



STRATEGIC IMPLEMENTATION PLAN

INTRODUCTION

This implementation action plan is intended to guide Boulder City staff in the phasing and scheduling of goals and strategies identified in the strategic plan. The purpose of this plan is to enable staff and City leaders to set priorities, maintain timelines, and track progress toward the identified goals, reporting on this progress to City Council and the public. Additionally, the City Manager will use this document as a guide when providing quarterly updates to City Council on the progress toward the identified goals.

The strategic plan is intended to guide the city from FY2025 through FY2030. The time frames offered include guidance on whether these should be short, medium, or longer-term based on their anticipated year of completion; others are labeled as “ongoing” to denote that there are regular incrementations to execute the activity (e.g., yearly or biyearly reviews, etc.).

- Short-term: FY2025 and FY2026
- Medium-term: FY2027 and FY2028
- Long-term: FY2029 and FY2030

GOAL 1: MAINTAIN HIGH-QUALITY RECREATION AND TOURISM OFFERINGS FOR RESIDENTS AND VISITORS

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1	Continue to support, plan for, and manage Boulder City's physical recreational assets and amenities	<ul style="list-style-type: none"> Develop and implement a recreational infrastructure improvement and maintenance plan (includes all current and planned for recreational infrastructure – e.g., bike trails, drinking fountains, pickleball courts, sky diving) Actively coordinate with the Clark County School District on the oversight and maintenance of shared facilities 	Public Works, Parks & Recreation	Finance Department, City Manager (Airport)	<ul style="list-style-type: none"> Quarterly visual assessment of all facilities and services to ensure assets are maintained at a quality level Revenue from usage fees, rentals, and other sources related to physical assets and recreational amenities # of assets or amenities maintained or improved quarterly # of shared assets or amenities utilized by the Clark County School District and City 	Medium-term
2	Expand affordable, accessible, and diverse recreational offerings, with a specific focus on those that serve youth populations	<ul style="list-style-type: none"> Conduct community outreach survey to identify programmatic needs and preferences, intentionally including youth in the survey outreach Develop and pilot new programs and offerings Prioritize development of new amenities based on community desire and need Develop method for gathering regular feedback from recreational users 	Parks & Recreation		<ul style="list-style-type: none"> # of users of current programs # of new recreational activities and programs Positive user feedback 	Short-term
3	Develop a permanent, multi-purpose public meeting space	<ul style="list-style-type: none"> Identify specific need for meeting space to support community and tourism 	Finance, Parks & Recreation	Public Works	<ul style="list-style-type: none"> Modification of existing multi-purpose space as smaller venue 	Long-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
		<ul style="list-style-type: none"> opportunities + audit existing assets for potential space options, with permanent amenities • Modify the existing multipurpose venue to serve as a permanent smaller-scale multipurpose venue • Secure funding for project • Select contractor and execute construction 			<ul style="list-style-type: none"> • Creation of permanent public meeting space 	
4	Initiate and complete construction of the pool facility project	<ul style="list-style-type: none"> • Creation of pool project management plan • Confirm pool specifications that meet community needs through the Pool Ad Hoc Committee recommendations • Secure funding for project • Select contractor and execute construction 	Public Works	Finance, Parks & Recreation	<ul style="list-style-type: none"> • Completion of pool facility construction 	Long-term
5	Increase resident knowledge and utilization of city's assets, amenities, programs, and services	<ul style="list-style-type: none"> • Track utilization by residents and visitors of city facilities • Develop targeted communication campaigns aimed at residents and visitors 	City Manager (Communication)		<ul style="list-style-type: none"> • Frequency of engagement for marketing campaigns • # of respondents subscribed to city messaging • Resident utilization of city's parks, recreational facilities, and other physical assets 	Ongoing
6	Promote Boulder City as a destination for tourism	<ul style="list-style-type: none"> • Coordinate with Chamber of Commerce to identify promotional opportunities • Develop and fund targeted communication campaigns publicizing recreational opportunities to potential 	City Manager (Communication)	Community Development	<ul style="list-style-type: none"> • Measurement of annual commercial tax revenue increases • Frequency of engagement for marketing campaigns 	Medium-term

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
	<ul style="list-style-type: none"> visitors and opportunities for film and television production projects Leverage staff support and grant opportunities to fund promotion efforts 			<ul style="list-style-type: none"> Visitor utilization of city's parks, recreational facilities, and other physical assets Annual tourism numbers 	

GOAL 2: CONTINUE ACHIEVING PRUDENT FINANCIAL STEWARDSHIP

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1 Diversify revenue streams for long-term financial sustainability	<ul style="list-style-type: none"> Identify viable new revenue sources to increase self-sustaining enterprise funds Develop process for assessing the viability of multi-year and longer-term land leases in line with community need Identify opportunities to leverage and monetize current owned assets (See Goal 4, Strategy 2 for specific leveraging of historic assets) Continue to pursue all appropriate grant opportunities 	City Manager, Finance	All Departments	<ul style="list-style-type: none"> Diversification of revenue streams (e.g., property taxes, sales taxes, leases, grants, public-private partnerships) Increase in diversity of revenue streams 	Long-term
2 Conduct annual budgeting processes with a focus on accuracy in budgeting and estimation, and fiscal sustainability, including	<ul style="list-style-type: none"> Develop balanced budget estimates during yearly budgeting process Present a balanced budget to the City Council yearly 	City Manager, Finance	All Departments	<ul style="list-style-type: none"> Creation of yearly balanced budget Presentation of balanced budget to City Council 	Short-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
	presentation of a balanced budget to City Council					
3	Continue use of five-year rolling financial plan funding operations and maintenance needs to ensure the city's ability to maintain community-owned facilities and infrastructure and provide city services	<ul style="list-style-type: none"> Continue identifying rolling and ongoing operations, equipment, and infrastructure needs and associated costs Continue development and use of multi-year financial management plan to integrate anticipated ongoing and one-time costs into budget 	City Manager, Finance	All Departments	<ul style="list-style-type: none"> Continued development and use of rolling five-year financial management plan Pursuit and attainment of GFOA Triple Crown 	Long-term
4	Increase fiscal and budgetary transparency	<ul style="list-style-type: none"> Integrate communication about the city's fiscal operations and budgets into city communication 	City Manager (Communication)	Finance	<ul style="list-style-type: none"> Increased communication about fiscal operations Frequency of engagement for fiscally-focused communication 	Ongoing
5	Continue to provide funding support to key non-profits and volunteer organizations active in the city	<ul style="list-style-type: none"> Meet yearly with nonprofits and organizations to identify needs Identify and communicate ongoing in-kind support Provide additional support, as funds and budgets allow, to remain consistent with investments from other surrounding communities 	Community Development	Finance	<ul style="list-style-type: none"> # of non-profits and volunteer organizations receiving city funding Amount of yearly funding provided to nonprofits and volunteer organizations # of residents served by funded non-profits annually 	Short-term
6	Develop financial management plan for funding of infrastructure and historic preservation projects following the anticipated loss of RDA funds in 2029	<ul style="list-style-type: none"> Identify historic and current RDA investments Match current and upcoming project costs to identify funding gaps Identify alternate funding sources, including 	Finance	Community Development	<ul style="list-style-type: none"> Development of financial management plan identifying alternative funds 	Medium-term

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
	assessment of the viability of a new RDA, implementing anticipated investments into multi-year financial management plan				

GOAL 3: MAINTAIN COMMUNITY CHARACTER THROUGH THE GROWTH CONTROL ORDINANCE

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1 Reduce barriers to achieving diverse housing types, consistent with the Growth Control Ordinance	<ul style="list-style-type: none"> Identify and implement polices that improve permitting and construction process As needed, consider modifications to current policies and zoning to promote diverse growth, such as townhouses, consistent with the current Growth Control Ordinance 	Community Development	City Attorney	<ul style="list-style-type: none"> As needed, modification to policies and/or ordinances identified as barriers to diverse housing types % of diverse housing types 	Long-term
2 Identify and consider external funding sources that could facilitate the development of affordable housing through public-private partnerships	<ul style="list-style-type: none"> Identify potential funding and partnership opportunities for expanding affordable housing Identify suitable city land for future affordable housing development opportunities 	Community Development		<ul style="list-style-type: none"> \$ amount of private investment leveraged through public-private partnerships # of affordable housing options available to residents based on need 	Long-term
3 Improve accessibility and responsiveness of public-facing permitting and planning service functions	<ul style="list-style-type: none"> Develop customer service best practices guide for staff Offer customer service training session to employees 	Fire, Community Development, Public Works, Utilities, City		<ul style="list-style-type: none"> % staff participation in customer service training Customer service survey responses 	Short-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
		<ul style="list-style-type: none"> Promote the opportunities for participating in private project coordination meetings with developers and residents 	Manager (Communication)			
4	Continue streamlining business licensing services and associated processes	<ul style="list-style-type: none"> Identify and continue implementing best practices and enabling technology tools for processing permits Evaluate all internal processes and identify and implement improvements that accomplish the goal 	Community Development, Business Licensing	All Departments	<ul style="list-style-type: none"> Average processing time for business licenses and permits # of new businesses established or expanded yearly Customer service survey responses 	Short-term
5	Expand resources that increase private reinvestment into the community	<ul style="list-style-type: none"> Vet and identify grants, programs, and/or incentives to increase private reinvestment Implement identified programs that align with Boulder City's needs and budgets 	Community Development	Finance	<ul style="list-style-type: none"> # of available grants, programs, and incentives to promote reinvestment % increase in property value assessments \$ invested annually in building permits 	Medium-term
6	Audit and as needed, amend current codes and policies to reduce barriers to commercial redevelopment	<ul style="list-style-type: none"> Identify any existing policy and ordinance barriers to commercial redevelopment As needed, consider modifications to current policies and ordinances that discourage commercial redevelopment 	Community Development	City Attorney, Public Works, Utilities	<ul style="list-style-type: none"> As needed, modification to policies and/or ordinances identified as barriers to commercial redevelopment % increase in property value assessments \$ invested annually in building permits 	Long-term

GOAL 4: CONTINUE PROMOTING HISTORIC PRESERVATION

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1	Increase awareness of the economic benefits of historic preservation for the city	<ul style="list-style-type: none"> Integrate communication about the economic benefits of historic preservation into city communication 	City Manager (Communication)	Community Development	<ul style="list-style-type: none"> Increased communication about historic preservation Frequency of engagement for historic preservation-focused communication 	Ongoing
2	Increase use of city-owned historic physical assets	<ul style="list-style-type: none"> Identify adaptive reuse opportunities for the historic water filtration plant and the old airport hanger Leverage RDA funds for improvement with the goal of increasing use of these assets 	Community Development		<ul style="list-style-type: none"> Improvement of two buildings Yearly utilization of historic assets Income from utilization of historic assets Amount of RDA funds used for historic asset improvement % of the total preservation budget allocated to different categories (e.g., maintenance, improvement projects, administrative costs) 	Long-term
3	Maintain Certified Local Government (CLG) status		Community Development		<ul style="list-style-type: none"> Year over year maintained CLG status 	Ongoing
4	Expand available grant support incentivizing reinvestment in historic properties	<ul style="list-style-type: none"> Vet and identify grants, programs, and/or incentives to increase private reinvestment in historic properties Implement identified programs that align with Boulder City's needs 	Community Development		<ul style="list-style-type: none"> # of historic properties upgraded and/or redeveloped # of partnerships formed with stakeholders (e.g., government agencies, financial institutions, preservation organizations) to implement and support redevelopment 	Medium-term

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
				<ul style="list-style-type: none"> # of workshops, training sessions, or webinars conducted to provide guidance on historic infrastructure improvements 	

GOAL 5: MAINTAIN DEPENDABLE AND RELIABLE INFRASTRUCTURE

Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1	Identify and pursue new and unique funding opportunities to develop, operate, maintain, and renew infrastructure projects identified and prioritized through the Capital Improvement Plan (CIP)	Public Works, Finance	Utilities	<ul style="list-style-type: none"> # and diversity of funding sources for infrastructure projects Annual investment in infrastructure 	Ongoing
2	Perform biannual reviews of the Comprehensive Asset Management Plan (CAMP) for all city infrastructure, integrating condition assessments, lifecycle determinations, and preventative maintenance programs	Public Works	Utilities, Finance, Parks & Rec	<ul style="list-style-type: none"> Completion of biannual CAMP review \$ spent on annual maintenance \$ saved on preventative maintenance Completion of capacity planning study Completion of ADA accessibility transition plan 	Ongoing

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
		<ul style="list-style-type: none"> Continue and develop regular inspection programs for city infrastructure with frequency dependent on industry standards Develop a capacity planning study within five years 				
3	Demonstrate best practices in natural resource conservation and stewardship	<ul style="list-style-type: none"> Receive SNWA report and consider implementation of recommendations from ongoing and future water and wastewater feasibility studies Consider implementation of the action items contained in the 2024-2029 Joint Water Conservation Plan Implement green and renewable energy technologies into existing city operations Develop and communicate best practices for stewardship and conservation for residents Pursue water conservation and stewardship best practices 	Utilities and Public Works	City Manager (Communication)	<ul style="list-style-type: none"> % of existing operations analyzed for their suitability for integrating green and renewable energy technologies Increased communication about conservation best practices Frequency of engagement for conservation-focused communication 	Medium-term
4	Pursue public infrastructure projects to support infill/ redevelopment throughout the city	<ul style="list-style-type: none"> Identify infill opportunities in the community Prioritize infrastructure projects that allow for infill development Promote identified parcels for targeted development 	Public Works, Utilities and Community Development		<ul style="list-style-type: none"> # of yearly public infrastructure projects related to identified infill areas \$ spent annually on public infrastructure 	Long-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
5	Conduct capacity assessments for each utility to determine short-term and long-term resource adequacy needs	<ul style="list-style-type: none"> Conduct capacity assessments Integrate resource adequacy capacity/needs into all development and redevelopment considerations 	Utilities	Community Development	<ul style="list-style-type: none"> Integration of resource adequacy considerations into development and redevelopment assessments 	Medium-term

GOAL 6: IMPROVE PUBLIC HEALTH AND ACCESSIBILITY

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1	Explore opportunities to continue supporting the services provided through the community resources liaison	<ul style="list-style-type: none"> Identify sustainable external funding sources for the community resource liaison position Confirm commitment of continued financial support from current community funding partners; as needed, identify other community funding partners Identify opportunities to expand its role and services to support the community 	City Manager	Finance, Fire	<ul style="list-style-type: none"> Securing of permanent, sustainable funding for community resource liaison position Yearly number of residents served by community resource liaison 	Short-term
2	Assess the feasibility of a long-term multi-modal transportation system	<ul style="list-style-type: none"> Leverage the accessibility working group to identify public transportation gaps in service Continue regional partnership with RTC to identify best practices for multi-modal uses; advocate 	Community Development, Public Works		<ul style="list-style-type: none"> Introduction of additional transportation options, including expanded service areas and increased modalities 	Medium-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
		<ul style="list-style-type: none"> for broader service areas within Boulder City • Work with local Chamber of Commerce to identify opportunities for short-distance multi-modal transportation throughout downtown and historic areas • Introduce expanded parking options throughout the city, particularly for special events 				
3	<p>Prioritize Accessibility for Disabled Americans (ADA)-focused investments throughout the city</p>	<ul style="list-style-type: none"> • Designate a City staff member to serve as ADA point person • Complete Accessibility for Disabled Americans (ADA) Transition Plan, focused on enhancing community facilities and improving navigation of public thoroughfares • Implement recommendations contained in Transition Plan 	<p>Community Development, Public Works</p>		<ul style="list-style-type: none"> • Annual investment in accessibility projects and improvements • Designation of ADA point person • Completion of ADA Transition Plan • Number of ADA improvement projects completed annually 	<p>Short-term</p>
4	<p>Support a unified approach to police, fire, courts, and code enforcement</p>	<ul style="list-style-type: none"> • Create working group to facilitate interagency coordination • Conduct annual evaluation of operational and administrative policies to minimize conflict and improve coordination • Identify and remove obstacles to support the private development of additional RV parking, in 	<p>Courts, Community Development, Fire, Police, City Attorney</p>		<ul style="list-style-type: none"> • Ongoing facilitation of the interagency work group • Annual evaluation of conflicting policies • % of code enforcement cases resolved yearly • Annual crime statistics 	<p>Ongoing</p>

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
		support of compliance with state parking laws				
5	Promote interagency support and collaboration	<ul style="list-style-type: none"> Continue regular review of memorandum of understandings, contracts, and other related guiding protocols for interagency collaboration and support Continue maintaining appropriate representation on regional governing boards, task forces, operations, and planning groups 	Fire, Police		<ul style="list-style-type: none"> Yearly review of MOUs Continued participation in regional governing boards, task force, operations, and planning groups Annual report to council on the participation in regional governing boards, task forces, operations, and planning groups 	Ongoing

GOAL 7: CONTINUE TO MAINTAIN HIGH LEVELS OF PUBLIC SAFETY

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
1	Conduct assessment of current investments, facilities, and equipment to meet city's evolving needs	<ul style="list-style-type: none"> Update and assess national standards and best practices for emergency service facilities and equipment, including motorized vehicles and their impact on public walkways and access Assess need, develop plan, and identify resources for capital improvement of the police station to meet the city's needs During the budget process, consider dedicated fund to implement recommendations 	Police, Fire	Finance, City Manager	<ul style="list-style-type: none"> Completion of assessment of facilities and equipment 	Long-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
2	Recruit and retain highly trained public safety staff	<ul style="list-style-type: none"> Continue to regularly evaluate job descriptions and postings to ensure accuracy Develop a police and fire recruitment program 	City Manager (Human Resources)	Police and Fire	<ul style="list-style-type: none"> Public safety employee turnover rates 	Long-term
3	Ensure adequate staffing across public safety functions	<ul style="list-style-type: none"> Leveraging the results of the current practice assessment (Strategy #1), conduct annual assessment of current staffing to national fire standards, legal requirements, and workload norms Continuously identify and pursue grants to fund any additional staff positions and training opportunities 	Police, Fire		<ul style="list-style-type: none"> Annual assessment of staffing numbers compared to best practices and city needs 	Ongoing and mid-term
4	Define and disseminate standards to ensure a high level of public safety services	<ul style="list-style-type: none"> Maintain the Fire Department's Commission on Fire Accreditation International (CFAI) accreditation Assess viability of pursuit of national accreditation for the Police Department 	Police, Fire		<ul style="list-style-type: none"> CFAI accreditation maintained year-over-year Determination of and, if feasible, pursue applicable national accreditation 	Ongoing and mid-term
5	Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services	<ul style="list-style-type: none"> Continued facilitation of interagency technology, strategy, and oversight management group Identify potential interagency collaborations through dispatch partnership study 	Police		<ul style="list-style-type: none"> Continued facilitation of interagency management group Implementation of dispatch study recommendations 	Ongoing and mid-term
6	Communicate and celebrate the low crime	<ul style="list-style-type: none"> Integrate content about the city's low crime rate and 	City Manager (Communication)		<ul style="list-style-type: none"> Increased communication about public safety and service awards 	Short-term

	Strategy	Action Steps	Lead Department	Other Departments Involved	Success Factor & Metrics	Completion Time Frame
	rate and other service excellence	service awards into city communication <ul style="list-style-type: none"> Highlight officers in local press 			<ul style="list-style-type: none"> Frequency of engagement for safety-focused communication 	
7	Implement annual process for continually evaluating and supporting the city's overall emergency preparedness capabilities	<ul style="list-style-type: none"> Conduct annual review of Emergency Operations Plan (EOP) Ensure that all Departments involved in EOP are part of the process Annual submission of EOP to the state 	Police, Fire		<ul style="list-style-type: none"> Annual evaluation of emergency preparedness 	Ongoing