

CITY OF BOULDER CITY



STRATEGIC PLAN 2025-2030

Acknowledgements 4

Introduction 5

Process Overview 6

Guiding Principles..... 7

Strategic Priorities 8

Appendix A: Community Feedback..... 16

Appendix B: Community Survey 71

Appendix C: Implementation Plan..... 90

ACKNOWLEDGEMENTS

The City of Boulder City extends its sincere gratitude to the many members of our community for their active participation throughout the strategic planning process. This plan is the culmination of their thoughts, feedback, and ideas on where our city should focus its efforts over the next five years.

CITY COUNCIL

The strategic direction of this plan was guided by the Mayor and City Council. We are grateful for their leadership and direction throughout the strategic planning process.

- **Joe Hardy**, Mayor
- **Sherri Jorgensen**, Mayor Pro Tem
- **Cokie Booth**
- **Matt Fox**
- **Steve Walton**

STRATEGIC PLANNING STEERING COMMITTEE

We also want to express our sincere appreciation and gratitude to the members of the steering committee, whose guidance has been instrumental in shaping this process.

- **Aaron Johnson**, Deputy Police Chief
- **Michael Mays**, Director of Community Development and Acting City Manager
- **Tami McKay**, City Clerk
- **Paul Sikora**, Purchasing Manager
- **Cynthia Sneed**, Director of Finance

INTRODUCTION

In 2018, Boulder City initiated a strategic planning process to answer the question: What are the strategic priorities for the city over the next five years (2020 – 2025) and what work plans, budgets, and processes need to be implemented to achieve our goals? The city worked diligently to implement the activities outlined in the strategic plan, and completed all action items by 2023. Throughout the process to update this plan, Boulder City sought to answer the same question by defining the city's vision for the future and identifying key priorities and objectives to achieve that vision.

Through this lens, Boulder City established this updated 2025 – 2030 Strategic Plan – that features important modifications to the prior plan's goals, establishes new objectives for achieving priorities, identifies the department responsible for implementing each objective, and details specific performance metrics to measure the outcome of the objective. Each goal represents an area of focus that will drive Boulder City's programs, services, investments, and overall quality of life in Boulder City. These goals are structured to serve as the basis upon which all major decisions are made over the next five years, including but not limited to, department-level decision-making and budgeting considerations.

PROCESS OVERVIEW

The strategic planning process was driven by a desire to hear from stakeholders and community members, shaping a shared vision for Boulder City. It involved extensive outreach to the community, deliberate discussions with city leaders and staff, and guidance from the City Council.

In January 2024, the strategic planning steering committee was assembled to guide the development of the strategic planning process. This multi-step process enabled residents and city leadership to provide input on the city's future direction.

STAKEHOLDER ENGAGEMENT

- Conducted 21 one-on-one interviews with community leaders, staff, elected officials, and representatives of community organizations.
- Fielded a comprehensive resident survey in early spring, gathering 344 responses on potential focus areas.
- Held three community meetings on March 18, 21, and 25, with a total of 48 participants engaging in facilitated discussions on potential priorities.
- Conducted a survey of City of Boulder City employees, resulting in 121 staff responses.
- Held four focus groups with various organizations, including Boulder City High School's Student Council, Boulder City's Senior Center, Nevadans for the Common Good, and the Boulder City Chamber of Commerce.

STRATEGIC PLANNING WORKSHOPS

Following data gathering, three workshops were held with the City Council to share feedback from the interviews, surveys, listening sessions, and focus groups, and to receive guidance on priority areas. An additional workshop focused on selecting metrics to measure progress toward the identified goals.

Following a final workshop with the City Council in August 2024, this work culminated with the development of this strategic plan.

GUIDING PRINCIPLES

VISION

The City of Boulder City is committed to preserving its status as a small-town, with a small-town charm, historical heritage, and unique identity, while proactively addressing our needs and enhancing our quality of life.

MISSION

The City of Boulder City's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.

VALUES

- Accessible, Caring and Responsible Customer Service
- Fiscal Responsibility
- Integrity
- Professional Excellence
- Transparent Communication
- Openness to Innovation and Technology

STRATEGIC PRIORITIES

This plan is driven by seven community goals that represent the broad priorities guiding Boulder City's activities and investments over the next five years. These goals serve as high-level ideas that address the most important issues facing our community and outline the desired outcomes we aim to achieve.

Goals: These are broad and overarching themes that define the key areas of focus for Boulder City. They encapsulate the most pressing issues and opportunities that need to be addressed to ensure the city's growth, sustainability, and overall well-being. By setting these goals, we provide a clear direction for the city's future.

Strategies: Within each goal, we have identified specific strategies that detail how we intend to achieve these objectives. These strategies provide a roadmap for action, breaking down the broad goals into manageable and actionable steps. They help define the intention behind each goal and serve as the means to realize the ultimate objectives in each area. By outlining these strategies, we ensure that there is a clear plan in place to address each priority effectively.

Metrics: To ensure accountability and track our progress, we have established metrics for each goal. These metrics allow us to measure progress over time and provide a tangible way to evaluate the effectiveness of our efforts. By regularly monitoring these metrics, we can ensure that we are making meaningful advancements towards our goals and make any necessary adjustments to stay on track.

Together, they provide a comprehensive framework to guide the city's activities and investments, ensuring that we address the most important issues, achieve our desired outcomes, and maintain accountability throughout the process.

An in-depth strategic implementation plan, which includes action steps that are intended to guide Boulder City staff in the phasing and scheduling of goals and strategies identified in the strategic plan, is included in Appendix C. To ensure that regular progress is made, the City Manager will provide quarterly updates to the City Council on the progress toward these identified goals.



MAINTAIN HIGH-QUALITY RECREATION AND TOURISM OFFERINGS FOR RESIDENTS AND VISITORS

Boulder City is committed to community well-being by maintaining high-quality recreational offerings for both residents and visitors and establishing the city as a premier recreational destination. We are dedicated to nurturing vibrant and engaging recreational spaces and amenities. Through strategic asset management and proactive planning, we aim to maximize the use of our physical recreational assets – and the many natural resources around us, catering to the diverse needs and interests of our community. By expanding affordable and inclusive recreational programs for youth, while maintaining the existing services and amenities that serve our adult and senior populations and creating versatile public meeting spaces, we strive to foster connections and enhance community engagement. Boulder City's unique physical assets and landscapes not only enhance local recreation but also present attractive opportunities for film and media production as desirable filming sites. Our goal is to solidify Boulder City's reputation as a top destination for recreation. This includes proactively managing our existing assets, building on our strengths, and inviting both residents and visitors to explore and enjoy our diverse amenities.

STRATEGIES

1. Continue to support, plan for, and manage Boulder City's physical recreational assets and amenities
2. Expand affordable, accessible, and diverse recreational offerings, with a specific focus on those that serve youth populations
3. Develop a permanent, multi-purpose public meeting space
4. Initiate and complete construction of the pool facility project
5. Increase resident knowledge and utilization of city's assets, amenities, programs, and services
6. Promote Boulder City as a destination for tourism



CONTINUE ACHIEVING PRUDENT FINANCIAL STEWARDSHIP

Boulder City is fundamentally committed to sound financial stewardship of its resources. Our financial objectives are not just about budgeting and revenue generation but are deeply rooted in building trust, fostering confidence, and enhancing transparency into our financial processes and decisions for our residents. We recognize that by being good stewards of our finances now, we not only instill confidence in our residents but also ensure the long-term viability and well-being of our community. Through rigorous annual budgeting processes, meticulous planning for operations and maintenance needs, and the continual exploration of new revenue sources, we lay the foundation for maintaining our infrastructure, providing essential services, and supporting the thriving fabric of our community now and for decades into the future. Moreover, our dedication to fiscal transparency and the steady growth of our fund balance underscores our pledge to uphold accountability and strengthen resident engagement.

STRATEGIES

1. Diversify revenue streams for long-term financial sustainability
2. Conduct annual budgeting processes with a focus on accuracy in budgeting and estimation, and fiscal sustainability, including 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
4. Increase fiscal and budgetary transparency
5. Continue to provide funding support to key non-profits and volunteer organizations active in the city
6. Develop financial management plan for funding of infrastructure and historic preservation projects following the anticipated loss of RDA funds in 2029



MAINTAIN COMMUNITY CHARACTER THROUGH THE GROWTH CONTROL ORDINANCE

Boulder City cherishes its small-town charm, a quality that sets it apart and makes it truly special. As we navigate the complexities of growth and development, we remain steadfast in our commitment to preserving the unique character that defines our community and preservation of the City's Growth Control Ordinance. We recognize the importance of creating opportunities for younger families and working professionals to live and thrive in Boulder City, while ensuring that all residents enjoy a safe, beautiful, and friendly experience. Through innovative partnerships and improved customer service, we aim to facilitate the development of affordable housing and enhance the overall experience for our residents and businesses alike. Furthermore, our pursuit of private reinvestment and the reduction of barriers to redevelopment underscore our dedication to preserving Boulder City's distinct charm while fostering sustainable growth and prosperity for generations to come.

STRATEGIES

1. Reduce barriers to achieving diverse housing types, consistent with the Controlled Growth Ordinance
2. Identify and consider external funding sources that could facilitate the development of affordable housing through public-private partnerships
3. Improve accessibility and responsiveness of public-facing permitting and planning service functions
4. Continue streamlining business licensing services and associated processes
5. Expand resources that increase private reinvestment into the community
6. Audit and as needed, amend current codes and policies to reduce barriers to commercial redevelopment



CONTINUE PROMOTING HISTORIC PRESERVATION

Boulder City's rich and unique history, deeply intertwined with the construction of the Hoover Dam and its status as a planned community, serves as a cornerstone of its identity. The city acknowledges the significance of preserving this historical and cultural heritage, recognizing its pivotal role in maintaining community cohesion, driving tourism, and fostering sustainable economic growth. As such, Boulder City is committed to a comprehensive approach to preservation, encompassing inventory and documentation of historic resources, designation of historic areas, implementation of preservation policies and incentives, public education and outreach, and proactive maintenance. These initiatives underscore the city's dedication to safeguarding its historical structures for the enjoyment and appreciation of future generations.

STRATEGIES

1. Increase awareness of the economic benefits of historic preservation for the city
2. Increase use of city-owned historic physical assets
3. Maintain Certified Local Government (CLG) status
4. Expand available grant support incentivizing reinvestment in historic properties



MAINTAIN DEPENDABLE AND RELIABLE INFRASTRUCTURE

Committed to maintaining and continually investing in its infrastructure, Boulder City prioritizes providing safe, reliable, and accessible public amenities that enhance community life and foster connections between people, place, and information. Recognizing the critical role infrastructure plays in shaping the city's identity and quality of life, Boulder City has identified a comprehensive set of objectives aimed at addressing current needs and preparing for future challenges. From identifying new funding opportunities to developing innovative transportation solutions and enhancing accessibility for all residents, these objectives underscore the city's commitment to ensuring that its infrastructure remains resilient, sustainable, and responsive to the evolving needs of the community. Through strategic planning and proactive investment, Boulder City aims to create a foundation for growth and prosperity that benefits all members of the community now and for generations to come.

STRATEGIES

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)
2. Perform biannual reviews of the Comprehensive Asset Management Plan (CAMP) for all city infrastructure, integrating condition assessments, lifecycle determinations, and preventative maintenance programs
3. Demonstrate best practices in natural resource conservation and stewardship
4. Pursue public infrastructure projects to support infill/redevelopment throughout the city
5. Conduct capacity assessments for each utility to determine short-term and long-term resource adequacy needs



IMPROVE PUBLIC HEALTH AND ACCESSIBILITY

Boulder City places the utmost importance on public health and is committed to the well-being of its residents. Our focus extends beyond traditional health services to include fostering a connected and accessible community. Our objectives encompass a range of critical initiatives, from identifying sustainable funding for community resources to improving accessibility for all residents. By enhancing transportation systems, developing comprehensive ADA plans, and ensuring seamless cooperation between various public services, we aim to create a supportive environment where everyone can thrive – and where residents and our many visitors are able to access all that Boulder City has to offer.

STRATEGIES

1. Explore opportunities to continue supporting the services provided through the community resources liaison.
2. Assess the feasibility of a long-term multi-modal transportation system
3. Prioritize Accessibility for Disabled Americans (ADA)-focused investments throughout the city
4. Support a unified approach to police, fire, courts, and code enforcement
5. Promote interagency support and collaboration



CONTINUE TO MAINTAIN HIGH LEVELS OF PUBLIC SAFETY

Boulder City is dedicated to maintaining high levels of public safety to ensure the security and resilience of our community. Our commitment goes beyond crime prevention and emergency response; it includes fostering a sense of safety and connection among our residents. Our objectives cover a spectrum of initiatives, from assessing and improving police and fire facilities and equipment to securing sustainable funding for essential services. By investing in staff training, adopting the latest technology, and maintaining high standards of service, we strive to keep Boulder City a safe place for visitors and residents alike.

STRATEGIES

1. Conduct assessment of current investments, facilities, and equipment to meet city's evolving needs
2. Recruit and retain highly trained public safety staff
3. Ensure adequate staffing across public safety functions.
4. Define and disseminate standards to ensure a high level of public safety services
5. Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services
6. Communicate and celebrate the low crime rate and other service excellence
7. Implement annual process for continually evaluating and supporting the city's overall emergency preparedness capabilities

APPENDIX A: COMMUNITY FEEDBACK

summary of work

Developed, deployed, and analyzed a **resident input survey**, resulting in

344
responses

Developed, deployed, and analyzed an **employee input survey**, resulting in

121
responses

Facilitated

4
focus groups

Facilitated

21
1:1 interviews

Facilitated **3 community meetings**, totaling

48
participants

Gathered, reviewed, synthesized, and analyzed all information to develop the

SWOT
analysis

Conducted **extensive desk research**, reviewing information provided during our data request, and external research such as demographic data, economic data, etc.

survey results & themes

resident input survey

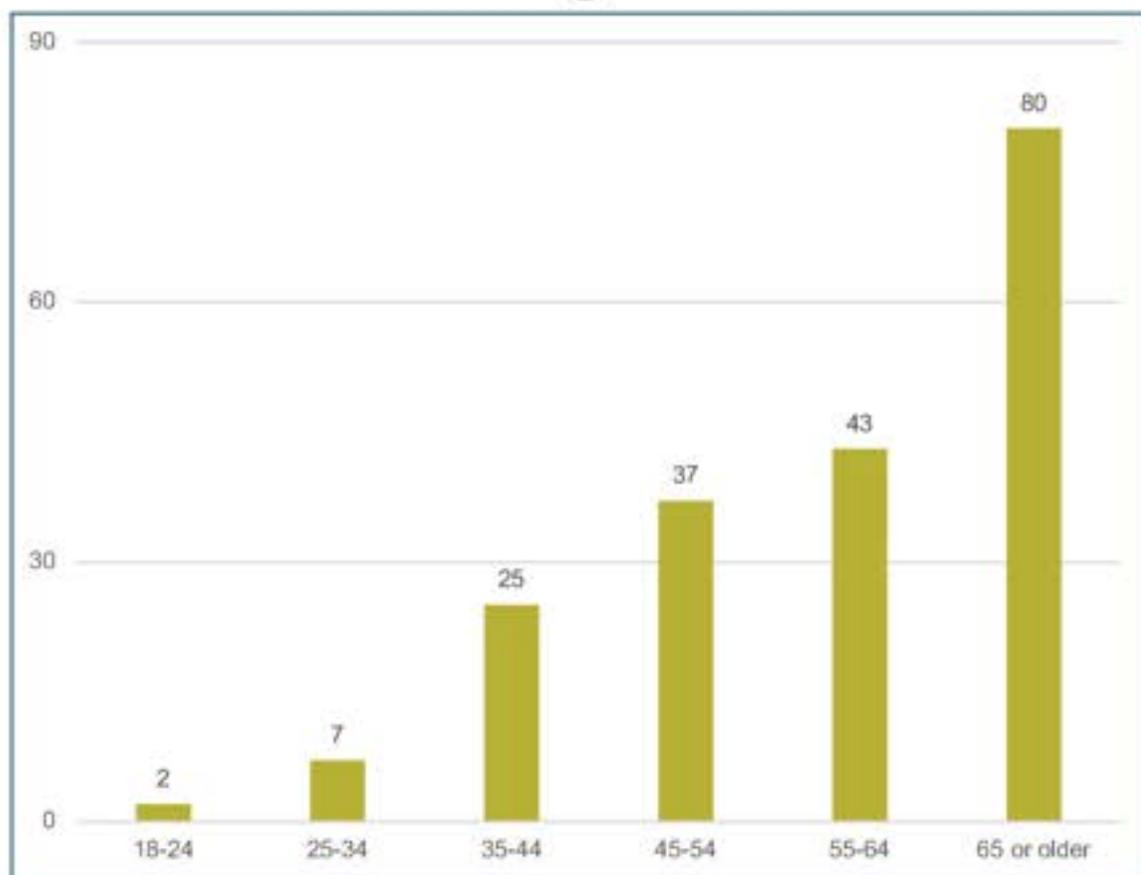
resident input update

- Launched February 7
- Fielding communication included press releases, email blasts, frequent social media, printable flyer distribution, advertisements in the Boulder City Review, and communication through councilmembers
- Closed EOD March 7 (extended two days)

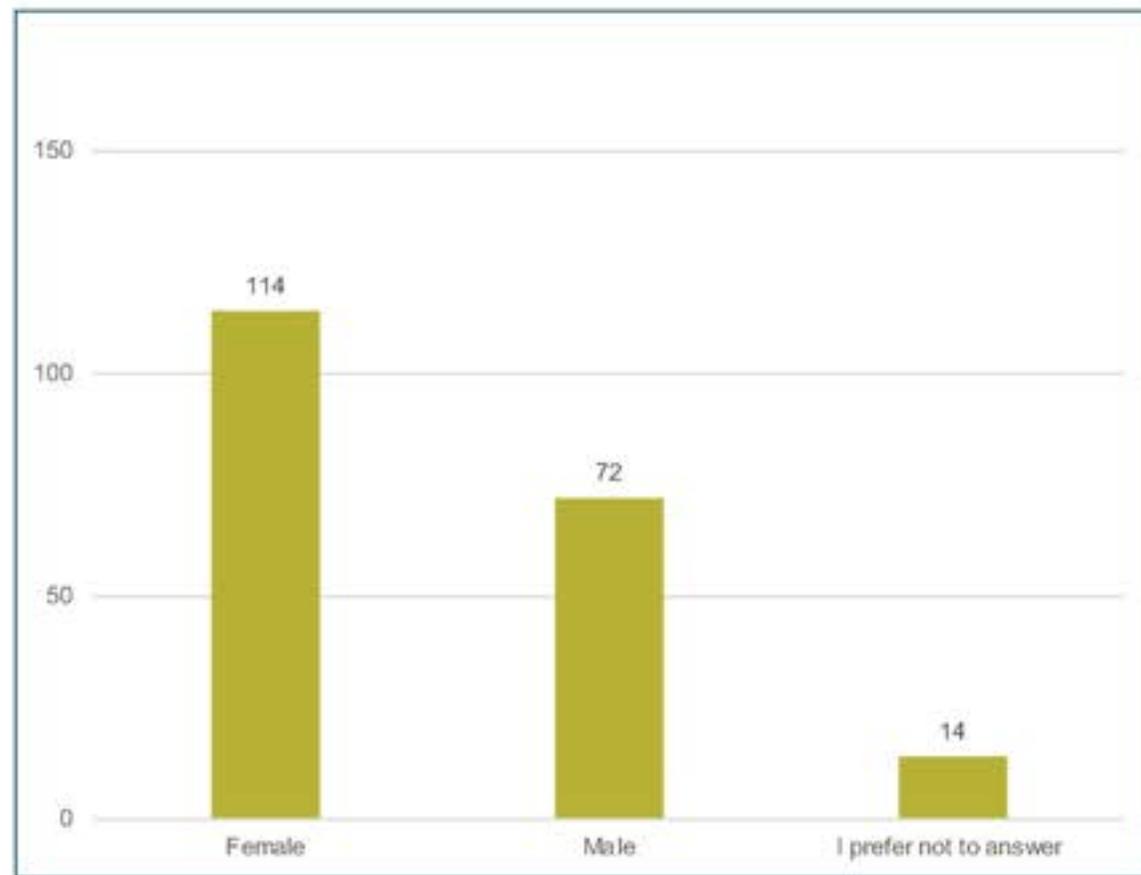
344 total responses received

respondent demographics

Age

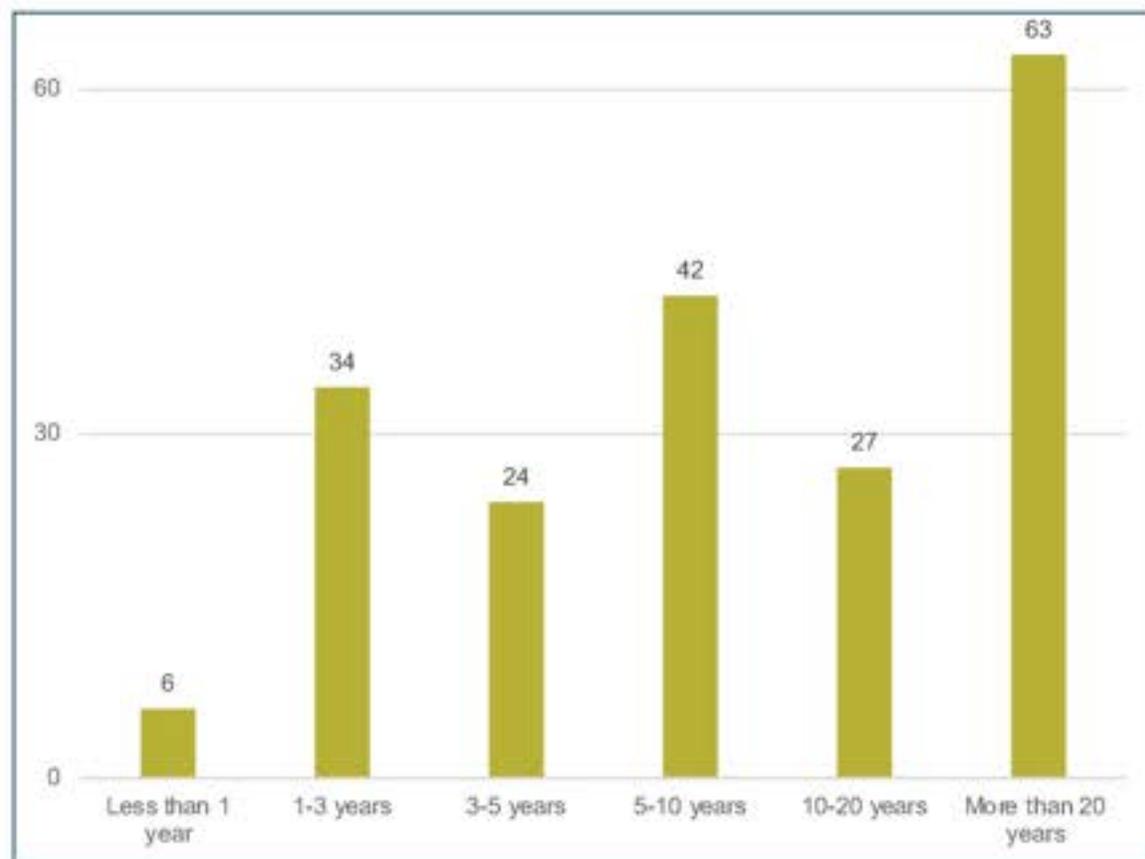


Gender

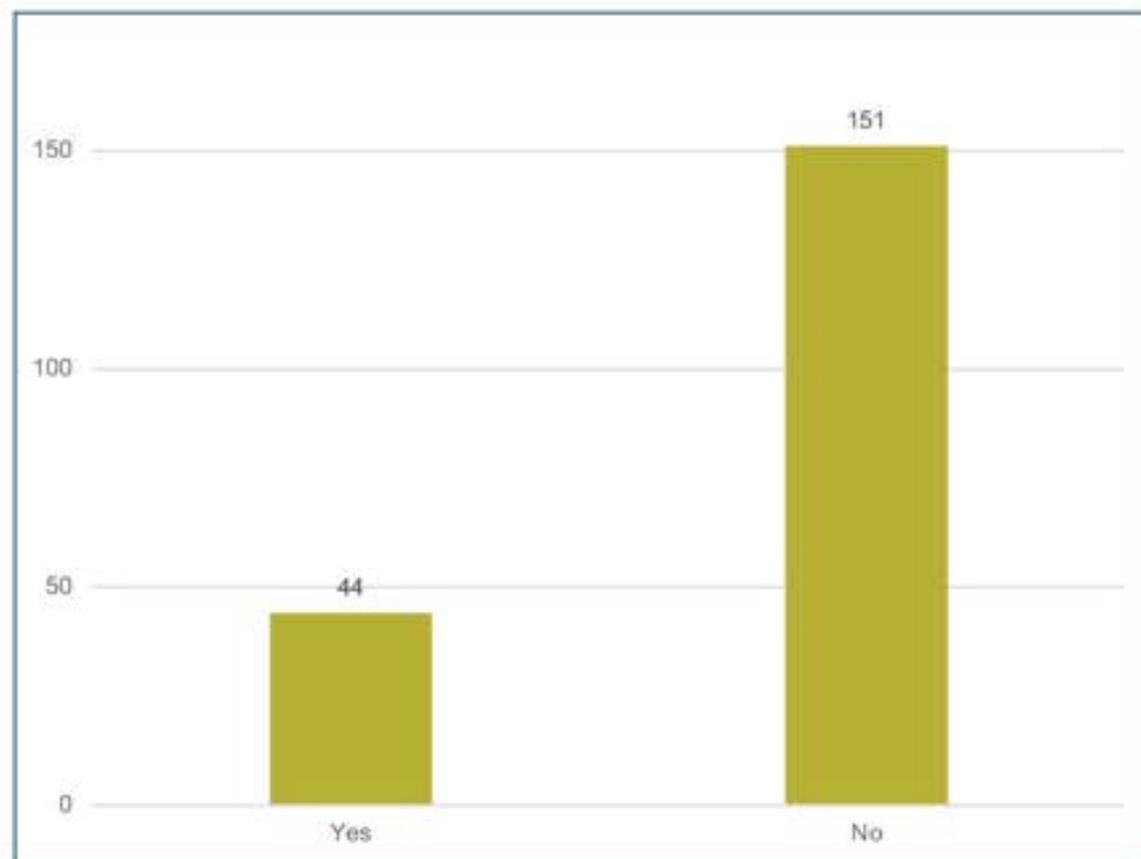


respondent demographics

Length of time living/working in Boulder City

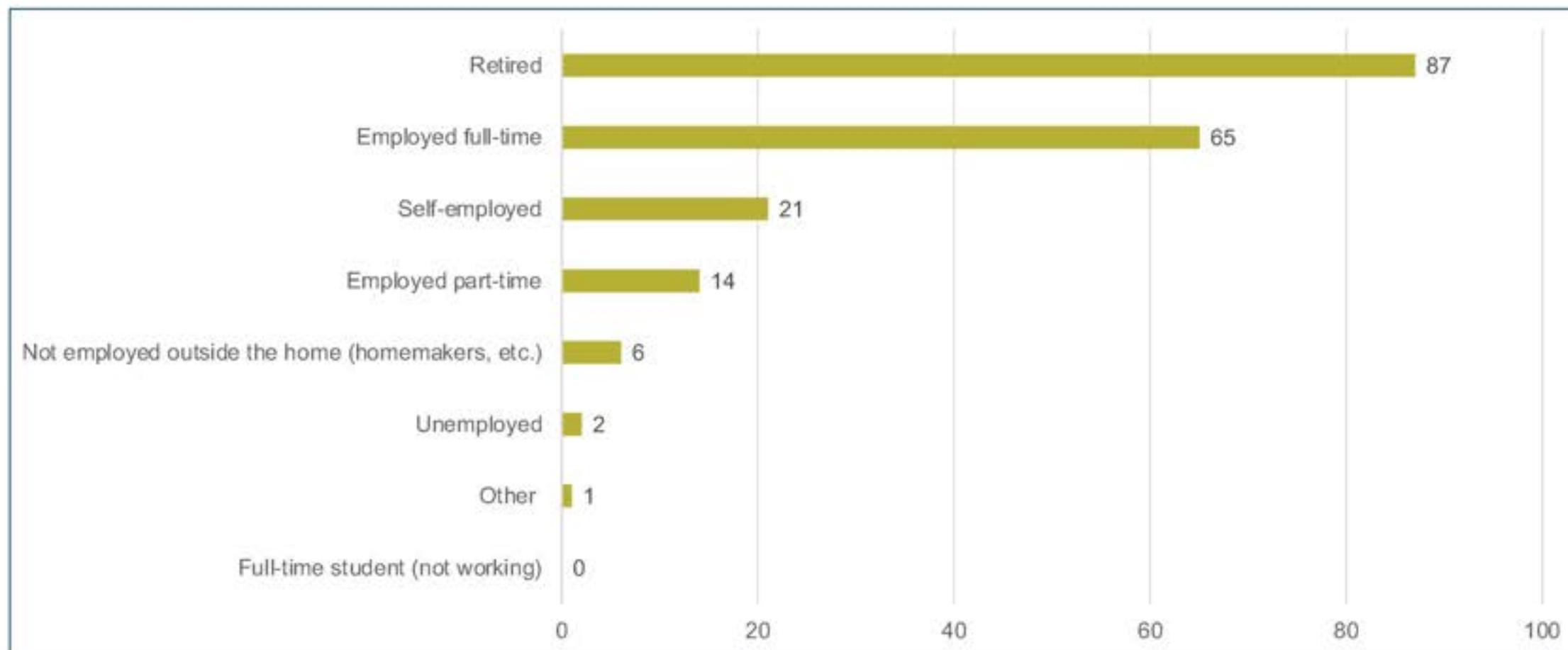


Children under 18 living in households



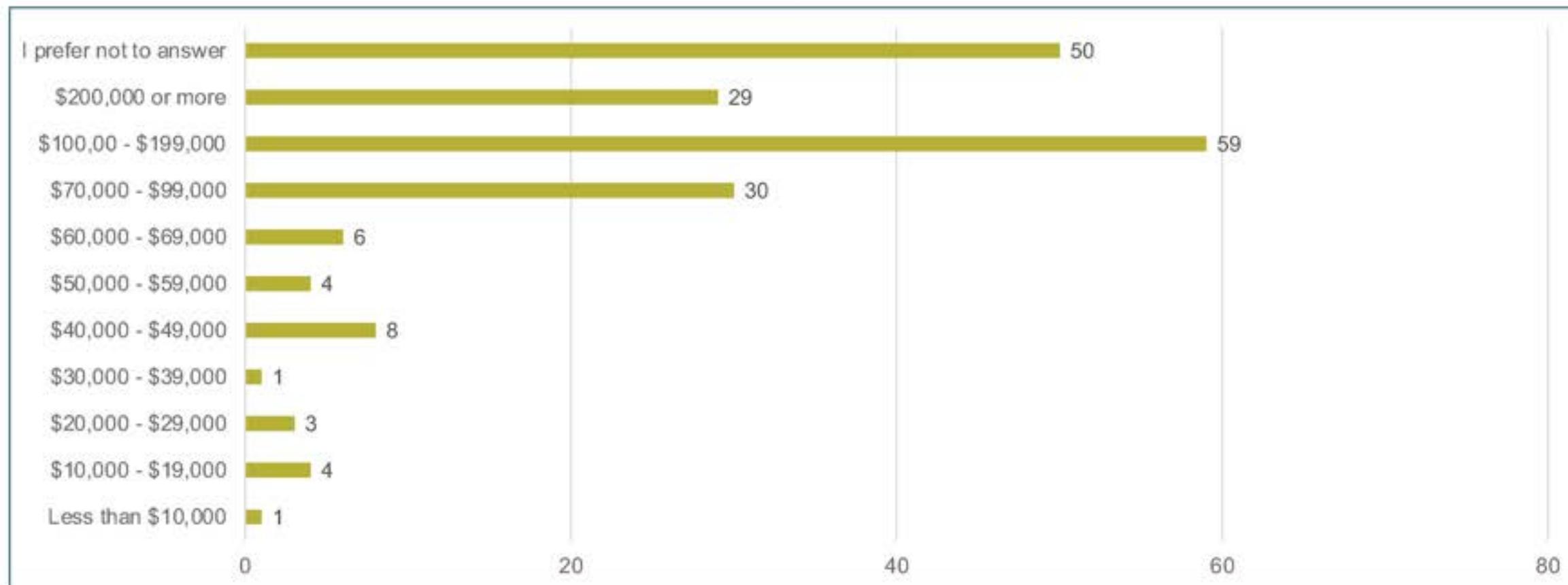
respondent demographics

Employment Status



respondent demographics

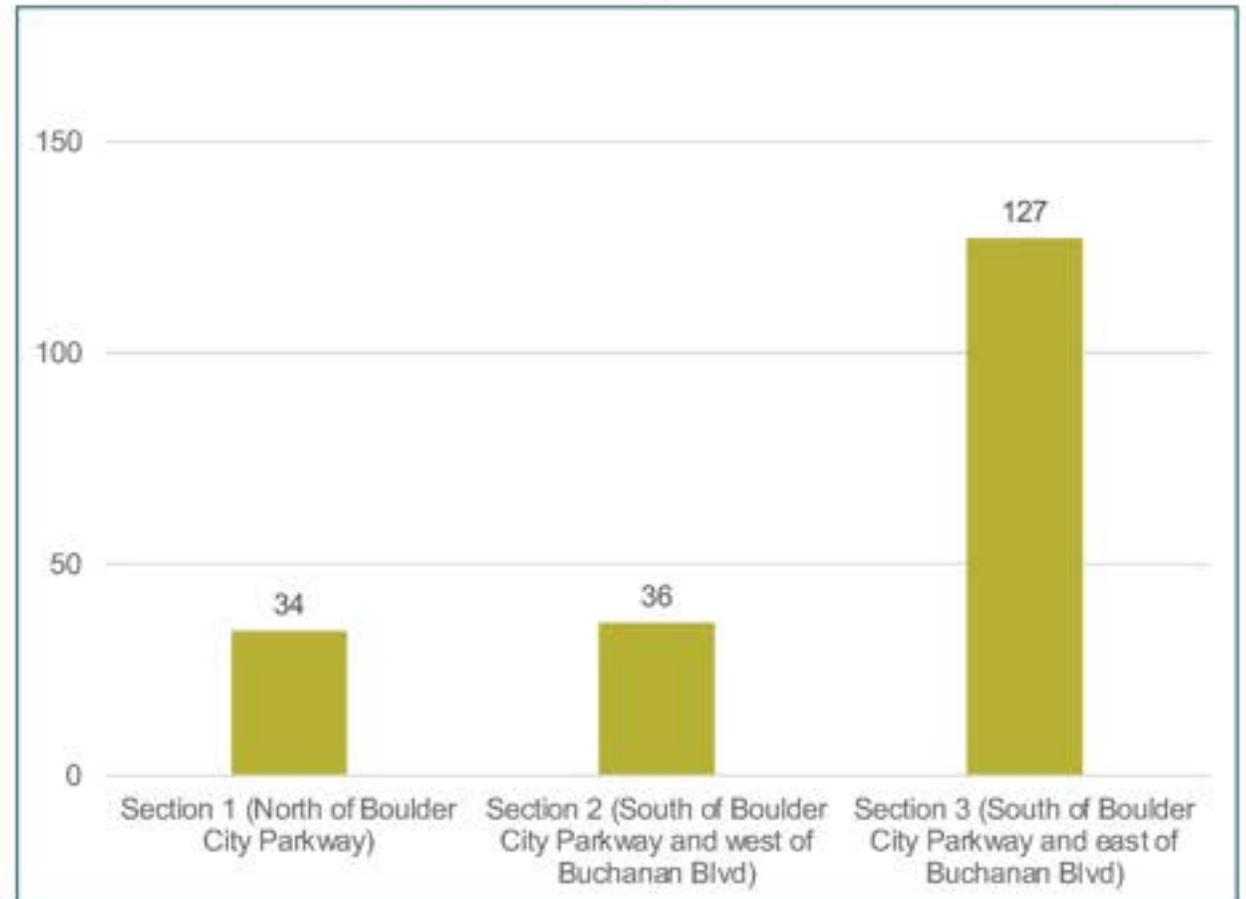
2022 household income before taxes



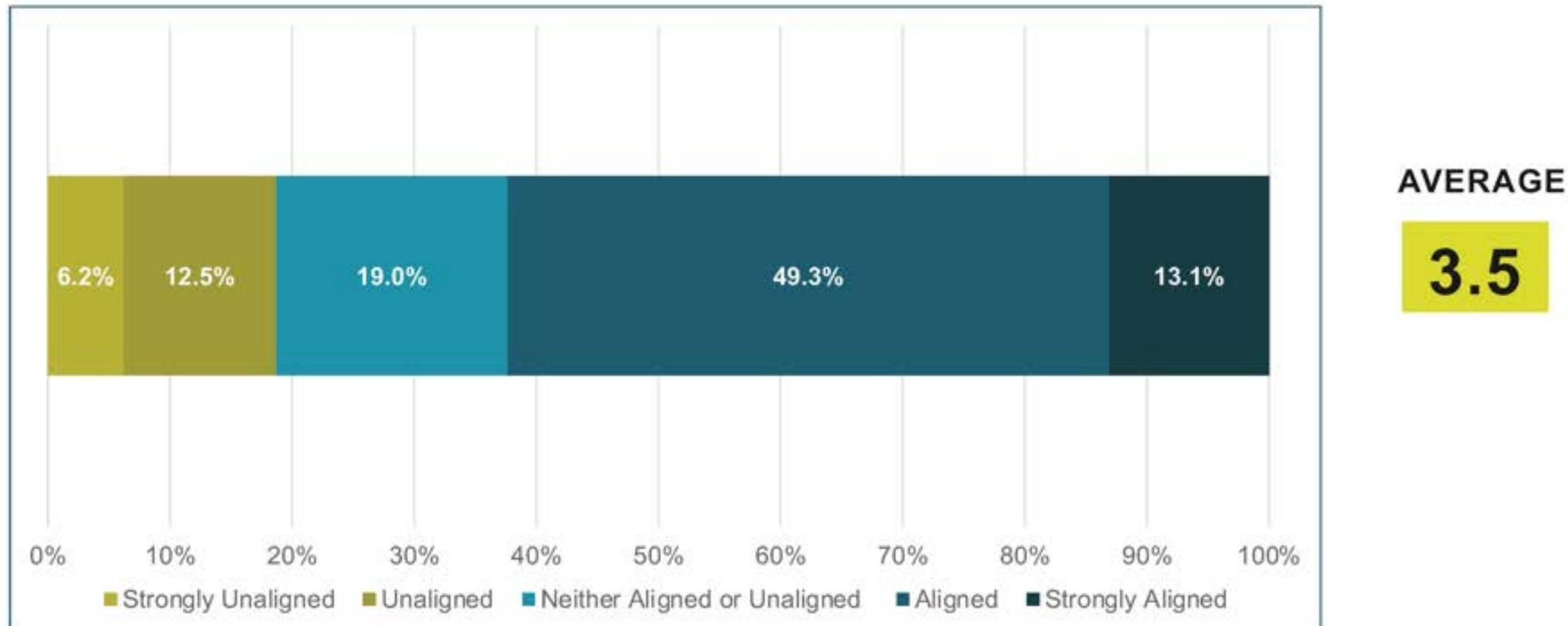
respondent demographics



Area living/working in Boulder City

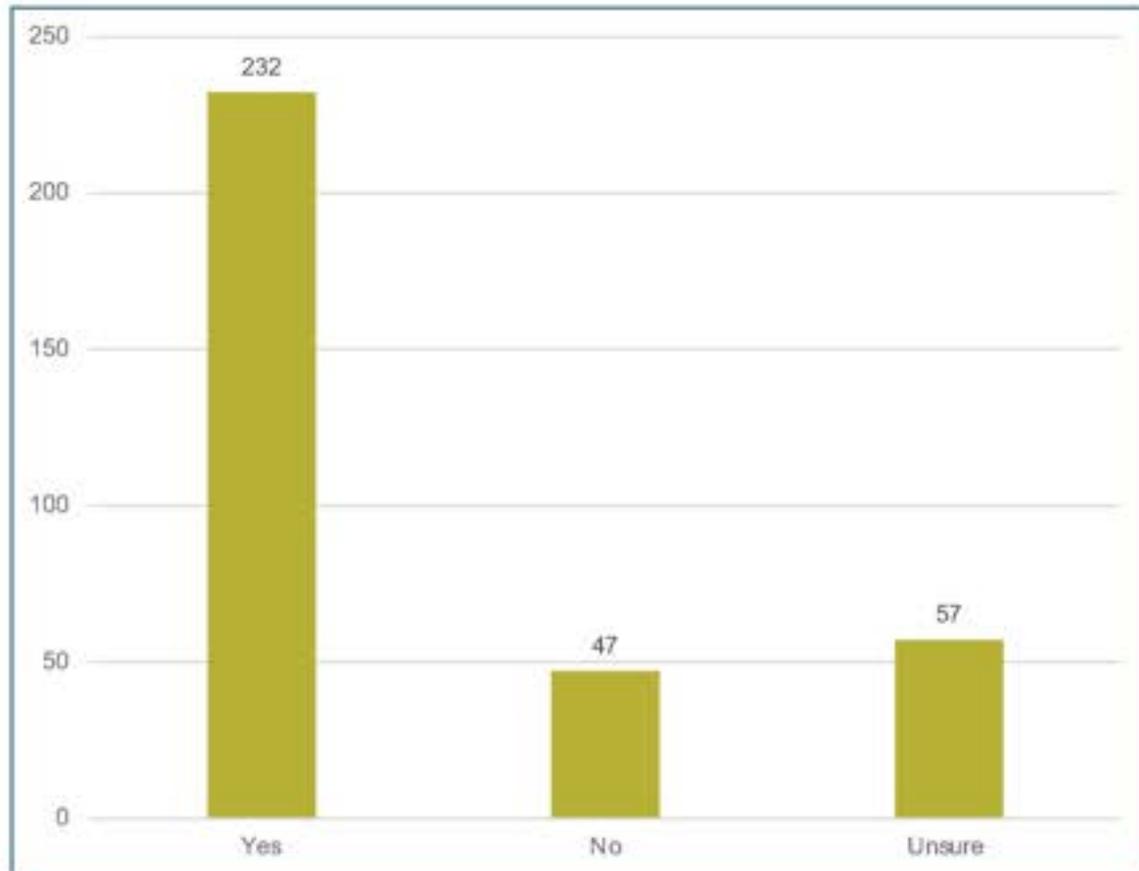


alignment with the mission statement



mission statement applicability & suggestions

Applicable, as written?

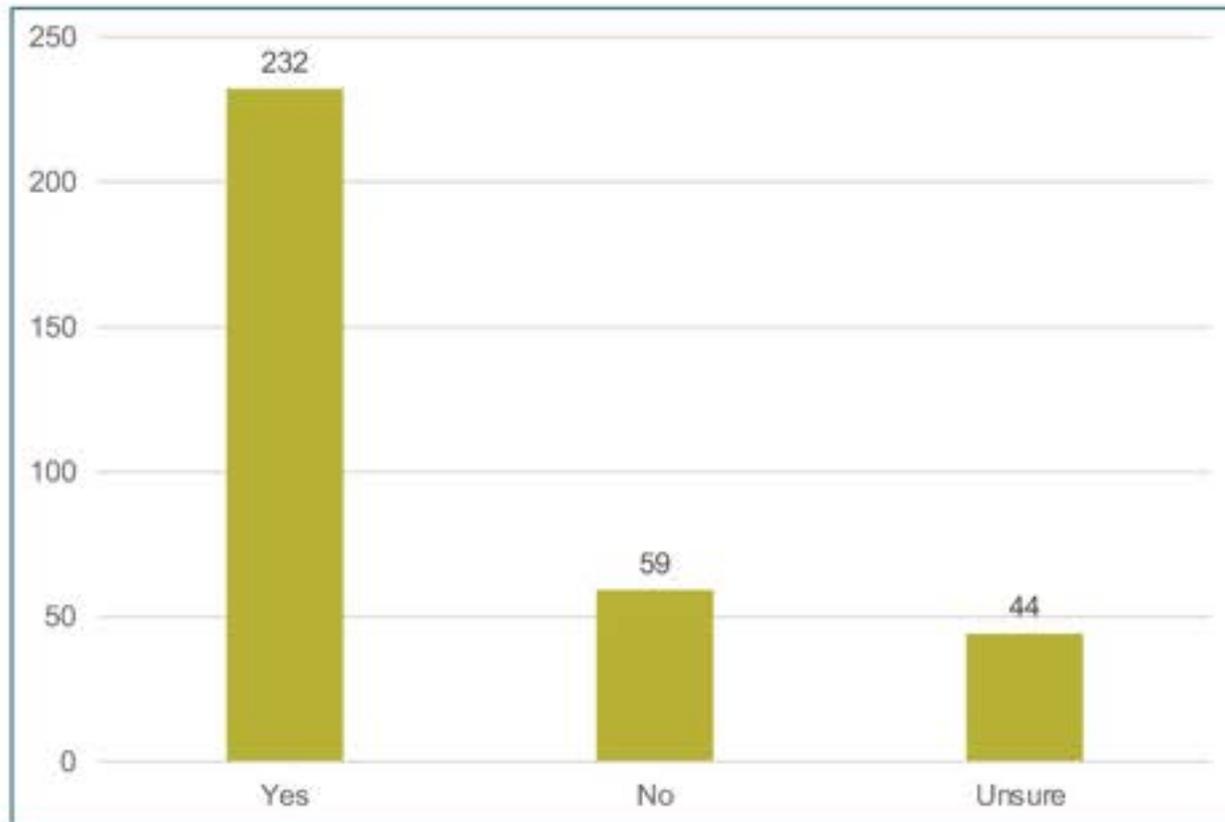


Top open-ended responses by category

Category	Count
No updates needed	60
Include tangible actions	14
Specify language	11
Follow-through on existing statement	8
Prioritize safety	7
Prioritize historic preservation	6

vision statement applicability & suggestions

Applicable, as written?



Top open-ended responses by category

Category	Count
No updates needed	55
Limit residential growth	13
Include tangible actions	13
Follow-through on existing statement	7
Specify language	7

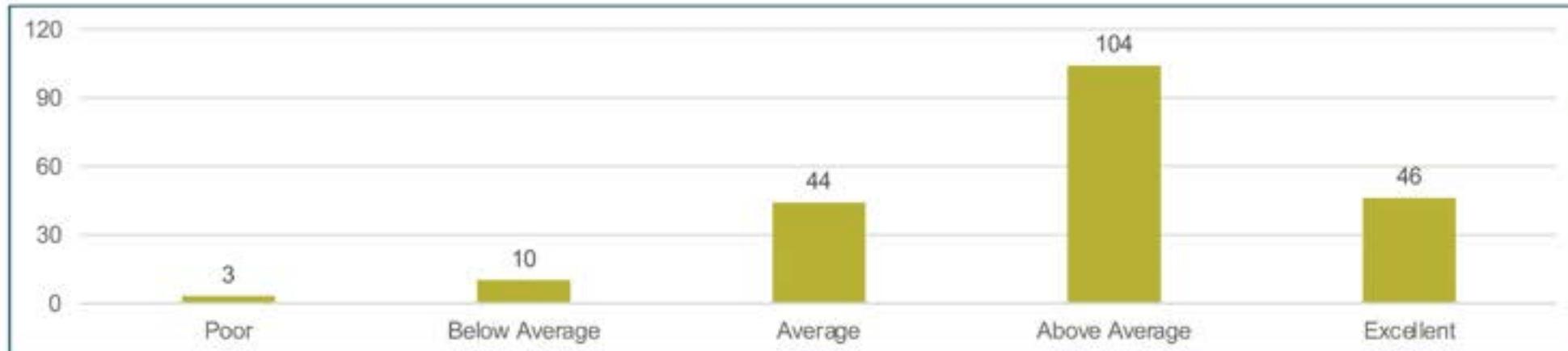
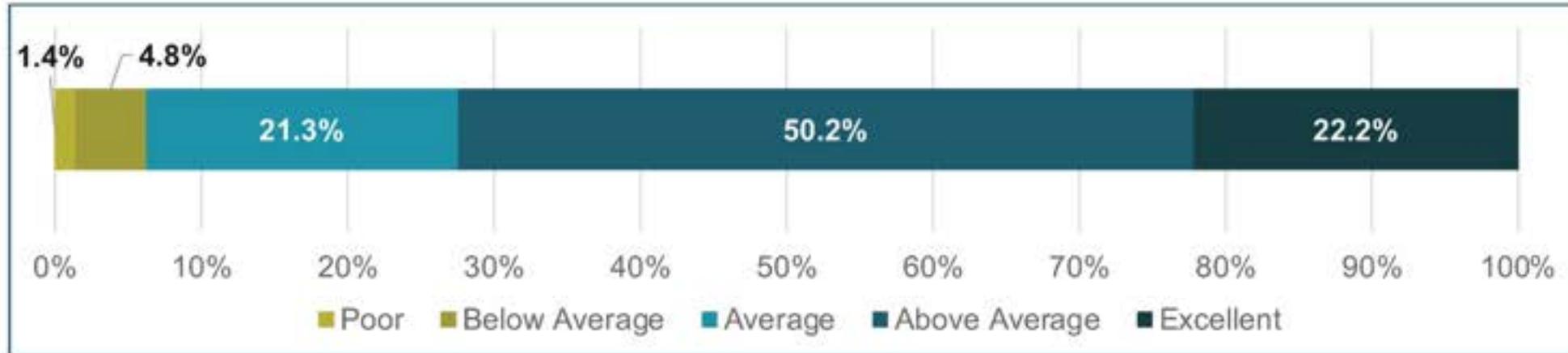
satisfaction with priority areas



priority area suggestions

Priority Area	Average Rating	Responses
Promote Historic Preservation	3.6	<ul style="list-style-type: none"> • Maintain the status quo (15 responses) • Increase maintenance of buildings (8 responses) • Opposition to strict regulations (7 responses)
Sustain a High Level of Public Safety Services	3.4	<ul style="list-style-type: none"> • Concerns about homeless population (24 responses) • A high level of public safety is practiced, keep things as is (20 responses) • Increase police patrol (15 responses) • Increase prosecution/citations (8 responses)
Manage Growth and Development	3.2	<ul style="list-style-type: none"> • Limit growth (25 responses) • Limit land leases/sales (12 responses) • Allow for balanced growth (9 responses) • Limit housing developments (9 responses)
Achieve Prudent Financial Stewardship	3.2	<ul style="list-style-type: none"> • Improve financial transparency and accountability (10 responses) • Avoid lawsuits (7 responses) • Great financial stewardship, keep things as is (7 responses) • Limit exorbitant/needless spending (7 responses)
Invest in Infrastructure	3.0	<ul style="list-style-type: none"> • Improve roads (33 responses) • Construct pool (16 responses) • Remove/improve blighted structures (8 responses) • Improve water infrastructure (8 responses)

quality of life



AVERAGE

3.9

priority rankings

SERVICE	AVERAGE RANKING
Public Safety	4.1
Public Works	5.6
Utility Administration	5.8
Growth Management	5.9
Parks and Recreation	6.0
Financial Stewardship	6.3
Maintenance of Public Space	6.3
Conservation and Stewardship Efforts	7.3
Historic Preservation	7.5
Economic Development	7.6
Operational Excellence	8.0
Public Outreach and Communication	8.6
Other	12.0

initiatives to de-prioritize

SCALE BACK POOL PROJECT (12 responses)

- Some responded that the size and cost of the proposed pool facility need to be scaled back significantly.
- Some believed that the proposed "elaborate" project does not or will not benefit the majority of the city's population.



LEASING/SELLING LAND (7 responses)

- Some shared their concerns with selling/leasing land to the City of Henderson and solar companies and the impacts of potential developments in these areas.



FOCUS ON THE ENVIRONMENT (6 responses)

- Some shared that they are concerned about the water crisis.
- Some believed that water-free landscaping should be a priority of the town – "stop replacing grass and instead plant native gardens."
- Others wanted a prioritized focus on improvement to existing parks.



threats to the City's future success

37
responses

GROWTH

Some were concerned about the impact of growth as it pertains to the population, housing, and economic development. Some mentioned that growth would negatively impact affordability and resource availability, as well as it might bring in crime, an increased homeless population, and additional noise and light pollution

36
responses

HOMELESS POPULATION

Concerns about the growing homeless population were noted as a major threat to the city. Some mentioned that the city does not have the resources to assist unhoused persons, while others worried that the presence of the homeless population negatively impacts the appearance of the city and causes unease regarding public safety

14
responses

LOSS OF SMALL-TOWN CHARM

A number of participants were anxious about the loss of Boulder City's small-town charm. Some mentioned that the increases in population, corporations, and over-politicization would detract from the city's special charm. Further, some noted that the lack of infrastructure maintenance and enforcement of laws negatively impacted the future of the city and contributed to the loss of the "small-town feel"

threats to the City's future success (cont'd)

11
responses

CITY OF HENDERSON ENCROACHMENT

Some were concerned about city overgrowth from the City of Henderson's encroachment and how it may negatively impact or limit the city's resources, such as public safety services, land use, and water consumption. Participants expressed that they did not want to destroy the beauty of the city to build additional housing to contain a growing population

10
responses

HOUSING DEVELOPMENTS

Concerns about the influx of cookie-cutter housing developments were noted. Some expressed that the new housing developments negatively impact the community's culture. Others noted that there is an opportunity for mixed-use development, which may assist in population diversification (e.g., attracting young families)

10
responses

LACK OF DIVERSE BUSINESSES

Some participants were concerned about the perceived failure to attract diverse types of businesses, noting that there is a lack of initiative to attract and retain vital businesses, and that many small businesses attempts ultimately fail. The addition of a second grocery store was the most requested business expansion

additional feedback

FOCUS ON TOWN AESTHETICS *(15 responses)*

- Some mentioned the need to “clean-up” the town’s sidewalks, store fronts, signage, and vacant buildings or lots, specifically the downtown area
- Others noted that landscaping needs to be a priority of the city to promote its appearance, which will lead to greater financial prosperity



PRIORITIZE ADDITIONAL ACTIVITIES *(6 responses)*

- Some shared that they would like for the city to host additional events, and provide additional activities both for the residents and to promote tourism
- Participants expressed the desire for a new community recreation center, pool facility, bike trails, hiking paths, and museums



PRIORITIZE BUSINESS INVESTMENTS *(6 responses)*

- Some shared that there is a need for additional businesses, such as a grocery store and a mall with diverse shopping options
- Others expressed that the city needs additional medical providers and medical technology, such as a family doctor, physical therapist, imaging, CT scans, etc.



employee input survey

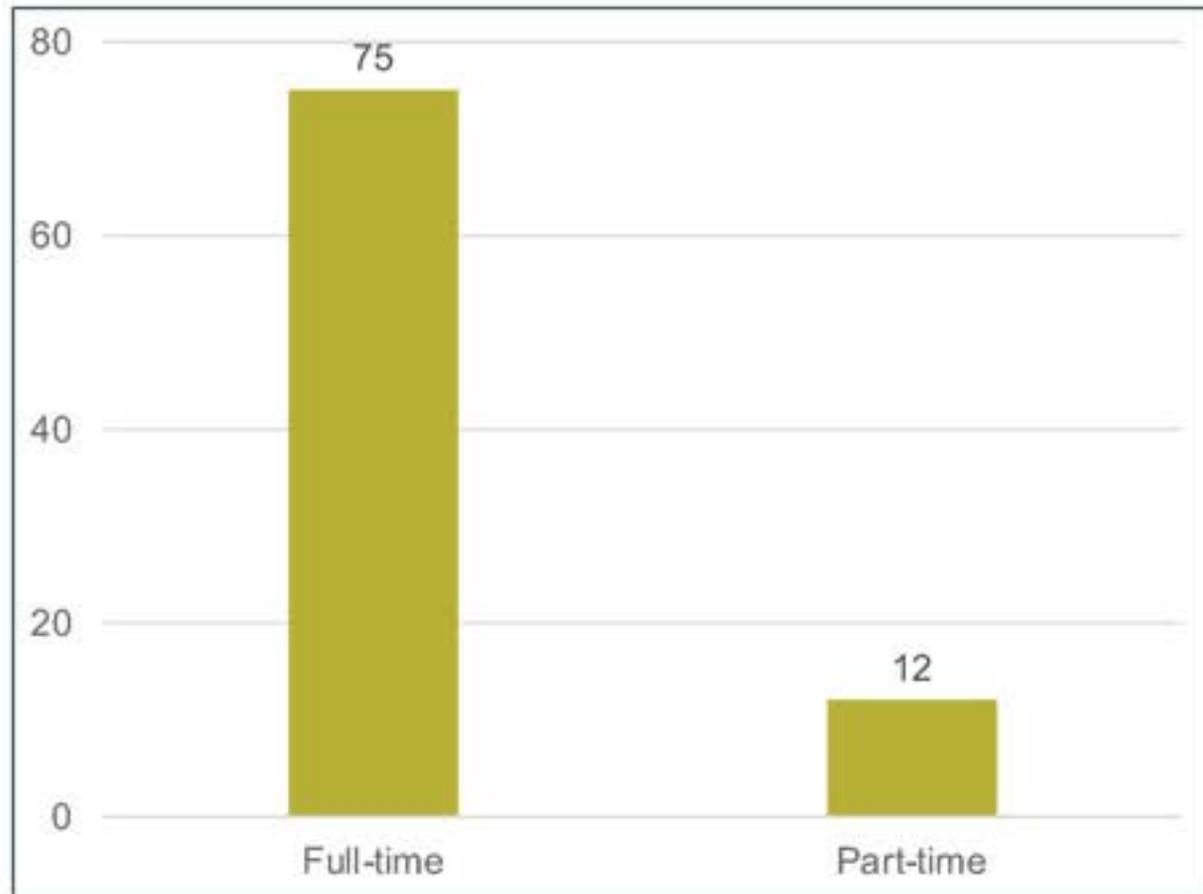
employee input update

- Launched February 20
- Fielding communication included a survey link and subsequent reminder emails sent to all city employees by the City Manager
- Closed EOD March 13

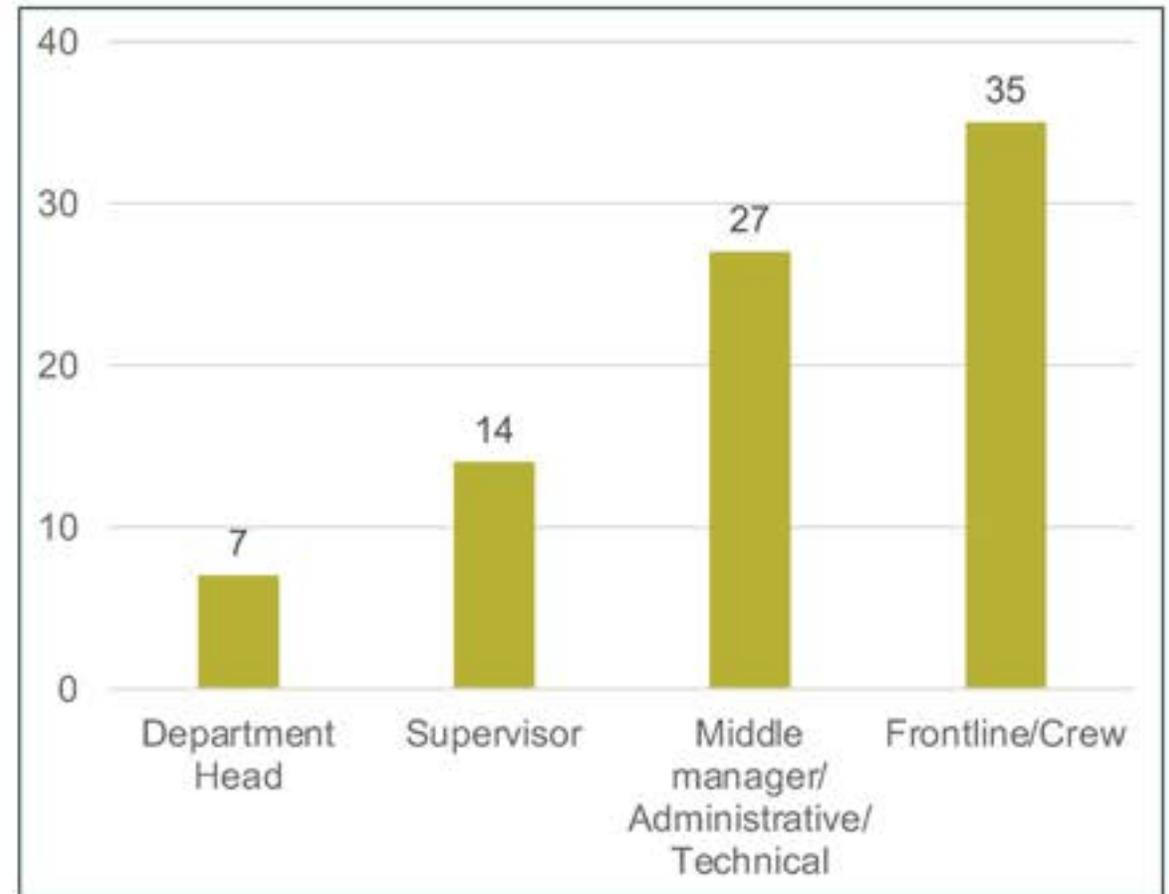
121 total responses received

respondent demographics

Employment Type

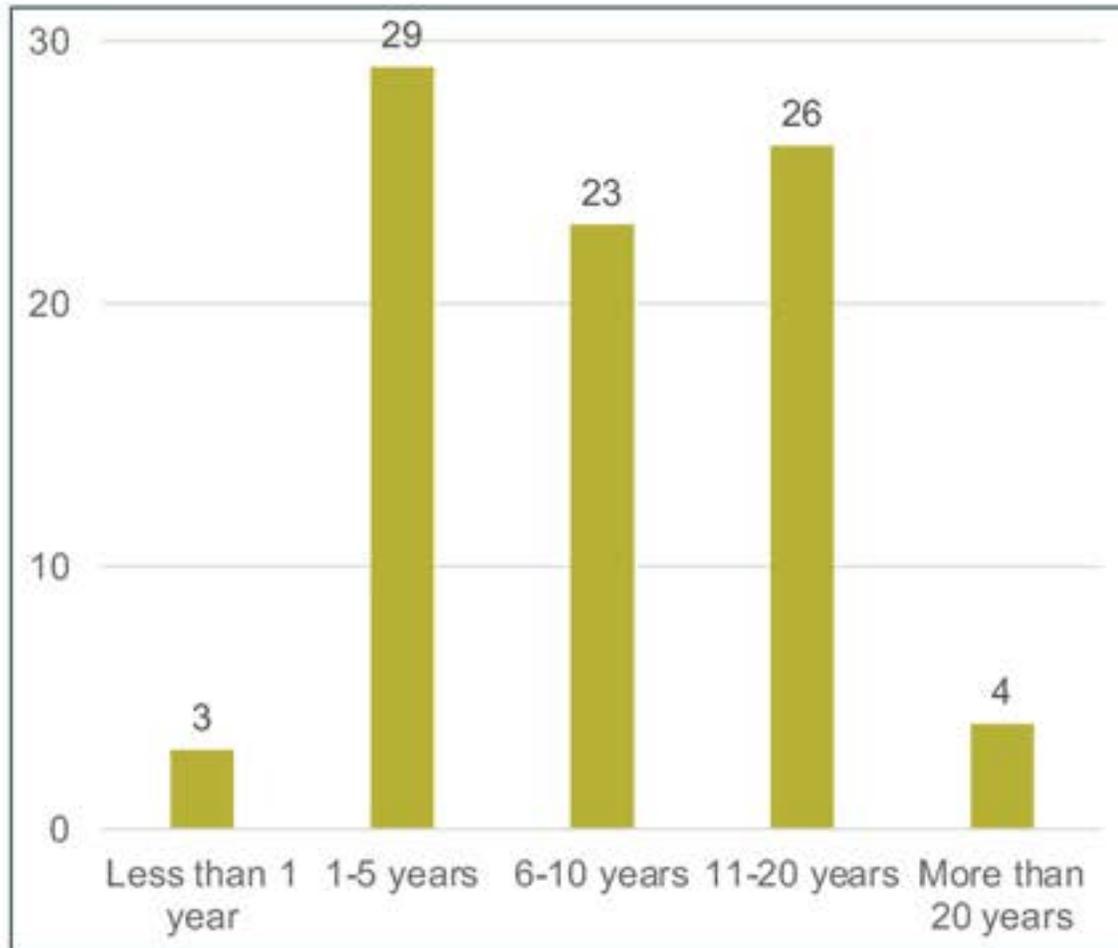


Role

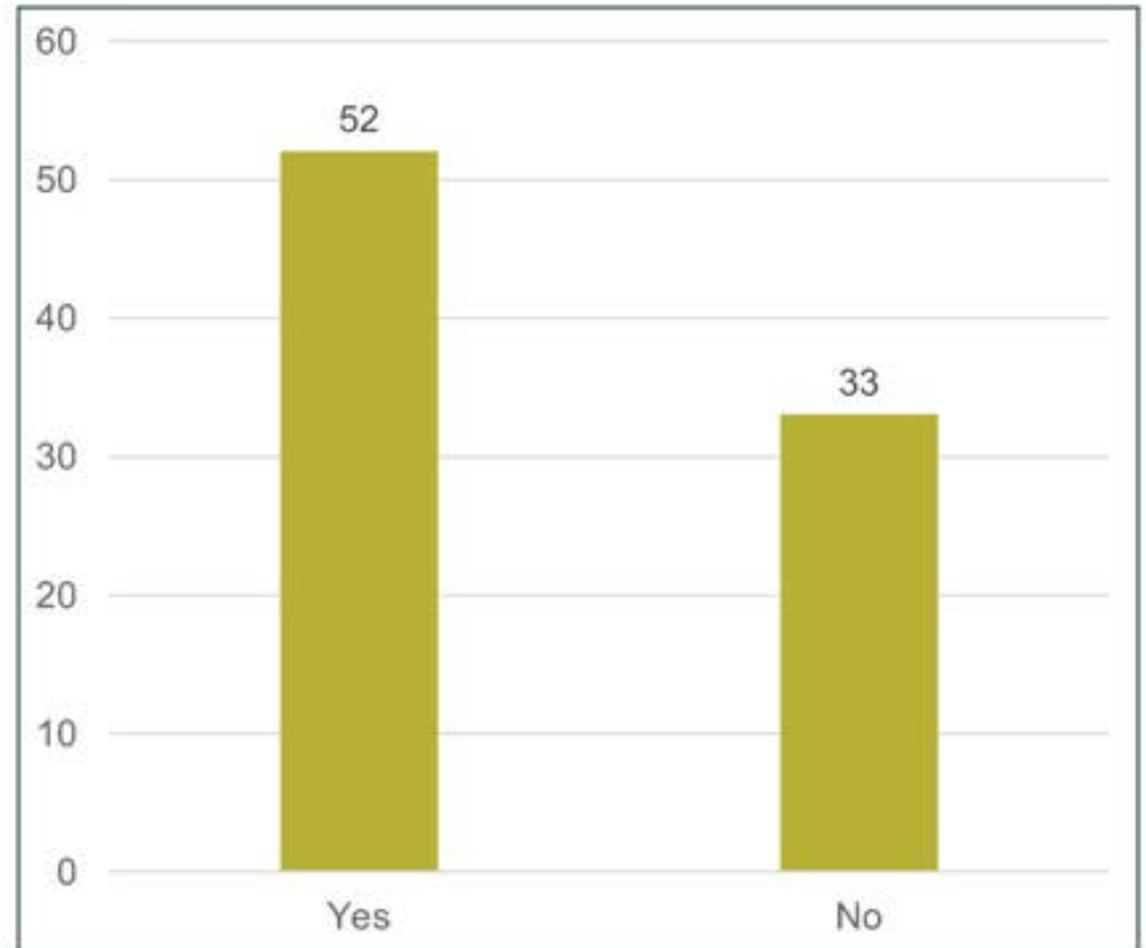


respondent demographics

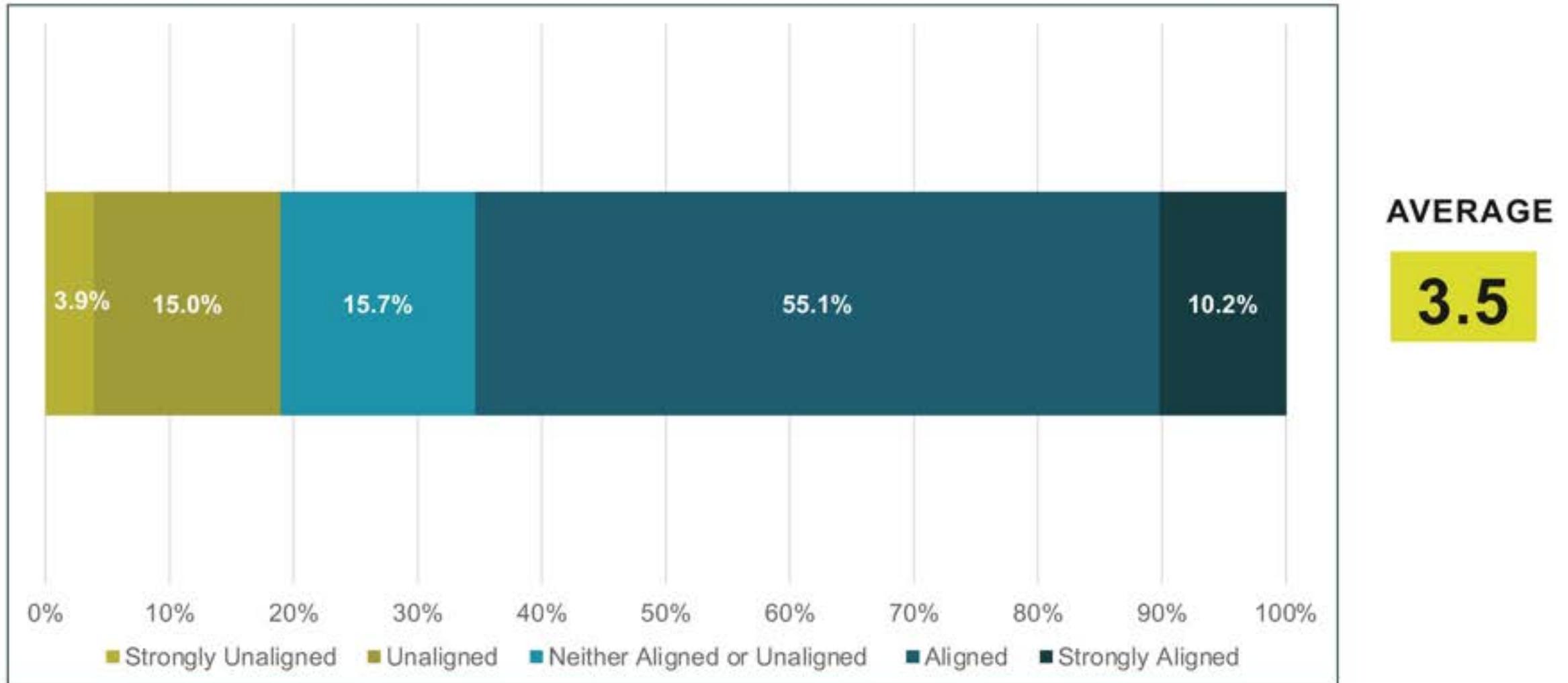
Time spent working in Boulder City



Resident of Boulder City?

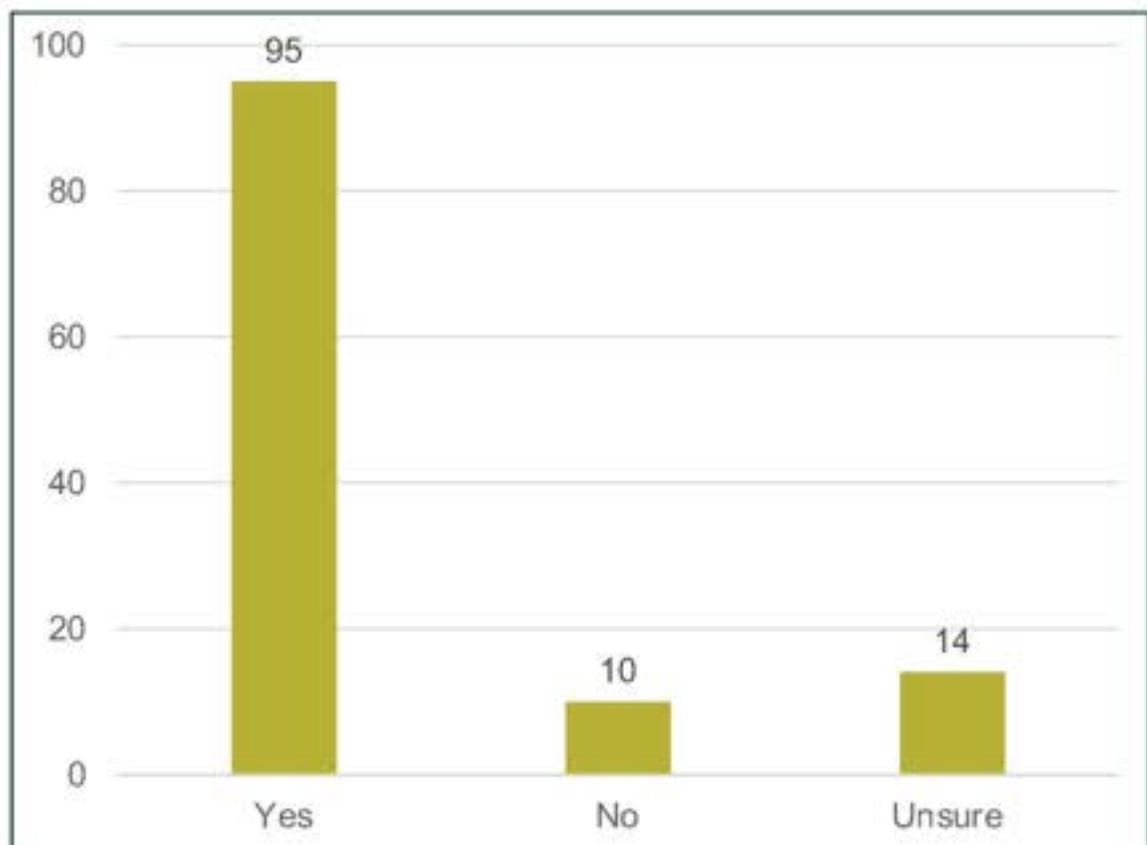


alignment with the mission statement



mission statement applicability & suggestions

Applicable, as written?

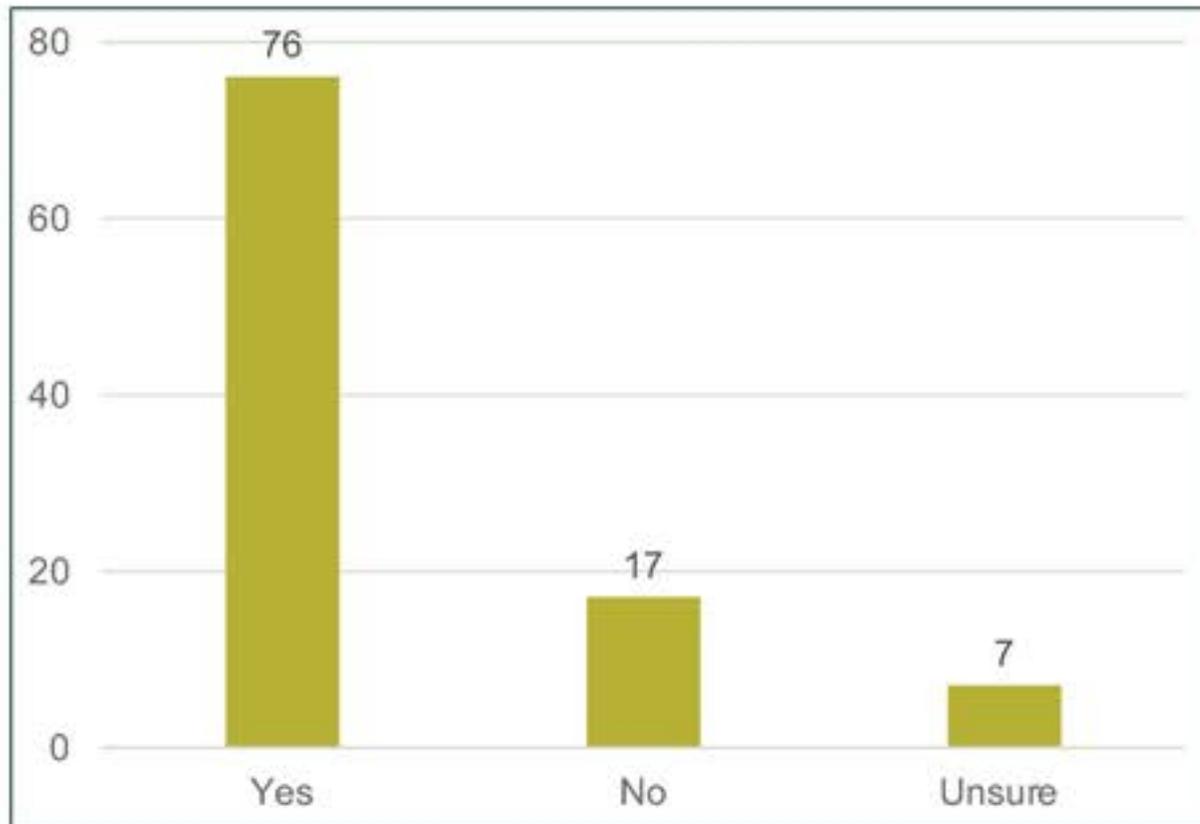


Top open-ended responses by category

Category	Count
No updates needed	10
Follow-through on existing statement	5
Specify language	3

vision statement applicability & suggestions

Applicable, as written?



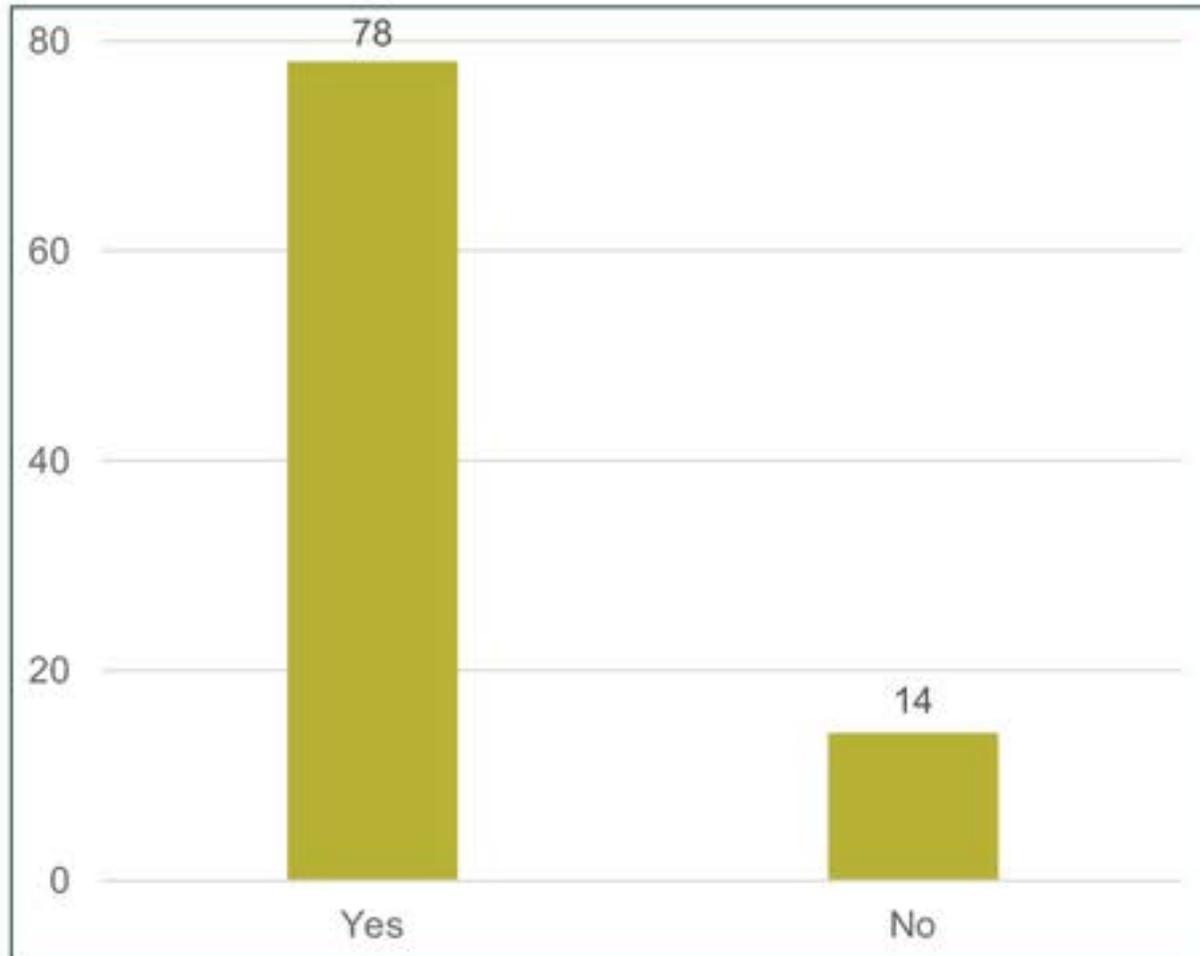
Top open-ended responses by category

Category	Count
No updates needed	13
Follow-through on existing statement	3
Business participation	2

feelings about the workplace

STATEMENT	AVERAGE	FULL-TIME	PART-TIME
I have the skills, knowledge, and training to do my job well.	4.6	4.6	4.4
I understand the importance of my role to the success of the City.	4.5	4.4	4.4
I feel like my role here has a purpose.	4.4	4.3	4.3
I understand how my job and department contribute to the City's mission and strategic goals.	4.4	4.4	4.4
I am proud to work for the City of Boulder City.	4.2	4.2	4.3
I am satisfied with my job.	4.0	3.9	3.9
I am comfortable being myself with others while at work.	4.0	3.9	4.3
I feel respected and valued by my direct supervisor.	3.9	3.7	4.7
I would recommend working for the City of Boulder City to my best friend.	3.9	3.8	4.1
I feel motivated to come up with new and better ways of doing things.	3.8	3.7	4.3
My supervisor/ department keeps employees informed about matters affecting us.	3.5	3.4	4.0

would you reapply for your job?



TOP OPEN-ENDED RESPONSES BY CATEGORY

Yes, I would reapply

Category	Count
Love their job	14
Feel they make a difference	7
Love the working hours	5

No, I wouldn't reapply

Category	Count
Not provided a competitive wage	4
Issues with/do not like supervisor	3
Reactive environment with increasing limitations	2

priority area suggestions

Priority Area	Average Rating	Responses
Achieve Prudent Financial Stewardship	3.5	<ul style="list-style-type: none"> • Perform a realistic budget assessment (6 responses) • Provide additional information to increase financial transparency and accountability (6 responses) • Great financial stewardship, keep things as is (4 responses)
Promote Historic Preservation	3.5	<ul style="list-style-type: none"> • Allow flexibility or prioritize updating standards and regulations (8 responses) • Prioritize historic preservation, but not at the expense of the city's future (5 responses) • Maintain the status quo (3 responses)
Sustain a High Level of Public Safety Services	3.5	<ul style="list-style-type: none"> • A high level of public safety is practiced, keep things as is (9 responses) • Improve police and fire equipment and facilities (4 responses)
Manage Growth and Development	3.4	<ul style="list-style-type: none"> • Allow for balanced growth (14 responses) • Develop solutions to attract new businesses and promote business growth (5 responses) • Increase housing developments and/or provide affordable housing solutions (3 responses)
Invest in Infrastructure	3.1	<ul style="list-style-type: none"> • Prioritize renovation department facilities and public buildings (9 responses) • Improve roads (8 responses) • Prioritize long-term project planning (5 responses) • Focus on planned project fruition (5 responses)

internal process improvement

Better Communication

(10 Responses)

- Some respondents noted that communication between upper management to lower-level employees could be improved
- Others noted that communication from the City Council to the city's residents could be improved



Automation/ Improved Technology

(5 Responses)

- The utilization of electronic forms between departments was identified as an area of improvement for paperwork/records processes
- Others mentioned that some internal systems and databases are cumbersome and could be improved



Accountability/ Evaluation

(5 Responses)

- Some responses called for employees to evaluate their supervisors annually, or for more frequent employee surveys
- Others asked for additional customer service trainings and the use of secret shoppers to hold employees accountable



priority rankings

PRIORITY AREA	AVERAGE
Public safety (police protection, fire protection, and emergency medical services)	4.4
Financial stewardship	4.9
Economic development (includes business attraction and retention and tourism)	5.2
Public works (street, sidewalk, parkway, and lighting maintenance)	5.4
Operational excellence (providing the highest level of customer service)	5.6
Utility administration (water, sanitary sewer, and electrical services)	6.0
Conservation and stewardship efforts (water and land)	6.6
Maintenance of public space (landscapes, facilities)	6.7
Parks and recreation (facilities and programming, including the pool)	7.1
Growth management	8.6
Public outreach & communication	8.8
Historic preservation	8.9
Other	12.7

areas of improvement

6
responses

PUBLIC SAFETY

Prioritizing public safety needs was the most mentioned area of improvement for the city. This included increasing the number of police officers and firefighters, modernizing equipment, and improving police and fire facilities, as well for the public safety department.

5
responses

IMPROVE NEW BUSINESS PROCESSES

Improving business permitting processes by making them quicker, more efficient, and straightforward. Others identified attracting new businesses outside of restaurants and bars as an area of improvement.

4
responses

IMPROVE COMMUNICATION

Improved internal communication between staff, as well as improved communication between city employees and residents was identified as a potential area of improvement.

4
responses

CONSTRUCT POOL

Some responses expressed that the city should construct the new pool facility as soon as possible.

**focus groups &
interview themes**

focus groups

Four focus groups were conducted with the following groups:

- Boulder City High School's Student Council
- Boulder City's Senior Center
- Nevadans for the Common Good
- Boulder City's Chamber of Commerce

In total, **21 interviews** were conducted with the following:

- Nine staff members
- Four City Councilpersons
- Boulder City Mayor
- Library representative
- Emergency Aid representative
- Southern Nevada Railroad Museum representative
- Lend a Hand representative
- Community Resource Liaison
- Senior Center representative
- Chamber of Commerce representative

21 interviews

focus group themes

What is the best thing about living in Boulder City?

- Small town charm and close-knit community
- Historic nature of the town – including historic district and general “feel”
- Proximity to the lake and broader outdoor recreational activities
- Uniqueness – having all the benefits of a small town while still having easy access to amenities of a metro area
- Safety, walkability, and general friendliness of the community
- Multitude of active non-profits and passionate volunteers
- Intentional community, with opportunities to engage, volunteer, and build strong communal relationships

focus group themes

What are some of the challenges Boulder City is facing?

- Diminishing number of tourists visiting the Hoover Dam and the surrounding outdoor recreational areas
- Challenges related to business creation and operation, including business permit processes, the scheduling of site inspections, and ability to access consistent guidance related to regulations and processes
- Desire for more diverse businesses, including those that might provide entertainment for youth/teens
- Challenges operating businesses, including the ability to hire and retain necessary staff
- Demographic imbalance of the community, with a skew toward older residents
- Challenges related to the rising cost of living, exacerbated by limited offerings
- Lack of affordable housing, including a desire for additional subsidized senior housing

“The current demographics and lack of affordability are not conducive for younger generations or families looking to stay or move to Boulder City.”

focus group themes – priority areas



BALANCED
GROWTH



AFFORDABILITY



HOUSING



ADA-COMPLIANT



COMMUNITY
LIAISON



DIVERSIFIED
BUSINESSES

- Balanced growth, with a desire to maintain the “small town feel”
- Improve affordability to reduce the overall cost of living
- Prioritize construction of mixed-use housing developments, subsidized housing, and affordable housing, primarily for those over 55 years of age
- Invest in ADA-compliant sidewalks, streets, entryways, and public buildings
- Extend/fund the city’s Community Liaison position further than the currently estimated four-year timeframe
- Support diversifying the businesses in the city, primarily those that serve basic needs (medical services, grocery store)

interview themes

What are some of the differentiators or strengths of the city?

- The talent and experience of city employees and the low turnover rate of city employees leads to increased institutional knowledge
- Historically very low utility rates for city-owned utilities
- Strong sense of pride in the city operations (city employees) and general community (city employees & community leaders)
- Diversity of events and programming offered through the city
- The slower pace of living; residents are more likely to wave to or help out their neighbors, promoting the sense of community and pleasure of small-town living

“Visiting or living in Boulder City is like taking a step back in time.”

interview themes

What are some of the challenges Boulder City faces now and in the future?

- Business licensing, accurate information about regulations and processes, etc.
- New construction, permitting, and site inspections due to the confusion between departments and gaps in services
- Large population of people living in the city with no transportation for paratransit
- Voter approval requirements call for the population to be informed in order to make important decisions
- Old infrastructure and maintenance costs of owned infrastructure, including the police department building and others
- Perceived growing homeless population



“People want more services and expect a high quality of service, but they don’t want to pay for it.”

interview themes

What are some of the priorities or opportunities for Boulder City?

- Expand emergency services, add additional police and fire facilities, modernize the equipment, and reduce response times
- Improve broadband/fiber connectivity and internet speed
- Identify methods to engage with the community to better combat the spread of misinformation
- Invest in additional public meeting spaces
- Sustainable and affordable housing
- Continue to leverage renewable energy leases to diversify/augment city funding sources
- Improve infrastructure, specifically roads and utility infrastructures
- Additional focus on ADA improvements throughout the city
- Lessen historical preservation efforts; allow older buildings to be re-vitalized or repurposed without strict regulations

community meeting themes

community meetings

- Three community meetings were held over a one-week course
 - **5** participants attended the March 18 community meeting
 - **14** participants attended the March 21 community meeting
 - **29** participants attended the March 25 community meeting

THE CITY OF BOULDER CITY IS DEVELOPING ITS 2025-2030 STRATEGIC PLAN AND WANTS TO HEAR FROM YOU - THE COMMUNITY



You are invited to participate in a community meeting with the consulting team that is working with the City to make your voice heard.

March 18, 2024 / 5:00 PM - 7:00 PM

Smith Building
700 Wyoming Street
Boulder City, NV 89005



USE THE QR CODE OR VISIT [BCNV.ORG](https://bcnv.org) TO LEARN MORE ABOUT THE STRATEGIC PLANNING PROCESS.

THANK YOU FOR YOUR PARTICIPATION IN THIS IMPORTANT EFFORT.

opportunities & priorities

Better advertise biking and hiking trails, city events, and restaurants – promoting one-day getaways

Make public spaces and buildings accessible for those with ADA-related needs

Provide additional subsidized senior housing developments

Facilitate mixed-use housing developments

Improve internet accessibility through high-speed internet service

Construct the pool facility

Increase solar leases and dedicate a portion of income to electric rebates for low-income persons

Recognize and prepare for a limited water supply – potential to reclaim and reuse water

prioritizing priorities

PRIORITY AREA	TOTAL
Other	70
Parks and Recreation	32
Growth Management	31
Public Works	30
Public Safety	21
Economic Development	18
Historic Preservation	16
Utility Administration	13
Maintenance of Public Space	8
Conservation and Stewardship Efforts	7
Financial Stewardship	6
Public Outreach and Communication	4
Operational Excellence	1



looking to the future

ADDITIONAL IDEAS OR ACTIVITIES

- Additional preventative services (mental health, substance abuse, counseling, etc.)
- Permanently fund the Community Liaison position
- Create task forces to carry forward priorities and increase community engagement
- Implement the controlled growth ordinance as it was written as opposed to “no growth”
- Invest in a central community center
- Enforce existing codes or laws, primarily concerning traffic, building, and sidewalk use
- Create spaces and/or activities for youth and teens with the goal of attracting and retaining younger families

FUTURE VISION

- Safe, small, clean, and uncrowded
- Not like the Cities of Henderson or Sedona
- No short-term rental housing
- More diverse, economically, culturally, racially and by population age
- A thriving, historic downtown
- Inclusive and sustainable
- Effective and accessible community and social services
- Business friendly
- Youthful and vibrant
- Compassionate, respectful, and with a culture of care

identifying the way forward



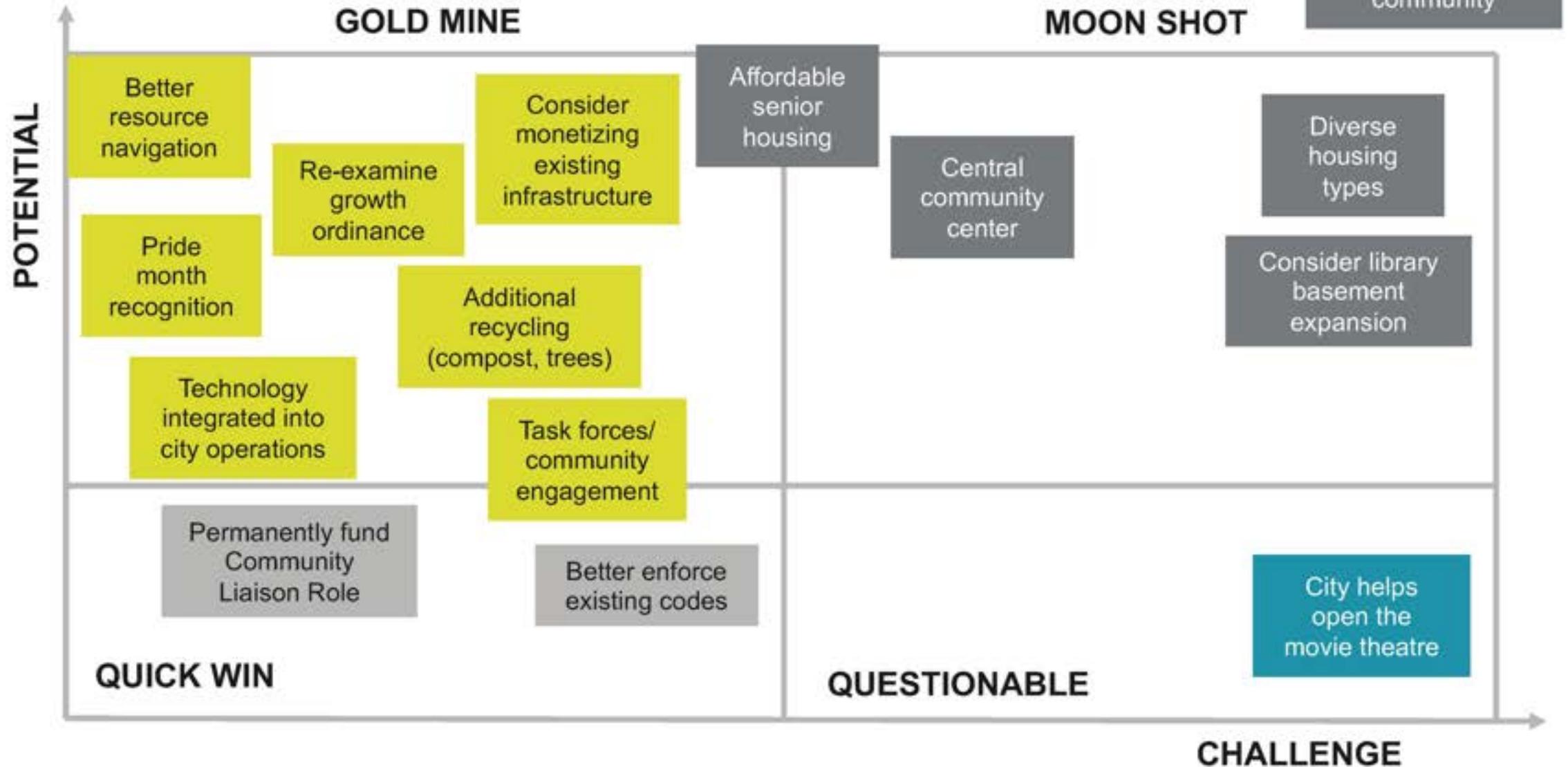
Gold Mine
Important need and addresses a very widespread issue making this a main opportunity

Moon Shot
Highly innovate offering, which involves a significant degree of risk, but are the most rewarding when achieved

Quick Win
Offers little in terms of results, but also require little investment

Questionable
Least interesting opportunities, bringing little value and difficult to implement

identifying the way forward



SWOT analysis

strengths

- An environment and culture where, overarchingly, city employees genuinely enjoy their jobs, and residents genuinely enjoy living in the community
- Highest-ranking schools in the nation, high graduation rate – about 88% of residents have graduated from high school, and about 22% of residents have a bachelor's degree
- Significantly lower total crime, violent crime rate, and property crime rate than that of Nevada or the national average (per 100K people)
- Awarded the Certificate of Achievement for Excellence in Financial Reporting for the annual comprehensive financial report for the fiscal year ending June 2022
- Ownership of assets by the city provides more amenities to residents than comparably sized and budgeted municipalities
- Intentional positioning as a tourist destination for valley residents and visitors from around the country and world
- Access to multiple funding sources for city projects, allowing the city to execute on some critical projects through outside funding assistance with little to no impact on the City's budget

weaknesses

The highest expense in Boulder City is housing; housing costs in Boulder City are 16.1% more expensive than Las Vegas housing costs

The cost of living in Boulder City is 1.6% higher than the national average; Boulder City area prices were up 2.5% from a year ago

Lack of ADA accessibility at many public facilities and throughout the city, including sidewalks in central areas throughout the city

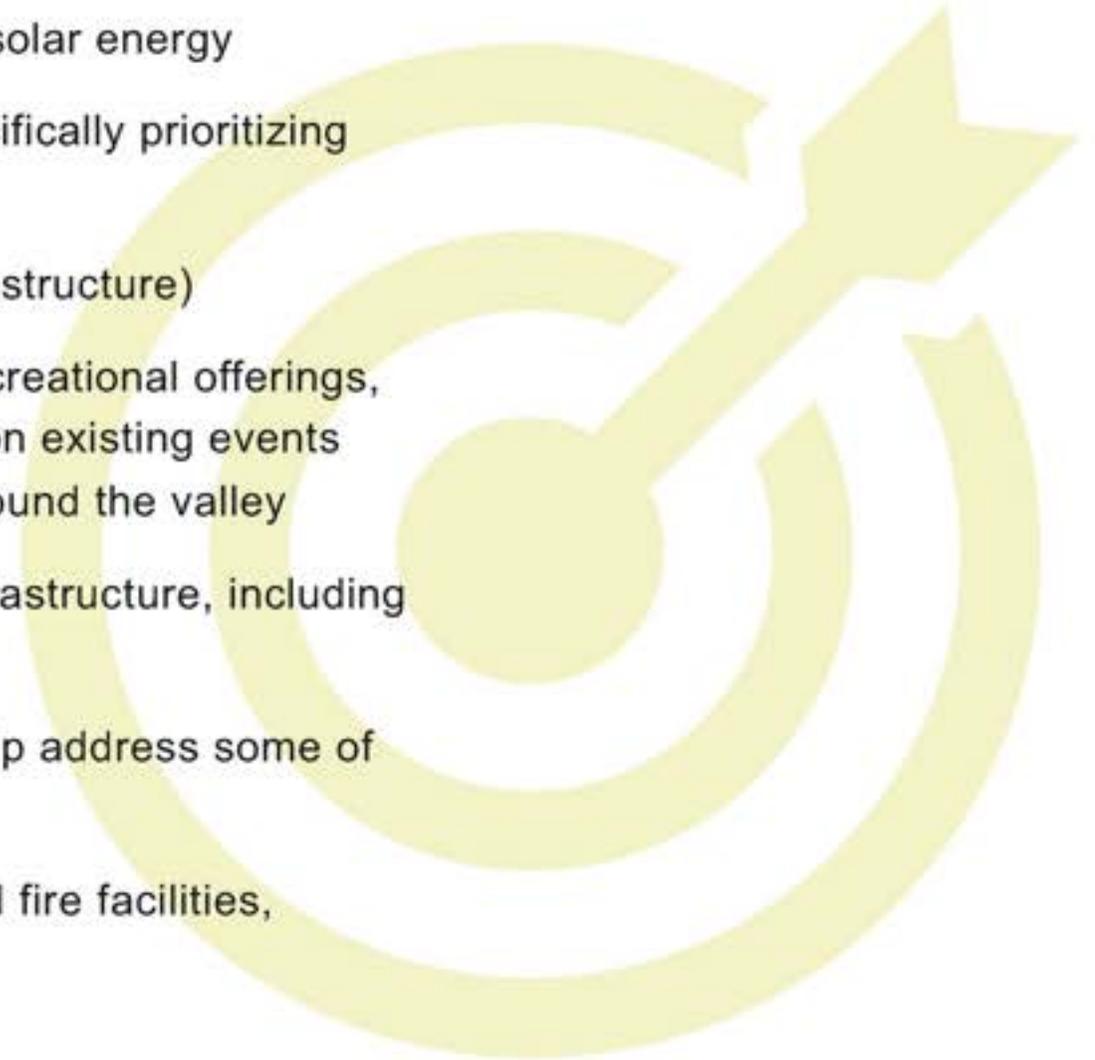
Out-of-date technology/ software and manual operating processes utilized in city departments

Significant ownership of land and physical infrastructure throughout the city boundaries, requiring ongoing investment in maintenance



opportunities

- Electric infrastructure updates with consideration of utilizing solar energy
- Facilitate the construction of additional housing options, specifically prioritizing affordable senior housing
- Update broadband/Wi-Fi infrastructure (high-speed fiber infrastructure)
- Increase tourism by further investing in additional outdoor recreational offerings, including biking/walking trails, as well as continuing to build on existing events (hosting historic tours, etc.), and promoting day trips from around the valley
- Improve accessibility and ADA-compliance for city-owned infrastructure, including buildings, public roadways, and sidewalks
- Meet the full potential of the growth ordinance annually to help address some of the housing challenges
- Expand emergency services, including investing in police and fire facilities, improving equipment, and reducing response times



threats

- By far, the largest portion, 61.70%, of the City's net position is its investment in capital assets
- Land and other lease revenues, primarily from solar power generation facilities, aviation services communications purposes, continue to be a crucial component in ensuring the City can continue to provide essential services. As the solar industry continues to evolve its R&D efforts, this has the long-term possibility of becoming redundant
- About 85% of the businesses in Boulder City are small businesses, which generally have higher failure rates and greater turnover
- Potential for losing CLG status without continued preservation of historic areas, which has potential implications on future revenue accessibility. A significant loss of integrity could mean the risk of losing historic designation, which could put at risk CLG status and the economic incentive opportunities that CLG status and historic designation provide
- City's population skews older than the general population. The median age in the city is ~53 years old, and the typical family has on average 2.9 people, including children and parents; ultimately, the city has a smaller working-age population than other comparable populations
- Low housing supply and perceived lack of affordable housing options limit the city's ability to diversity both its population and its economy
- Previously passed limitations on municipal actions require residents to be both more informed and engaged, but also lead to longer timeframes for project approval and initiation
- 88.2% of the population are white-alone, higher than Nevada's white-alone population of 72.1%

APPENDIX B: COMMUNITY SURVEY

MARCH 20, 2024



RESIDENT INPUT REPORT

**PREPARED FOR:
CITY OF BOULDER CITY**

**SUBMITTED BY:
EMERGENT METHOD**



EXECUTIVE SUMMARY

In 2018, the City of Boulder City's City Council adopted the 2020-2025 Strategic Plan, which included action items focused on five key goals developed through resident input and City Council direction. The city worked diligently to implement the activities outlined in the strategic plan, and in 2023, completed all action items contained in it. The early completion of all action items presented an opportunity for the City Council to work with its residents to develop a new strategic plan to guide efforts for 2025-2030.

To develop the new 2025-2030 strategic plan, the City of Boulder City engaged Emergent Method, a Louisiana-based management consulting firm. As a part of its efforts, Emergent Method served as a third-party expert for the design, implementation, and analysis of a resident input survey. The survey process was designed to gather anonymous feedback, allowing residents to be forthcoming with their responses.

The survey instrument, which can be found in Appendix A of this report, was distributed electronically throughout the city using a convenience sampling strategy. The online survey was made available to residents on the Boulder City website on February 7, 2024, with the survey closing on March 7, 2024. Throughout the fielding period, the survey was widely publicized across social media, a press release, media appearances, paid advertising in the *Boulder City Review*, printed posters, and word of mouth.

In total, 344 residents completed the survey, which is roughly a 2.3% participation rate based on the city's 2022 census population of 14,890, providing a 95% confidence interval. These responses provide significant data from which to draw findings and recommendations while establishing a baseline to measure progress in the years to come.

MISSION STATEMENT

Respondents were provided with the city's current mission statement and asked to rate, on a 1 – 5 scale, with 1 representing "strongly unaligned" and 5 representing "strongly aligned," how well-aligned the city's initiatives, programs, and services are with the statement. The average score of mission alignment was 3.5, indicating that most were either satisfied or neutral (19%) about the statement, or felt the statement was aligned (49.3%) or strongly aligned (13.1%). Just under 20% of respondents indicated that the mission statement was either unaligned (12.5%) or strongly unaligned (6.2%).

Respondents were asked if the mission statement, as written, is still applicable to Boulder City. The majority of respondents indicated that the mission statement is still applicable to Boulder City (232 responses, 69.0%). Some respondents indicated that they were unsure regarding applicability (57 responses, 17.0%), and others indicated that the mission statement was not still applicable to Boulder City (47 responses, 14.0%).

Respondents were given the opportunity to share any suggestions for changes to the current mission statement. The most common response recommended no changes be made (60 responses). Other common responses included the need to integrate more tangible actions into the mission statement (14 responses) and the request for more language specificity or clarity (11 responses). Some noted that the mission statement did not need to be changed but they would like to see more follow-through or mission statement implementation from the city (8 responses). Other notable responses suggested that public safety (7 responses) and historic preservation (6 responses) should be prioritized.

VISION STATEMENT

Respondents were provided with the city's current vision statement and asked if the vision statement, as written, appropriately describes what Boulder City strives to achieve in the coming years. The majority of respondents indicated that the vision statement appropriately described the city's approach to achieving future goals (232 responses, 69.3%). Some respondents



indicated they were unsure (59 responses, 17.6%), and others indicated the vision statement was not appropriate for the future of Boulder City (44 responses, 13.1%).

Respondents were given the opportunity to share any suggestions for changes to the current vision statement. The most common response recommended no changes be made (55 responses). Other common responses included the need to limit residential growth (13 responses), integrate more tangible actions into the vision statement (13 responses), and the request for more specificity or clarity (7 responses). Some noted that the vision statement did not need to be changed but they would like to see more follow-through or vision statement implementation from the city (7 responses).

RESIDENT SATISFACTION

PRIORITY AREAS

Respondents were asked to rate their satisfaction, on a scale of 1 – 5, with 1 representing “highly dissatisfied” and 5 representing “highly satisfied,” with the city’s progress related to the priority areas identified in Boulder City’s Strategic Plan 2020-2025. The highest-rated priority area was Promote Historic Preservation (3.6 average score), followed by Sustain a High Level of Public Safety Services (3.4 average score). Achieve Prudent Financial Stewardship and Manage Growth and Development received the same average score of 3.2. The lowest-rated priority area was Invest in Infrastructure (3.0 average score).

Respondents were also given the opportunity to share suggestions for improvement in each of the five priority areas.

Promote Historic Preservation

Of those who shared recommendations related to historic preservation, many noted that, while this is a priority area, the city is appropriately executing this effort and should continue doing so (15 responses). Some respondents suggested that the maintenance of buildings should be increased (8 responses), and others noted their opposition to city regulations related to historic preservation (7 responses).

Sustain a High Level of Public Safety Services

Of those who shared recommendations related to sustaining high levels of public safety services, many indicated their concerns with the perceived growing homeless population (24 responses). The next most common suggestion noted that, while this is a priority area, the city is appropriately executing this effort and should continue doing so (20 responses). Other respondents recommended an increase in police patrol (15 responses) and an increase in enforcing existing laws and executing prosecutions or citations (8 responses).

Manage Growth and Development

Respondents recommend continuing existing growth ordinances or increasing growth ordinances to limit further growth (25 responses). Alternatively, a smaller but vocal subset of respondents suggested that allowing balanced growth in the city should be prioritized (9 responses). Other common responses included the recommendation to limit the leasing or selling of city land (12 responses) and the recommendation to limit additional housing developments (9 responses).

Achieve Financial Stewardship

Recommendations for improvement related to the city’s financial stewardship indicated that improving financial transparency and accountability was a high priority (10 responses). Some noted that while this is a priority area, the city is appropriately executing this effort and should continue doing so (7 responses). Other common responses included avoiding lawsuits (7 responses) and limiting “needless” or “exorbitant” spending (7 responses).



Invest in Infrastructure

Of those who shared recommendations related to infrastructure investments, the most common response was to improve road infrastructure throughout the city (33 responses). The next most common response requested that the pool facility project begin construction (16 responses). Other respondents recommended that blighted structures be removed or rehabilitated (8 responses) and called for the improvement of current water infrastructure (8 responses).

QUALITY OF LIFE

Respondents were asked to rate on a 1 – 5 scale the overall quality of life in Boulder City, with 1 indicating a “poor” quality of life and 5 indicating an “excellent” quality of life. The average score of the quality of life was 3.9, indicating that most thought the quality of life was generally above average. Just over 6% of respondents indicated their quality of life was below average (10 responses, 4.8%) or poor (3 responses, 1.4%).

PRIORITIES

LEVEL OF PRIORITY

To understand the priorities of residents related to the city’s services, respondents were asked to rate on a 1 – 13 scale their priority areas, with 1 indicating a “very high priority” and 13 indicating a “very low priority.” Public Safety was collectively ranked as the highest priority with a 4.1 average ranking, followed by Public Works (5.6 average ranking), Utility Administration (5.8 average ranking), and Growth Management (5.9 average ranking). The following services received relatively high rankings: Parks and Recreation (6.0 average ranking), Financial Stewardship (6.3 average ranking), and Maintenance of Public Spaces (6.3 average ranking). Respondents were more neutral regarding Conservation and Stewardship Efforts (7.3 average ranking), Historic Preservation (7.5 average ranking), and Economic Development (7.6 average ranking). The lowest-ranked services included Operational Efforts (8.0 average ranking), Public Outreach and Communication (8.6 average ranking), and “other” (12.0 average ranking).

Respondents were given the opportunity to identify other priorities. Of the 34 respondents who answered this question, the most common priority areas were increasing the diversity of residents (3 responses), increasing the focus on environmental improvements (3 responses), and reducing the perceived growing homeless population (3 responses).

INITIATIVES TO DE-PRIORITIZE

Respondents were asked to indicate priorities or initiatives on which Boulder City is currently focused that it should stop investing in moving forward. Of those who provided a response, 12 recommended that the pool facility project should be scaled back both in size and cost. Other common responses indicated that the leasing or selling of city land should be lessened (7 responses) and that there should be an increased focus on water management and improving the environment through waterless landscaping (6 responses).

THREATS

Considering perceived threats to the city’s future success, many respondents raised concerns about the impact of growth as it pertains to population, housing, and economic development (37 responses). The second highest perceived threat among respondents was concern over the growing homeless population and the city’s lack of ability to provide appropriate assistance for this population (36 responses). Other potential threats to the city’s future success included the loss of the small-town charm (14 responses), perceived encroachment by the City of Henderson (11 responses), the growing number of housing developments (10 responses), and the lack of new or diverse businesses within Boulder City (10 responses).



ADDITIONAL FEEDBACK

The last opinion-based question in this survey asked residents to share any comments that may be helpful to the strategic planning process. Of the wide variety of responses received, many respondents recommended prioritizing the focus on town aesthetics, noting that areas of the city could be cleaned up or visually improved (15 responses). Other respondents suggested that the city provide additional activities or spaces, such as a community recreation center, pool facility, bike trails, hiking paths, museums, and events (6 responses). Prioritizing business expansion was also recommended by some respondents, particularly the need for a second grocery store and more diverse shopping options (6 responses). However, these are very small numbers of responses proportionate to the overall number of survey responses.

DEMOGRAPHICS

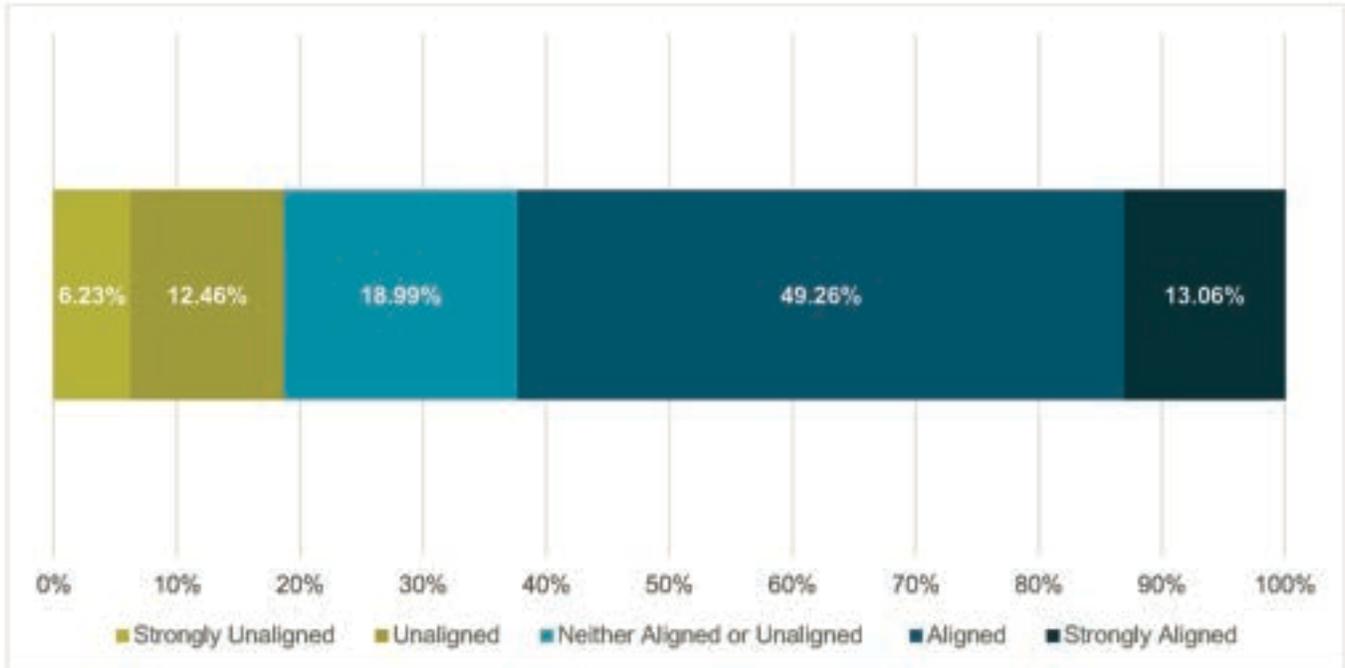
Just under half (45.9%) of survey respondents have lived or worked in Boulder City for 10 years or more. The majority of respondents did not have children under the age of 18 living in their households (151 responses, 77.4%). The age of respondents skews older, with 63.4% of respondents indicating that they are 55+ years old; those aged 65 or older are disproportionately represented within the survey: while they represent roughly 29.3% of the Boulder City population, they represent 41.2% of survey respondents. The majority of respondents were female, which is a slight oversampling compared to the general population (114 responses, 57.0%). Regarding employment status, most respondents indicated that they were retired (87 responses, 44.4%), followed by employed full-time (65 responses, 33.2%). Of those who responded to the question regarding 2022 household income before taxes, 30.3% of respondents made between \$100,000 and \$199,000 (59 responses), 15.4% of respondents made \$200,000 or more (29 responses), and 25.6% declined to answer (50 responses). Regarding the geographic breakdown of respondents, the majority lived or worked south of Boulder City Parkway and east of Buchanan Blvd. (127 responses, 64.5%), followed by south of Boulder City Parkway and west of Buchanan Blvd. (36 responses, 18.3%), with a slightly smaller proportion who live north of Boulder City Parkway (34 responses, 17.3%).



SURVEY RESULTS

1. Boulder City's mission statement is, "The City of Boulder City's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community."

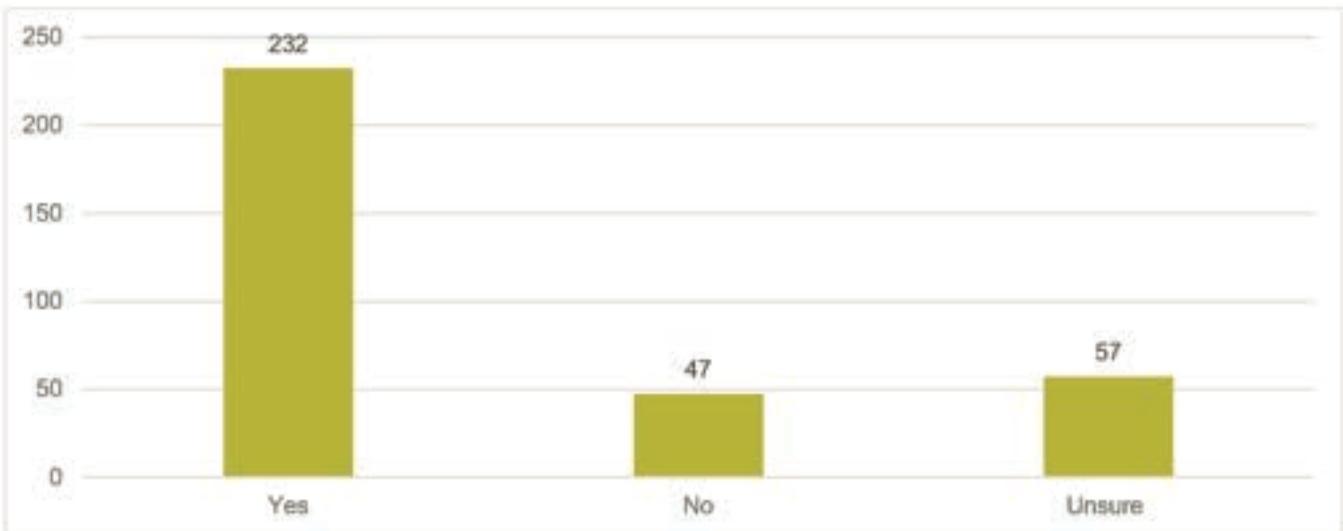
How well-aligned are the City's initiatives, programs, and services with this mission?



MISSION ALIGNMENT	NUMBER OF RESPONSES
Strongly Unaligned	21
Unaligned	42
Neither Aligned nor Unaligned	64
Aligned	166
Strongly Aligned	44



2. Do you believe this mission statement, as written, is still applicable for Boulder City?

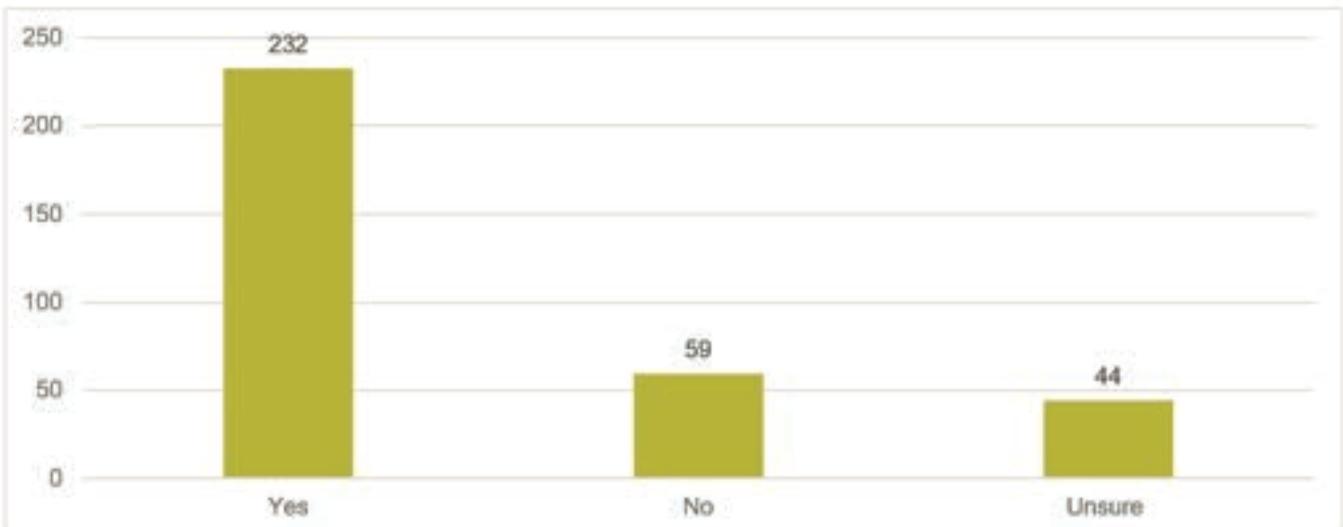


3. Do you have any suggestions for changes to the current mission statement?

- No updates needed (60 responses)
- Include tangible actions (14 responses)
- Specify/wordsmith mission statement language (11 responses)
- Follow-through on existing statement (8 responses)
- Prioritize safety (7 responses)
- Prioritize historic preservation (6 responses)

4. Boulder City's vision statement is, "The City of Boulder City is committed to preserving its status as a small town, with a small-town charm, historical heritage and unique identity, while proactively addressing our needs and enhancing our quality of life."

Does this vision statement, as written, appropriately describe what Boulder City strives to achieve in the coming years?

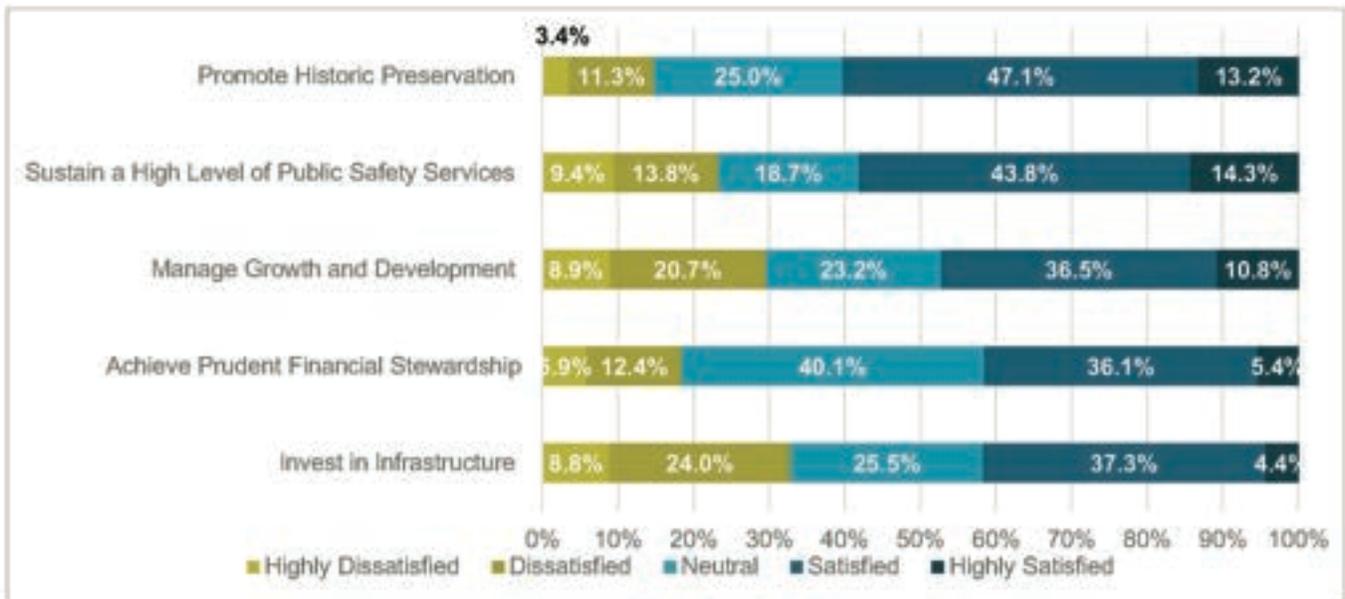




5. Do you have any suggestions for changes to the current vision statement?

- No updates needed (55 responses)
- Limit residential growth (13 responses)
- Include tangible actions (13 responses)
- Follow-through on existing statement (7 responses)
- Specify/Wordsmith vision statement language (7 responses)

6. The following areas were identified as priorities in Boulder City's Strategic Plan 2020 to 2025. Please rate your satisfaction with the City's progress in these five priority areas.



PRIORITY AREA	NUMBER OF RESPONSES				
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Achieve Prudent Financial Stewardship	12	25	81	73	11
Invest in Infrastructure	18	49	52	76	9
Manage Growth and Development	18	42	47	74	22
Promote Historic Preservation	7	23	51	96	27
Sustain a High Level of Public Safety Services	19	28	38	89	29

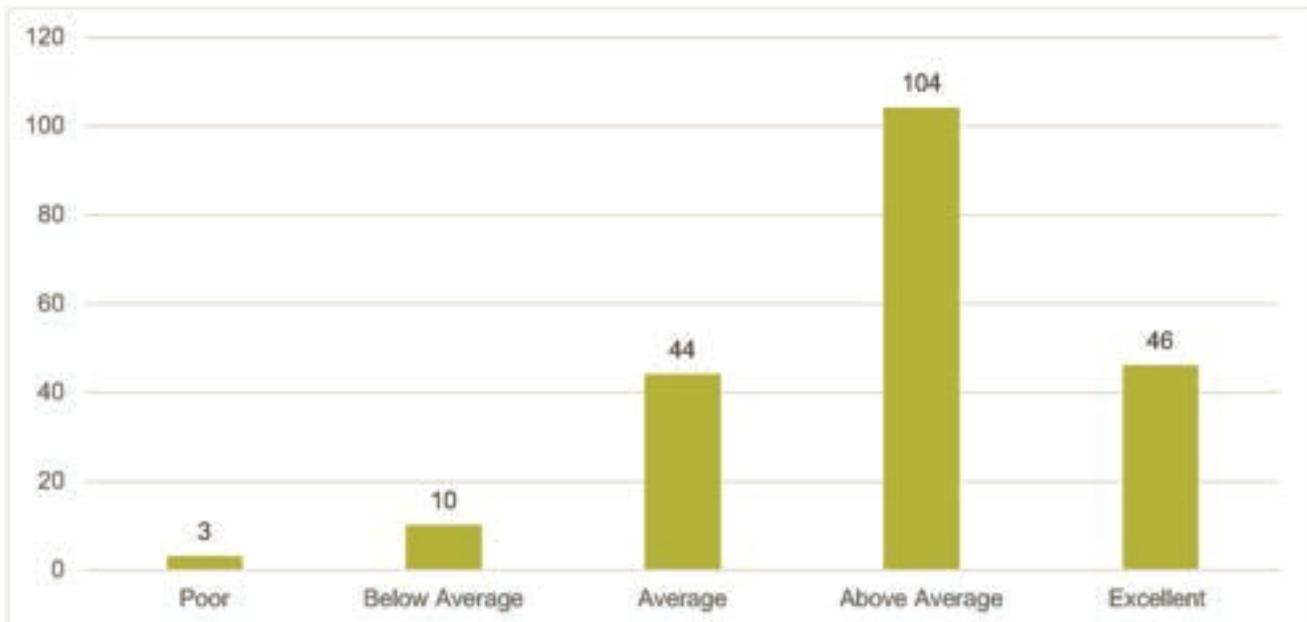


7. How can the City of Boulder City continue to improve in these five areas?

FOCUS AREA	COMMENTS
Achieve Prudent Financial Stewardship	<ul style="list-style-type: none">• Improve financial transparency and accountability (10 responses)• Avoid lawsuits (7 responses)• Great financial stewardship, keep things as is (7 responses)• Limit exorbitant/needless spending (7 responses)
Invest in Infrastructure	<ul style="list-style-type: none">• Improve roads (33 responses)• Construct pool (16 responses)• Remove/improve blighted structures (8 responses)• Improve water infrastructure (8 responses)
Manage Growth and Development	<ul style="list-style-type: none">• Limit growth (25 responses)• Limit land leases/sales (12 responses)• Allow for balanced growth (9 responses)• Limit housing developments (9 responses)
Promote Historic Preservation	<ul style="list-style-type: none">• Maintain the status quo (15 responses)• Increase maintenance of buildings (8 responses)• Opposition to strict regulations (7 responses)
Sustain a High Level of Public Safety Services	<ul style="list-style-type: none">• Concerns about the homeless population (24 responses)• A high level of public safety is practiced, keep things as is (20 responses)• Increase police patrol (15 responses)• Increase prosecution/citations (8 responses)



8. All things considered, how would you rate the overall quality of life in Boulder City?



9. Please prioritize Boulder City programs and services from 1 to 13, where a 1 indicates very high priority and a 13 indicates very low priority.

SERVICE	AVERAGE RANKING
Public Safety	4.1
Public Works	5.6
Utility Administration	5.8
Growth Management	5.9
Parks and Recreation	6.0
Financial Stewardship	6.3
Maintenance of Public Space	6.3
Conservation and Stewardship Efforts	7.3
Historic Preservation	7.5
Economic Development	7.6
Operational Excellence	8.0
Public Outreach and Communication	8.6
Other	12.0



10. Are there priorities or initiatives that Boulder City is currently focused on that it should stop investing in moving forward?

- Scale back pool project (12 responses)
- Limit leasing or selling city land (7 responses)
- Increase the focus on improving the environment (6 responses)

11. What are the biggest threats to Boulder City's future success?

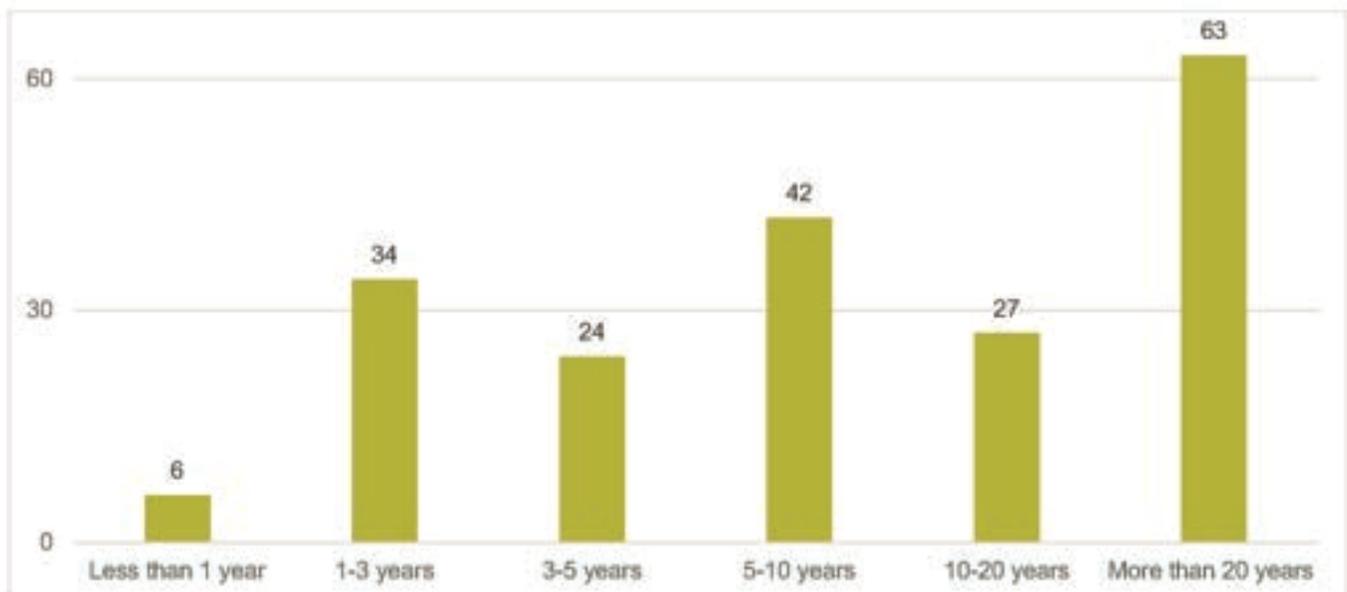
- Increased growth (37 responses)
- Increased homeless population (36 responses)
- Loss of small-town charm (14 responses)
- City of Henderson encroachment (11 responses)
- Increased quantity of housing developments (10 responses)
- Lack of new or diverse businesses (10 responses)

12. Please provide any additional feedback or comments that would be helpful to the strategic planning process.

- Increased focus on town aesthetics (15 responses)
- Prioritize creating additional activities or spaces (6 responses)
- Increased investment in new and diverse businesses (6 responses)

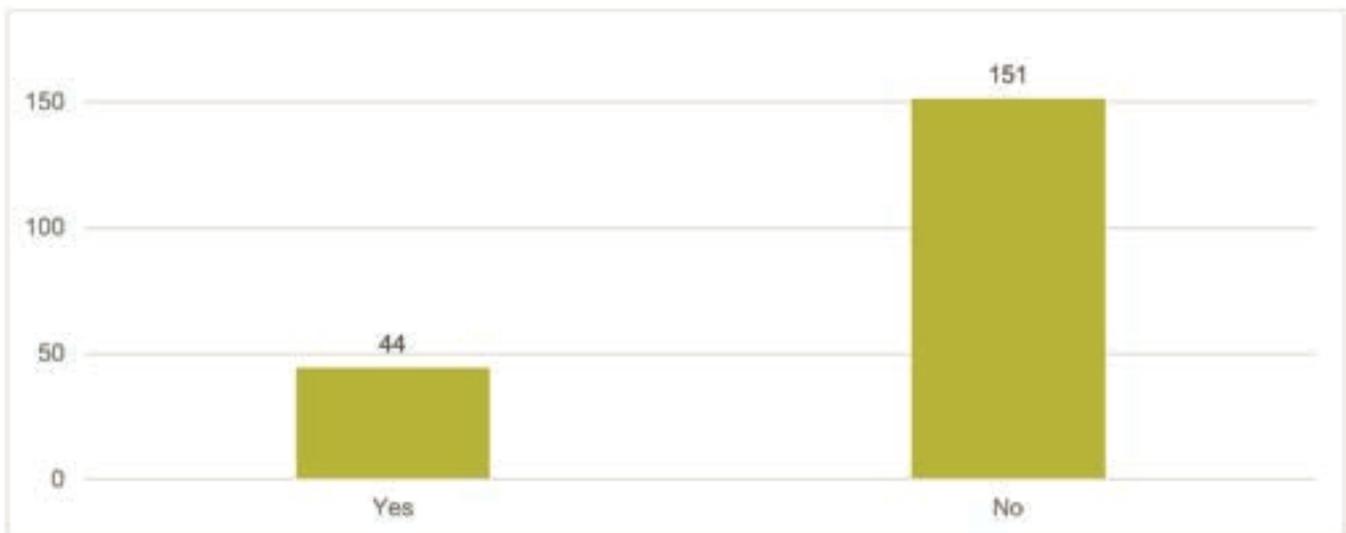
DEMOGRAPHICS

13. How long have you lived and/or worked in Boulder City?

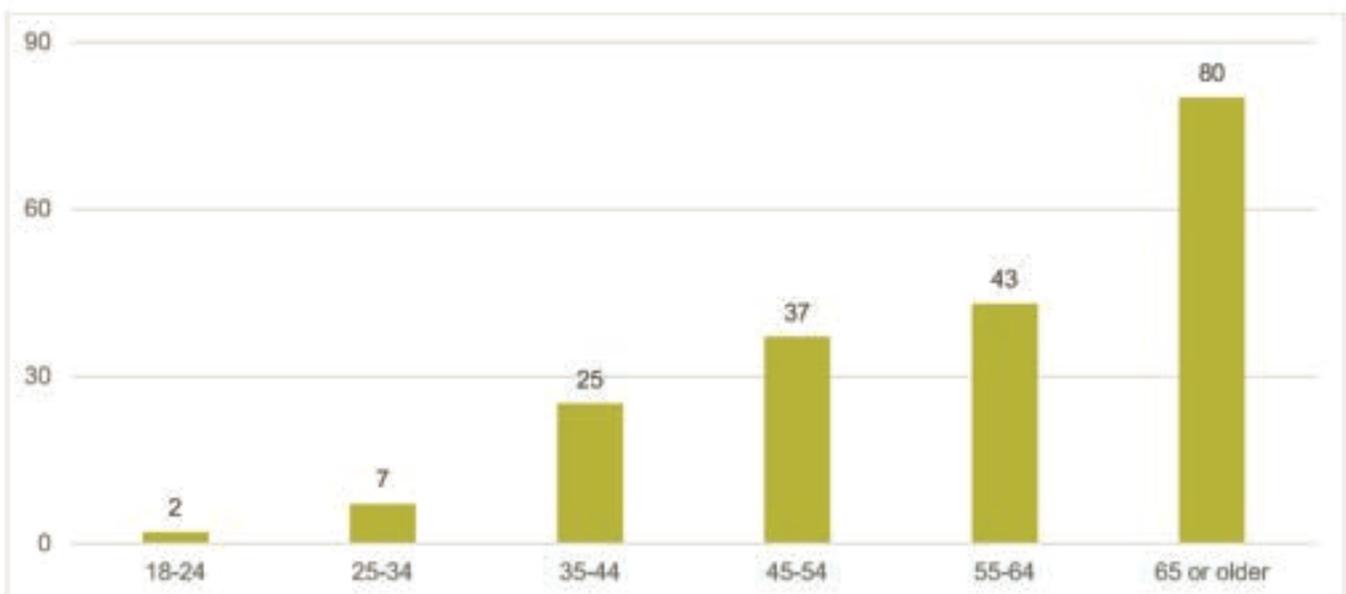




14. Do you have children under the age of 18 living in your household?

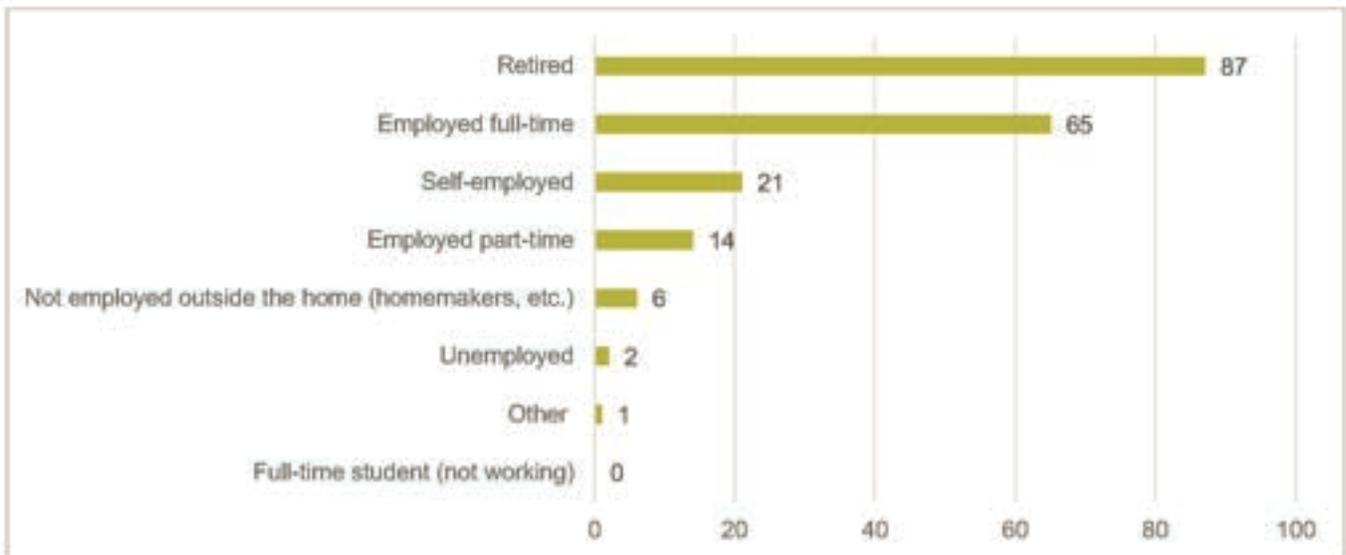


15. How old are you?

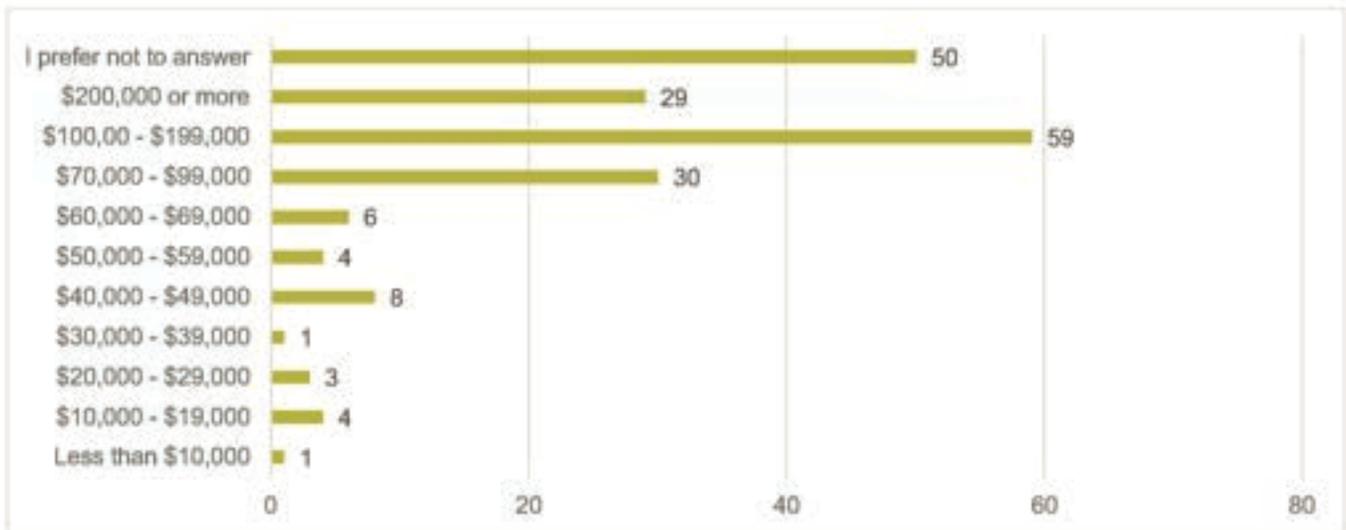




16. What is your employment status?

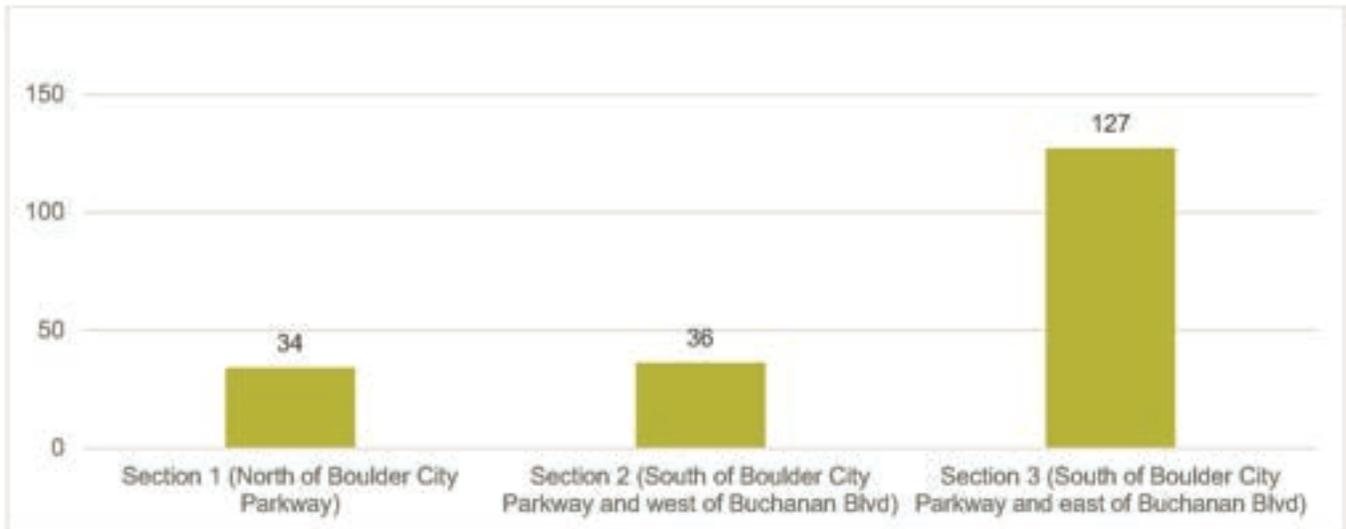


17. What was your household income before taxes in 2023?

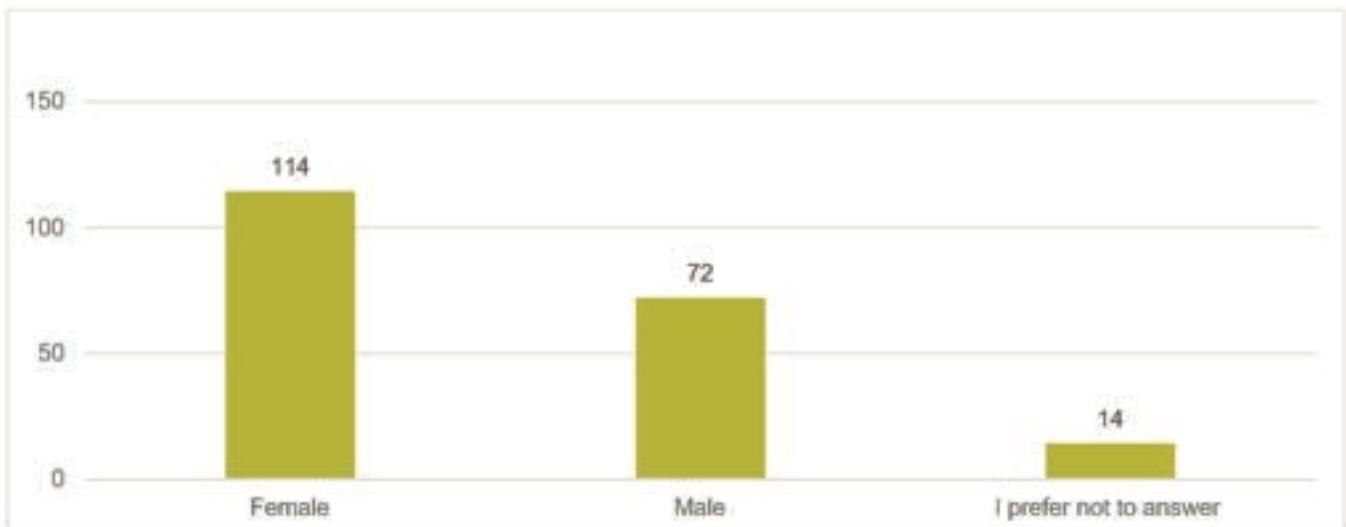




18. Referencing the map below, which section of Boulder City do you live and/or work in?



19. What is your gender?





APPENDIX A: SURVEY INSTRUMENT

INTRODUCTION

The following survey is designed to gather feedback from those who live and work in Boulder City about the services that are most important to each of you. As you might know, Boulder City is currently engaged in a planning process to create its next five-year strategic plan, which will guide the city in the coming years.

As part of that process, the City is asking the public to share their perspectives about the priorities and investments that should guide the city.

This survey should take no more than ten minutes to complete and is anonymous. Your responses will go straight to the third-party consultant who is working with the City on the strategic plan; however, verbatim responses will be shared with City leadership. Please be as honest and forthcoming as possible in your responses.

If you have any questions about the survey or would like to discuss your responses in greater detail with a member of the Boulder City team, please contact Michael Mays at mmays@bcnv.org or 702-293-9282. For more information, visit www.bcnv.org/1059/Strategic-Plan-2025-to-2030.

Thank you for taking part in this important effort.

1. Boulder City's mission statement is, "The City of Boulder City's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community."

How well-aligned are the City's initiatives, programs, and services with this mission?

Strongly Unaligned	Unaligned	Neither Aligned nor Unaligned	Aligned	Strongly Aligned
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2. Do you believe this mission statement, as written, is still applicable for Boulder City?

- Yes
- No
- Unsure

3. Do you have any suggestions for changes to the current mission statement?

4. Boulder City's vision statement is, "The City of Boulder City is committed to preserving its status as a small-town, with a small-town charm, historical heritage and unique identity, while proactively addressing our needs and enhancing our quality of life."

Does this vision statement, as written, appropriately describe what Boulder City strives to achieve in the coming years?

- Yes
- No
- Unsure

5. Do you have any suggestions for changes to the current vision statement?



6. The following areas were identified as priorities in the Boulder City's Strategic Plan 2020 to 2025. Please rate your satisfaction with the City's progress in these five priority areas.

	HIGHLY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	HIGHLY SATISFIED
Achieve Prudent Financial Stewardship					
Invest in Infrastructure					
Manage Growth and Development					
Promote Historic Preservation					
Sustain a High Level of Public Safety Services					

7. How can the City of Boulder City continue to improve in these five areas?

FOCUS AREA	COMMENTS
Achieve Prudent Financial Stewardship	
Invest in Infrastructure	
Manage Growth and Development	
Promote Historic Preservation	
Sustain a High Level of Public Safety Services	

8. All things considered, how would you rate the overall quality of life in Boulder City?

Poor	Below Average	Average	Above Average	Excellent
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9. Please prioritize Boulder City programs and services from 1 to 13, where a 1 indicates very high priority and a 13 indicates very low priority.

- Conservation and stewardship efforts (water and land)
- Economic development (includes business attraction and retention and tourism)
- Financial stewardship
- Growth management
- Historic preservation
- Maintenance of public space (landscapes, facilities)



- Operational excellence (providing the highest level of customer service)
- Parks and recreation (facilities and programming, including the pool)
- Public outreach & communication
- Public safety (police protection, fire protection, and emergency medical services)
- Public works (street, sidewalk, parkway, and lighting maintenance)
- Utility administration (water, sanitary sewer, and electrical services)
- Other: _____

10. Are there priorities or initiatives that Boulder City is currently focused on that it should stop investing in moving forward?

11. What are the biggest threats to Boulder City's future success?

12. Please provide any additional feedback or comments that would be helpful to the strategic planning process.

DEMOGRAPHICS

13. How long have you lived and/or worked in Boulder City?

- Less than 1 year
- 1-3 years
- 3-5 years
- 5-10 years
- 10-20 years
- More than 20 years

14. Do you have children under the age of 18 living in your household?

- Yes
- No

15. How old are you?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

16. What is your employment status?

- Employed full-time
- Employed part-time
- Self-employed
- Not employed outside the home (homemakers, etc.)
- Retired
- A full-time student - not working
- Unemployed
- Other (specify): _____

17. What was your household income before taxes in 2023?

- Less than \$10,000
- \$10,000-\$19,999



- \$20,000-\$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$99,999
- \$100,000-\$199,999
- \$200,000 or more
- I prefer not to answer

18. Referencing the map below, which section of Boulder City do you live and/or work in?



- Section 1 (North of Boulder City Parkway)
- Section 2 (South of Boulder City Parkway and west of Buchanan Blvd)
- Section 3 (South of Boulder City Parkway and east of Buchanan Blvd)

19. What is your gender?

- Female
- Male
- I prefer not to say

APPENDIX C: IMPLEMENTATION PLAN



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

