

Boulder City Strategic Plan

Implementation Action Plan for 2020 to 2025

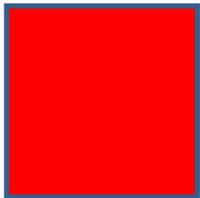
Implementation Action Plan

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.

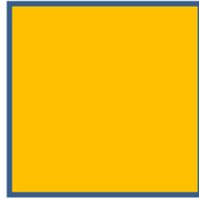
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

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

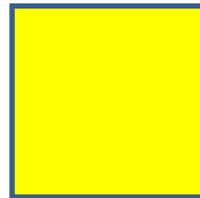
Red: Strategy stopped



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 2022	February 2023
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.		
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.	Entered into a Lease for Silver Peak Solar Phase 1 (\$120,723.75/year, annually increased by 0.75% each year) Amended Option Agreements for: Silver Peak Solar Boulder Solar Three (increase option payment to be consistent with others) Boulder Flats Solar	Dark Skies subgrant with Nevada Division of Outdoor Recreation (NDOR) on 3/28/23 agenda to accept \$1,927,800 in Federal Economic Development Agency (EDA) grant funds to replace city streetlights with dark skies friendly luminaires.
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 (previously Chief Accountant) 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.		
Strategy 6: Establish a five-year rolling financial plan Action Steps <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.		Annual financial Plan for 2023 prepared and adopted in January 2023
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <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.		
Strategy 8: Communicate and share financial successes with the community Action Steps <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.		News release issued for Cashman Good Government Award Finalist for BC Fire program. News release issued for ARPA spending to date.
Strategy 9: Adopt and integrate best practices into department's programs and operations Action Steps	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		

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<ul style="list-style-type: none"> See Strategy 1 					results.		
Strategy 10: Hire and retain a high-quality staff Action Steps <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							
Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually 	Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing	CIP Coordinator, Finance	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	CIP is updated annually		Staff continuing to complete ARPA projects in Water/Wastewater.
Strategy 2: Maximize the use of outside funding sources for infrastructure Action Steps <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding 	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	Engineering staff continues to advertise water service replacement projects to be reimbursed by ARPA. Staff secured additional funding from RTC to construct shade structures along the newly renovated Boulder City Parkway corridor, and will soon recommend a bid award for the project.	Staff working on annual Maintenance Work Program funding from CCRFCD. Engineering staff continues to advertise water service replacement projects to be reimbursed by ARPA. Awarded bid for BC Parkway Shade Structures. Dark Skies NDOR/EDA grant of \$1,927,800 to replace city street lights over 5 year period.
Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process Action Steps <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans Implement in conjunction with Strategy 1 	Start: 07.01.19 then ongoing Start 07.01.19 then ongoing	CIP Coordinator, Finance	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Completion of Master Plans and Resource Plans		

<p>Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of City assets and infrastructure 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>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 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>		

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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		
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 <ul style="list-style-type: none"> • Prepare annual report demonstrating compliance for the City Council • Educate the community 	First report 08.13.19 then ongoing	Community Development Director	None	Yes	Submission of annual report each August		

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regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth							
Strategy 4: Determine the best use of available land to advance City goals and priorities Action Steps <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 	Start: 06.01.19 End: 06.01.22	Community Development Director	Public Works, Utilities	No	City Council Evaluation of the 2021 Land Management Plan (LMP) that shows compliance with the action steps		
Strategy 5: Identify and prioritize areas for residential infill development Action Steps <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 	Start: 02.01.20 End: 02.15.21	Community Development Director	Public Works, Utilities, Finance	No	Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of residential marketing campaign		
Strategy 6: Assess the need for mixed-use development within emerging residential areas Action Steps <ul style="list-style-type: none"> • Amend the City Code to better 	Start: 07.01.20 End: 06.15.21	Community Development Director	Public Works, Utilities	No	Adoption of townhome zoning regulations and implementation of the marketing campaign		

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accommodate townhome development in Boulder City <ul style="list-style-type: none"> 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 							
Strategy 7: Promote multi-modal development and connectivity Action Steps <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 	Start: 07.01.19 End: 06.30.22	Public Works Director	Community Development	No	Monitor RTC ridership- Conduct community survey regarding how residents use mass transit	<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 has selected a consultant for the BC Parkway Phase II project, which complete street projects promote improved connectivity.</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>Continue work with Citywide ADA and Safety Improvements funded by RTC. Approximately 90% of the City is complete for Sidewalk Hazard Evaluation and Repair project.</p>
Strategy 8: Create development standards for the business corridors to help acknowledge the City's history Action Steps	Start: 07.01.21 End: 06.30.23	Community Development Director	None	Yes	City Council consideration of new development standards for identified corridors		

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<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 							
<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"> 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 	<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>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> <ul style="list-style-type: none"> Identify opportunities to bring visitors from Boulder City 	<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>		

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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 • 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 • Use Grant monies to survey 	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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properties in proposed districts • Present proposed districts to City Council for consideration							
Strategy 4: Amend existing codes to achieve historic preservation goals Action Steps • 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	Start: 07.01.19 End: 06.30.21	Community Development Director	None	No	Amendment to the Historic Preservation Code	The City Council adopted the amended Historic Preservation Ordinance on October 11, 2022.	
Strategy 5: Identify financial incentives to promote historic preservation Action Steps • 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	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	Benchmark grants provided through new RDA program		
Strategy 6: Promote economic development through historic preservation Action Steps • Prepare a white paper on economic development benefits of historic districts	Start: 07.01.19 End: 06.30.22	Community Development Director	Communications Manager	No	Benchmark assess value of historic district properties to monitor increases	Staff is working with North Wind to prepare the Economic Development white paper.	

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<ul style="list-style-type: none"> Develop a marketing campaign that highlights BC unique historic assets 							
<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 End: 06.30.24</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Development of a historic artifact inventory</p> <p>STRATEGY PLACED ON HOLD IN 2019</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"> Complete Stantec Study that evaluates City needs for City owned historic buildings Research successful examples of adaptive reuse of historic buildings 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 	<p>Start: 01.05.19 End: 01.05.24</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>Yes</p>	<p>Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings</p>	<p>City has received from SHPO draft CCCHP agreement which will be presented to the City Council in early 2023 for consideration.</p>	

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and privately owned historic buildings							

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<p>Goal E: Sustain a High Level of Public Safety Services</p>	<p>FIRE RED PD BLUE COURT BLACK</p>	<p>FIRE RED PD BLUE COURT BLACK</p>	<p>FIRE RED PD BLUE COURT BLACK</p>	<p>FIRE RED PD BLUE COURT BLACK</p>	<p>FIRE RED PD BLUE COURT BLACK</p>		
<p>Strategy 1: Recruit and retain highly trained public safety staff Action Steps <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. </p>	<p>(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</p>	<p>(1) Fire Chief (2) Fire Chief (3) Fire Chief (1) Police Chief (2) Police CDR (3) Police Chief</p>	<p>(1) Personnel (2) Personnel (1) Personnel (2)Personnel</p>	<p>(1) No (2) Yes (3) Yes (1) Yes (2) Yes (3) Yes</p>	<p>(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</p>	<p>(1) A new cadet academy is scheduled to begin in January. The original 9 from the current academy is down to 3. Several were hired by valley departments. The department is also looking to lose three or four of the current reserves to the valley departments. This will be a much larger group with the hope of finishing with 12-15 new reserves.</p>	<p>(1) The cadet academy is underway. We started with 18 and are down to 9. The Las Vegas Valley continues to hire many of our qualified candidates.</p>

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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 department has determined that an additional nine firefighting personnel are needed to adequately manage the calls within the city. The current process is seeking the SAFER Grant through FEMA.</p> <p>(2) FEMA has stated that the SAFER grant process will continue to be awarded through December. We are waiting to learn the answer. If unsuccessful, the department plans to request three fire engineers in the FY24 budget and to resubmit the SAFER grant next year for the remaining six positions.</p>	<p>(2) SAFER Grant was resubmitted on 3/16/23. Departments that are successful will be awarded starting in September 2023. They typically award 10% of the applicants.</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 and industry</p>	<p>(1) The AEDs continue to be distributed. The department is working with the Boulder City Chamber of Commerce to identify businesses that desire AEDs in their business to complete the process.</p> <p>(2) The CPR classes are continuing. The Boulder City Chamber will also help us get the word out to more businesses to take advantage of this program.</p>	<p>(1) Sarah Mitre, our AED program coordinator, will be doing business visits with Jill Lagan and Community Development to try to increase participation.</p>

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					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		
Strategy 4: Support a unified approach to police, fire, courts, and code enforcement Action Steps <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. 	(1) Start: 05.01.20 End: ongoing (1) Start: 01.01.20 then ongoing	(1) Fire Chief (1) Police Chief	(1) None (1) City Manager, City Attorney, Court	(1) Yes (1) Yes	(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety. (1) Working Group/processes established that can accomplish appropriate policy decisions. (1) Protocols established for reviews permitted under separation of powers requirements.		
Strategy 5: Identify and embrace the latest technology to improve effectiveness and	(1) Start: 01.01.19 then ongoing (2) 07.01.19	(1) Fire Chief (2) Fire Chief	(1) None	(1) No (2) No	(1) During the annual budget process, recommend		1) Discussions underway with National Park Service to determine if a dispatch

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<p>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>then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing</p>	<p>(1) Police CDR</p> <p>(2) Police CDR</p>	<p>(2) Code Enforcement, Courts & CA</p> <p>(1) IT, Finance</p> <p>(2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) TBD</p> <p>(2) Yes</p>	<p>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</p> <p>(2) Comprehensive management group established with appropriate personnel</p>		<p>partnership is feasible. Funds requested in FY24 budget for study.</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</p> <p>(1) Judge</p> <p>(1) Police CDR</p>	<p>(1) Communications Manager</p> <p>1) Communications Manager</p>	<p>(1) Yes</p> <p>(1) Yes</p> <p>(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) BCPD Goes viral with #BadDrivers – reaching thousands of social media users with catchy hashtags. These posts serve as a reminder that you should buckle up, watch your speed and don’t drive under the influence.</p> <p>(1) The fire department successfully completed the CFAI Accreditation peer team site visit. The department received a recommendation for accreditation and will sit before the Commission for Fire Accreditation in March 2, 2023.</p>	<p>(1) The fire department was awarded international accreditation on March 1, 2023 making them one of the 310 accredited fire departments out of about 32,000 in North America.</p> <p>1) Immediately shared information debunking “swatting” incident at BCHS via social media, traditional media to help alleviate parents’ and staff fears.</p>
<p>Strategy 7: Promote inter-agency support and collaboration</p>	<p>(1) Start: 07.01.19 then ongoing (2) 02.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p>	<p>(1) Yes</p> <p>(2) None</p>	<p>(1) Yes</p> <p>(2) Yes</p>	<p>(1) Review, revise, and/or develop necessary</p>		

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<p>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: 01.01.19 then ongoing</p> <p>(2) Start: 01.01.19 then ongoing</p>	<p>(1) Police Chief</p> <p>(2) Police Chief</p>	<p>(1) Varies</p>	<p>(1) Yes</p> <p>(2) Yes</p>	<p>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>		