This project is funded by the Water Fund. Funding was not approved in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,093,256	-	-	-	-	-	1,093,256
Bond $	-	-	-	-	-	-	-
Total Sources	$ 1,093,256	$ -	$ -	$ -	$ -	$ -	$ 1,093,256

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Service Line Replacement

The revised EPA lead and copper rule requires water systems to conduct service line inventories, corrosion studies, provide optimal corrosion control treatment, and implement service line replacement programs.



Project Justification

This project fulfills the mandatory requirements of the revised EPA lead and copper rule, which includes the investigation/identification/replacement of any lead and/or galvanized water lines for our customers and city-owned properties.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,330,000	-	-	-	-	-	2,330,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 2,330,000	$ -	$ -	$ -	$ -	$ -	$ 2,330,000

Operating Cost Impact

The operating costs associated with this project is unknown at this time.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Ralston Water Treatment Plant Corrosion Control Chemical Feeds

Recent regulatory changes require lime feed at the start of the Ralston Water Treatment Plant and updates to the carbon dioxide feed system.



Project Justification

This project is required to meet regulatory requirements

Project Funding & Timeline

This project is funded by the Water fund and Bond Issuance. The project is expected to be completed in 2028.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	1,137,000	4,200,000	-	-	-	5,337,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 1,137,000	$ 4,200,000	$ -	$ -	$ -	$ 5,337,000

Operating Cost Impact

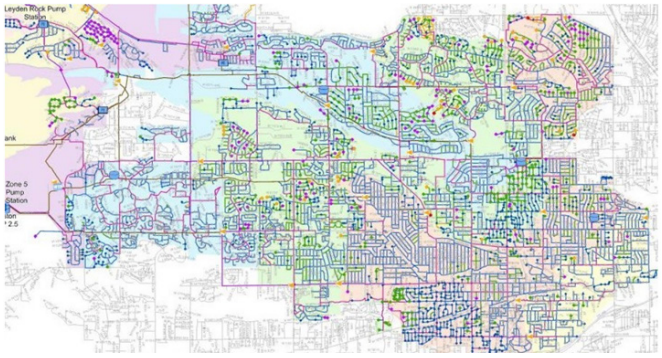
The operating costs associated with this project is unknown at this time.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Distribution System Master Plan Update

City council included utilities system master planning in the Strategic Plan. The Water Distribution System Master Plan was completed in 2019. Routine updating is needed to reflect system changes and verify and update project priorities.



Project Justification

Master Plans updates should be conducted approximately every 5 years.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed every 5 years, ongoing fundeding was not approved in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	400,000	-	-	-	-	-	-
Bond $	-	-	-	-	-	-	-
Total Sources	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Sliplining of 54” Transmission Main

Project was recommended based on an assessment completed for the 54” TM alignment West of Indiana and adjacent to the new Ralston Ridge Development.



Project Justification

The project would reduce risk of line damage and extend the useful life of the asset.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2029.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	1,100,000	-	-	-	-	-	1,100,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 1,100,000	$ -	$ -	$ -	$ -	$ -	$ 1,100,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Risk and Resiliency Assessment

Updated Risk and Resiliency and Emergency Response Plans (RRA/ERP) are required by America's Water Infrastructure Act (AWIA).



Project Justification

This project is a mandatory requirement per the new EPA regulations.

Project Funding & Timeline

This is an ongoing project funded by the Water fund.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	308,000	115,000	120,000	125,000	130,000	770,000	1,568,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 308,000	$ 115,000	$ 120,000	$ 125,000	$ 130,000	$ 770,000	$ 1,568,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Highway 93 Lakes Water Storage Project

This project is for construction of a raw water reservoir on the Pioneer-Blunn property.



Project Justification

This project meets future water supply needs.

Project Funding & Timeline

This project was not funded in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

The operating cost impact of this project is currently unknown.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Ralston Plant and System Storage Tanks Replacement and Expansion

In order to serve the city's growth, the water master plan identified the need to add storage capacity at the Ralston Water Treatment Plant. Additionally, existing storage in the distribution system is aged. A storage master plan is currently underway to provide a roadmap for replacement, rehabilitation, and expansion.



Project Justification

This project is twofold. One phase is a reinvestment to replace an old, failing, leaking storage tank with a new larger tank by 2030. After 2030, a second tank will be needed. If the request is not funded, the water system will not be able to serve the city needs as contemplated in the comprehensive plan.

Project Funding & Timeline

This project will be funded the Water fund.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	15,000,000	15,000,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ -	$ -	$ -	$ -	$ 15,000,000	$ 15,000,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Water Resources Master Plan

A Water Resources and raw water system master plan is needed to plan for future capacity and reinvestment needs for the system and supply portfolio. This plan compliments the recently completed Water Distribution Master Plan and Treatment Master Plans.



Project Justification

City council included utilities system master planning in the Strategic Plan. The raw water assets were not evaluated in the Water Treatment and Distribution System Master Plans. These are critical assets that require evaluation and master planning for reinvestment and upgrades.

Project Funding & Timeline

The project is expected to be completed every 5-10 years, last master plan was completed in 2025. This project was not approved for ongoing funding in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	-	-	-	-	-
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Arvada Blunn Reservoir Limnology Study

A Water Resources and raw water system master plan is needed to plan for future capacity and reinvestment needs for the system and supply portfolio. This plan compliments the recently completed Water Distribution Master Plan and Treatment Master Plans.



Project Justification

City council included utilities system master planning in the Strategic Plan. The raw water assets were not evaluated in the Water Treatment and Distribution System Master Plans. These are critical assets that require evaluation and master planning for reinvestment and upgrades.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	108,000	-	-	-	-	-	108,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 108,000	$ -	$ -	$ -	$ -	$ -	$ 108,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Ralston Water Treatment Plant Equipment Storage Building

Description will be updated in November.



Project Justification

Description will be updated in November.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	442,670	-	-	-	-	-	442,670
Bond $	-	-	-	-	-	-	-
Total Sources	$ 442,670	$ -	$ -	$ -	$ -	$ -	$ 442,670

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Water Fill Station R&R

The City manages three water fill stations across the City. These stations are used by a variety of customers (contractors, agricultural users) who use water for their work. These stations are at the end of their useful life. This project includes the repair/replacement of all parts and programming for two stations, and a complete replacement of the third.



Project Justification

These water fill stations generate revenue for the City.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	81,000	57,000	-	-	-	-	138,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 81,000	$ 57,000	$ -	$ -	$ -	$ -	$ 138,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Simms Tank Vault and W 80th Ave Valve Replacement

Description will be updated in November.



Project Justification

Description will be updated in November.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	2,300,000	-	-	-	-	-	2,300,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ 2,300,000	$ -	$ -	$ -	$ -	$ -	$ 2,300,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Raw Water R&R

Description will be updated in November.



Project Justification

Description will be updated in November.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	996,545	-	-	-	-	-	996,545
Bond $	-	-	-	-	-	-	-
Total Sources	$ 996,545	$ -	$ -	$ -	$ -	$ -	$ 996,545

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

SCADA Master Plan

The water system uses instrumentation, controls and an overall computer system to provide operators realtime information and control, both local and remote. This project is a master plan of all instrumentation and controls to identify updates and efficiencies. The outyear budget requests will provide for implementation of the identified upgrades



Project Justification

Provide a roadmap of updates and efficiencies.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	300,000	150,000	150,000	150,000	963,000	1,713,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 300,000	$ 150,000	$ 150,000	$ 150,000	$ 963,000	$ 1,713,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Arvada/Blunn Reservoir Outlet Slide Gate Upgrades and Modifications

This project includes a detailed inspection of the slide gates at the reservoir outlet tower and valve house. The slide gates are to be replaced depending on condition of the slide gates during inspection. This project also includes replacing the hydraulic actuators and upgrade the electric systems at all locations.



Project Justification

This project was identified as a part of the Raw Water Infrastructure Assessment and Long-Term Plan as a priority project due to known operational issues, condition as well as the age of the asset.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	80,000	-	-	20,000	1,104,000	1,204,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ 80,000	$ -	$ -	$ 20,000	$ 1,104,000	$ 1,204,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Raw Water Pipeline Inspections and Upgrades

This project is the detailed inspection of raw water pipelines for condition to determine any needed repairs or replacements.



Project Justification

This project was identified as a part of the Raw Water Infrastructure Assessment and Long-Term Plan as a priority project due to known operational issues, condition as well as the age of the asset.

Project Funding & Timeline

This project is funded by the Water fund. The project is expected to be completed in 2026.

Sources	Existing	2026	2027	2028	2029	2030-2034	Project Total
98-101 $	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other City $	-	-	100,000	-	-	100,000	200,000
Bond $	-	-	-	-	-	-	-
Total Sources	$ -	$ -	$ 100,000	$ -	$ -	$ 100,000	$ 200,000

Operating Cost Impact

There are no operating costs associated with this project.

Strategic Plan Alignment

INF1: Provides the community with a safe, resilient, high-quality water supply, drainage system, wastewater disposal, and solid waste management services for full city build-out, as defined by the Comprehensive Plan. This includes maintaining utility rates at lowest practical levels with accurate billing that supports robust and reliable infrastructure.

Future Unprioritized Projects

Capital projects need a long lead time for planning, environmental studies, and cost evaluation. As a result, the City maintains a list of potential future projects. While these projects may be pursued in time, they have not been prioritized and are not a part of the current capital improvement plan.

Project	Anticipated Cost
General Administration	**$ 1,520,000**
Post Office Master Plan	50,000
City Hall Service Counter Security	**600,000**
Indiana Shops Fence Replacement	695,000
City Hall PD West Entrance Safety	175,000
Transportation	**$ 252,724,190**
Alkire St. - W. 86th Pkwy to W. 88th Ave.	700,000
Bicycle / Pedestrian Overpass at Alkire St. and Union Pacific Railroad	4,628,000
Bridge and Structure Repair - Ongoing	1,950,000
Eldridge Street - W. 64th Ave. to Ralston Creek	3,000,000
Indiana Street Widening -W. 64th Ave. to W. 86th Pkwy	42,126,190
Kendrick Dr. Extension - W. 64th Ave. to Indiana St.	11,000,000
Leyden Parkway Improvements	8,000,000
Oberon Road Improvements	12,000,000
Olde Town Strategic Reinvestment Plan Implementation	1,700,000
Quaker St. Improvements - W. 72nd Ave. to Leyden Road	13,100,000
Railroad Crossing Replacement - Ongoing	370,000
Traffic Safety Management Program	450,000
W 52 Ave trail/sidewalk	2,500,000
W. 72nd Ave. Improvements - Indiana St. to McIntyre St.	6,000,000
W. 72nd Ave. Improvements - Simms St. to Indiana St.	33,000,000
W. 72nd Ave. Spot Widening	800,000
W. 80th Ave. Improvements - Kipling St. to Simms St.	13,100,000
W. 80th Ave. Improvements - Simms St. to Alkire St.	13,100,000
W. 80th Avenue UP Railroad Grade Separation	8,100,000
Ward Rd Extension - Double E Ranch Frontage	1,000,000
Ward Rd. Extension - W. 72nd Ave. to W. 86th Pkwy. 4-lane section	36,600,000
Ward Road Extension - W. 72nd Ave to W. 80th Ave. (Two Lane Section)	**15,000,000**
Ward Road Improvements - W. 64th Ave. to W. 72nd Ave.	24,500,000
Parks	**$ 78,981,000**
Leyden Lake Open Space and Trails	3,340,000

Future Unprioritized Projects (continued)

Project	Anticipated Cost
Indiana Equestrian Center Completion	785,000
Pioneer Park	355,000
Lake Arbor Park	3,325,000
Gibbs West Community Park	4,000,000
Churches Ranch National Historic District	1,710,000
Moore Brothers Farm and Agricultural Center	1,525,000
Leyden Lake Park Preserve Acquisition	3,620,000
Arvada Blunn Reservoir	1,075,000
Long Lake Parking Lot ADA	1,275,000
Trail Gaps	50,000,000
Lake Arbor Maintenance Building	890,000
Stenger / Lutz Parking Lot Paving and ADA	4,000,000
Implementation of 2011 Long Lake Regional Park Master Plan	TBD
Westridge Park Bank Stabilization	**281,000**
Lighting Efficiency Updates (Lutz and Long Lake)	2,800,000
Total Unfunded Projects	**$ 333,225,190**

LONG-TERM DEBT OBLIGATIONS

Payments on all of the City of Arvada's long–term obligations are included in debt service. This includes revenue bonds and lease purchase agreements. Additionally, the City has a number of lease-purchase agreements for equipment, however, such payments are handled through operating budgets, because the amounts are small and do not adversely affect operating budgets.

LEGAL DEBT LIMIT

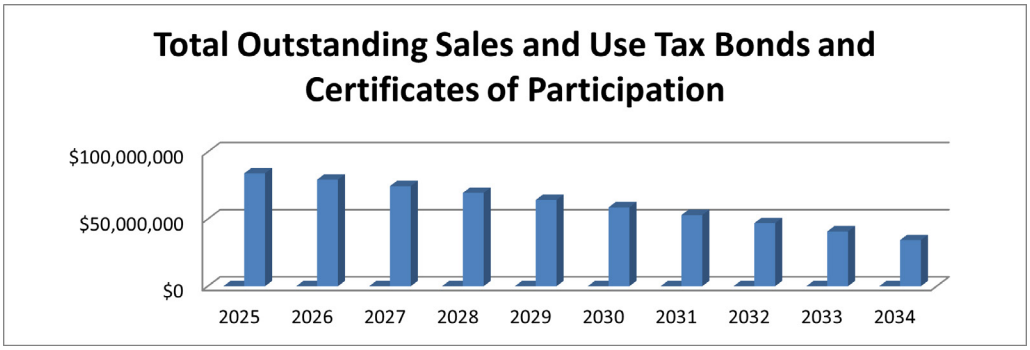
General obligation debt is a direct obligation which pledges the full faith and credit of the government. The Colorado Revised Statutes provides that general obligation indebtedness for all purposes shall not at any time exceed 3 percent (3%) of actual value, as determined by the County Assessor, of the taxable property in the City. As of December 31, 2024, the City has no general obligation debt outstanding and does not intend to issue any general obligation debt at this time. The City's debt is within the legal debt limit as demonstrated by the table below:

Legal Debt Limit		
Actual Value	**$**	**29,238,796,666**
Debt Limit: 3 percent of Actual Value	**$**	**877,154,900**
Amount of General Obligation Debt	**$**	**0**

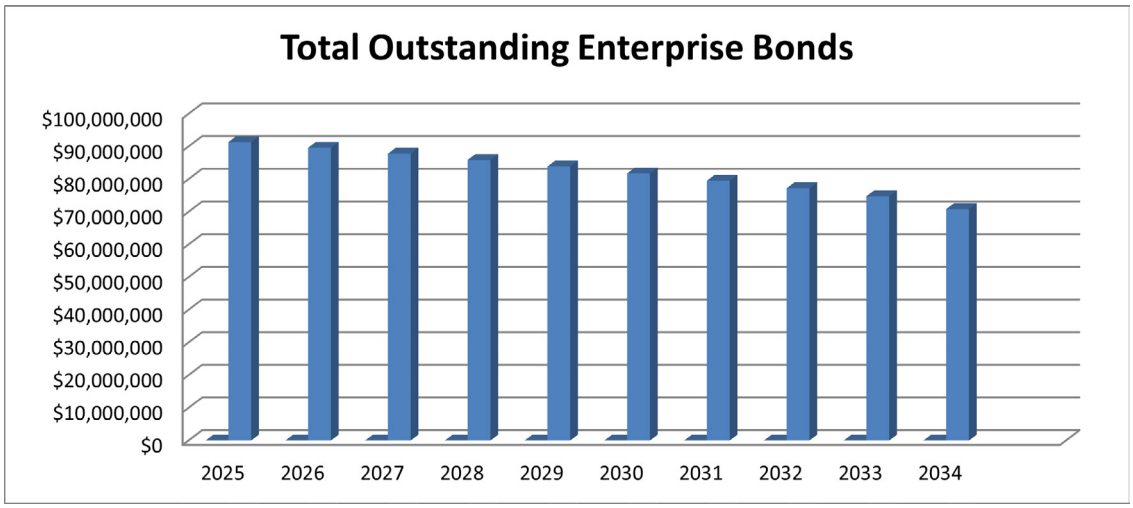
TOTAL FINANCIAL OBLIGATIONS

In 2018, the City retired the 1998 Sales and Use Tax Bonds. A ballot question for the reissuance of bonds was voted on and approved in November 2018. The City issued $70,825,000 of Sales and Use Tax Bonds in February 2019 for two transportation capital improvement projects. The City issued $7,230,000 of Sales and Use Tax Bonds in June 2023 for two transportation capital improvement projects.

Certificates of Participation (COPs) are a lease-financing mechanism where the City enters into an agreement to make regular lease payments for the use of an asset over a period of time, after which the title of the asset's transfers to the government. Since the government can decide, at any time, to discontinue the lease, COPs do not constitute a multi-year fiscal obligation and can be issued without voter approval. While COPs are not technically debt, they are included in this graph to show the City's total governmental financial obligations. Total debt in 2025 is $84,007,810 which decreases to $34,349,895 in 2034.



In 2022, the City issued $48,150,000 in Water Revenue Bonds for several capital improvement projects identified in the Capital Improvements section. The City also issued $47,855,000 in Wastewater Revenue Bonds in 2022 for two sewer trunk line replacements. In 2025 the City issued $85,670,000 In Water Revenue Bonds for several capital improvements projects identified in the Capital Improvements section. The City also issued $14,555,000 in Wastewater Revenue Bonds in 2025 for two sewer trunk line replacements. In addition, approximately half of the proceeds from the 2016 Certificates of Participation were used to fund the expansion of the West Woods Golf Clubhouse. The Golf Course Fund transfers approximately half of the debt service payment of the 2016 Certificates of Participation to the COP Debt Service Fund.



BOND RATINGS

The City's Sales and Use Tax Revenue Bond rating with Standard & Poor's (S & P) Global Ratings is AAA, the very highest rating. The rating was assigned in May 2023 when the City issued bonds to fund two transportation capital improvement projects. Key rating drivers from S & P Global rating report include:

- A strong-to-very strong economic base with ongoing development, which benefits from the city's access to participation in the Denver-Aurora-Lakewood MSA
- Our view that the sales tax have historically demonstrated low volatility nationwide and are additionally supported by a relatively strong taxing base
- Extraordinarily strong maximum annual debt service (MADS) coverage for the sales and use tax revenue bonds of 15.8x, with strong reliance on pledged revenues that we believe serves as a deterrent to dilute coverage

The S & P Global bond rating is a credit score that describes the general credit worthiness of a company, city or county that issues debt. S & P Global rates how likely debt will be repaid from the entity in question.

The City's Water Revenue Bond rating with Fitch Ratings is AA+; this rating was assigned in June 2025 when the City issued bonds for several capital improvement projects. Key rating drivers from Fitch's rating report include:

- Very favorable service area, affordable rates for the vast majority of the population
- Very low operating cost burden and moderate investment needs
- The liquidity profile is neutral to the overall assessment with current days cash on had of 1,262 and coverage of full obligations of 4.9x

The Fitch bond rating is a credit score that describes the general credit worthiness of a company, city or county that issues debt. Fitch rates how likely debt will be repaid from the entity in question.

The City's Wastewater Revenue Bond rating with Fitch Ratings is AA; this rating was assigned in June, 2025 when the City issued bonds for several capital improvement projects. Key rating drivers from Fitch's rating report include:

- Very low operating cost burden and moderate investment needs
- Very favorable service area, affordable rate for the vast majority of the population
- Very strong financial profile with rising leverage. Coverage of full obligations and liquidity levels are robust and considered neutral to the assessment

The Fitch bond rating is a credit score that describes the general credit worthiness of a company, city or county that issues debt. Fitch rates how likely debt will be repaid from the entity in question.

Letter Grade	Capacity to Repay
AAA	Highest credit quality – Exceptionally strong capacity for repayment
AA	Very high credit quality - Very strong capacity for repayment
A	High credit quality – Repayment capacity more vulnerable to adverse business conditions
BBB	Good credit quality – Adverse business conditions more likely to impair repayment capacity
BB	Speculative - Elevated vulnerability to credit risk
B	Highly speculative – Material default risk is present
CCC	Substantial credit risk - Default is a possibility
CC	Very high levels of credit risk - Default of some kind appears probable
C	Near default – A default or default like process has begun
D	Default

The following table shows bond ratings from other cities in Colorado

City	Moody's	Fitch	Standard & Poor's
Arvada	-	-	AAA
Aurora	Aaa	AA+	*AA+
Denver	Aaa	AAA	AAA
Fort Collins	Aaa	-	-
Golden	-	-	*AAA
Lakewood	-	-	*AA+
Northglenn	-	-	AA+
Thornton	Aa1	-	*AA
Westminster	-	-	*AA+

*Assumed issuer credit rating based off of one notch higher than COP rating

DEBT SERVICE REQUIREMENTS

Series 2019 Sales and Use Tax Revenue Bonds

The City issued Sales and Use Tax Bonds in the amount of $70,825,000. The bonds were issued for the purpose of funding two capital improvement projects, widening an underpass at Union Pacific Railroad crossing on West 72nd Avenue between Kipling Street and Simms Street and improvements on Ralston Road between Yukon Street and Garrison Street. The bonds carry interest rates from 3% to 5% payable semi-annually June 1 and December 1 and principal due annually to December 31, 2038.

Sales and Use Tax Revenue Bonds - Series 2019

Year	Principal	Interest	Total Payment	Principal Balance
				57,700,000
2025	3,030,000	2,329,031	5,359,031	54,670,000
2026	3,180,000	2,177,531	5,357,531	51,490,000
2027	3,340,000	2,018,531	5,358,531	48,150,000
2028	3,510,000	1,851,531	5,361,531	44,640,000
2029	3,685,000	1,676,031	5,361,031	40,955,000
2030	3,865,000	1,491,781	5,356,781	37,090,000
2031	4,060,000	1,298,531	5,358,531	33,030,000
2032	4,265,000	1,095,531	5,360,531	28,765,000
2033	4,435,000	924,931	5,359,931	24,330,000
2034	4,565,000	791,881	5,356,881	19,765,000
2035	4,710,000	649,225	5,359,225	15,055,000
2036	4,855,000	502,038	5,357,038	10,200,000
2037	5,015,000	344,250	5,359,250	5,185,000
2038	5,185,000	174,994	5,359,994	0
Totals	$ 57,700,000	$ 17,325,817	$ 75,025,817	

Series 2023 Sales and Use Tax Revenue Bonds

The City issued Sales and Use Tax Bonds in the amount of $7,230,000. The bonds were issued for the purpose of funding two capital improvement projects, widening an underpass at Union Pacific Railroad crossing on West 72nd Avenue between Kipling Street and Simms Street and improvements on Ralston Road between Yukon Street and Garrison Street. The bonds carry interest rates is 5% payable semi-annually June 1 and December 1 and principal due annually to December 31, 2042.

Sales and Use Tax Revenue Bonds - Series 2023

Year	Principal	Interest	Total Payment	Principal Balance
				6,865,000
2025	95,000	343,250	438,250	6,770,000
2026	105,000	338,500	443,500	6,665,000
2027	110,000	333,250	443,250	6,555,000
2028	110,000	327,750	437,750	6,445,000
2029	115,000	322,250	437,250	6,330,000
2030	125,000	316,500	441,500	6,205,000
2031	130,000	310,250	440,250	6,075,000
2032	135,000	303750	438,750	5,940,000
2033	140,000	297,000	437,000	5,800,000
2034	150,000	290,000	440,000	5,650,000
2035	155,000	282,500	437,500	5,495,000
2036	165,000	274,750	439,750	5,330,000
2037	175,000	266,500	441,500	5,155,000
2038	180,000	257,750	437,750	4,975,000
2039	1,155,000	248,750	1,403,750	3,820,000
2040	1,210,000	191,000	1,401,000	2,610,000
2041	1,275,000	130,500	1,405,500	1,335,000
2042	1,335,000	66,750	1,401,750	0
Totals	$ 6,865,000	$ 4,901,000	$ 11,766,000	

Series 2016 Certificates of Participation

The City issued certificates of participation in the amount of $11,180,000 for the purpose of funding two capital improvement projects, reconstruction and widening of West 72nd Avenue and Indiana Street and to expand the West Woods Golf Clubhouse. The certificates of participation carry an interest rate of 4% payable June 1 and December 1 and principal due annually to December 31, 2036.

Certificates of Participation - Series 2016

Year	Principal	Interest	Total Payment	Principal Balance
				7,785,000
2025	515,000	316,550	831,550	7,270,000
2026	540,000	290,800	830,800	6,730,000
2027	560,000	269,200	829,200	6,170,000
2028	585,000	246,800	831,800	5,585,000
2029	605,000	223,400	828,400	4,980,000
2030	630,000	199,200	829,200	4,350,000
2031	655,000	174,000	829,000	3,695,000
2032	680,000	147,800	827,800	3,015,000
2033	710,000	120,600	830,600	2,305,000
2034	740,000	92,200	832,200	1,565,000
2035	765,000	62,660	827,660	800,000
2036	800,000	32,000	832,000	0
Totals	$ 7,785,000	$ 2,175,210	$ 9,960,210	

Series 2021 Certificates of Participation

The City and Jefferson County School District issued certificates of participation in the amount of $35,210,000 for the purpose of funding the replacement of the Meyers Pool complex with a 50-meter pool. The City and School District are each responsible for ½ of the Certificates of Participation, the City's portion is $17,605,000. The certificates of participation carry an interest rate of 2.25%. Interest and principle payments are due June 15 and December 15.

Certificates of Participation - Series 2021

Year	Principal	Interest	Total Payment	Principal Balance
				16,084,144
2025	786,333	357,495	1,143,828	15,297,811
2026	804,125	339,703	1,143,828	14,493,685
2027	822,320	321,508	1,143,828	13,671,366
2028	840,926	302,902	1,143,828	12,830,439
2029	859,953	283,875	1,143,828	11,970,486
2030	879,411	264,417	1,143,828	11,091,075
2031	899,309	244,519	1,143,828	10,191,766
2032	919,658	224,171	1,143,828	9,272,108
2033	940,466	203,362	1,143,828	8,331,642
2034	961,746	182,082	1,143,828	7,369,896
2035	983,507	160,321	1,143,828	6,386,389
2036	1,005,760	138,068	1,143,828	5,380,629
2037	1,028,517	115,311	1,143,828	4,352,112
2038	1,051,789	92,039	1,143,828	3,300,323
2039	1,075,587	68,241	1,143,828	2,224,736
2040	1,099,924	43,904	1,143,828	1,124,812
2041	1,124,812	32,000	1,156,812	0
Totals	$ 16,084,144	$ 3,373,918	$ 19,458,062	

Series 2022 Water Revenue Bonds

The City issued water revenue bonds in the amount of $48,150,000 to fund capital improvement projects including replacement of lead service lines, residential water meters, Ralston Water Treatment Filter rehabilitation, Ralston Water Treatment Plant rehabilitation, replacement of water lines and construction costs for the Gross Reservoir Expansion project. The bonds carry interest rates from 4% to 5% payable semi-annually June 1 and December 1 and principal due annually to December, 2052.

Water Revenue Bonds - Series 2022

Year	Principal	Interest	Total Payment	Principal Balance
				46,645,000
2025	830,000	2,045,050	2,875,050	45,815,000
2026	875,000	2,003,550	2,878,550	44,940,000
2027	915,000	1,959,800	2,874,800	44,025,000
2028	960,000	1,914,050	2,874,050	43,065,000
2029	1,010,000	1,866,050	2,876,050	42,055,000
2030	1,060,000	1,815,550	2,875,550	40,995,000
2031	1,115,000	1,762,550	2,877,550	39,880,000
2032	1,170,000	1,706,800	2,876,800	38,710,000
2033	1,225,000	1,648,300	2,873,300	37,485,000
2034	1,290,000	1,587,050	2,877,050	36,195,000
2035	1,355,000	1,522,550	2,877,550	34,840,000
2036	1,420,000	1,454,800	2,874,800	33,420,000
2037	1,490,000	1,383,800	2,873,800	31,930,000
2038	1,565,000	1,309,300	2,874,300	30,365,000
2039	1,645,000	1,231,050	2,876,050	28,720,000
2040	1,725,000	1,148,800	2,873,800	26,995,000
2041	1,795,000	1,079,800	2,874,800	25,200,000
2042	1,870,000	1,008,000	2,878,000	23,330,000
2043	1,945,000	933,200	2,878,200	21,385,000
2044	2,020,000	855,400	2,875,400	19,365,000
2045	2,100,000	774,600	2,874,600	17,265,000
2046	2,185,000	690,600	2,875,600	15,080,000
2047	2,275,000	603,200	2,878,200	12,805,000
2048	2,365,000	512,200	2,877,200	10,440,000
2049	2,460,000	417,600	2,877,600	7,980,000
2050	2,555,000	319,200	2,874,200	5,425,000
2051	2,660,000	217,000	2,877,000	2,765,000
2052	2,765,000	110,600	2,875,600	0
Totals	$ 46,645,000	$ 33,880,450	$ 80,525,450	

Series 2022 Wastewater Revenue Bonds

The City issued water revenue bonds in the amount of $47,855,000 to fund the replacement of two sewer trunk lines to provide for build out needs of the City. The bonds carry interest rates from 4% to 5% payable semi-annually June 1 and December 1 and principal due annually to December, 2052.

Wastewater Revenue Bonds - Series 2022

Year	Principal	Interest	Total Payment	Principal Balance
				46,360,000
2025	825,000	2,069,706	2,894,706	45,535,000
2026	865,000	2,028,456	2,893,456	44,670,000
2027	910,000	1,985,206	2,895,206	43,760,000
2028	955,000	1,939,706	2,894,706	42,805,000
2029	1,000,000	1,891,956	2,891,956	41,805,000
2030	1,050,000	1,841,956	2,891,956	40,755,000
2031	1,105,000	1,789,456	2,894,456	39,650,000
2032	1,160,000	1,734,206	2,894,206	38,490,000
2033	1,215,000	1,676,206	2,891,206	37,275,000
2034	1,280,000	1,615,456	2,895,456	35,995,000
2035	1,340,000	1,551,456	2,891,456	34,655,000
2036	1,410,000	1,484,456	2,894,456	33,245,000
2037	1,480,000	1,413,956	2,893,956	31,765,000
2038	1,555,000	1,339,956	2,894,956	30,210,000
2039	1,630,000	1,262,206	2,892,206	28,580,000
2040	1,715,000	1,180,706	2,895,706	26,865,000
2041	1,780,000	1,112,106	2,892,106	25,085,000
2042	1,855,000	1,040,906	2,895,906	23,230,000
2043	1,925,000	966,706	2,891,706	21,305,000
2044	2,005,000	889,706	2,894,706	19,300,000
2045	2,085,000	809,506	2,894,506	17,215,000
2046	2,170,000	726,106	2,896,106	15,045,000
2047	2,255,000	636,594	2,891,594	12,790,000
2048	2,350,000	543,575	2,893,575	10,440,000
2049	2,450,000	443,700	2,893,700	7,990,000
2050	2,555,000	339,575	2,894,575	5,435,000
2051	2,660,000	230,988	2,890,988	2,775,000
2052	2,775,000	117,938	2,892,938	0
Totals	$ 46,360,000	$ 34,662,452	$ 81,022,452	

Series 2025 Water Revenue Bonds

The City issued water revenue bonds in the amount of $85,670,000 to fund capital improvement projects including, costs for the Gross Reservoir Expansion project and planned repair, replacement and rehabilitation capital projects. The bonds carry interest rates from 5% payable semi-annually June 1 and December 1 and principal due annually to December 2054.

Water Revenue Bonds - Series 2025

Year	Principal	Interest	Total Payment	Principal Balance
				85,670,000
2025	530,000	1,689,603	2,219,603	85,140,000
2026	1,365,000	4,257,000	5,622,000	83,775,000
2027	1,435,000	4,188,750	5,623,750	82,340,000
2028	1,505,000	4,117,000	5,622,000	80,835,000
2029	1,580,000	4,041,750	5,621,750	79,255,000
2030	1,660,000	3,962,750	5,622,750	77,595,000
2031	1,745,000	3,879,750	5,624,750	75,850,000
2032	1,830,000	3,792,500	5,622,500	74,020,000
2033	1,925,000	3,701,000	5,626,000	72,095,000
2034	2,020,000	3,604,750	5,624,750	70,075,000
2035	2,120,000	3,503,750	5,623,750	67,955,000
2036	2,225,000	3,397,750	5,622,750	65,730,000
2037	2,335,000	3,286,500	5,621,500	63,395,000
2038	2,455,000	3,169,750	5,624,750	60,940,000
2039	2,575,000	3,047,000	5,622,000	58,365,000
2040	2,705,000	2,918,250	5,623,250	55,660,000
2041	2,840,000	2,783,000	5,623,000	52,820,000
2042	2,985,000	2,641,000	5,626,000	49,835,000
2043	3,130,000	2,491,750	5,621,750	46,705,000
2044	3,290,000	2,335,250	5,625,250	43,415,000
2045	3,450,000	2,170,750	5,620,750	39,965,000
2046	3,625,000	1,998,250	5,623,250	36,340,000
2047	3,805,000	1,817,000	5,622,000	32,535,000
2048	3,995,000	1,626,750	5,621,750	28,540,000
2049	4,195,000	1,427,000	5,622,000	24,345,000
2050	4,405,000	1,217,250	5,622,250	19,940,000
2051	4,625,000	997,000	5,622,000	15,315,000
2052	4,860,000	765,750	5,625,750	10,455,000
2053	5,100,000	522,750	5,622,750	5,355,000
2054	5,355,000	267,750	5,622,750	-
Totals	$ 85,670,000	$ 79,619,103	$ 165,289,103	

Series 2025 Wastewater Revenue Bonds

The City issued water revenue bonds in the amount of $14,555,000 to fund the replacement of two sewer trunk lines to provide for build out needs of the City. The bonds carry interest rates from 5% payable semi-annually June 1 and December 1 and principal due annually to December 2054.

Wastewater Revenue Bonds - Series 2025

Year	Principal	Interest	Total Payment	Principal Balance
				14,555,000
2025	90,000	287,057	377,057	14,465,000
2026	235,000	723,250	958,250	14,230,000
2027	245,000	711,500	956,500	13,985,000
2028	255,000	699,250	954,250	13,730,000
2029	270,000	686,500	956,500	13,460,000
2030	280,000	673,000	953,000	13,180,000
2031	295,000	659,000	954,000	12,885,000
2032	310,000	644,250	954,250	12,575,000
2033	325,000	628,750	953,750	12,250,000
2034	345,000	612,500	957,500	11,905,000
2035	360,000	595,250	955,250	11,545,000
2036	380,000	577,250	957,250	11,165,000
2037	395,000	558,250	953,250	10,770,000
2038	415,000	538,500	953,500	10,355,000
2039	440,000	517,750	957,750	9,915,000
2040	460,000	495,750	955,750	9,455,000
2041	485,000	472,750	957,750	8,970,000
2042	505,000	448,500	953,500	8,465,000
2043	530,000	423,250	953,250	7,935,000
2044	560,000	396,750	956,750	7,375,000
2045	585,000	368,750	953,750	6,790,000
2046	615,000	339,500	954,500	6,175,000
2047	645,000	308,750	953,750	5,530,000
2048	680,000	276,500	956,500	4,850,000
2049	715,000	242,500	957,500	4,135,000
2050	750,000	206,750	956,750	3,385,000
2051	785,000	169,250	954,250	2,600,000
2052	825,000	130,000	955,000	1,775,000
2053	865,000	88,750	953,750	910,000
2054	910,000	45,500	955,500	-
Totals	$ 14,555,000	$ 13,525,307	$ 28,080,307	

Fund - Department		2023 Actual	2024 Actual	2025 Budget	2026 Budget
01 General Fund	City Attorney's Office	17.00	18.00	18.00	18.00
	City Manager's Office	22.00	24.00	27.00	28.00
	Community and Economic Development	35.00	34.00	33.00	36.00
	Finance	31.00	31.00	31.00	31.00
	Human Resources	13.00	13.00	12.00	13.00
	Innovation and Technology Management	30.00	32.00	45.00	45.00
	Municipal Court	12.00	13.00	13.00	13.00
	Parks, Golf, and Hospitality	1.00	1.00	1.00	1.00
	Public Safety	170.00	170.50	168.50	171.00
	Public Works	106.00	101.00	102.50	105.50
	Utilities	4.00	1.00	1.00	1.00
Total 01 General Fund Positions		**441.00**	**438.50**	**452.00**	**462.50**
Streets		7.00	8.00	9.00	9.00
Community Development		4.50	3.50	2.50	1.00
Arvada Housing Authority		3.50	3.50	3.50	4.00
Parks		62.00	64.00	63.00	63.75
Police Tax Increment .21		41.50	45.00	44.00	41.50
Police Tax Increment .25		44.50	42.50	42.50	43.50
Capital Projects		1.00	1.00	1.00	1.00
2019 Bond Construction		0.00	0.00	0.00	0.00
Water		83.25	81.59	75.84	81.09
Wastewater		22.00	26.33	26.25	26.00
Golf Courses		23.00	23.00	23.00	23.25
Stormwater		7.95	12.28	12.95	11.95
Food Services		0.00	0.00	0.00	0.00
Solid Waste		2.20	2.20	2.86	2.86
Insurance		4.00	4.00	4.00	5.00
Computers		1.00	1.00	0.00	0.00
Print Shop		2.00	2.00	2.00	2.00
Vehicles		17.85	17.85	16.85	16.85
Buildings		1.00	1.00	2.00	2.00
Total Position FTE		**769.25**	**777.25**	**783.25**	**797.25**

Budget Position Changes

Fund		Type of Change	Work System	Department	Position	Notes
41	Water Fund	New	Infrastructure	Utilities	(+) Assistant Water Treatment Manager	New for 2026
41	Water Fund	New	Infrastructure	Utilities	(+) Plant Maintenance Technician	New for 2026
44	Stormwater Fund	New	Infrastructure	Utilities	(+) Utility Foreman	New
44	Stormwater Fund	New	Infrastructure	Utilities	(+) Utility Supervisor	New
55	Building Fund	New	Infrastructure	Public Works	(+) HVAC Technician	New
01	General Fund	Title	Organizational and Service Effectiveness	CMO	(+) Customer Experience Specialist	(-) Administrative Specialist
01	General Fund	Title	Organizational and Service Effectiveness	CMO	(+) Communications Manager	(-) Manager of Comminications & Marketing
01	General Fund	Title	Community and Economic Development	Economic Development	(+) Senior Economic Development Specialist	(-) Economic Development Specialist
01	General Fund	Title	Organizational and Service Effectiveness	Finance	(+) Accounts Payable Specialist	(-) AP Technician
01	General Fund	Title	Organizational and Service Effectiveness	Finance	(+) Accounts Receivable Specialist	(-) AR Technician
01	General Fund	Title	Organizational and Service Effectiveness	IT	(+) IT Infrastructure & Operations Manager	(-) Technology Infrastructure & Operations Manager
01	General Fund	Title	Organizational and Service Effectiveness	IT	(+) Business Applications & PMO Manager	(-) Technology & Project Services Manager
01	General Fund	Title	Organizational and Service Effectiveness	IT	(+) Senior ERP Administrator	(-) Software Developer
01	General Fund	Title	Organizational and Service Effectiveness	IT	(+) Infrastructure Architect	(-) IT Infrastructure Architect
01	General Fund	Title	Infrastructure	Public Works	(+) Transportation Planning Manager	(-) Mobility Planning & Innovation Manager

Budget Position Changes (continued)

Fund		Type of Change	Work System	Department	Position	Notes
01	General Fund	Title	Infrastructure	Public Works	(+) Engineering Permit Technician I	(-) Engineering Technician I
01	General Fund	Title	Infrastructure	Public Works	(+) Engineering Permit Technician II	(-) Engineering Technician II
01	General Fund	Title	Infrastructure	Public Works	(+) Building Maintenance Supervisor	(-) Building Maintenance Lead
14	Parks Golf & Hospitality	Title	Vibrant Community and Neighborhoods	Parks	(+) Forestry Technician I	(-) Forestry Technician
14	Parks Golf & Hospitality	Title	Vibrant Community and Neighborhoods	Parks	(+) Forestry Technician II	(-) Forestry Technician
41	Water Fund	Title	Infrastructure	Utilities	(+) Senior Utilities Services Specialist	(-) Senior Customer Information Specialist
43	Parks Golf & Hospitality	Title	Vibrant Community and Neighborhoods	Golf	(+) Kitchen Manager	(-) Sous Chef
43	Parks Golf & Hospitality	Title	Vibrant Community and Neighborhoods	Golf	(+) Manager of Golf Course Maintenance & Operations	(-) Manager of Golf Course Operations
43	Parks Golf & Hospitality	Title	Vibrant Community and Neighborhoods	Golf	(+) Manager of Golf	(-) Golf Course Manager
41/ 47	Water Fund	Title	Infrastructure	Utilities	(+) Utilities Services Specialist	(-) Customer Information Specialist
41/ 47	Water Fund	Title	Infrastructure	Utilities	(+) Utilities Services Manager	(-) Customer Information Manager
41/ 47	Water Fund	Title	Infrastructure	Utilities	(+) Utilities Services Supervisor	(-) Customer Information Supervisor
91	Ralston House	Title	Ralston House	Ralston House	(+) Clinical Director - Ralston House	(-) Ralston House Manager 1st JD
91	Ralston House	Title	Ralston House	Ralston House	(+) Deputy Director - Ralston House	(-) Ralston House Manager 17th JD
01	General Fund	ReClass	Organizational and Service Effectiveness	CMO	(+) Volunteer Coordinator	(-) Engagement Coordinator

Budget Position Changes (continued)

Fund		Type of Change	Work System	Department	Position	Notes
01	General Fund	ReClass	Organizational and Service Effectiveness	CMO	(+) Neighborhood Engagement Supervisor	(-) Neighborhood Engagement Coordinator
01	General Fund	ReClass	Community and Economic Development	Economic Development	(+) Principal Planner	(-) Senior Planner
01	General Fund	ReClass	Community and Economic Development	Economic Development	(+) Planner I/II	(-) Senior Planner
01	General Fund	ReClass	Organizational and Service Effectiveness	Finance	(+) Licensing Specialist	(-) Revenue Technician
01	General Fund	ReClass	Organizational and Service Effectiveness	Human Resources	(+) HRIS Systems Analyst	(-) HR Technician
01	General Fund	ReClass	Organizational and Service Effectiveness	IT	(+) Integration Developer	(-) Application System Administrator
01	General Fund	ReClass	Organizational and Service Effectiveness	IT	(+) Security Engineer	(-) Security Operations Analyst
01	General Fund	ReClass	Organizational and Service Effectiveness	IT	(+) Senior "Financial" System Analyst	(-) Financial Systems Analyst
01	General Fund	ReClass	Safe Community	Public Safety	(+) Police Division Coordinator	(-) Crime Analyst
01	General Fund	ReClass	Safe Community	Public Safety	(+) Homelessness Program Manager	(-) Homeless Project Manager
01	General Fund	ReClass	Safe Community	Public Safety	(+) Police Commander	(-) Police Lieutenant
01	General Fund	ReClass	Safe Community	Public Safety	(+) Police Sergeant	(-) Police Lieutenant
01	General Fund	ReClass	Infrastructure	Public Works	(+) Permitting & Administrative Manager	(-) Senior Civil Designer
01	General Fund	ReClass	Infrastructure	Public Works	(+) Civil CAD Drafter & Land Technician	(-) Administrative Specialist
14	Parks Golf & Hospitality	ReClass	Vibrant Community and Neighborhoods	Parks	(+) Parks Program Manager	(-) Parks Program Manager
14	Parks Golf & Hospitality	ReClass	Vibrant Community and Neighborhoods	Parks	(+) Parks Worker II	(-) Municipal Services Worker

Budget Position Changes (continued)

Fund		Type of Change	Work System	Department	Position	Notes
14	Parks Golf & Hospitality	ReClass	Vibrant Community and Neighborhoods	Parks	(+) Special Events & Public Arts Manager	(-) Special Events Coordinator
41	Water Fund	ReClass	Infrastructure	Utilities	(+) Utility System Technician	(-) Electro Mechanical Technician
41	Water Fund	ReClass	Infrastructure	Utilities	(+) Utilities Services Manager	(-) Customer Information Manager
44	Stormwater Fund	ReClass	Infrastructure	Utilities	(+) Stormwater Inspector	(-) Stormwater Inspector I/II
44	Stormwater Fund	ReClass	Infrastructure	Utilities	(+) Stormwater Inspector Foreman	(-) Stormwater Inspector
51	Risk Fund	ReClass	Organizational and Service Effectiveness	Finance	(+) Insurance and Risk Program Director	(-) Risk and Safety Manager
91	Ralston House	ReClass	Ralston House	Ralston House	(+) Development Officer	(-) Special Events Associate

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Pay Plan Schedule by Department

CITY ATTORNEY	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Assistant City Attorney I	2.00	2.00	3.00	1.00
Assistant City Attorney II	4.00	5.00	4.00	2.00
City Attorney	1.00	1.00	1.00	1.00
Deputy City Attorney	2.00	2.00	2.00	2.00
Law Office Administrator	1.00	1.00	1.00	1.00
Legal Specialist	4.00	4.00	4.00	4.00
Litigation Paralegal	1.00	1.00	1.00	1.00
Senior Assistant City Attorney	2.00	2.00	2.00	6.00
Total General Fund Positions	**17.00**	**18.00**	**18.00**	**18.00**
Insurance and Risk Program Director	0.00	0.00	1.00	1.00
Risk and Claims Analyst	1.00	2.00	2.00	3.00
Risk and Claims Specialist	1.00	0.00	0.00	0.00
Risk and Safety Manager	1.00	1.00	0.00	0.00
Safety Specialist	1.00	1.00	1.00	1.00
Total Insurance Fund Positions	**4.00**	**4.00**	**4.00**	**5.00**
Total City Attorney Positions	**21.00**	**22.00**	**22.00**	**23.00**

CITY MANAGER'S OFFICE	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Administrative Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist	3.00	3.00	2.00	2.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	1.00	1.00	1.00
Chief Communications Manager	1.00	0.00	0.00	0.00
City Clerk	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00
Communications Manager	0.00	2.00	3.00	4.00
Community Resilience Coordinator	1.00	0.00	0.00	0.00
Creative Services Manager	0.00	0.00	0.00	1.00
Customer Experience Specialist	0.00	0.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Deputy City Manager	2.00	2.00	2.00	2.00
Digital Content Producer	2.00	2.00	2.00	2.00
Director of Communications and Engagement	0.00	1.00	1.00	1.00

Pay Plan Schedule by Department (continued)

CITY MANAGER'S OFFICE	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Emergency Management Coordinator	0.00	0.00	1.00	1.00
Engagement Coordinator	1.00	1.00	1.00	1.00
Homeless Navigator	0.00	0.00	1.00	0.00
Homeless Program Manager	0.00	0.00	1.00	1.00
Homeless Project Manager	0.00	1.00	0.00	0.00
Homeless Resolution Case Manager	0.00	0.00	0.00	1.00
Media Services Manager	1.00	1.00	1.00	0.00
Neighborhood Engagement Coordinator	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Senior Organizational Development Manager	1.00	1.00	1.00	1.00
Senior Sustainability Coordinator	1.00	1.00	0.00	0.00
Strategic Planning and Performance Manager	1.00	1.00	1.00	1.00
Total General Fund Positions	**23.00**	**25.00**	**27.00**	**28.00**
Creative Services Designer	1.00	1.00	1.00	1.00
Printing Technician	1.00	1.00	1.00	1.00
Total Print Shop Fund Positions	**2.00**	**2.00**	**2.00**	**2.00**
Homeless Navigator	0.00	0.00	1.00	0.00
Homeless Resolution Case Manager	0.00	0.00	0.00	1.00
Total Community Development Fund Positions	**0.00**	**0.00**	**1.00**	**1.00**
Total City Manager's Office Positions	**25.00**	**27.00**	**30.00**	**31.00**

COMMUNITY AND ECONOMIC DEVELOPMENT	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Assistant Building Official	2.00	2.00	0.00	0.00
Chief Building Official	1.00	1.00	1.00	1.00
Combination Inspector I	2.00	2.00	1.00	1.00
Combination Inspector II	3.00	3.00	4.00	3.00
Combination Inspector III	2.00	2.00	2.00	3.00
Deputy Building Official	0.00	0.00	2.00	2.00
Deputy Director of Community and Economic Development	0.00	0.00	0.00	1.00
Development Technician I	2.00	3.00	3.00	3.00
Development Technician II	2.00	1.00	1.00	1.00

Pay Plan Schedule by Department (continued)

COMMUNITY AND ECONOMIC DEVELOPMENT	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Director of Community and Economic Development	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	0.00	2.00	3.00
Homeless Navigator	1.00	1.00	0.00	0.00
Housing Development and Navigation Supervisor	1.00	0.00	0.00	0.00
Housing Development Specialist	0.00	1.00	1.00	1.00
Housing Manager	0.00	0.00	1.00	1.00
Manager of City Planning and Development	1.00	1.00	1.00	1.00
Manager of Communication and Marketing	1.00	0.00	0.00	0.00
Manager of Housing Preservation and Resources	1.00	1.00	0.00	0.00
Planner I	2.00	2.00	2.00	2.00
Planner II	2.00	2.00	1.00	1.00
Plans Examiner I	1.00	1.00	1.00	1.00
Plans Examiner II	1.00	1.00	1.00	1.00
Principal Planner	0.00	0.00	1.00	2.00
Senior Economic Development Specialist	1.00	2.00	0.00	1.00
Senior Planner	5.00	5.00	5.00	5.00
Systems and Administrative Manager	1.00	1.00	1.00	0.00
Total General Fund Positions	**35.00**	**34.00**	**33.00**	**36.00**
Administrative Specialist	0.50	0.50	0.50	1.00
Community Development Block Grant Coordinator	1.00	1.00	0.00	0.00
Homeless Navigator	1.00	1.00	0.00	0.00
Housing Grants Administrator	0.00	0.00	1.00	0.00
Housing Navigator	1.00	1.00	0.00	0.00
Housing Rehabilitation / Loan Specialist	1.00	0.00	0.00	0.00
Total Community Development Fund Positions	**4.50**	**3.50**	**1.50**	**1.00**
Administrative Specialist	0.50	0.50	0.50	0.00
Housing Choice Voucher Program Supervisor	1.00	1.00	1.00	1.00
Housing Specialist	2.00	2.00	2.00	2.00
Total Arvada Housing Authority Positions	**3.50**	**3.50**	**3.50**	**3.00**
Total Community and Economic Development Positions	**43.00**	**41.00**	**38.00**	**40.00**

Pay Plan Schedule by Department (continued)

FINANCE	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Accountant	2.00	1.00	1.00	0.00
Accounting Specialist	1.00	1.00	1.00	1.00
Accounting Supervisor	2.00	2.00	2.00	2.00
Accounting Technician II	1.00	1.00	0.00	0.00
Accounting Technician III	0.00	0.00	1.00	1.00
Accounts Payable Technician	2.00	2.00	2.00	2.00
Accounts Receivable Technician	1.00	1.00	1.00	1.00
Budget Analyst	3.00	2.00	2.00	1.00
Compliance Agent	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Deputy Director of Finance	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00
Finanace Program Coordinator	1.00	1.00	1.00	1.00
Financial Systems Analyst	1.00	1.00	1.00	0.00
Grants Accountant	1.00	1.00	1.00	1.00
Grants Administrator	1.00	1.00	1.00	1.00
Investment Analyst	0.00	0.00	0.00	1.00
Licensing Specialist	0.00	0.00	0.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00
Payroll Supervisor	1.00	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00
Revenue Manager	1.00	1.00	1.00	1.00
Revenue Technician	1.00	1.00	1.00	0.00
Sales Tax Auditor	2.00	2.00	2.00	2.00
Sales Tax Auditor Supervisor	1.00	1.00	1.00	1.00
Senior Accountant	0.00	1.00	1.00	1.00
Senior Budget Analyst	0.00	1.00	1.00	2.00
Senior Financial Systems Analyst	0.00	0.00	0.00	1.00
Senior Procurement Specialist	1.00	1.00	1.00	1.00
Storeskeeper	1.00	1.00	1.00	1.00
Total Finance Department Positions	**31.00**	**31.00**	**31.00**	**31.00**

Pay Plan Schedule by Department (continued)

HUMAN RESOURCES	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Acting Benefit Specialist	0.00	0.00	0.00	1.00
Benefits Specialist	1.00	1.00	1.00	1.00
Director of Human Resources	1.00	1.00	1.00	1.00
Employment Specialist	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
HR Coordinator	2.00	0.00	0.00	0.00
HR Manager	2.00	2.00	2.00	2.00
HR Technician	1.00	1.00	1.00	1.00
Learning and Development Coordinator	0.00	1.00	1.00	1.00
Senior Compensation Analyst	1.00	1.00	1.00	1.00
Senior HR Business Partner	1.00	1.00	1.00	1.00
Senior HR Coordinator	1.00	2.00	2.00	1.00
Senior HR Generalist	0.00	0.00	0.00	1.00
Total Human Resources Positions	**12.00**	**12.00**	**12.00**	**13.00**

Pay Plan Schedule by Department (continued)

INNOVATION AND TECHNOLOGY MANAGEMENT	2023 Actual	2024 Acutal	2025 Budget	2026 Budget
Administrative Specialist	1.00	1.00	1.00	1.00
Analytics and Business Intelligence Developer	0.00	0.00	1.00	1.00
Application System Administrator	2.00	3.00	5.00	4.00
Associate Data Scientist	1.00	1.00	1.00	1.00
Associate Technical Support Analyst	1.00	1.00	1.00	1.00
Business Applications & PMO Manager	0.00	0.00	0.00	1.00
Chief Information Officer	1.00	1.00	1.00	1.00
Chief Information Security Officer	1.00	1.00	1.00	1.00
Cloud Systems Administrator	1.00	1.00	1.00	1.00
Data and Analytics Manager	0.00	0.00	1.00	1.00
Data Engineer	0.00	1.00	1.00	1.00
GIS Analyst	0.00	1.00	4.00	4.00
GIS Applications System Administrator	0.00	1.00	1.00	1.00
GIS Manager	0.00	0.00	1.00	1.00
GIS Technician	0.00	0.00	0.00	1.00
Integration Developer	0.00	0.00	0.00	1.00
IT Business Analyst	1.00	1.00	1.00	1.00
IT Infrastructure and Operations Manager	0.00	0.00	0.00	1.00
IT Infrastructure Architect	1.00	1.00	1.00	1.00
Mobile Device Specialist	0.00	1.00	1.00	1.00
Mobile Network Systems Administrator	2.00	0.00	0.00	0.00
Mobile Systems Administrator	0.00	0.00	1.00	1.00
Network Systems Administrator	1.00	0.00	0.00	0.00
Radio Communications Administrator	0.00	0.00	1.00	1.00
Security Engineer	0.00	0.00	0.00	1.00
Security Operations Analyst	2.00	2.00	2.00	1.00
Senior Applications Systems Administrator	1.00	0.00	1.00	1.00
Senior Database Administrator	1.00	1.00	1.00	1.00
Senior ERP Administrator	0.00	0.00	0.00	1.00
Senior GIS Analyst	0.00	0.00	1.00	0.00
Senior IT Project Manager	2.00	2.00	2.00	2.00
Senior Mobile Systems Administrator	0.00	2.00	1.00	1.00
Senior Network Engineer	1.00	1.00	1.00	1.00
Senior Network Systems Administrator	1.00	0.00	0.00	0.00
Senior SQL Data Analyst/Developer	1.00	0.00	0.00	0.00

Pay Plan Schedule by Department (continued)

INNOVATION AND TECHNOLOGY MANAGEMENT	2023 Actual	2024 Acutal	2025 Budget	2026 Budget
Senior Systems Administrator	0.00	1.00	1.00	1.00
Senior Technical Support Analyst	0.00	0.00	1.00	1.00
Service Desk Manager	1.00	1.00	1.00	1.00
Software Developer	1.00	1.00	1.00	0.00
Specialty Application Manager	0.00	0.00	1.00	1.00
Systems Administrator	0.00	1.00	1.00	1.00
Technical Support Analyst	2.00	2.00	2.00	2.00
Technology and Project Services Manager	1.00	1.00	1.00	0.00
Technology Infrastructure and Operations Manager	1.00	1.00	1.00	0.00
Web Systems Administrator	2.00	1.00	1.00	1.00
Total General Fund Positions	**30.00**	**32.00**	**45.00**	**45.00**
Applications Systems Administrator	1.00	1.00	0.00	0.00
Radio Communications Administrator	1.00	1.00	0.00	0.00
Total Tax Initiative 22 Fund Positions	**2.00**	**2.00**	**0.00**	**0.00**
Analytics and Business Intelligence Developer	1.00	1.00	0.00	0.00
Applications Systems Administrator	0.00	2.00	0.00	0.00
Data and Analytics Manager	1.00	1.00	0.00	0.00
GIS Analyst	0.00	2.00	0.00	0.00
GIS Manager	0.00	1.00	0.00	0.00
Senior GIS Analyst	0.00	1.00	0.00	0.00
Total Water Fund Positions	**2.00**	**8.00**	**0.00**	**0.00**
GIS Analyst	0.00	1.00	0.00	0.00
Specialty Application Manager	0.00	1.00	0.00	0.00
Total Wastewater Fund Positions	**0.00**	**2.00**	**0.00**	**0.00**
Senior Technical Support Analyst	1.00	1.00	0.00	0.00
Technical Support Analyst	0.00	0.00	0.00	0.00
Total Computer Fund Positions	**1.00**	**1.00**	**0.00**	**0.00**
Total Innovation and Technology Positions	**35.00**	**45.00**	**45.00**	**45.00**

Pay Plan Schedule by Department (continued)

MUNICIPAL COURT	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Administrative Court Clerk	6.00	7.00	7.00	7.00
Court Administrator	1.00	1.00	1.00	1.00
Deputy Court Administrator	1.00	2.00	2.00	2.00
Municipal Judge	1.00	1.00	1.00	1.00
Senior Probation Officer	2.00	2.00	2.00	2.00
Total Municipal Court Positions	**11.00**	**13.00**	**13.00**	**13.00**

PARKS, GOLF AND HOSPITALITY	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Deputy Director of Vibrant Community and Neighborhoods	1.00	0.00	0.00	0.00
Senior Sustainability Coordinator	0.00	1.00	1.00	1.00
Total General Fund Positions	**1.00**	**1.00**	**1.00**	**1.00**
Administrative Coordinator	1.00	1.00	1.00	1.00
City Forester	1.00	1.00	1.00	1.00
Computerized Irrigation Supervisor	1.00	1.00	1.00	1.00
Computerized Irrigation System Administrator	1.00	1.00	1.00	1.00
Deputy Director of Vibrant Community and Neighborhoods	0.00	1.00	1.00	1.00
Director of Vibrant Community and Neighborhoods	1.00	1.00	1.00	1.00
Forestry Technician I	3.00	3.00	3.00	2.00
Forestry Technician II	0.00	0.00	0.00	1.00
Irrigation Crew Supervisor	1.00	1.00	1.00	1.00
Irrigation Maintenance Leadworker	1.00	1.00	1.00	1.00
Manager of Communications VCN	1.00	1.00	0.00	0.00
Municipal Services Worker	1.00	1.00	0.00	0.00
Nature Center Director	1.00	1.00	1.00	1.00
Parks and Urban Design Manager	1.00	1.00	1.00	1.00
Parks Field Programmer	1.00	1.00	1.00	1.00
Parks Maintenance Leadworker	7.00	7.00	7.00	7.00
Parks Manager	1.00	1.00	1.00	1.00
Parks Program Manager	1.00	1.00	1.00	1.00
Parks Supervisor	6.00	6.00	6.00	6.00
Parks Worker II	29.00	26.00	24.00	21.00
Parks Worker III	0.00	4.00	7.00	10.00
Senior Landscape Architect	2.00	2.00	2.00	2.00

Pay Plan Schedule by Department (continued)

PARKS, GOLF AND HOSPITALITY	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Special Events Coordinator	1.00	1.00	0.00	0.75
Special Events and Public Arts Manager	0.00	0.00	1.00	1.00
Total Parks Fund Positions	**62.00**	**64.00**	**63.00**	**63.75**
Assistant Nature Center Director	0.75	0.75	0.75	0.75
Total Water Fund Positions	**0.75**	**0.75**	**0.75**	**0.75**
Assistant Nature Center Director	0.25	0.25	0.25	0.25
Total Stormwater Fund Positions	**0.25**	**0.25**	**0.25**	**0.25**
Assistant Golf Manager	1.00	1.00	1.00	1.00
Assistant Golf Professional	2.00	2.00	2.00	2.00
Food and Beverage Manager	1.00	1.00	1.00	1.00
Golf Course Computerized Irrigation Technician	2.00	2.00	2.00	2.00
Golf Course Equipment Specialist	2.00	2.00	2.00	2.00
Golf Course Maintenance Worker	3.00	3.00	3.00	3.00
Golf Course Manager	1.00	1.00	1.00	1.00
Golf Course Superintendent	2.00	2.00	2.00	2.00
Head Golf Professional	2.00	2.00	2.00	2.00
Manager of Golf Course Operations	1.00	1.00	1.00	1.00
Restaurant Manager	4.00	4.00	4.00	4.00
Sales Coordinator	1.00	1.00	1.00	1.00
Sous Chef / Kitchen Manager	1.00	1.00	1.00	0.25
Total Golf Course Fund Positions	**23.00**	**23.00**	**23.00**	**23.25**
Total Parks, Golf and Hospitality Positions	**87.00**	**89.00**	**88.00**	**89.00**

Pay Plan Schedule by Department (continued)

PUBLIC SAFETY	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Administrative Coordinator	1.00	1.00	1.00	1.00
Animal Management Officer	4.00	3.00	3.00	3.00
Chief of Police	1.00	1.00	1.00	1.00
Civilian Accident Investigator	0.00	4.00	4.00	4.00
Code Compliance Officer	4.00	3.00	3.00	4.00
Crime Analyst	2.00	1.00	1.00	1.00
Criminalist	1.00	1.00	1.00	1.00
CSI Technician	1.00	0.00	0.00	0.00
Deputy Police Chief	2.00	2.00	2.00	2.00
Evidence Supervisor	1.00	0.00	0.00	0.00
Evidence Technician	2.00	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00	1.00
Lead Animal Management Officer	0.00	1.00	1.00	1.00
Lead Code Compliance Officer	0.00	1.00	1.00	0.00
Lead Crime Analyst	1.00	1.00	1.00	1.00
Lead Evidence Technician	0.00	0.00	1.00	1.00
Lead Police Services Technician	0.00	1.00	1.00	1.00
Liquor Licensing Control Administrator	1.00	1.00	1.00	1.00
Master Police Officer	9.00	14.00	14.00	19.00
Neighborhood Services Supervisor	0.00	1.00	1.00	1.00
Patrol Investigative Specialist	1.00	1.00	1.00	1.00
Police Accreditation Analyst	1.00	1.00	1.00	1.00
Police Commander	5.00	4.00	9.00	9.00
Police Digital Media Technician	2.00	2.00	2.00	2.00
Police Digital Records Technician	2.00	2.00	2.00	2.00
Police Division Coordinator	0.00	0.00	1.00	1.00
Police Equipment Coordinator	1.00	1.00	1.00	1.00
Police Evidence Supervisor	0.00	1.00	1.00	1.00
Police Lieutenant	4.00	5.00	0.00	0.00
Police Officer	92.00	82.00	78.00	77.00
Police Records Specialist	8.00	8.00	8.00	8.00
Police Recruiter	1.00	1.00	1.00	1.00
Police Sergeant	17.00	18.00	18.00	15.00
Police Services Technician	4.00	3.50	3.50	5.00
Police Training Coordinator	1.00	1.00	1.00	1.00

Pay Plan Schedule by Department (continued)

PUBLIC SAFETY	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Public Information Officer	0.00	1.00	1.00	1.00
Total General Fund Positions	**170.00**	**170.50**	**168.50**	**171.00**
Animal Management Officer	1.00	1.00	1.00	1.00
Behvioral Health Case Manager	0.00	1.00	1.00	1.00
Behvioral Health Clinician I	1.00	2.00	1.00	1.00
Behvioral Health Clinician II	1.00	0.00	1.00	1.00
Code Compliance Officer	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	0.00	0.00
Evidence Technician	1.00	2.00	1.00	1.00
Financial Business Analyst	1.00	1.00	1.00	1.00
Lead Police Records Specialist	1.00	1.00	1.00	1.00
Master Police Officer	1.00	1.00	4.00	5.00
NIBRS Data Specialist	1.00	1.00	1.00	1.00
Police Civilian Operations Manager	2.00	0.00	0.00	0.00
Police Commander	2.00	2.00	2.00	2.00
Police Lieutenant	1.00	1.00	0.00	0.00
Police Officer	20.00	22.00	21.00	17.00
Police Operations Supervisor	0.00	1.00	1.00	1.00
Police Records Specialist	1.00	1.00	1.00	1.00
Police Records Supervisor	0.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Police Services Technician	3.00	2.50	2.50	2.50
Total Tax Initiative 21 Fund Positions	**40.00**	**43.50**	**42.50**	**40.00**
Animal Management Officer	1.00	1.00	1.00	1.00
Master Police Officer	2.00	0.00	6.00	8.00
Police Civilian Operations Manager	1.00	0.00	0.00	0.00
Police Lieutenant	1.00	1.00	0.00	0.00
Police Officer	31.00	32.00	28.00	28.00
Police Operations Manager	0.00	1.00	1.00	1.00
Police Sergeant	6.00	5.00	6.00	5.00
Total Tax Initiative 22 Fund Positions	42.00	40.00	42.00	43.00
Total Tax Initiative 22 Fund Positions	**38.00**	**41.00**	**42.00**	**40.00**
Total Public Safety Positions	**252.00**	**254.00**	**253.00**	**246.50**

Pay Plan Schedule by Department (continued)

PUBLIC WORKS	2023 Actual	2024 Actual	2025 Budget	2026 Budget
ADA Coordinator	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	0.00	0.00	0.00
Administrative Specialist	1.00	2.00	1.00	1.00
Assistant Building Manager	1.00	0.00	0.00	0.00
Assistant City Engineer	1.00	1.00	1.00	1.00
Assistant Manager of City Facilities	0.00	1.00	1.00	1.00
Building Craftsworker	1.00	1.00	1.00	1.00
Building Maintenance Leadworker	2.00	2.00	2.00	2.00
Building Maintenance Worker	4.00	4.00	3.00	3.00
CAD / GIS Supervisor	1.00	1.00	0.00	0.00
Chief Surveyor	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00
Civil CAD Drafter and Land Tech	0.00	0.00	1.00	1.00
Civil Engineer I	0.50	0.00	0.00	0.00
Civil Engineer II	5.00	2.50	2.50	2.50
Civil Engineer III	2.00	2.00	3.00	3.00
Civil Engineer IV	0.00	1.00	1.00	1.00
Community Connectivity Manager	1.00	1.00	1.00	1.00
Construction and Inspection Supervisor	1.00	1.00	1.00	1.00
Construction and Maintenance Supervisor	1.00	1.00	1.00	1.00
Craftsworker	1.00	1.00	2.00	2.00
Custodian	12.00	12.00	12.00	12.00
Deputy Director of Infrastructure - Internal Service Delivery	0.00	0.00	0.00	1.00
Deputy Director of Infrastructure -Operations	0.00	0.00	0.00	1.00
Director of Infrastructure	0.00	0.00	0.00	0.50
Director of Public Works	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	1.00
Engineering Manager	0.00	3.00	3.00	3.00
Engineering Permit Coordinator	1.00	1.00	1.00	1.00
Engineering Permit Technician I	0.00	2.00	1.00	1.00
Engineering Permit Technician II	0.00	0.00	1.00	1.00
Engineering Technician I	1.00	0.00	0.00	0.00
Engineering Technician II	1.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00
HVAC Specialist	1.00	1.00	1.00	1.00
Land Development Technician	1.00	1.00	1.00	1.00

Pay Plan Schedule by Department (continued)

PUBLIC WORKS	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Manager of City Facilities	1.00	1.00	1.00	1.00
Manager of Communication-Infrastructure	1.00	0.00	0.00	0.00
Manager of Development Engineering	1.00	0.00	0.00	0.00
Manager of Traffic Operations and Maintenance	1.00	1.00	1.00	1.00
Mobility Planning and Innovation Manager	1.00	1.00	0.00	0.00
Municipal Inspector Foreman	1.00	1.00	1.00	1.00
Municipal Inspector I	2.00	2.00	4.00	4.00
Municipal Inspector II	4.00	2.00	0.00	0.00
Parking and Travel Demand Management Coordinator	1.00	1.00	1.00	0.00
Parking and Travel Demand Supervisor	0.00	0.00	0.00	1.00
Parking Ambassadors	0.00	0.00	0.00	2.00
Pavement Manager	1.00	1.00	0.00	0.00
Permitting and Administrative Manager	0.00	0.00	1.00	0.50
Public Works Project Manager	1.00	1.00	2.00	2.00
Senior Civil Designer	0.50	0.50	0.00	0.00
Senior Survey Technician	1.00	2.00	2.00	1.00
Streets Foreman	6.00	6.00	6.00	6.00
Streets Manager	1.00	1.00	1.00	1.00
Streets Supervisor	3.00	3.00	3.00	3.00
Streets Technician	21.00	21.00	0.00	0.00
Streets Technician II	0.00	0.00	7.00	12.00
Streets Technician III	0.00	0.00	9.00	5.00
Streets Technician IV	0.00	0.00	5.00	4.00
Survey Crew Chief	0.00	1.00	1.00	1.00
Survey Party Chief	1.00	0.00	0.00	0.00
Survey Technician I	0.00	0.00	0.00	1.00
Survey Technician III	1.00	0.00	0.00	0.00
Traffic Engineer I	0.00	1.00	1.00	1.00
Traffic Engineer II	2.00	1.00	0.00	0.00
Traffic Engineer IV	1.00	1.00	2.00	2.00
Traffic Engineering Manager	1.00	0.00	0.00	0.00
Traffic Field Operations Supervisor	1.00	1.00	1.00	1.00
Traffic Technician I	2.00	2.00	1.00	3.00
Traffic Technician II	1.00	1.00	1.00	0.00
Traffic Technician III	0.00	1.00	2.00	2.00
Transportation Design Manager	1.00	0.00	0.00	0.00

Pay Plan Schedule by Department (continued)

PUBLIC WORKS	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Transportation Planner	1.00	1.00	1.00	0.00
Transportation Planning Manager	0.00	0.00	1.00	1.00
Total General Fund Positions	**106.00**	**102.00**	**102.50**	**105.50**
Municipal Inspector Foreman	0.00	1.00	1.00	1.00
Municipal Inspector	0.00	0.00	4.00	4.00
Municipal Inspector I	1.00	3.00	0.00	0.00
Municipal Inspector II	2.00	1.00	0.00	0.00
Pavement Management Coordinator	2.00	2.00	2.00	2.00
Pavement Manager	0.00	0.00	1.00	1.00
Traffic Technician I	2.00	1.00	1.00	0.00
Transportation Planner	0.00	0.00	0.00	1.00
Total Streets Fund Positions	**7.00**	**8.00**	**9.00**	**9.00**
Custodian	0.50	0.50	0.50	0.50
Total Police Tax Increment.21 Fund Positions	**0.50**	**0.50**	**0.50**	**0.50**
Custodian	0.50	0.50	0.50	0.50
Total Police Tax Increment.22 Fund Positions	**0.50**	**0.50**	**0.50**	**0.50**
Civil Engineer III	1.00	1.00	1.00	1.00
Total Capital Projects Fund Positions	**1.00**	**1.00**	**1.00**	**1.00**
Civil Engineer I	0.25	0.00	1.00	1.00
Civil Engineer II	1.75	1.00	1.00	0.25
Civil Engineer III	3.00	2.00	2.75	2.75
Civil Engineer IV	0.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	1.00
Director of Infrastructure	0.00	0.00	0.00	0.50
Engineering Manager	0.00	0.50	0.50	0.50
Lead Senior Civil Designer	0.00	0.00	1.00	1.00
Permitting and Administrative Manager	0.00	0.00	0.00	0.50
Senior Civil Designer	1.50	1.50	0.00	0.00
Senior Civil Engineer	0.50	0.00	0.00	0.00
Total Water Fund Positions	**8.00**	**7.00**	**8.25**	**8.50**

Pay Plan Schedule by Department (continued)

PUBLIC WORKS	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Civil Engineer I	1.25	2.00	0.00	0.00
Civil Engineer II	1.25	2.50	3.50	3.25
Civil Engineer III	2.00	2.00	1.25	1.25
Engineering Manager	0.00	0.50	0.50	0.50
Senior Civil Engineer	0.50	0.00	0.00	0.00
Total Wastewater Fund Positions	**5.00**	**7.00**	**5.25**	**5.00**
Civil Engineer III	1.00	2.00	1.00	1.00
Civil Engineer IV	0.00	0.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Stormwater Administrator	1.00	1.00	1.00	1.00
Stormwater Inspector I	0.00	1.00	1.00	1.00
Stormwater Inspector II	1.00	1.00	1.00	1.00
Stormwater Regulatory Analyst	1.00	1.00	1.00	1.00
Total Stormwater Fund Positions	**5.00**	**7.00**	**7.00**	**7.00**
Building Maintenance Worker	1.00	1.00	1.00	1.00
HVAC Specialist	0.00	0.00	1.00	1.00
Total Buildings Fund Positions	**1.00**	**1.00**	**2.00**	**2.00**

Pay Plan Schedule by Department (continued)

UTILITIES	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Direct Mail Specialist	1.00	1.00	1.00	1.00
GIS Analyst	2.00	0.00	0.00	0.00
Senior GIS Analyst	1.00	0.00	0.00	0.00
Total General Fund Positions	**4.00**	**1.00**	**1.00**	**1.00**
Assistant Water Treatment Manager	0.00	0.00	0.00	1.00
Chief Plant Operator	5.00	5.00	5.00	5.00
Customer Information Manager	1.00	1.00	0.00	0.00
Customer Information Specialist	0.00	1.00	0.00	0.00
Customer Information Supervisor	1.00	1.00	0.00	0.00
Director of Utilities	1.00	1.00	1.00	0.00
Electro Mechanical Technician	4.00	4.00	5.00	5.00
Executive Assistant	0.50	0.50	0.50	0.50
GIS Analyst	2.00	0.00	0.00	0.00
Operations Supervisor	1.00	1.00	1.00	1.00
Operations Support Supervisor	1.00	0.00	0.00	0.00
OT/ITCS Security Operations Analyst	1.00	1.00	1.00	1.00
Plant Maintenance Technician	0.00	0.00	0.00	1.00
Plant Operator	5.00	5.00	5.00	5.00
Plant Supervisor - SCADA	1.00	1.00	1.00	1.00
SCADA Process and Controls Technician I	2.00	2.00	1.00	1.00
SCADA Process and Controls Technician II	1.00	1.00	1.00	1.00
Senior Customer Information Specialist	5.00	4.00	0.00	0.00
Senior GIS Analyst	1.00	0.00	0.00	0.00
Senior Utilities Services Specialist	0.00	0.00	4.00	4.00
Utilities Business Manager	0.50	0.50	0.50	0.50
Utilities Services Specialist	0.00	0.00	1.00	1.00
Utility Foreman	9.00	9.00	9.00	9.00
Utilties Services Manager	0.00	0.00	0.67	0.67
Utilties Services Supervisor	0.00	0.00	0.67	0.67
Utility Supervisor	4.00	4.00	4.00	5.00
Utility System Technician-Associate Level	9.00	7.00	11.00	14.00
Utility System Technician-Journey Level	0.00	4.00	3.00	3.00
Utility System Technician-Senior Level	8.00	5.00	4.00	4.00
Utility Systems Analyst	2.00	0.00	0.00	0.00

Pay Plan Schedule by Department (continued)

UTILITIES	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Water Quality Administrator	1.00	1.00	1.00	1.00
Water Quality Analyst	2.00	2.00	1.00	1.00
Water Quality Scientist	0.00	0.00	1.00	1.00
Water Quality Technician	1.00	1.00	0.00	0.00
Water Quality Technician II	0.00	0.00	1.00	1.00
Water Resources Administrator	1.00	1.00	1.00	1.00
Water Resources Analyst	0.50	0.50	0.50	0.50
Water System Manager	1.00	1.00	1.00	1.00
Water Treatment Manager	1.00	1.00	1.00	1.00
Total Water Fund Positions	**72.50**	**65.50**	**66.84**	**71.84**
Executive Assistant	0.20	0.20	0.20	0.20
Utilities Business Manager	0.10	0.10	0.10	0.10
Utility Foreman	5.00	5.00	5.00	5.00
Utility Supervisor	2.00	2.00	2.00	1.00
Utility System Technician-Associate Level	4.00	6.00	6.00	7.00
Utility System Technician-Journey Level	0.00	1.00	2.00	2.00
Utility System Technician-Senior Level	5.00	4.00	5.00	5.00
Wastewater and Stormwater Manager	0.70	0.70	0.70	0.70
Total Wastewater Fund Positions	**17.00**	**19.00**	**21.00**	**21.00**
Executive Assistant	0.20	0.20	0.20	0.20
Utilities Business Manager	0.20	0.20	0.20	0.20
Utilities Foreman	0.00	0.00	1.00	0.00
Utilities Supervisor	0.00	0.00	1.00	1.00
Utility System Technician-Associate Level	0.00	1.00	1.00	1.00
Utility System Technician-Journey Level	1.00	1.00	1.00	1.00
Utility System Technician-Senior Level	1.00	1.00	1.00	1.00
Wastewater and Stormwater Manager	0.30	0.30	0.30	0.30
Total Stormwater Fund Positions	**2.70**	**3.70**	**5.70**	**4.70**
Customer Information Specialist	2.00	2.00	0.00	0.00
Executive Assistant	0.10	0.10	0.10	0.10
Utilities Business Manager	0.10	0.10	0.10	0.10

Pay Plan Schedule by Department (continued)

UTILITIES	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Utilities Services Specialist	0.00	0.00	2.00	0.00
Utilities Services Manager	0.00	0.00	0.33	0.33
Utilities Services Supervisor	0.00	0.00	0.33	0.33
Senior Utilities Services Specialist	0.00	0.00	0.00	2.00
Senior Customer Information Specialist	0.00	0.00	0.00	0.00
Total Solid Waste Fund Positions	**2.20**	**2.20**	**2.86**	**2.86**
Assistant Fleet Manager	2.00	2.00	2.00	2.00
Fleet Courier	0.75	0.75	0.75	0.75
Fleet Equipment Technician	5.00	5.00	5.00	6.00
Fleet Lube Technician	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Lead Master Fleet Technician	3.00	3.00	3.00	3.00
Lead Parts Specialist	0.00	0.00	1.00	0.00
Master Fleet Equipment Technician	2.00	2.00	2.00	1.00
Parts Specialist	2.00	2.00	1.00	2.00
Utilities Business Manager	0.10	0.10	0.10	0.10
Utility Systems Administrator Supervisor	1.00	0.00	0.00	0.00
Total Vehicle Fund Positions	**17.85**	**16.85**	**16.85**	**16.85**
Fleet Equipment Technician	1.00	1.00	1.00	1.00
Total Tax Initiative 21 Fund Positions	**1.00**	**1.00**	**1.00**	**1.00**
Total Utilities Department Positions	**117.25**	**109.25**	**115.25**	**119.25**
Total Position Count	**768.25**	**777.25**	**783.25**	**797.25**

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EXECUTIVE												
	1	2	3	4	5	6	7	8	9	10	11	12
EX2	$173,601	$ 180,111	$ 186,415	$192,473	$ 198,247	$204,195	$ 210,321	$216,630	$222,046	$ 227,597	$232,718	$ 237,372
EX3	$181,413	$ 188,216	$ 194,803	$201,134	$ 207,168	$213,383	$ 219,785	$226,379	$232,038	$ 237,839	$243,190	$ 248,054
EX4	$192,751	$ 199,979	$ 206,978	$213,705	$ 220,116	$226,720	$ 233,522	$240,527	$246,540	$ 252,704	$258,390	$ 263,558

INFORMATION TECHNOLOGY												
	1	2	3	4	5	6	7	8	9	10	11	12
INFT1	$ 84,644	$ 87,819	$ 90,892	$ 93,846	$ 96,662	$ 99,561	$ 102,548	$105,625	$108,265	$110,972	$ 113,469	$115,738
INFT2	$ 91,585	$ 95,020	$ 98,345	$101,542	$ 104,588	$107,725	$ 110,957	$114,286	$117,143	$ 120,072	$122,773	$125,229
INFT3	$ 99,095	$ 102,811	$ 106,410	$109,868	$ 113,164	$116,559	$ 120,056	$123,657	$126,749	$ 129,918	$132,841	$135,498
INFT4	$107,221	$ 111,242	$ 115,135	$118,877	$ 122,444	$126,117	$ 129,900	$133,797	$137,142	$ 140,571	$143,734	$146,608
INFT5	$116,013	$ 120,364	$ 124,576	$128,625	$ 132,484	$136,458	$ 140,552	$144,769	$148,388	$ 152,098	$155,520	$158,630
INFT6	$125,526	$ 130,233	$ 134,792	$139,172	$ 143,348	$147,648	$ 152,077	$156,640	$160,556	$ 164,570	$168,272	$171,638

LABOR, TRADES, CRAFTS and UTILITIES												
	1	2	3	4	5	6	7	8	9	10	11	12
LTCU3	$ 41,782	$ 43,349	$ 44,866	$ 46,325	$ 47,714	$ 49,146	$ 50,620	$ 52,139	$ 53,442	$ 54,778	$ 56,011	$ 57,131
LTCU4	$ 46,061	$ 47,788	$ 49,461	$ 51,068	$ 52,600	$ 54,178	$ 55,804	$ 57,478	$ 58,915	$ 60,388	$ 61,746	$ 62,981
LTCU5	$ 50,777	$ 52,682	$ 54,526	$ 56,298	$ 57,987	$ 59,726	$ 61,518	$ 63,363	$ 64,948	$ 66,571	$ 68,069	$ 69,430
LTCU6	$ 55,977	$ 58,076	$ 60,109	$ 62,062	$ 63,924	$ 65,842	$ 67,817	$ 69,852	$ 71,598	$ 73,388	$ 75,039	$ 76,540
LTCU7	$ 61,709	$ 64,023	$ 66,264	$ 68,418	$ 70,470	$ 72,584	$ 74,762	$ 77,005	$ 78,930	$ 80,903	$ 82,723	$ 84,378
LTCU8	$ 68,028	$ 70,579	$ 73,050	$ 75,424	$ 77,686	$ 80,017	$ 82,417	$ 84,890	$ 87,012	$ 89,188	$ 91,194	$ 93,018
LTCU9	$ 74,994	$ 77,807	$ 80,530	$ 83,147	$ 85,641	$ 88,211	$ 90,857	$ 93,583	$ 95,922	$ 98,320	$100,533	$102,543

MANAGEMENT												
	1	2	3	4	5	6	7	8	9	10	11	12
MGMT3	$ 66,075	$ 68,553	$ 70,953	$ 73,259	$ 75,456	$ 77,720	$ 80,052	$ 82,453	$ 84,514	$ 86,627	$ 88,576	$ 90,348
MGMT4	$ 72,855	$ 75,587	$ 78,232	$ 80,775	$ 83,198	$ 85,694	$ 88,265	$ 90,913	$ 93,186	$ 95,515	$ 97,664	$ 99,618
MGMT5	$ 82,195	$ 85,277	$ 88,262	$ 91,130	$ 93,864	$ 96,680	$ 99,580	$102,568	$105,132	$ 107,760	$ 110,185	$112,389
MGMT6	$ 90,628	$ 94,026	$ 97,317	$100,480	$ 103,495	$106,599	$ 109,797	$113,091	$115,919	$118,816	$121,490	$123,920
MGMT7	$ 99,926	$ 103,673	$ 107,302	$ 110,789	$114,113	$ 117,536	$ 121,063	$124,694	$127,812	$ 131,007	$ 133,955	$136,634
MGMT8	$ 110,179	$114,310	$118,311	$122,156	$ 125,821	$129,596	$ 133,484	$137,488	$140,925	$ 144,448	$ 147,698	$150,652
MGMT9	$ 118,718	$ 123,169	$ 127,480	$131,623	$ 135,572	$139,639	$ 143,829	$148,143	$151,847	$ 155,643	$ 159,145	$162,328
MGMT10	$ 130,898	$ 135,807	$ 140,560	$145,128	$ 149,482	$ 153,966	$ 158,585	$163,343	$167,426	$ 171,612	$ 175,473	$178,983
MGMT11	$138,752	$ 143,955	$ 148,993	$153,836	$ 158,451	$ 163,204	$ 168,100	$173,143	$177,472	$ 181,909	$ 186,002	$189,722
MGMT12	$ 147,077	$ 152,592	$ 157,933	$163,066	$ 167,958	$172,997	$ 178,186	$183,532	$188,120	$ 192,823	$ 197,162	$201,105
MGMT13	$ 154,431	$ 160,222	$ 165,830	$171,219	$ 176,356	$ 181,646	$ 187,096	$192,709	$197,526	$ 202,465	$ 207,020	$211,160

POLICE SWORN												
	1	2	3	4	5							
PD1	$ 90,555	$ 97,121	$ 104,162	$ 111,714	$ 119,813							
PD1 ND	$ 89,212	$ 95,680	$ 102,617	$ 110,057	$ 118,036							
PDM	$ 125,204											
PD2	$ 136,986	$ 141,096	$ 145,329	$ 148,598								
PD4	$ 167,509	$ 172,534	$ 177,710	$ 181,709								
PD5	$ 200,643	$ 205,157										
PR	$ 84,159											

PROFESSIONAL												
	1	2	3	4	5	6	7	8	9	10	11	12
PROF4	$ 61,446	$ 63,750	$ 65,981	$ 68,126	$ 70,170	$ 72,275	$ 74,443	$ 76,676	$ 78,593	$ 80,558	$ 82,370	$ 84,018
PROF5	$ 67,898	$ 70,444	$ 72,909	$ 75,279	$ 77,537	$ 79,863	$ 82,259	$ 84,727	$ 86,845	$ 89,016	$ 91,019	$ 92,840
PROF6	$ 75,027	$ 77,840	$ 80,565	$ 83,183	$ 85,679	$ 88,249	$ 90,897	$ 93,623	$ 95,964	$ 98,363	$ 100,576	$ 102,588
PROF7	$ 82,905	$ 86,014	$ 89,024	$ 91,917	$ 94,675	$ 97,515	$ 100,441	$ 103,454	$ 106,040	$ 108,691	$ 111,137	$ 113,360
PROF8	$ 91,610	$ 95,045	$ 98,372	$ 101,569	$ 104,616	$ 107,754	$ 110,987	$ 114,317	$ 117,175	$ 120,104	$ 122,806	$ 125,262
PROF9	$ 101,229	$ 105,025	$ 108,701	$ 112,234	$ 115,601	$ 119,069	$ 122,641	$ 126,320	$ 129,478	$ 132,715	$ 135,701	$ 138,415
PROF10	$ 111,858	$ 116,053	$ 120,114	$ 124,018	$ 127,739	$ 131,571	$ 135,518	$ 139,583	$ 143,073	$ 146,650	$ 149,949	$ 152,948
PROF11	$ 123,603	$ 128,238	$ 132,726	$ 137,040	$ 141,151	$ 145,386	$ 149,747	$ 154,240	$ 158,096	$ 162,048	$ 165,694	$ 169,008

TECHNICAL and BUSINESS SUPPORT												
	1	2	3	4	5	6	7	8	9	10	11	12
TBS3	$ 43,356	$ 44,982	$ 46,556	$ 48,069	$ 49,511	$ 50,997	$ 52,526	$ 54,102	$ 55,455	$ 56,841	$ 58,120	$ 59,283
TBS4	$ 47,757	$ 49,547	$ 51,282	$ 52,948	$ 54,537	$ 56,173	$ 57,858	$ 59,594	$ 61,083	$ 62,611	$ 64,019	$ 65,300
TBS5	$ 52,604	$ 54,576	$ 56,487	$ 58,322	$ 60,072	$ 61,874	$ 63,730	$ 65,642	$ 67,283	$ 68,966	$ 70,517	$ 71,928
TBS6	$ 57,943	$ 60,116	$ 62,220	$ 64,242	$ 66,169	$ 68,154	$ 70,199	$ 72,305	$ 74,113	$ 75,966	$ 77,675	$ 79,228
TBS7	$ 63,824	$ 66,218	$ 68,535	$ 70,763	$ 72,886	$ 75,072	$ 77,324	$ 79,644	$ 81,635	$ 83,676	$ 85,559	$ 87,270
TBS8	$ 70,302	$ 72,939	$ 75,492	$ 77,945	$ 80,283	$ 82,692	$ 85,173	$ 87,728	$ 89,921	$ 92,169	$ 94,243	$ 96,128
TBS9	$ 77,438	$ 80,342	$ 83,154	$ 85,857	$ 88,432	$ 91,085	$ 93,818	$ 96,632	$ 99,048	$ 101,524	$ 103,809	$ 105,885
TBS10	$ 85,298	$ 88,497	$ 91,594	$ 94,571	$ 97,408	$ 100,330	$ 103,340	$ 106,441	$ 109,102	$ 111,829	$ 114,345	$ 116,632

RESOLUTION NO. R25-101

A RESOLUTION ADOPTING THE BUDGET FOR FISCAL YEAR 2025

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO

Section 1. Pursuant to the provision of Section 10.4 of the Home Rule Charter, there is hereby adopted a budget for fiscal year 2026 in both a fund and work system based format.

Section 2. This Resolution shall be effective upon its approval by the Arvada City Council.

APPROVED AND ADOPTED this 21st day of October, 2025.

Lauren Simpson

Lauren Simpson, Mayor

ATTEST:

Kristen Rush

CITY OF ARVADA SEAL COLORADO

APPROVED AS TO FORM:
Rachel A. Morris, City Attorney

By: Megan McCall RM

RESOLUTION NO. R25-100

A RESOLUTION ADOPTING THE 2026 CAPITAL IMPROVEMENT FUND BUDGET AND ALLOCATING FOR SPECIFIC PROJECTS IN 2026

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO

Section 1. Pursuant to the provision of Chapter 2, Article 7, Section 2-295 of the Arvada City Code, the Council hereby adopts the Capital Improvement Fund Budget for 2026 and allocates for specific projects in 2026 in the areas and amounts set forth below:

Area	Amount
Debt Service	$11,118,660
Personnel	$175,055
General Administration	$1,000,000
Pavement Program	$13,250,171
Streets	$1,603,770
Stormwater	$600,000
Technology	$268,783
Traffic	$2,787,888
Vibrant Neighborhoods and Comunities	$3,440,435
Wastewater	$9,561,363
Water	$39,018,524
Total	**$82,824,649**

Section 2. This Resolution shall be effective upon its approval by the Arvada City Council.

APPROVED AND ADOPTED this 21st day of October, 2025.

Lauren Simpson

Lauren Simpson, Mayor

ATTEST:

Kristen Rush

CITY OF ARVADA SEAL COLORADO

APPROVED AS TO FORM:
Rachel A. Morris, City Attorney

By: Megan McCall RM

RESOLUTION NO. R25-107

A RESOLUTION ADOPTING THE PAY PLAN FOR FISCAL YEAR 2026

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO

Section 1. In accordance with Section 7.1(c) of the Arvada City Charter and pursuant to Section 70-50.1 of the Arvada City Code, there is hereby adopted a pay plan, which is attached hereto as Exhibit "A" for fiscal year 2026.

Section 2. The City Manager is directed to implement the pay plan for the first pay period in 2026.

Section 3. This Resolution shall be effective upon its approval by the Arvada City Council.

APPROVED AND ADOPTED this 18th day of November, 2025.

ATTEST:

Kristen Rush

Lauren Simpson

Lauren Simpson, Mayor

CITY OF ARVADA SEAL COLORADO

APPROVED AS TO FORM:
Rachel A. Morris, City Attorney

By: Janelle Miller RM

COUNCIL BILL NO. 25-025
ORDINANCE NO. 4911

AN ORDINANCE CERTIFYING THE CITY OF ARVADA MILL LEVY FOR 2025 FOR THE BOARD OF COUNTY COMMISSIONERS FOR JEFFERSON AND ADAMS COUNTIES

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO:

Section 1. Pursuant to the provisions of C.R.S. 39-5-128(1), the City of Arvada does hereby certify the levy at 4.31 mills to be assessed against all property within the City of Arvada for taxes to be collected in 2026 for the valuation year of 2025.

Section 2. This Ordinance shall be effective five days after publication, following final passage.

INTRODUCED, READ, AND ORDERED PUBLISHED IN FULL this 7th day of October, 2025.

PASSED, ADOPTED AND APPROVED this 21st day of October, 2025.

Lauren Simpson
Lauren Simpson, Mayor

ATTEST:

Kristen Rush

CITY OF ARVADA SEAL COLORADO

APPROVED AS TO FORM:
Rachel A. Morris, City Attorney

By: Laura Hemler RM

Publication Dates: October 9, 2025
October 23, 2025

COUNCIL BILL NO. 25-024
ORDINANCE NO. 4910

AN ORDINANCE APPROPRIATING FUNDS FOR FISCAL YEAR 2026

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO:

Section 1. Pursuant to the provisions of Section 10.4 of the Home Rule Charter, there is hereby appropriated money for fiscal year 2026 by fund in the following amounts:

Fund	Amount
General Fund	$144,116,026
Grants Fund	$1,811,588
Streets Maintenance Fund	$23,851,950
Community Development	$1,188,683
Arvada Housing Authority	$9,206,746
Parks	$16,229,628
Police Seizure	$33,123
COP Debt Service	$1,974,628
Police Tax Increment Fund .21	$7,763,014
Police Tax Increment Fund .25	$8,880,012
Debt Service	$5,804,032
Capital Projects Fund	$9,055,931
Water Fund	$80,716,889
Wastewater Fund	$31,283,503
Golf Course Fund	$10,719,120
Stormwater Fund	$4,214,429
Solid Waste	$4,847,211

Fund	Amount
Insurance Fund	$4,269,724
Computers	$7,840,268
Print Shop	$389,918
Vehicles	$5,878,253
Buildings	$2,661,501
TOTAL APPROPRIATION	**$382,736,177**

Section 2. This ordinance shall be effective five days after publication following final passage.

INTRODUCED, READ AND ORDERED PUBLISHED this7th day of October, 2025.

APPROVED AND ADOPTED this 21st day of October, 2025.

Lauren Simpson

Lauren Simpson, Mayor

ATTEST:

Kristen Rush

CITY OF ARVADA SEAL COLORADO

APPROVED AS TO FORM:
Rachel A. Morris, City Attorney

By: Laura Hemler RM

Publication Dates: October 9, 2025
October 23, 2025

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CITY OF ARVADA
CITY COUNCIL POLICY

Authorized by City Council: Resolution No. 15-038

Policy No. 300.4
Page 1 of 4

Effective date: March 2, 2015
Revision date: _____

TITLE: Arvada Budget and Fiscal Policy

PURPOSE: To establish a consistent Budget and Fiscal Policy that will support efforts to achieve and maintain service excellence by building a data-driven, results-oriented, customer-focused and responsive organization.

POLICY: To guide City budget and financial management decisions based on strategic planning, performance measures, long-term financial stability, delivery of basic City services and protection of past and future investments in the City's infrastructure and facilities.

DEFINITIONS:

City Council Strategic Plan – A planning document that establishes community priorities and Strategic Results scheduled for accomplishment during a six-year implementation horizon.

Strategic Results – Specific actions that Council has identified to be accomplished during the six-year implementation horizon defined in measurable terms of "how much" and "by when".

FOCUS Arvada – The performance based budgeting process that aligns the City Council Strategic Plan with the allocation of resources.

Biennial Operating and Capital Budget – The two-year budgeting process that allocates resources for operations and capital projects.

Ten-Year Financial Plans - Long range financial models developed for all major city funds and submitted with each biennial operating and capital budget and updated annually.

Ten-Year Capital Improvement Plan (CIP) – A schedule of capital projects to be completed over the ten-year planning horizon that includes inflationary assumptions, projected operating costs and policy justification for each project that is submitted with each biennial budget and updated annually.

City Comprehensive Plan - The City's guiding policy document with respect to how the community should develop in the future which is used to review land use proposals over a 5 - 7 year period.

PROCEDURE: Section 1 – City Council Strategic Plan

Every six years the City Council will conduct a comprehensive review of community needs in order to develop the City Council Strategic Plan. The Strategic Plan will identify Strategic Results which will be accomplished over a six-year implementation horizon.

Section 2 – Integration of Strategic Plan and City Operations

The Strategic Plan shall be the foundation for the allocation of resources for the City's Biennial Operating and Capital Budget. Each Strategic Result will be assigned to at least one department and incorporated within that department's performance measures. The integration of the Strategic Results within the Biennial Operating and Capital Budget is the "Golden Thread" that connects specific City Council direction with the day to day operation of the City.

Section 3 – FOCUS Arvada

FOCUS Arvada provides the framework for accomplishing the Council Strategic Results and other key results identified by the departments through the performance budgeting process. Each department presents their proposed budget in a consistent manner by utilizing the following elements: a) A Mission Statement that summarizes services, identifies the customer(s) and describes what the customer(s) will experience; b) Issue Statements that describe the impacts of the services; c) Department Strategic Results that align to or may include one or more Council Strategic Results; c) Lines of Business that more specifically define services, customers and experiences associated with a set of inter-related Programs; and d) Programs with Purpose Statements that define individual services and performance measures stated as results, outputs, demands and efficiencies.

This framework links the allocation of resources to the services offered to customers, what the customers will experience and performance measures that determine success.

Section 4 – Preparation of Biennial Operating and Capital Budgets

FOCUS Arvada will be used to develop and present each Biennial Operating and Capital Budget for consideration by the City Council. Each Biennial Operating and Capital budget is presented in late August and Council approval must be completed by October 31 of the even numbered year prior to the odd numbered year the budget is implemented. Council approval authorizes expenditure authority for only one year. Staff must develop and present an updated budget for the second year which Council will consider and approve in the same manner in order to authorize expenditures for the second year of the Biennial Operating and Capital Budget.

Section 5 – Ten-Year Plans for Major City Funds

Each year staff will develop and present Ten-Year Financial Plans for each of the City's major funds. The Ten-Year Plans allow expenditures and revenues to be evaluated over a longer framework in order to improve

understanding of revenue and expenditure impacts. The Finance Department will work with internal stakeholders to develop revenue and expenditure forecasts for each fund over the ten year planning horizon. The Ten-Year Plans are submitted with each Biennial Operating and Capital Budget and updated as part of the second year budget process described in Section 4.

In association with each Ten-Year Plan, it is important to establish adequate reserves that will ensure financial stability and the capacity for the City to deliver essential local government services. Therefore, a minimum level of reserves is established for each fund. A fund is considered balanced if the minimum level of reserves is maintained through each year of the ten-year planning horizon. The following minimum reserve levels stated as a percentage of annual expenditures are established for each fund:

General Fund	17%
Arvada Center	11%
Parks	11%
Police Tax .21	11%
Police Tax .25	11%
Water	25%
Waste Water	25%
Golf	11%
Storm Water	25%
Hospitality	11%
Arvada Medical	Set by Actuary
Insurance Services	Set by Actuary
Computers	Varies
Print Shop	11%
Vehicles	Varies
Buildings	Varies

The minimum reserve fund levels for funds which cover a broad range of services and are typically used to fund capital projects and debt service require higher reserves. Therefore, the General, Water, Waste Water and Storm Water Funds have reserve levels established at 17% - 25% of annual expenditures.

The minimum reserve levels for funds that support more limited activities and are not typically used to fund capital projects can be operated effectively with lower reserve levels. Therefore, the Arvada Center, Parks, Police Tax .21, Police Tax .25, Golf, Hospitality and Print Shop Funds have reserve levels established at 11% of annual expenditures.

The Medical and Insurance Services Funds have reserve levels that vary based on the annual actuarial projection.

The Computers, Vehicles and Buildings Funds are replacement funds that will carry varying balances through the assets lifecycles.

Section 6 – Ten-Year Capital Improvement Plan (CIP)

Each Biennial Operating and Capital budget will include a Ten-Year Capital Improvement Plan that identifies projects, funding sources, inflationary assumptions and any associated operating costs. The Ten-Year CIP also facilitates the allocation of all resources to complete capital projects identified in the Strategic Plan. In addition, the Ten-Year CIP must be consistent with other long-term planning efforts, such as the City's Comprehensive Plan.

The Ten-Year CIP will be updated each year as part of the second year budget process described in Section 4.

Section 7 – Council Review of Strategic Results

Within the first quarter of each year, the City Manager will present a status report on each of the Strategic Results within the Strategic Plan. This status report will be presented during a public workshop or retreat in a manner that facilitates interaction and discussion between Council and staff. As determined by the Mayor and Council, community members may be invited to discuss the Strategic Results or Council may direct staff to conduct additional public meetings in order to encourage community discussion.

The purpose of the Council review of the Strategic Results is to receive the update and discuss potential changes, additions and/or deletions to the Strategic Plan. Changes to the Strategic Plan will require Council consideration of a resolution during a regular Council business meeting. This process allows the Council to make changes to the Strategic Plan during the six-year implementation horizon.

Section 8 – Performance Data

Performance data will be evaluated by the City Manager, Deputy City Managers and Performance Budget Manager during quarterly performance review meetings. The purpose of the performance review meetings is to evaluate progress of key performance measures, identify issues and concerns, celebrate successes, promote efficiencies, and determine "course corrections" as needed for programs and services.

Section 9 – Annual Report

All departments will submit an annual report to the City Manager or Deputy City Managers based on assigned reporting relationships. The schedule for submitting the annual reports will be announced in the first quarter of each year by the City Manager. The annual report will include the status of assigned Strategic Results and all other performance measures included within that department's FOCUS Framework. This information will be summarized and included within the City Manager's annual report to the City Council that is part of the process associated with the Council's annual performance evaluation of the City Manager. Each department's annual report will be reviewed in association with the annual evaluation process for the department head, managers and all employees.

CITY OF ARVADA
POLICY AND PROCEDURES

Authorized by City Manager: _____

Policy No. **3500.02** (Previously F-109)
Page 1 of 2

Effective date: August 30, 1999
Revision date: January 5, 2004

TITLE: **Fixed Asset Capitalization and Inventory**

PURPOSE: To set forth City policy and procedures regarding the accounting and safeguarding of fixed assets.

POLICY: Each employee is required to properly protect, maintain, and account for City property throughout its useful life.

PROCEDURE:

1. Capitalization

   a. Any item meeting the following criteria are classified as fixed assets of the City.

      (1) Any item that consists of either a single item or components purchased as separate items but intended to function together as a unit;

      (2) Any item that is non-expendable (i.e., it is usually more feasible to repair the item than replace it);

      (3) Any item that has an anticipated useful life that exceeds 36 months; and

      (4) Any item or group of like items that has an original cost of $5,000 or more.

   b. Any item that meets the above criteria must be charged and accounted for in a capital expenditure account using the following expenditure account numbers:

58201	Water Rights	58206	Equipment
58203	Land	58207	Vehicles
58204	Buildings	58208	Software
58205	Plant	58209	Infrastructure

   c. If an item does not meet any of the above criteria, it should be accounted for in the expenditure account number 54013 (small equipment).

2. Inventory

   a. Upon receipt of the item, asset and tag numbers will be assigned by the Treasury Division.

      (1) All assets will be assigned an asset number. The asset number will be assigned by the Treasury Division.

      (2) Most capital items will have a tag affixed bearing the tag number. In cases where a tag cannot be affixed, the asset number will be used to monitor the asset.

CITY OF ARVADA
POLICY AND PROCEDURES

(3) Each asset will be assigned to the division and the employee that purchased the asset or the employee that is responsible for the asset.

b. The Department Director is responsible for all items assigned to that Department.

c. Notice of all activity involving fixed assets will be documented on the "Fixed Asset Change Request" form with all required signatures. The completed form will be submitted to the Treasury Division for entry to the fixed asset system.

(1) Transfers between departments, trade ins, disposals, retirements, etc., will not occur until a copy of the Fixed Asset Change form has been received by the Treasury Division with approval of the Department Director. Transfers, disposals, or retirements will be entered into the fixed asset system by the Treasury Division.

(2) Any Fixed Asset Change Request form requesting deletion of an asset from the system because of loss, theft, obsolescence, etc. must be accompanied by a police report, memorandum, or other documentation explaining the circumstances involved and must be approved by the responsible Department Director.

(3) Any fixed asset to be transferred to City surplus/auction must be delivered to Central Receiving along with a properly completed copy of the Fixed Asset Change Request form signed by Central Receiving.

d. A physical inventory of fixed assets will be taken at the direction of the Finance Director on a periodic basis. Serial numbers, tag numbers, location, and other pertinent data will be verified.

THE CITY OF ARVADA, COLORADO
INVESTMENT POLICY
August 2, 2021

Article XX of the Constitution of the State of Colorado provides the City of Arvada (the "City") with the legal authority to promulgate and implement reasonable standards for its cash management and investment operations. Under the provisions granted by that legal authority, the City Council (the "Council") has adopted specific cash management policies and procedures in accordance with Section 2-121 of the Code of the City of Arvada (the "Code"), and has authorized the City Manager and/or his designee(s) to implement reasonable rules and regulations relating to the cash management and investment activities of the City.

As designated by the City Manager, the Director of Finance shall be committed to the overall success of the City's cash management programs and may establish an advisory committee to review and recommend practices on a number of cash management issues, including, but not limited to, the following:

A. The design and implementation of reliable and effective cash-flow forecasting methodologies which will assist the City's accounting personnel in determining the amounts of cash available for investment; the time period for which the funds may reasonably be invested; and the volatility of specific forecasts, which will allow viable determination of the required liquidity which must characterize the specific investments.

B. The design and implementation of appropriate revenue acceleration programs, to enhance the speed at which monies are collected, deposited, and invested.

C. Controlled disbursement programs, to ensure that City expenses are paid on time without jeopardizing the potential earning capability of the City's cash management program.

D. The use of state-of-the-art techniques for the physical movement of money, taking advantage of the technological and operational procedures which have evolved in recent years.

E. The design and implementation of investment policies and procedures which allow the City to maximize its interest earnings, and ensure the safety of all funds entrusted to the care and control of City personnel.

F. The design and implementation of relationships with bank and investment advisors (if applicable) which are both favorable to the City and responsive to the day-to-day requirements of the City's complex financial operations.

SCOPE AND PURPOSE

This Investment Policy addresses the methods, procedures and practices which must be exercised to ensure effective and judicious fiscal and investment management of the City's funds. It was adopted by the City Council on August 2, 2021 and replaces any previous investment policy or investment procedures of the City.

This Investment Policy applies to all City funds, except defined contribution/benefit pension and retirement funds, deferred compensation funds, funds of the Arvada Urban Renewal Authority, and the self-insured medical fund.

Except for cash in certain restricted and special funds, cash shall be pooled for investment purposes. The investment income derived from any pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective ending balance of the prior month relative to the total pooled balance in each investment portfolio.

INVESTMENT OBJECTIVES

The City's funds shall be invested in accordance with all applicable City policies, Colorado statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

- Preservation of capital and protection of investment principal
- Maintenance of sufficient liquidity to meet anticipated cash flows
- Attainment of a market rate of return
- Diversification to avoid incurring unreasonable market risks

DELEGATION OF AUTHORITY

The Director of Finance and/or his/her designee(s) is vested with responsibility for managing the City's investment program and for implementing this Investment Policy. The Director of Finance may designate the authority to administer investment transactions and the operation of each investment portfolio to other specifically authorized staff members. No person may engage in an investment transaction except as expressly provided under the terms of this Investment Policy.

The Director of Finance shall establish procedures and internal controls for the operation of the City's investment program, designed to prevent loss of public funds due to fraud, error, misrepresentation and imprudent actions.

The City may engage the support services of outside investment advisors in regard to its investment program, so long as it can be demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources.

It is imperative that any investment advisor who provides support services serve in a fiduciary capacity to the City, be highly qualified, and demonstrably independent. Furthermore, a prospective advisor should be able to provide clear evidence of his/her capabilities on behalf of clients similar to the City. An investment advisor may be selected by the City through a competitive Request for Proposal process.

The City has established strict guidelines regarding the approval of such investment advisors to ensure that such support services are consistent with the City's established policies and procedures. These guidelines include, but are not limited to, the following:

a. Any investment advisor selected shall be a "Registered Investment Advisor" as defined and regulated by the U.S. Securities and Exchange Commission (the “SEC”).

b. Any such investment advisor shall be completely independent of any financial institution or securities brokerage firm, and shall not participate in any commissions, or soft-dollar payments as a result of its relationship to the City.

c. Any such investment advisor shall not take possession of any City monies or investment securities, nor have access to or control over such monies and/or securities. Procedures for delivery, possession, and safekeeping are established in the Safekeeping and Custody section of this investment policy. Such procedures shall remain the same, regardless of the City's relationship with an investment advisor.

d. Pursuant to the terms of the Investment Advisory Agreement, the selected investment advisor may be granted discretionary or non-discretionary authority on behalf of the City.

e. Any such investment advisor shall provide the City with periodic reports regarding the accounting treatment and performance level of the City's investment portfolio(s). Such reports shall be verifiable within the definition of generally accepted accounting principles (GAAP).

f. Fees for investment advisory services shall be fixed monthly charges or a fee based upon the dollar amount of the portfolio(s) as opposed to "performance-based" fees.

INVESTMENT MANAGEMENT STANDARDS

The standard to be used for managing the City’s assets is the "prudent investor" standard applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital." (Colorado Revised Statutes 15-1-304, Standard for Investments.)

The City’s overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally risk-free and that its investment activities are a matter of public record. Accordingly, the City recognizes that occasional realized losses may occur in any diversified portfolio and shall be considered within the context of each portfolio’s return, provided that adequate diversification has been implemented and the recommended retention or sale of a security is in the best long-term interest of the City.

The Director of Finance and other authorized persons acting in accordance with established procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided

deviations from expectations are reported in a timely fashion to the City Council and appropriate action is taken to control adverse developments.

ETHICS AND CONFLICTS OF INTEREST

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the City's investment program or that could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees approved to engage in any investment decisions shall disclose to the Director of Finance any material financial interest they have in financial institutions that conduct business with the City, and they shall subordinate their personal investment transactions to those of the City.

AUTHORIZED SECURITIES AND TRANSACTIONS

All investments will be made in accordance with the Colorado Revised Statutes including without limitation the following: C.R.S. 11-10.5-101, et seq. Public Deposit Protection Act; C.R.S. 24-75-601, et. seq. Funds - Legal Investments; C.R.S. 24-75-603, Depositories; C.R.S. 24-75-701, et. seq., Local governments – authority to pool surplus funds, C.R.S. 30-10-701, et. seq. Any revisions or extensions of these sections of the statutes will be assumed to be part of this Investment Policy immediately upon being enacted.

For the purposes of this policy, the diversification requirements are applicable to the overall portfolio holdings (the "Portfolio") of the City, not based on an individual portfolio. References to rating category includes modifiers. For example, the A rating category includes A-, A and A+ (or the equivalent). All rating requirements are as of the time of purchase.

The ratings requirements outlined in this section are those as published by Standard & Poor's ("S&P"), a Nationally Recognized Statistical Rating Organization ("NRSRO"). Securities purchased may be rated by Standard & Poor's, Moody's Investors Service, or Fitch Ratings, therefore, the ratings equivalents of those referenced by S&P are listed below:

LONG-TERM RATINGS		
Standard & Poor's	Moody's Investors Service	Fitch Ratings
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA−	Aa3	AA−
A+	A1	A+
A	A2	A
A−	A3	A−

SHORT-TERM RATINGS		
Standard & Poor's	Moody's Investors Service	Fitch Ratings
A-1+	P-1	F1+
A-1	P-1	F1

Sources: Standard & Poor's Corporation, Moody's Investors Service, Fitch Ratings

This Investment Policy further restricts the investment of City funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Any security issued by, fully guaranteed by, or for which the full credit of the United States Treasury is pledged for payment including, but not limited to, Treasury bills, Treasury notes, Treasury bonds and Treasury STRIPS with maturities not exceeding 10 years from the date of trade settlement. 100% of the Portfolio may be invested in U.S. Treasury Obligations.

2. Federal Agency and Instrumentality Securities: Any security issued by, fully guaranteed by, or for which the full credit of the following is pledged for payment: The federal farm credit bank, the federal land bank, a federal home loan bank, the federal agricultural mortgage corporation, the federal home loan mortgage corporation, the federal national mortgage association, the export-import bank, the Tennessee Valley Authority, the government national mortgage association, the world bank, or an entity or organization that is not listed in this paragraph but that is created by, or the creation of which is authorized by, legislation enacted by the United States congress and that is subject to control by the federal government that is at least as extensive as that which governs an entity or organization listed in this paragraph. With the exception of the federal agricultural mortgage corporation such securities shall be rated in the AA catgeory or the equivalent at the time of purchase by at least two NRSROs. Such securitites shall have maturities not exceeding five years from the date of trade settlement. 100% of the Portfolio may be invested in Federal Agency and Instrumentality Securities. Subordinated debt may not be purchased.

3. Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury Obligations or Federal Agency and Instrumentality securities listed in 1. and 2. above with a final maturity not exceeding 10 years. The purchased securities shall have a minimum market value including accrued interest of 102% of the dollar value of the transaction. Collateral shall be held by the City's third-party custodian bank, and the market value of the collateral securities shall be marked-to-the market daily.

   Repurchase Agreements shall be entered into only with broker/dealers recognized as Primary Dealers by the Federal Reserve Bank of New York, or with firms that have a Primary Dealer within their holding company structure. Approved Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by a NRSRO.

   No more than 100% of the Portfolio may be invested in repurchase agreements and no more than 10% may be invested with a single counterparty.

4. Commercial Paper with an original maturity of 270 days or less issued by any corporation or bank. Such securities must be U.S. dollar-denominated and rated A-1 or the equivalent at the time of purchase by at least two NRSROs. No more than 35% of the Portfolio may be invested in commercial paper, and no more than 5% may be invested in the obligations of any one issuer.

5. Eligible Banker's Acceptances with maturities not exceeding 180 days, issued by FDIC insured state or national banks with combined capital and surplus of at least $250 million. Banker's Acceptances shall be rated A-1 or the equivalent by at least two NRSROs. No more than 35% of the Portfolio may be invested in banker's acceptances, and no more than 5% may be invested in the obligations of any one issuer.

6. Corporate Debt with a maturity not exceeding five years from the date of trade settlement and issued by any corporation or bank. Such securities must be U.S. dollar-denominated and rated in the A category or the equivalent at the time of purchase by at least two NRSROs. No more than 35% of the Portfolio may be invested in corporate debt and no more than 20% of the Portfolio will be invested in securities of all types rated in the A category or the equivalent. No more than 5% may be invested in the obligations of any one issuer.

7. Municipal Bonds. Obligations of any state or local government with maturities not exceeding five years from the date of trade settlement. Such obligations shall be rated in the A category or the equivalent by at least two NRSROs.

   No more than 35% of the Portfolio may be invested in municipal bonds and no more than 20% of the Portfolio will be invested in securities of all types rated in the A category or the equivalent. No more than 5% may be invested in obligations of a single issuer.

8. Negotiable Certificates of Deposit ("Negotiable CDs") with a maturity not exceeding three years from the date of trade settlement and issued by any bank. Negotiable CDs must be U.S. dollar-denominated and must, at the time of purchase, have either a) a long-term rating in the A category or the equivalent by at least two NRSROs, or b) short-term ratings of A-1 or the equivalent by two NRSROs. No more than 35% of the Portfolio may be invested in Negotiable CDs and no more than 20% of the Portfolio will be invested in securities of all types rated in the A category or the equivalent and no more than 5% may be invested in a single issuer.

9. Non-negotiable Certificates of Deposit ("Time CDs") with a maturity not exceeding three years in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. No more than 20% of the Portfolio may be invested in Time CDs, and no more than 10% may be invested in a single issuer.

10. Local Government Investment Pools ("LGIPs") LGIPs authorized under CRS 24-75-701 et seq. which: 1) seek to maintain a constant daily net asset value per share; 2) limit assets of the fund to securities authorized by CRS 24-75-601 et seq.; and 3) have a rating in the highest category by any NRSRO.100% of the Portfolio may be invested in LGIPs but no single LGIP may constitute more than 50% of the Portfolio. These diversification limits are not applicable to portfolios funded with bond proceeds.

11. Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) seek a constant net asset value per share; 3) have a maximum stated

maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 4) have a rating in the highest category by any NRSRO. 100% of the Portfolio may be invested in money market mutual funds but no single fund may constitute more than 50% of the Portfolio.

12. Securities of the City of Arvada or taxing unit of the City, or certificates of participation may be purchased upon recommendation of the Director or Finance.

The Portfolio shall be limited to an aggregate exposure of 50% for the following investment types: Commercial Paper, Bankers Acceptances, Corporate Bonds and Negotiable Certificates of Deposit.

The foregoing list of authorized securities and transactions shall be strictly interpreted.

Securities in which the City has already invested that are downgraded to a level that is below the minimum ratings described herein may be sold or held at the discretion of the Director of Finance. The relevant portfolio will be brought back into compliance with Investment Policy guidelines as soon as is practical.

Should the financial markets experience severe turmoil, the Director of Finance and/or designee, upon approval of the City Manager, may make decisions regarding investments outside of the parameters of this policy on a temporary basis to ensure the City's primary objectives of legality, safety, liquidity and yield are upheld.

The City may, from time to time issue bonds, the proceeds of which must be invested to meet specific cash flow requirements. In such circumstances and notwithstanding the paragraph immediately above, the reinvestment of debt issuance or related reserve funds may, upon the advice of Bond Counsel or financial advisors, deviate from the provisions of this Investment Policy with the written approval of the Director of Finance.

INVESTMENT DIVERSIFICATION

The City shall diversify its investments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Nevertheless, the asset allocation in the Portfolio should be flexible depending upon the outlook for the economy, the securities markets and the City's anticipated cash flow needs.

INVESTMENT LIQUIDITY

The Portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. To the extent possible, investments shall be matched with anticipated cash flows and known future liabilities.

COMPETITIVE TRANSACTIONS

All investment transactions shall be conducted competitively with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid or offering prices shall be recorded. If the City is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative

securities will be documented. The competitive transaction requirement is not applicable for new issue security offerings or direct purchases from an issuer.

SELECTION OF BROKER/DEALERS

It shall be the policy of the City to purchase securities only from authorized broker/dealers.

To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a Primary Dealer within its holding company structure,
2. Report voluntarily to the Federal Reserve Bank of New York,
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

Broker/dealers will be selected on the basis of their expertise in public cash management and their ability to provide service to the City's account.

If the City engages the services of a professional investment advisory firm to assist in the management of investment portfolios in accordance with this Investment Policy, the firm shall be authorized to utilize its own approved list of broker/dealers. Such approved broker/dealers shall still comply with the Broker/Dealer Criteria listed above.

The City may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in item 4 of the Authorized Securities and Transactions section of this Investment Policy.

SAFEKEEPING AND CUSTODY

The Director of Finance shall approve one or more banks to provide safekeeping and custodial services for the City. A City approved safekeeping agreement shall be executed with each custodian bank. The City's safekeeping banks shall qualify as eligible public depositories as defined in C.R.S. 11-10.5-103 and be a Federal Reserve member financial institution.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, except non-negotiable Certificates of Deposit, Local Government Investment Pools and Money Market Mutual Funds, purchased by the City will be delivered by book entry and will be held in third-party safekeeping by the City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities shall be evidenced by a safekeeping receipt or a customer confirmation issued to the City by the custodian bank stating that the securities are held in the Federal Reserve system in a Customer Account for the custodian bank which will name the City as "customer."

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the City as "customer."

The City's custodian will be required to furnish the City a monthly report of safekeeping activity, including a list of month-end holdings and market values.

PERFORMANCE BENCHMARKS

Each portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. If applicable, the performance of each investment portfolio may be compared to a total return index that meets the duration target of each portfolio. When analyzing the performance of each investment portfolio, all fees involved with managing it shall be included in the computation of its rate of return.

REPORTING

The Director of Finance and/or designee(s) involved in the investment process shall prepare an investment report to the City Council and City Manager at least quarterly. This report shall summarize the investment earnings and performance results of each investment portfolio. The report shall include a summary of all City investments, their book value or par value, interest earnings for the period, and any realized gains or losses The report shall also include the portfolio's sector allocation, credit ratings, maturity distribution, weighted average maturity, yield to cost, yield to maturity, and comparative benchmark returns, where relevant.

POLICY REVISIONS

This Investment Policy shall be reviewed on a periodic basis by the Director of Finance. If amendments are required, they shall be submitted to the City Council for approval.

SUMMARY OF ELIGIBLE INVESTMENTS AND TRANSACTIONS

The ratings requirements outlined in this summary grid of eligible investments and transactions are those as published by Standard & Poor's ("S&P"), a Nationally Recognized Statistical Rating Organization ("NRSRO"). Securities purchased may be rated by Standard & Poor's, Moody's Investors Service, or Fitch Ratings, therefore, the ratings equivalents of those referenced by S&P are outlined in Authorized Securities and Transactions of this policy.

Security Type	Maximum Portfolio %	Maximum Issuer %	Maturity Restrictions	Minimum Rating Requirements
U.S. Treasuries	100%	100%	10 years	N/A
Federal Agencies and Instrumentalities	100%	100%	5 years	AA by 2 NRSROs[1]
Corporate Debt	35%	5%	5 years	A- by 2 NRSROs
Municipal Bonds	35%*	5%*	5 years	A- by 2 NRSROs
Commercial Paper	35%	5%	270 days	A-1 by 2 NRSROs
Bankers Acceptances	35%	5%	180 days	A-1 by 2 NRSROs
Repurchase Agreements	100%	10%	180 days	N/A
Non-negotiable Certificates of Deposits ("Time CDs")	20%	10%	3 years	N/A
Negotiable Certificates of Deposit ("Negotiable CD's")	35%	5%	3 years	A- or A-1 by 2 NRSROs
Local Government Investment Pools	100%	50%	N/A	Highest rating category by any NRSRO
Money Market Mutual Funds	100%	50%	N/A	Highest rating category by any NRSRO

Note: The Portfolio shall be limited to an aggregate exposure of 50% for the following investment types: Commercial Paper, Bankers Acceptances, Corporate Bonds and Negotiable Certificates of Deposit. A 20% limit of the Portfolio shall be applicable for securities of all types in the A rating category. For details see Authorized Securities and Transactions.

1. A credit rating is not required for the federal agricultural mortgage corporation

The City of Arvada Operating and Capital Budget is structured to be easily understood and meaningful to both the general public and the organization. This glossary is provided to assist those unfamiliar with budgeting terms and a few terms specific to the Arvada financial planning process.

98-101 Funding: Since the electors of Arvada adopted a sales tax in 1969, the City Code has required that 60% of the first cent of sales tax revenue must be appropriated annually for capital projects or debt service. Codified as 98-101 in the Arvada Code of Ordinances, this funding is referred to as 98-101 funding.

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Advance Refunding: The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

American Rescue Plan Act of 2021 (ARPA): Is a $1.9 trillion economic stimulus bill passed by the 117th U.S. Congress and signed into law by President Joe Biden on March 11, 2021, to provide additional relief to address the continued impact of COVID-19.

Amortization: Decrease the book value of a loan or intangible asset over a period of time, typically the for the life of the loan.

Annual Comprehensive Financial Report (ACFR): Thorough and detailed presentation of the City's financial condition, reporting on the City's activities and balances for the fiscal year.

Appropriation: Appropriation is a formal action by the City Council which approves the spending limits for the fiscal year for each fund.

Arvada Economic Development Association (AEDA): Arvada Economic Development Association provides start-up, existing or expanding businesses with the latest demographic, financial, business, and consumer research necessary to succeed in the City of Arvada.

Assessed Valuation: Assessed valuation is a valuation set upon real estate or other property by the County Assessor as a basis for levying taxes.

Asset: Resources owned or held that have monetary value.

Assigned Fund Balance: These are amounts that a government intends to use for a specific purpose. Intent can be expressed by the governing body or by an official or body to which the governing body delegates authority.

Attrition: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement or means other than layoffs.

Audit: Examination and evaluation by an independent audit firm of the financial statements to represent that the Financial Statements are free of material misstatement.

AURA: AURA stands for Arvada Urban Renewal Authority. AURA acquires and assembles property in order to redevelop blighted property located in the urban renewal district. The district in Arvada includes five active areas that are located throughout the City.

Authorized Positions: Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced budget: Estimated expenditures do not exceed estimated revenues and available fund balance for each year of the two-year budget.

Bond: A long-term I.O.U. or promise to pay. Often bonds are issued to finance the construction of long term capital projects. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (maturity date). Bonds come in two types: general obligation bonds are backed by the full faith, credit and taxing authority of the government and revenue bonds are backed only by a specific revenue stream, such as water user fees or sales tax.

Budget: A plan of financial activity for a specified period of time (two years) indicating all planned revenues and expenditures for the budget period.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: Generally Accepted Accounting Principles (GAAP), cash, or modified accrual.

Budgetary Control: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Equipment: Assets of value greater than $5,000 and having a useful life greater than 36 months. Capital equipment is also called fixed assets.

Capital Improvements Plan (CIP): The appropriation and spending plan for improvements to city facilities including buildings, streets, water , stormwater and sewer projects, drainage improvements, parks and trails.

Capital Outlay: Classification of expenditures related to the purchase of capital equipment.

Capital Project: Major construction, acquisition or renovation activities which add value to a government's physical assets of significantly increase their useful life.

Cash basis: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CCIPC: The Citizens Capital Improvement Plan Committee, a 21-member group of citizens appointed by City Council to report recommendations for capital improvement project prioritizations and funding.

Certificate of Participation (COP): A certificate of participation is a lease financing agreement used by a government to improve or purchase infrastructure.

CDBG: CDBG stands for Community Development Block Grant, which is money given to cities from the federal government to improve blighted conditions and to assist low and moderate income persons.

City Council Strategic Plan (CCSP): The City Council Strategic Plan is the guiding document that lays the foundation for meeting current and future community needs, integrates the Biennial Operating and Capital Improvement Budgets, and subsequently drives daily operations within the City of Arvada.

Committed Fund Balance: These are amounts constrained to specific purposes by a government itself, using its highest level of decision making authority. To be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the restraint.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost of living (economic inflation).

Contingency: A contingency is a budgetary reserve set aside for emergency or unanticipated expenditures and/or revenue shortfalls.

Coronavirus Aid, Relief, and Economic Security Act (CARES): Also known as the CARES Act is a $2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

Debt Service: Debt Service is the principal and interest payments on outstanding bonds.

Depreciation: Expiration in the service life of capital equipment attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Emergency Reserve: The Emergency Reserve is a term used in TABOR.TABOR requires Arvada to maintain 3% of total fiscal year spending as an emergency reserve.

Encumbrance: An encumbrance is the formal accounting recognition of commitments to expend resources in the future.

Enterprise Fund: An enterprise fund is a separate set of financial records used for operations which are financed and operated in a manner similar to a private business enterprise. City enterprise funds are set up in order to pay ongoing costs of a program using ongoing revenues and fees generated by the program such as Arvada's utility service.

Fiscal Year: A fiscal year is the one year period designated by the city for the beginning and ending of financial transactions. This is the period covered by the budget and the financial report. The city's fiscal year begins January 1 and ends December 31.

FOCUS: This is the name given to the City of Arvada's system of performance based budgeting and the practice of developing budgets based on the relationship between program funding levels and expected outcomes from that program.

Fiduciary Fund: Fund used to report on assets held in trust for others such as pension funds.

Full Time Equivalent Position (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to.5 of a full-time equivalent.

Full Faith and Credit: A pledge of the government's taxing power to repay debt obligations.

Fund: A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, related liabilities and residual balances.

Fund Balance: A fund balance is the difference between total assets and total liabilities for a fund.

GASB: GASB is the Governmental Accounting Standards Board, which is the source of generally accepted accounting principles for public-sector entities like the City of Arvada.

General Obligation (G.O.) Bond: This type of bond is backed by the full faith, credit and taxing power of the city.

General Fund: A general purpose fund supported by taxes, fees and other revenues which may be used for any lawful purpose. This fund accounts for all financial resources except those required to be accounted for in another fund.

Goal: A goal is a statement of broad direction, purpose or intention based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

Government Finance Officers Association (GFOA): An organization founded in 1906 that represents public finance officials throughout the United States and Canada.

Governmental Fund: Fund used to account for most of general activities including tax supported activities, debt service, capital projects and special revenue funds.

Infrastructure: Infrastructures are facilities on which the continuance and growth of a community depend such as a road, water lines, sewer lines, public buildings, and parks. Infrastructure assets are immovable and of value only to the government.

Internal Service Fund: This fund accounts for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit. An example is the insurance fund.

Liability: An obligation to pay an amount in money, goods, or services to another party.

Line of Business: A grouping of Programs with similar common purposes.**Local Growth:** Local growth is a term defined by TABOR. Local growth is the net percentage change in actual value of all real property.

Maintenance and Operation Costs: The day to day operation and maintenance costs of a municipality include such things as gas and electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance.

Major Fund: Funds are considered major if total assets, liabilities, revenues or expenditures of the fund are at least 10 percent of the corresponding total assets, liabilities, revenues or expenditures for all funds in that category. The total assets, liabilities, revenues or expenditures of the individual fund are at least 5 percent of the total assets, liabilities, revenue or expenditures of all fund categories combined.

Milestone: A significant event or important achievement that indicates change or progress toward a strategic result. Milestones signal anchors and serve as visible indicators of progress toward achievement of a strategic result.

Mill: Property tax rates that are based on the valuation of property are measured in units called mills. A tax rate of one mill produces one dollar of taxes on each $1,000 of assessed property valuation.

Modified Accrual: Modified accrual is a basis of accounting where revenues are recognized in the accounting period in which they become available and measurable, and expenditures are recognized in the accounting period when the liability is incurred, if measurable.

Non-spendable Fund Balance: These are amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

Operating Budget: An operating budget contains the day-to-day costs of delivering city services. The operating budget is the spending plan for the entity.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenditures: The cost for personnel, materials and equipment required for a department to function.

Performance Measure: Using smart goal framework, performance measures are specific, measurable, achiveable, realistic and timely. Performance measures help focus efforts and ability to achieve targets. All strategic performance measures are directly aligned with a strategic result and all operational performance measures align with one or more principles.

Personnel Expenditures: Expenditures for salaries, wages and fringe benefits for employees.

Principle: Principles are high-level business strategies that form our business model and serve as pillars of excellence. They are broad in scope and apply to all areas within the City organization and provide standards for how we do business in order to successfully support City Council priorities. They promote working collaboratively in a deliberate strategic direction.

Proprietary Fund: Fund used for operations which are financed and operated similar to a private business enterprise. The City has two types of proprietary funds, Enterprise Funds and Internal Service Funds.

Program: A subdivision within a department within which revenues and expenditures are organized around benefits experienced by consumers of the program's services.

Reserve: A reserve is a portion of the fund balance that is not available for appropriation or expenditure.

Resolution: A resolution is a formal statement of a decision or expression of opinion put before or adopted by the city council.

Restricted Fund Balance: These are amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions or enabling legislation.

Revenue Bond: This is a type of bond that is backed only by a particular source of revenue, such as water sales, road tolls, and sales taxes.

Special Revenue Fund: Fund used to account for revenue from specific sources restricted to a certain purpose.

Strategic Result: A specific and measurable objective directed by City Council providing guidance in supporting priorites and organizational transformation. Strategic resutls are a statement of a desired end-state and are measurable and explicity defined using outcome language. They provide guidance to organizational transformation.

STRAT OP: A strategic planning framework and process emphasizing perspective first helps us close the gap between City Council's vision and our day to day work.

Supplemental Appropriation: An additional appropriation made by the governing body after the budget year has started.

System Development Charges: Payment to connect to the City's water or sewer infrastructure to provide service to a location.

TABOR: TABOR (Taxpayer Bill of Rights, Article X, and Section 20 of the Colorado Constitution) is an amendment to Colorado's State Constitution passed by election in 1992 that imposes revenue limitations for governments.

TABOR Caps: TABOR caps are the limits placed each year on how much money cities can receive. The caps are calculated on a yearly basis and are dependent upon local growth plus inflation.

Taking Lasting Care (TLC): Taking Lasting Care is one of the key components of the City's Capital Improvement Plan and focuses on reinvestment of resources to existing infrastructure.

Taxes: Taxes are compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tax Levy: A tax levy is the total amount to be raised by general property taxes as measured by mills. A mill equals $1,000 of assessed valuation.

Transfer: A transfer is expenditure from one fund for the benefit of a receiving fund.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service is a user charge.

Working Capital: The difference between the current assets and current liabilities in a fund. In other words, working capital is the amount of money available to pay for current operations.

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City of Arvada

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