

Boulder City Strategic Plan

Implementation Action Plan for 2020 to 2025

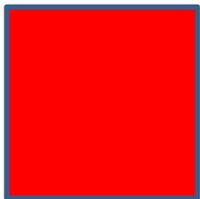
Implementation Action Plan

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.

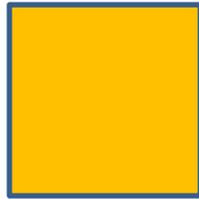
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

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

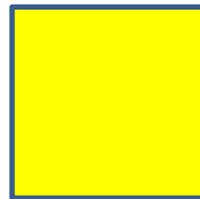
Red: Strategy stopped



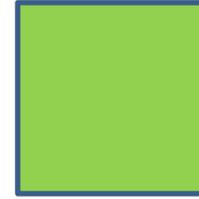
Orange: Strategy on hold



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 | May 2022 | August 2022 |
|--|--|---|-------------------------------|-----------------------------|--|----------|---|
| Goal A: Achieve prudent financial stewardship | | | | | | | |
| Strategy 1: Balance the budget Action Steps <ul style="list-style-type: none"> Update annually and maintain 5-year financial plan Utilize City financial software to full potential Prepare 5-year expenditure forecast Prepare & adopt annual CIP before operating budget | <ul style="list-style-type: none"> 05.31.19 then ongoing 01.01.19 to 02.01.19 then ongoing 01.01.19 to 02.28.19 then ongoing 07.01.19 to 05.30.20 then ongoing | Finance Director | All City Department Directors | Yes | Successful achievement of benchmarks and goals, reflecting into clean audit results. | | Draft CIP prepared and presented to Council. |
| Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases Action Steps <ul style="list-style-type: none"> Continue to actively pursue all available grants Actively market & sell land around BC golf course Actively market & lease land in urban core Examine and improve revenue streams to promote self-sustaining enterprise funds | <ul style="list-style-type: none"> 05.01.19 to 05.01.20 then ongoing 05.01.19 to 12.31.24 then ongoing 07.01.21 to 05.30.24 then ongoing 07.01.19 to 05.30.24 then ongoing | Contracts Manager Finance | All City Department Directors | Yes | Increase in revenue streams resulting in less budget constraints. | | Grant Management Policy created Entered into an Option/Lease with Townsite Solar 2 (\$174k/year when exercised). |
| Strategy 3: Ensure budget reserves are 20% of all funds Ensure budget reserves are 16.67% for General Fund and 20% of all other operating funds Action Steps <ul style="list-style-type: none"> Monitor to ensure all funds comply with City ordinance on reserve policy | <ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing | Budget Manager <i>(previously Chief Accountant)</i> Finance | | Yes | Consistent evaluation ensuring ongoing compliance with City ordinance. | | |

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| Strategy 4: Maintain emergency funds Action Steps <ul style="list-style-type: none"> Fully fund and maintain Emergency Fund as required by ordinance | <ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing | 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"> Calculate and report current value of donated time, materials, and facilities Establish criteria for support Establish benchmarking against other communities | <ul style="list-style-type: none"> 07.01.20 to 06.30.21 then ongoing 07.01.19 to 06.30.20 then ongoing 07.01.21 to 06.30.22 then ongoing | Finance Director | Parks and Recreation, Communications, Fire, & Police | Yes | Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities. | | Entered into lease with Railroad Museum. Transferred land to Library District for their use. |

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| <p>Strategy 6: Establish a five-year rolling financial plan</p> <p>Action Steps</p> <ul style="list-style-type: none"> See Strategy 1 | 01.01.19 to 05.31.19 then ongoing | Finance Director | All City Departments | Yes | Financial Plan adopted and implemented. | | |
| <p>Strategy 7: Evaluate the value of expenditures for outsourced services</p> <p>Action Steps</p> <ul style="list-style-type: none"> Hire Purchasing Manager Evaluate bringing outsourced services in-house | 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. | | |
| <p>Strategy 8: Communicate and share financial successes with the community</p> <p>Action Steps</p> <ul style="list-style-type: none"> Inform Communication Manager of financial success to report | 04.01.19 to 06.01.19 then ongoing | Finance Director | Communications | Yes | Positive feedback on Community forums. | <p>Created online survey for ARPA input from community; promoted via news release and social media posts</p> <p>Organized Town Hall Discussion on ARPA; promoted via news release and social media posts</p> <p>Analyzed data and input for full report on ARPA to go to Council in Summer 2022</p> | <p>News release and web page created to share information on City Council approval of ARPA-funded projects.</p> |
| <p>Strategy 9: Adopt and integrate best practices into department's programs and operations</p> <p>Action Steps</p> <ul style="list-style-type: none"> See Strategy 1 | 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. | | |
| <p>Strategy 10: Hire and retain a high-quality staff</p> <p>Action Steps</p> <ul style="list-style-type: none"> Conduct Job Analysis Update Job Specifications Compensation Review | 07.01.20 then ongoing | Finance Director | Personnel | Yes | Highly motivated and engage workforce | | |

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| Goal B: Invest in Infrastructure | | | | | | | |
| <p>Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds</p> <p>Action Steps</p> <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually | <p>Start: 01.01.19 then ongoing</p> <p>Start: 01.01.19 then ongoing</p> | CIP Coordinator, Finance | Utilities, Finance, Public Works, Parks, Fire, Police | Yes | CIP is updated annually | <p>ARPA funded projects have been identified and included with FY23 CIP budget.</p> <p>UAC recommended approval to City Council of CIP for FY23.</p> <p>CIP section of City webpage has been updated including link to ClearGov for residents to utilize.</p> | CIP Coordinator has been moved to the Finance Department. |
| <p>Strategy 2: Maximize the use of outside funding sources for infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding | <p>Start: 01.01.19 then ongoing</p> | 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 | <p>Staff is preparing construction funding request from RTC for the Railroad Museum Road project.</p> <p>Staff in process of securing funding from CCRFCD for AMWP FY23, Avenue I Storm Drain Improvements, and Wells Drive Levee Lining project.</p> | <p>Staff has secured CCRFCD funding for AMWP FY23, Avenue I Storm Drain, and Wells Drive Levee Lining project.</p> <p>Staff secured \$600K from RTC for Citywide ADA and Safety Improvements.</p> <p>Engineering staff continues to advertise water service replacement projects to be reimbursed by ARPA.</p> |
| <p>Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process</p> <p>Action Steps</p> <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans | <p>Start: 07.01.19 then ongoing</p> <p>Start 07.01.19 then ongoing</p> | CIP Coordinator, Finance | Utilities, Finance, Public Works, Parks, Fire, Police | Yes | Completion of Master Plans and Resource Plans | <p>Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.</p> <p>Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition</p> | CIP Coordinator has been moved to the Finance Department. |

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| <ul style="list-style-type: none"> Implement in conjunction with Strategy 1 | | | | | | <p>assessment to formalize a maintenance plan and prioritize subsequent CIP projects.</p> <p>Staff is moving forward with the substation overhaul as mentioned in the Scientific Application International Corporation (SAIC) technical assessment.</p> | |
| <p>Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of City assets and infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> Complete asset inventory Prepare risk exposure and life cycle cost analyses Develop equipment replacement calendar/program | <p>Start: 01.01.19 End: 01.01.22</p> | <p>City Engineer, Public Works</p> | <p>Utilities, Finance, Public Works, Parks, Fire, Police</p> | <p>Yes</p> | <p>Completion of Replacement Program and Calendar</p> | <p>Completed working with UAC for budget forecasting for FY23.</p> <p>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</p> | <p>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</p> |
| <p>Strategy 5: Update the City's Comprehensive Asset Management Plan, including an assessment of current conditions</p> <p>Action Steps</p> <ul style="list-style-type: none"> Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated Update Budget Forecasting | <p>Start: 07.01.20 End: 12.31.22</p> | <p>CIP Coordinator, Finance</p> | <p>Utilities, Finance, Public Works, Parks, Fire, Police</p> | <p>Yes</p> | <p>Update annually with the CIP</p> | <p>UAC recommended approval to City Council for the FY23 and draft 5-year CIP.</p> | <p>CIP Coordinator has been moved to the Finance Department.</p> |

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| Goal C: Manage Growth and Development | | | | | | | |
| 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"> • Foster regional partnerships that diversify our City revenue stream and local economy • Identify industries that create synergy with existing local businesses • Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center | 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 | The City Council on March 22, 2022, approved Resolution No. 7404 authorizing a November 2022 ballot question to ask the voters if they are interested in selling 16.3 acres of land located southeast of Boulder City Parkway and Veteran’s Memorial Drive for development of a grocery store and associated retail uses. | |
| Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> • Work with UNLV, BCEDAC, stakeholders to develop the plan • Incorporate measurable, actionable goals in the plan • Present plan to City Council for adoption | 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 | | |

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| <ul style="list-style-type: none"> • Prepare annual report demonstrating compliance for the City Council • Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth | | | | | | | |
| <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"> • Work with Public Works and Utility Departments to identify existing infrastructure capacity • Align the City's Land Management Plan with City resources and capacity • If needed, present to City Council proposed changes to City's Master Plan that provides alignment | <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"> • Work with Public Works and Utility Departments to assess current infrastructure capacity for residential infill development • With 2021 LMP, identify city owned properties for residential infill • Have Economic Development Coordinator promote identified parcels for targeted residential development | <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> | | |

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| <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"> • Amend the City Code to better accommodate townhome development in Boulder City • Evaluate nationwide best practices for successful mixed use development • Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning • Develop a marketing campaign to actively promote those sites for development/redevelopment | <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"> • Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses • Identify potential public works projects that follow regional and local plans for improved connectivity • Amend City's Capital Improvement Plan accordingly | <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>Looking into the possibility of securing funding from RTC for maintenance of the Bootleg Canyon Trail near the Nevada State Railroad Museum.</p> | <p>Looking into the possibility of securing funding from RTC for maintenance of the Bootleg Canyon Trail near the Nevada State Railroad Museum.</p> <p>Staff continues to work with RTC to receive funding for ADA and Pedestrian Safety Upgrades.</p> <p>Public Works is negotiating the scope for the design of Boulder City Parkway Phase II, which complete street projects promote improved connectivity.</p> |
| <p>Strategy 8: Create development standards for the business</p> | <p>Start: 07.01.21</p> | <p>Community Development Director</p> | <p>None</p> | <p>Yes</p> | <p>City Council consideration of new development</p> | | <p>The Historic Preservation Committee is currently reviewing updates to the existing design</p> |

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| corridors to help acknowledge the City's history Action Steps <ul style="list-style-type: none"> Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history Research applicability of the integration of form based codes in BC Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors | End: 06.30.23 | | | | standards for identified corridors | | guidelines including the downtown area. |
| Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares Action Steps <ul style="list-style-type: none"> Coordinate with outside agencies on a master wayfinding signage program for the City Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association Amend Capital Plan to fund implementation | Start: 07.01.20 End: 06.30.22 | Community Development Director | Public Works | No | Implementation of wayfinding signage | Draft wayfinding plan to be presented to the City Council on June 28, 2022. | The City Council adopted the Wayfinding Plan on June 28, 2022. Staff is preparing FY24 budget proposals to implement plan recommendations. |
| Strategy 10: Promote the integration of City resources, including the airport, golf | Start: 06.01.19 End: 06.01.20 | Community Development Director | None | No | List of cross promotion marketing plans implemented | | |

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| courses, Railroad Pass, Lake Mead, and other regional assets Action Steps <ul style="list-style-type: none"> Identify opportunities to bring visitors from Boulder City airport, Lake Mead to historic downtown Working with local businesses/chamber, develop additional cross promotion opportunities | | | | | | | |
| Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation Action Steps <ul style="list-style-type: none"> Conduct an evaluation of appropriate recreational uses on the dry lake bed Present findings to the City Council and seek their direction on boundaries for Dry Lake Bed preservation | Start: 07.01.19 End: 12.31.19 | Community Development Director | Parks and Recreation | Yes | Long term preservation of a portion of the dry lake bed | | |

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| Goal D: Promote Historic Preservation | | | | | | | |
| Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> • Staff to research potential mission statements utilizing state and national resources • Present to the HPC committee for consideration • Incorporate in Historic Preservation Plan and City code amendments | 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"> • Create a Historic Preservation and Cultural Affairs division and hire Manager • Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan • Present plan to City Council for adoption | 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"> • Achieve CLG designation with Nevada SHPO – DONE AUGUST 2019 • Work with stakeholders, property owners, HPC to identify potential districts | 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 | | |

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| <ul style="list-style-type: none"> Use Grant monies to survey properties in proposed districts Present proposed districts to City Council for consideration | | | | | | | |
| <p>Strategy 4: Amend existing codes to achieve historic preservation goals</p> <p>Action Steps</p> <ul style="list-style-type: none"> Complete Historic Preservation Plan Research nationwide best practices for historic preservation districts Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to City code | <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>On May 24, the City Council directed staff to proceed with a text amendment application to Title 11 of the City Code. Planning Commission will consider the public hearing and text amendment in August.</p> | <p>The City Council will consider the proposed amendment to the Historic Preservation Ordinance in October 2022.</p> |
| <p>Strategy 5: Identify financial incentives to promote historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> Develop a new RDA grant that encourages renovation of historically significant buildings in the district Explore other potential incentives that promote historic preservation Present alternatives to City Council for consideration | <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> | | |

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| <p>Strategy 6: Promote economic development through historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Prepare a white paper on economic development benefits of historic districts • Develop a marketing campaign that highlights BC unique historic assets | <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 | Shared information about Historic Preservation Day via news release, news flash, articles for publications, social media posts and utility mailer. | |
| <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"> • Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts • Develop the educational campaign • Promote to the community to educate citizens on existing resources • Explore opportunities for collection and display of resources in the community either through physical (e.g. museum) or electronic means | <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>STRATEGY PLACED ON HOLD IN 2019</p> | Staff will utilize North Wind Consulting to evaluate possible responses to this strategy. | Following implementation of the higher priority Historic Preservation Plan action items, staff will have North Wind evaluate this strategy. |
| <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"> • Complete Stantec Study that evaluates City needs for City owned historic buildings • Research successful examples of adaptive reuse of historic buildings | <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 | | <p>The city has been informed that the CCCHP grant for preservation of the Historic Water Filtration Plant has been tentatively approved. Formal agreement between City and SHPO will be considered by the City Council later this year.</p> <p>City has promoted grant programs to all property</p> |

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| <ul style="list-style-type: none"> • Prepare RFI's to solicit interest in adaptive reuse of City owned historic buildings • Promote City's new RDA Grant program to encourage reuse of public and privately owned historic buildings | | | | | | | <p>owners within the existing Historic District.</p> |

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| Goal E: Sustain a High Level of Public Safety Services | 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>Strategy 1: Recruit and retain highly trained public safety staff</p> <p>Action Steps</p> <ul style="list-style-type: none"> • (1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process. • (2) Update job descriptions to ensure reflection of current position expectations and duties. • (3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development. | (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 annual cadet academy started in July. Nine new cadets began the academy and the department currently has 6 still moving forward. Graduation is anticipated for mid-December. (2) Completed. (3) Completed. |

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|---|--|---|---|---|--|--|--|
| | | | | | 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>Strategy 2: Ensure adequate staffing</p> <p>Action Steps</p> <ul style="list-style-type: none"> • (1) Develop comprehensive staffing plan based on expectations and recognized standards. • (2) Provide funding to hire and achieve established staffing plan. | <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 & Finance</p> <p>(1) CM, Personnel</p> <p>(2) Council City Manager & 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 developed a station and staffing plan to project the costs of a second fire station and associated staff with 10-year budget projections. This plan would help bring the city closer to national standards for the risks within the community.</p> <p>(2) The fire department continues to wait on the FEMA SAFER awards to see if the city receives funding for the additional firefighters.</p> | <p>(1) The fire station funding was approved by the city council on July 12, 2022. The initial bidding process has started with an anticipated project start date of January 2023.</p> <p>(2) The department is waiting for the results of the SAFER grant application. The first awards were announced August 31, 2022.</p> |

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| <p>Strategy 3: Define and disseminate standards to ensure a high level of public safety services</p> <p>Action Steps</p> <ul style="list-style-type: none"> • (1) Establish policy and/or standards that maintain a high level of public safety services. • (2) Establish public education programs that promote the importance of providing a high level of public safety services. • (3) Adopt life safety codes and standards that protect the health, safety, and welfare of the citizens and visitors of Boulder City. • (4) Ensure the following categories are incorporated into the emergency management program: training, plan development and implementation, and drills. | <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 has initiated a new business community CPR/AED program. 37 new AEDs have been ordered and should begin being placed in city businesses during the month of June.</p> <p>(2) The community CPR classes have already began to be offered and will continue as long as the demand is present.</p> | <p>(1) The AEDs arrived. The formal program was forwarded to city council for approval on September 13, 2022. This includes a program description and contract with the businesses.</p> <p>(2) The community CPR classes are continuing. It is anticipated that the process will take at least a year for initial certification and then require a recertification every two years by each participant.</p> |

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| | | | | | 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>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments. | <p>(1) Start: 05.01.20 End: ongoing</p> <p>(1) Start: 01.01.20 then ongoing</p> | <p>(1) Fire Chief</p> <p>(1) Police Chief</p> | <p>(1) None</p> <p>(1) City Manager, City Attorney, Court</p> | <p>(1) Yes</p> <p>(1) Yes</p> | <p>(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.</p> <p>(1) Working Group/processes established that can accomplish appropriate policy decisions.</p> <p>(1) Protocols established for reviews permitted under separation of powers requirements.</p> | <p>(1) The fire department and the police department have plans to conduct the first joint active shooter exercise over the summer while school is out of session. The plan will be to expand the plan and conduct and exercise with mutual aid partners and teachers during a teacher in-service in the fall, provided CCSD approves.</p> | <p>(1) The first combined active shooter training was conducted by the fire department and police department on August 1st and 2nd with much success. Future classes are being discussed and will include mutual aid partners.</p> |
| <p>Strategy 5: Identify and embrace the latest technology</p> | <p>(1) Start: 01.01.19 then ongoing</p> | <p>(1) Fire Chief</p> <p>(2) Fire Chief</p> | <p>(1) None</p> | <p>(1) No</p> <p>(2) No</p> | <p>(1) During the annual budget process,</p> | <p>(1) The fire department has purchased a new record</p> | <p>(1) The department has fully transitioned to the</p> |

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| <p>to improve effectiveness and efficiency of public safety services</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Research and recommend the purchase of technologically advanced public safety equipment and software. (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. | <p>(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) Police CDR (2) Police CDR</p> | <p>(2) Code Enforcement, Courts & CA</p> <p>(1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts</p> | <p>(1) TBD (2) Yes</p> | <p>recommend technology upgrades that will advance the level of public safety services provided.</p> <p>(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>management system, First Due, to replace the system that has been sold to another vendor. The first phase is anticipated to be completed by June 30. The second phase will occur between July 1 and August 30.</p> | <p>First Due record management system. The CAD interface with Spillman is not in place yet which is affecting its full capabilities.</p> |
| <p>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Through established media resources and Council reports, promote the ongoing achievements associated with established public safety success measures. | <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.</p> <p>(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) Appropriate information is disseminated in a timely, efficient and effective manner reaching the intended audience.</p> | <p>(1) Promoted CARES, an Ambulance membership program via utility mailer and social media.</p> <p>(1) Issued news releases, news flashes and social media updates on:</p> <ul style="list-style-type: none"> - Man arrested with multiple warrants after he led police on a multi-neighborhood chase; - Antique, military-grade bomb found in desert and brought to a residence, leading to a localized evacuation; and - Animal Shelter facility upgrades to improve safety. | <p>(1) The fire department is in the middle of the review for consideration for international accreditation through the Center for Public Safety Excellence – Commission for Fire Accreditation International. The peer team should be onsite for a four day review October 16-20. If this is successful, the department will have a hearing in Orlando, FL between February 28-March 3, 2023 for formal approval. There are approximately 310 accredited fire departments of the nearly 32,000 fire departments in North America.</p> |

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| | | | | | | | <p>Created web page to share information regarding a fire department substation.</p> <p>Issued news release on Commander Aaron Johnson's completion of the FBI Academy for Law Enforcement leadership.</p> <p>Promoted new Coffee with a Cop outreach efforts.</p> |
| <p>Strategy 7: Promote inter-agency support and collaboration Action Steps</p> <ul style="list-style-type: none"> (1) Identify and create cooperative agreements associated with the execution of established emergency response policies. (2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups. | <p>(1) Start: 07.01.19 then ongoing (2) 02.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 01.01.19 then ongoing</p> | <p>(1) Fire Chief (2) Fire Chief</p> <p>(1) Police Chief (2) Police Chief</p> | <p>(1) Yes (2) None</p> <p>(1) Varies</p> | <p>(1) Yes (2) Yes</p> <p>(1) Yes (2) Yes</p> | <p>(1) Review, revise, and/or develop necessary emergency response policies on an annual basis. (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 (2) Police Department has appropriate representation and participation.</p> | | |