

# **Boulder City Strategic Plan**

## **Implementation Action Plan for 2020 to 2025**

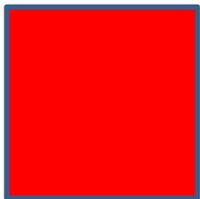
## Implementation Action Plan

Management Partners has developed this Implementation Action Plan to assist Boulder City staff with the phasing and scheduling of goals and strategies in the Strategic Plan. The purpose of this action plan is to enable staff and City leaders to set priorities, timelines and assignments for each of the strategies included in the Strategic Plan. City leaders can use this action plan to keep track of progress and as a tool for reporting progress to the City Council and public.

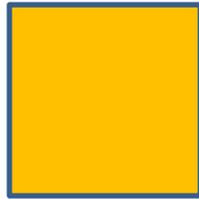
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

Color Coding Legend: Please note that in the updates, some of the work is color-coded to show

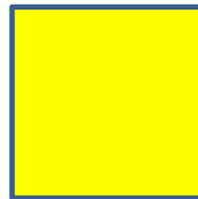
Red: Strategy stopped



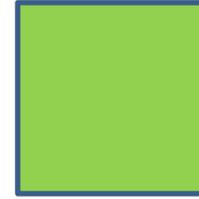
Orange: Strategy on hold



Yellow: Strategy in progress



Green: Strategy complete



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<b>Goal A: Achieve prudent financial stewardship</b>							
Strategy 1: Balance the budget Action Steps <ul style="list-style-type: none"> <li>Update annually and maintain 5-year financial plan</li> <li>Utilize City financial software to full potential</li> <li>Prepare 5-year expenditure forecast</li> <li>Prepare &amp; adopt annual CIP before operating budget</li> </ul>	<ul style="list-style-type: none"> <li>05.31.19 then ongoing</li> <li>01.01.19 to 02.01.19 then ongoing</li> <li>01.01.19 to 02.28.19 then ongoing</li> <li>07.01.19 to 05.30.20 then ongoing</li> </ul>	Finance Director	All City Department Directors	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.		
Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases Action Steps <ul style="list-style-type: none"> <li>Continue to actively pursue all available grants</li> <li>Actively market &amp; sell land around BC golf course</li> <li>Actively market &amp; lease land in urban core</li> <li>Examine and improve revenue streams to promote self-sustaining enterprise funds</li> </ul>	<ul style="list-style-type: none"> <li>05.01.19 to 05.01.20 then ongoing</li> <li>05.01.19 to 12.31.24 then ongoing</li> <li>07.01.21 to 05.30.24 then ongoing</li> <li>07.01.19 to 05.30.24 then ongoing</li> </ul>	Contracts Manager Finance	All City Department Directors	Yes	Increase in revenue streams resulting in less budget constraints.	<b>Tract 350 RFP complete, vendor selected and approved by Council, negotiations ongoing.</b>	<b>Negotiations continue on sale of Tract 350</b>  <b>Proposing Master Fee Schedule adjustments</b>
Strategy 3: <del>Ensure budget reserves are 20% of all funds</del> Ensure budget reserves are 16.67% for General Fund and 20% of all other operating funds Action Steps <ul style="list-style-type: none"> <li>Monitor to ensure all funds comply with City ordinance on reserve policy</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager <i>(previously Chief Accountant)</i> Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	<b>REVISION REQUESTED.</b>	<b>Strategy 3 revision approved in January to reflect change in NRS 354.6421, which changed from 20% to 16.67% for the General Fund balance maximum that is not subject to negotiations</b>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
Strategy 4: Maintain emergency funds Action Steps <ul style="list-style-type: none"> <li>Fully fund and maintain Emergency Fund as required by ordinance</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager <i>(previously Chief Accountant)</i> Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.		
Strategy 5: Support non-profit and volunteer groups Action Steps <ul style="list-style-type: none"> <li>Calculate and report current value of donated time, materials, and facilities</li> <li>Establish criteria for support</li> <li>Establish benchmarking against other communities</li> </ul>	<ul style="list-style-type: none"> <li>07.01.20 to 06.30.21 then ongoing</li> <li>07.01.19 to 06.30.20 then ongoing</li> <li>07.01.21 to 06.30.22 then ongoing</li> </ul>	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.	<b>Partnered with Scouts on Eagle Scout project at Veteran's Park.</b>  <b>Coordinated several non-profit special events.</b>  <b>Partnered with NDOW on Educational programs at Vet's Park.</b>	<b>Partnered with Scouts on Eagle Scout projects at Vet's Fishing Pond and Whalen Baseball Field</b>  <b>Coordinated several non-profit special events</b>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	November 2021	February 2022
Strategy 6: Establish a five-year rolling financial plan Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	01.01.19 to 05.31.19 then ongoing	Finance Director	All City Departments	Yes	Financial Plan adopted and implemented.		
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <ul style="list-style-type: none"> <li>Hire Purchasing Manager</li> <li>Evaluate bringing outsourced services in-house</li> </ul>	01.22.19 Completed 07.01.19 to 06.30.21 then ongoing	Purchasing Manager Finance	All City Departments	Yes	Reduction in expenses creating a measurable improvement in net revenue.		
Strategy 8: Communicate and share financial successes with the community Action Steps <ul style="list-style-type: none"> <li>Inform Communication Manager of financial success to report</li> </ul>	04.01.19 to 06.01.19 then ongoing	Finance Director	Communications	Yes	Positive feedback on Community forums.	<b>News Release, news flash and social media regarding the FY 21 Distinguished Budget Presentation Award in November.</b>  <b>News Release, flash and social media on low energy costs, low energy loss, and issued white paper on solar.</b>	<b>News Releases/flash and social media on:</b>  <b>WaterSMART grant (2/3/22)</b>  <b>Two GFOA awards for Annual Financial Reporting (2/3/22)</b>  <b>Annual Budget Process (2/23/22)</b>
Strategy 9: Adopt and integrate best practices into department's programs and operations Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	01.01.19 to 05.30.24 then ongoing	Finance Director	All City Departments	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.		
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> <li>Conduct Job Analysis</li> <li>Update Job Specifications</li> <li>Compensation Review</li> </ul>	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	<b>Awaiting final Evergreen Solutions Report, expected in December.</b>  <b>Parks and Rec Staff attended Trainings and Conferences.</b>	<b>Evergreen Solutions Report provided to Council for review</b>  <b>Executive staff training session on leadership</b>  <b>Parks and Rec Staff attending LEAD Training</b>



Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
<b>Goal B: Invest in Infrastructure</b>							
Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> <li>Enhance CIP prioritization process</li> <li>Validate priorities annually</li> </ul>	Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Update 2020 CIP	CIP will be presented at the 12/14 Council Meeting, seeking tentative approval for FY23.	Working to update CIP to include ARPA funding for projects to be approved with FY23 budget.
Strategy 2: Maximize the use of outside funding sources for infrastructure Action Steps <ul style="list-style-type: none"> <li>Solicit regional partners for funding (RTC, Flood Control, SNWA)</li> <li>Utilize State lobbyist for potential project funding</li> </ul>	Start: 01.01.19 then ongoing	Public Works Director	Finance, Utilities, Public Works, City Manager, Communications	Yes	Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds	Upcoming funding request with RTC for the construction portion of the Railroad Museum Road Project.  Secured funding from RTC for the Boulder City Parkway Shade Structure project.	Staff is preparing to request FY23 capital funds from RTC.  Staff in process of securing CCRFCD AMWP funding for FY23.
Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process Action Steps <ul style="list-style-type: none"> <li>Prepare/Update Infrastructure Master Plans and Resource plans</li> <li>Implement in conjunction with Strategy 1</li> </ul>	Start: 07.01.19 then ongoing Start 07.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Completion of Master Plans and Resource Plans	Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.  Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.	Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.  Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.
Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of City assets and infrastructure	Start: 01.01.19 End: 01.01.22	City Engineer, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Completion of Replacement Program and Calendar	Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.	Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
Action Steps <ul style="list-style-type: none"> <li>• Complete asset inventory</li> <li>• Prepare risk exposure and life cycle cost analyses</li> <li>• Develop equipment replacement calendar/program</li> </ul>						VERF continues to support Strategy 4 with guiding equipment and vehicle replacement for the City.  Continue work with Utility Advisory Committee and City Council for budget forecasting for FY23.  Upgraded the lighting at ABC Park Gymnasium to energy efficient LED lights.	VERF continues to support Strategy 4 with guiding equipment and vehicle replacement for the City.  Continue work with Utility Advisory Committee and City Council for budget forecasting for FY23.
Strategy 5: Update the City's Comprehensive Asset Management Plan, including an assessment of current conditions Action Steps <ul style="list-style-type: none"> <li>• Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated</li> <li>• Update Budget Forecasting</li> </ul>	Start: 07.01.20 End: 12.31.22	CIP Coordinator, Public Works	Utilities, Finance, Public Works Parks, Fire, Police	Yes	Update annually with the CIP	Received recommendations from the Utility Advisory Committee regarding FY23 and the draft 5 year CIP, will take recommendation to City Council.  Golf Cart Replacement plan for Municipal Golf Course approved.	Implemented recommendations from the UAC regarding FY23 and draft 5-year CIP.

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department )	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<b>Goal C: Manage Growth and Development</b>							
Strategy 1: Identify opportunities for new and small-business development that will provide a diverse revenue stream with minimal impact on the quality of life Action Steps <ul style="list-style-type: none"> <li>• Foster regional partnerships that diversify our City revenue stream and local economy</li> <li>• Identify industries that create synergy with existing local businesses</li> <li>• Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center</li> </ul>	Start: 06.01.19 End: 06.01.22	Community Development Director	None	No	Monitor the number of new small businesses started and expanded in Boulder City	<b>City held a meeting with our solar partners in September to look for ways to support each other and develop synergy with similar industry.</b>	<b>City staff continues to explore opportunities to attract a second grocery store to the community.</b>
Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> <li>• Work with UNLV, BCEDAC, stakeholders to develop the plan</li> <li>• Incorporate measurable, actionable goals in the plan</li> <li>• Present plan to City Council for adoption</li> </ul>	Start: 01.15.19 End: 05.30.19	Community Development Director	None	Yes	Completion of the ED Plan Report to City Council each August on community accomplishments identified in the plan		
Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance Action Steps	First report 08.13.19 then ongoing	Community Development Director	None	Yes	Submission of annual report each August		

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department )	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<ul style="list-style-type: none"> <li>• Prepare annual report demonstrating compliance for the City Council</li> <li>• Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth</li> </ul>							
<p>Strategy 4: Determine the best use of available land to advance City goals and priorities</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Work with Public Works and Utility Departments to identify existing infrastructure capacity</li> <li>• Align the City's Land Management Plan with City resources and capacity</li> <li>• If needed, present to City Council proposed changes to City's Master Plan that provides alignment</li> </ul>	<p>Start: 06.01.19 End: 06.01.22</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>City Council Evaluation of the 2021 Land Management Plan (LMP) that shows compliance with the action steps</p>		
<p>Strategy 5: Identify and prioritize areas for residential infill development</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Work with Public Works and Utility Departments to assess current infrastructure capacity for residential infill development</li> <li>• With 2021 LMP, identify city owned properties for residential infill</li> <li>• Have Economic Development Coordinator promote identified parcels for targeted residential development</li> </ul>	<p>Start: 02.01.20 End: 02.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities, Finance</p>	<p>No</p>	<p>Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of residential marketing campaign</p>		

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department )	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<p>Strategy 6: Assess the need for mixed-use development within emerging residential areas</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Amend the City Code to better accommodate townhome development in Boulder City</li> <li>• Evaluate nationwide best practices for successful mixed use development</li> <li>• Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning</li> <li>• Develop a marketing campaign to actively promote those sites for development/redevelopment</li> </ul>	<p>Start: 07.01.20 End: 06.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>Adoption of townhome zoning regulations and implementation of the marketing campaign</p>		
<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses</li> <li>• Identify potential public works projects that follow regional and local plans for improved connectivity</li> <li>• Amend City's Capital Improvement Plan accordingly</li> </ul>	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Public Works Director</p>	<p>Community Development</p>	<p>No</p>	<p>Monitor RTC ridership- Conduct community survey regarding how residents use mass transit</p>		<p><b>Looking into the possibility of securing funding from RTC for maintenance of the Bootleg Canyon Trail near the Nevada State Railroad Museum.</b></p>
<p>Strategy 8: Create development standards for the business corridors to help acknowledge the City's history</p> <p>Action Steps</p>	<p>Start: 07.01.21 End: 06.30.23</p>	<p>Community Development Director</p>	<p>None</p>	<p>Yes</p>	<p>City Council consideration of new development standards for identified corridors</p>		

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department )	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<ul style="list-style-type: none"> <li>Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history</li> <li>Research applicability of the integration of form based codes in BC</li> <li>Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors</li> </ul>							
<p>Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Coordinate with outside agencies on a master wayfinding signage program for the City</li> <li>Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association</li> <li>Amend Capital Plan to fund implementation</li> </ul>	<p>Start: 07.01.20 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>No</p>	<p>Implementation of wayfinding signage</p>		<p><b>City has contracted with LGA to conduct a wayfinding study that will help with commercial corridor identity. Currently seeking public feedback. Plan to be completed by June 2022.</b></p>
<p>Strategy 10: Promote the integration of City resources, including the airport, golf courses, Railroad Pass, Lake Mead, and other regional assets</p> <p>Action Steps</p>	<p>Start: 06.01.19 End: 06.01.20</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>List of cross promotion marketing plans implemented</p>		

Goal and Strategies	Anticipated Date to Begin/ Anticipated Date to End	Lead Staff Person (include title and department )	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<ul style="list-style-type: none"> <li>Identify opportunities to bring visitors from Boulder City airport, Lake Mead to historic downtown</li> <li>Working with local businesses/chamber, develop additional cross promotion opportunities</li> </ul>							
<p>Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Conduct an evaluation of appropriate recreational uses on the dry lake bed</li> <li>Present findings to the City Council and seek their direction on boundaries for Dry Lake Bed preservation</li> </ul>	<p>Start: 07.01.19</p> <p>End: 12.31.19</p>	<p>Community Development Director</p>	<p>Parks and Recreation</p>	<p>Yes</p>	<p>Long term preservation of a portion of the dry lake bed</p>		



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	November 2021	February 2022
<b>Goal D: Promote Historic Preservation</b>							
Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> <li>Staff to research potential mission statements utilizing state and national resources</li> <li>Present to the HPC committee for consideration</li> <li>Incorporate in Historic Preservation Plan and City code amendments</li> </ul>	Start: 07.01.19 End: 10.30.19	Community Development Director	None	Yes	Mission statement development		
Strategy 2: Develop an Historic Preservation Plan Action Steps <ul style="list-style-type: none"> <li>Create a Historic Preservation and Cultural Affairs division and hire Manager</li> <li>Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan</li> <li>Present plan to City Council for adoption</li> </ul>	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	City adoption of the Historic Preservation Plan Successful implementation of plan action items		
Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport) Action Steps <ul style="list-style-type: none"> <li>Achieve CLG designation with Nevada SHPO – <b>DONE AUGUST 2019</b></li> <li>Work with stakeholders, property owners, HPC to identify potential districts</li> </ul>	Start: 02.15.19 End: 06.30.21	Community Development Director	None	No	Evaluation of the number of districts presented to the City Council for consideration		

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<ul style="list-style-type: none"> <li>Use Grant monies to survey properties in proposed districts</li> <li>Present proposed districts to City Council for consideration</li> </ul>							
<p>Strategy 4: Amend existing codes to achieve historic preservation goals</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Complete Historic Preservation Plan</li> <li>Research nationwide best practices for historic preservation districts</li> <li>Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to City code</li> </ul>	<p>Start: 07.01.19 End: 06.30.21</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Amendment to the Historic Preservation Code</p>	<p><b>Historic Preservation Ordinance Ad Hoc Committee has met four times and prepared a draft plan the was presented at two public open houses in June. City has received SHPO feedback and plans to reconvene committee at beginning of 2022.</b></p>	<p><b>Historic Preservation Ordinance Ad Hoc Committee met in February 2022, with one final meeting planned for March 2022. Committee recommendations will be forwarded to City Council for consideration and staff direction regard next steps.</b></p>
<p>Strategy 5: Identify financial incentives to promote historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Develop a new RDA grant that encourages renovation of historically significant buildings in the district</li> <li>Explore other potential incentives that promote historic preservation</li> <li>Present alternatives to City Council for consideration</li> </ul>	<p>Start: 07.01.19 End: 06.30.20</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Benchmark grants provided through new RDA program</p>		

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available?	Success Factors	November 2021	February 2022
<p>Strategy 6: Promote economic development through historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Prepare a white paper on economic development benefits of historic districts</li> <li>• Develop a marketing campaign that highlights BC unique historic assets</li> </ul>	<p>Start: 07.01.19</p> <p>End: 06.30.22</p>	Community Development Director	Communications Manager	No	Benchmark assess value of historic district properties to monitor increases		
<p>Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts</li> <li>• Develop the educational campaign</li> <li>• Promote to the community to educate citizens on existing resources</li> <li>• Explore opportunities for collection and display of resources in the community either through physical (e.g. museum) or electronic means</li> </ul>	<p>Start: 07.01.22</p> <p>End: 06.30.24</p>	Community Development Director	None	No	<p>Development of a historic artifact inventory</p> <p><b>STRATEGY PLACED ON HOLD IN 2019</b></p>		
<p>Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Complete Stantec Study that evaluates City needs for City owned historic buildings</li> <li>• Research successful examples of adaptive reuse of historic buildings</li> </ul>	<p>Start: 01.05.19</p> <p>End: 01.05.24</p>	Community Development Director	Public Works	Yes	Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings	<b>LGA is currently working on the historic structural report and treatment plan that will be completed by February 2022.</b>	<b>City submitted in February a CCCHP grant for \$200,000 for the historic water filtration plant restoration work. Final grant awards will be decided during summer 2022.</b>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	November 2021	February 2022
<ul style="list-style-type: none"> <li>• Prepare RFI's to solicit interest in adaptive reuse of City owned historic buildings</li> <li>• Promote City's new RDA Grant program to encourage reuse of public and privately owned historic buildings</li> </ul>							

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
<b>Goal E: Sustain a High Level of Public Safety Services</b>	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK		
<p><b>Strategy 1: Recruit and retain highly trained public safety staff</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• (1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process.</li> <li>• (2) Update job descriptions to ensure reflection of current position expectations and duties.</li> <li>• (3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development.</li> </ul>	(1) Start: 07.01.20 End: 06.30.21 (2) Start: 02.01.19 End: 06.30.19 (3) Start: 07.01.19 End: 12.31.20 (1) Start: 07.01.19 End: 09.01.20 (2) Start: 05.01.19 End: 12.31.25 (3) then ongoing	(1) Fire Chief (2) Fire Chief (3) Fire Chief (1) Police Chief (2) Police CDR (3) Police Chief	(1) Personnel (2) Personnel (1) Personnel (2)Personnel	(1) No (2) Yes (3) Yes (1) Yes (2) Yes (3) Yes	(1) Establish/maintain an 80% Candidate satisfaction survey program. (2) Completed project on/or before the end of FY19. (3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire & EMS training requirements. (1) Deploy Recruitment Teams to regional employment events, colleges, etc., and see appropriate applicant responses. (1) Single application process incorporating all requirements-HR, PD, POST (1) Reduce testing, hiring process by 50% to max 3 months (2) Accomplish a comprehensive update of all current positions, archive obsolete-annually (2) Establish an annual proves to update	(1) The fire department recently completed the annual fire cadet academy with seven cadets and one National Park Ranger graduating. The seven cadets will be offered reserve firefighter positions and added to the cadre.	(1) The police Department has had several officer vacancies due to retirements over the past quarter. All vacancies have been filled with a combination of lateral and entry levels officers. This is noteworthy given the current recruiting and retention atmosphere around this region and country.  (1) The fire department continues to place a priority on hiring well trained candidates for open positions when possible. The department is working to develop a recruitment process to target Boulder City High School students, College of Southern Nevada, and regional EMS personnel. This will allow the department to attract the kind of people that will strengthen the department.

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
					online job descriptions listing yearly (3) All training programs and requirements meet or exceed current POST and industry standards. (3) All personnel meet or exceed positional training requirements		
<p><b>Strategy 2: Ensure adequate staffing</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• (1) Develop comprehensive staffing plan based on expectations and recognized standards.</li> <li>• (2) Provide funding to hire and achieve established staffing plan.</li> </ul>	<p>(1) Start: 05.25.20 End: 06.30.21</p> <p>(2) Start: 05.25.20 End: 06.30.21</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) 07.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p>	<p>(1) None</p> <p>(2) Council, City Manager &amp; Finance</p> <p>(1) CM, Personnel</p> <p>(2) Council City Manager &amp; Finance</p>	<p>(1) TBD</p> <p>(2) TBD</p> <p>(1) Yes</p> <p>(2) TBD</p>	<p>Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.</p> <p>(1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms.</p> <p>(1) Ensure personnel are working within the duties of their job descriptions</p> <p>(2) Appropriate funding sources/resources are identified and engaged to meet/sustain approved staffing plan(s) on established timelines</p>	<p>(1) The fire department presented to the city council during the November 17<sup>th</sup> fire department workshop to discuss increased staffing needs.</p> <p>(2) The fire department intends to submit of the FEMA SAFER grant for funding for nine new firefighting personnel.</p>	<p>(1) The Police Department presented FY23 budget request to meet this strategy.</p> <p>(1) The fire department is still seeking funding and support to add the additional nine firefighters needed as identified in the November 17<sup>th</sup> staffing discussion. The SAFER grant should start announcing grant awards in May or June of 2022.</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
<p><b>Strategy 3: Define and disseminate standards to ensure a high level of public safety services</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>• (1) Establish policy and/or standards that maintain a high level of public safety services.</li> <li>• (2) Establish public education programs that promote the importance of providing a high level of public safety services.</li> <li>• (3) Adopt life safety codes and standards that protect the health, safety, and welfare of the citizens and visitors of Boulder City.</li> <li>• (4) Ensure the following categories are incorporated into the emergency management program: training, plan development and implementation, and drills.</li> </ul>	<p>(1) Start: 07.01.20 End: 06.30.21</p> <p>(2) Start: 07.01.20 End: 06.30.22</p> <p>(3) Start: 06.28.20 then ongoing</p> <p>(4) Start: 03.15.2020 then ongoing</p> <p>(1) 01.01.19 then ongoing</p> <p>(2) Start: 01.01.20 End: 01.01.21</p> <p>(3) 01.01.19 then ongoing</p> <p>(4) Start: 02.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Division Chief</p> <p>(3) Fire Chief</p> <p>(4) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) Police CDR</p> <p>(3) Police Chief</p> <p>(4) Police Chief</p>	<p>(1) None</p> <p>(2) None</p> <p>(3) Community Development</p> <p>(4) None</p> <p>(2) Communications Manager</p> <p>(3) Council, City Manager, City Attorney, City Clerk</p> <p>(4) City Manager, Fire</p>	<p>(1) Yes</p> <p>(2) No</p> <p>(3) Yes</p> <p>(4) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(4) Yes</p>	<p>(1) Create and annually evaluate response and Standards of Cover policy that will ensure a high level of public safety services.</p> <p>(2) Prepare and conduct 20 public safety education events annually.</p> <p>(3) As defined by the International Code Council and local code officials, adopt recognized codes that will protect the citizens, visitors, and public safety personnel who serve and protect the community.</p> <p>(4) Annually review/revise the all-hazard emergency operations plan to ensure proper training, plan development, implementation drills requirements are being fulfilled.</p> <p>(1) Annual review process in-place to ensure all policies, general orders and SOPs are in-line with legal requires, POST</p>	<p>(1) The fire department completed the initial 20-class incident command class that will be used as the new standard for all officers.</p> <p>(1) The fire department is actively pursuing international accreditation through the Center for Public Safety Excellence – Commission for Fire Accreditation International. This process establishes high standards in public safety using a continuous improvement model.</p> <p>(2) The fire department will be offering community CPR classes throughout 2022 to increase public safety and awareness.</p>	<p>(1) All Police Department policies and procedures were reviewed and updated to meet latest legislative requirements and mandates.</p> <p>(2) All Police training requirements have been updated to meet latest legislative requirements and mandates.</p> <p>(1) The fire department completed the community risk assessment and standard of cover documents. Both have been submitted to city leadership. The standard of cover is also available to the public on the department website. The 2022-2026 Strategic Plan is also completed and will be added to the department website.</p> <p>(2) The department has an established community risk reduction program that includes a variety of public education classes such as Community CPR and Stop the Bleed. Promoted via social media and to local media.</p> <p>(3) The fire department has current fire codes adopted.</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
					and industry standards. (2) Ongoing programs are updated and are efficiently and effectively reaching targeted audiences.  (3) City ordinances falling to the Police Department for enforcement are legally sufficient, meet court standards and are relevant.  (4) Same as 4 above		
<p><b>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>(1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments.</li> </ul>	<p>(1) <b>Start: 05.01.20</b> <b>End: ongoing</b></p> <p>(1) <b>Start: 01.01.20</b> <b>then ongoing</b></p>	<p>(1) <b>Fire Chief</b></p> <p>(1) <b>Police Chief</b></p>	<p>(1) <b>None</b></p> <p>(1) <b>City Manager, City Attorney, Court</b></p>	<p>(1) <b>Yes</b></p> <p>(1) <b>Yes</b></p>	<p>(1) <b>Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.</b></p> <p>(1) <b>Working Group/processes established that can accomplish appropriate policy decisions.</b></p> <p>(1) <b>Protocols established for reviews permitted under separation of powers requirements.</b></p>	<p>(1) <b>The fire department is working alongside the Boulder City Police Department and Lake Mead National Recreation Area Park Rangers to develop an active shooter/hostile event policy and associated training for all city responses.</b></p>	<p>(1) <b>Police Department has begun operating on a newly adopted regional set of MOUs to provide for regional police staffing for local events.</b></p> <p>(1) <b>The fire department continues to work with Boulder City Police Department in the development of active shooter training and response plans. Policies have been developed.</b></p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
<p><b>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>(1) Research and recommend the purchase of technologically advanced public safety equipment and software.</li> <li>(2) Develop an interagency technology, strategy and oversight public safety centric management group to deconflict technology issues while developing and managing long-range integrated plans.</li> </ul>	<p>(1) Start: 01.01.19 then ongoing (2) 07.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing</p>	<p>(1) Fire Chief (2) Fire Chief</p> <p>(1) Police CDR (2) Police CDR</p>	<p>(1) None (2) Code Enforcement, Courts &amp; CA</p> <p>(1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) No (2) No</p> <p>(1) TBD (2) Yes</p>	<p>(1) During the annual budget process, recommend technology upgrades that will advance the level of public safety services provided. (2) Establish/update annually a five-year interagency technology plan.</p> <p>(1) Technology is up-to-date, relevant, efficient and effective (2) Comprehensive management group established with appropriate personnel</p>	<p>(1) The fire department successfully ordered and is using the new self-contained breathing apparatus obtained through the FY2020 FEMA Assistance to Firefighters Grant. This superior equipment will increase the safety of the responders to hazardous environments.</p>	<p>(1) The fire department is researching a new record management system as the one used since October 2020 has been sold to a larger, more expensive company that will require moving platforms in the next 18 months.</p>
<p><b>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</b></p> <p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>(1) Through established media resources and Council reports, promote the ongoing achievements associated with established public safety success measures.</li> </ul>	<p>(1) Start: 03.01.20 then ongoing (1) Start: 02.01.19 then ongoing (1) Start: 01.01.20 End: 12.31.20</p>	<p>(1) Fire Chief (1) Judge (1) Police CDR</p>	<p>(1) Communications Manager  1) Communications Manager</p>	<p>(1) Yes (1) Yes (1) TBD</p>	<p>(1) Provide two public safety updates per quarter. (1) Communicate to the community the effectiveness of the Breaking the Cycle Court and other Alternative Sentencing Programs used by the Municipal Court which are designed to reduce recidivism.</p>	<p>(1) The fire department is reporting response performance monthly in the Bi-monthly report from the CM to the City Council.</p> <p>(1) PD had numerous positive interactions with media: arrest of two men with a pipebomb, of a speeder doing 150 on I-11, and a Know your Limit Event.</p>	<p>(1) PD continues to improve and add to on-line video presentations for recruiting and community awareness.</p> <p>(1) Promoted CARES, an Ambulance membership program via utility mailer, social media, news release and news flash (Dec/Jan)</p> <p>Shared COVID information via multiple platforms</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	November 2021	February 2022
					(1) Appropriate information is disseminated in a timely, efficient and effective manner reaching the intended audience.	<p><b>Both departments</b> allowed video production of the PD Mounted Unit <b>and the FD Engine 121.</b></p> <p>Shared information about Breaking the Cycle graduates on social media.</p>	
<p>Strategy 7: Promote inter-agency support and collaboration</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>(1) Identify and create cooperative agreements associated with the execution of established emergency response policies.</li> <li>(2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups.</li> </ul>	<p>(1) Start: 07.01.19 then ongoing</p> <p>(2) 02.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) Start: 01.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) Police Chief</p>	<p>(1) Yes</p> <p>(2) None</p> <p>(1) Varies</p>	<p>(1) Yes</p> <p>(2) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p>	<p>(1) Review, revise, and/or develop necessary emergency response policies on an annual basis.</p> <p>(2) Evaluate and assign representation as deemed necessary on an annual basis.</p> <p>(1) MOUs/contracts/agreements and other related protocols are up to date with established appropriate review and update timetables</p> <p>(2) Police Department has appropriate representation and participation.</p>		