

**Boulder City Strategic Plan
Implementation Action Plan for 2020 to 2025**

Management
Partners



Implementation Action Plan

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

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

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	May 2018 Status
Goal A: Achieve prudent financial stewardship						
Strategy 1: Balance the budget Action Steps <ul style="list-style-type: none"> Update annually and maintain 5-year financial plan Utilize City financial software to full potential Prepare 5-year expenditure forecast Prepare & adopt annual CIP before operating budget 	<ul style="list-style-type: none"> 05.31.19 then ongoing 01.01.19 to 02.01.19 then ongoing 01.01.19 to 02.28.19 then ongoing 07.01.19 to 05.30.20 then ongoing 	Finance Director	All City Department Directors	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.	FY 2019-2020 budget updated and passed
Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases Action Steps <ul style="list-style-type: none"> Continue to actively pursue all available grants Actively market & sell land around BC golf course Actively market & lease land in urban core Examine and improve revenue streams to promote self-sustaining enterprise funds 	<ul style="list-style-type: none"> 05.01.19 to 05.01.20 then ongoing 05.01.19 to 12.31.24 then ongoing 07.01.21 to 05.30.24 then ongoing 07.01.19 to 05.30.24 then ongoing 	Contracts Manager Finance	All City Department Directors	Yes	Increase in revenue streams resulting in less budget constraints.	e.g. Transmission line revenue EMS revenue SNICC Swim Grant - \$2500 for toddler swim lessons Tivity Health – senior fitness services agreement for pool and fitness center Silver Sneakers – senior fitness services agreement for pool and fitness center
Strategy 3: Ensure budget reserves are 20% of all funds Action Steps <ul style="list-style-type: none"> Monitor to ensure all funds comply with City ordinance on reserve policy 	<ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing 	Chief Accountant Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	
Strategy 4: Maintain emergency funds Action Steps <ul style="list-style-type: none"> Fully fund and maintain Emergency Fund as required by ordinance 	<ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing 	Chief Accountant Finance		Yes	Consistent evaluation ensuring ongoing	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	May 2018 Status
					compliance with City ordinance.	
<p>Strategy 5: Support non-profit and volunteer groups</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Calculate and report current value of donated time, materials, and facilities • Establish criteria for support • Establish benchmarking against other communities 	<ul style="list-style-type: none"> • 07.01.20 to 06.30.21 then ongoing • 07.01.19 to 06.30.20 then ongoing • 07.01.21 to 06.30.22 then ongoing 	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.	<p>Monetize support and communicate.</p> <p>Establish a spreadsheet highlighting differential pricing for special events, and facility rentals for residents, nonresidents and nonprofits.</p> <p>Interactions and partnership opportunities with local non-profit and volunteer groups</p> <p>Monthly meetings organized by the Parks and Recreation Department for the local nonprofit Damboree Committee to plan the annual 4th of July Celebration</p> <p>Assisted 18 local non-profit groups with special events January – April 2019</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	May 2018 Status
Strategy 6: Establish a five-year rolling financial plan Action Steps <ul style="list-style-type: none"> See Strategy 1 	01.01.19 to 05.31.19 then ongoing	Finance Director	All City Departments	Yes	Financial Plan adopted and implemented.	
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <ul style="list-style-type: none"> Hire Purchasing Manager Evaluate bringing outsourced services in-house 	01.22.19 Completed 07.01.19 to 06.30.21 then ongoing	Purchasing Manager Finance	All City Departments	Yes	Reduction in expenses creating a measurable improvement in net revenue.	Paul Sikora Hired 2020 Budget includes positions currently contracted out
Strategy 8: Communicate and share financial successes with the community Action Steps <ul style="list-style-type: none"> Inform Communication Manager of financial success to report 	04.01.19 to 06.01.19 then ongoing	Finance Director	Communications	Yes	Positive feedback on Community forums.	GFOA Award News Release in May 2019
Strategy 9: Adopt and integrate best practices into department’s programs and operations Action Steps <ul style="list-style-type: none"> See Strategy 1 	01.01.19 to 05.30.24 then ongoing	Finance Director	All City Departments	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.	
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> Conduct Job Analysis Update Job Specifications Compensation Review 	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	Also see Goal E, Strategy 1 for related action steps All four Recreation Coordinators attended the Nevada Recreation Park Society Annual Conference

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
Goal B: Invest in Infrastructure						
Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually 	Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works Parks, Fire, Police	Yes	Update 2020 CIP	Preparing pavement evaluation; electric, water, and sewer assessments; Facilities Master Plan
Strategy 2: Maximize the use of outside funding sources for infrastructure Action Steps <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding 	Start: 01.01.19 then ongoing	Public Works Director	Finance, Utilities, Public Works, City Manager, Communications	Yes	Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds	Submitted 10 year construction plan to RTC and CCRFCD
Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process Action Steps <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans Implement in conjunction with Strategy 1 	Start: 07.01.19 then ongoing Start 07.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works Parks, Fire, Police	Yes	Completion of Master Plans and Resource Plans	Same as Strategy 1
Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of city assets and infrastructure Action Steps <ul style="list-style-type: none"> Complete asset inventory Prepare risk exposure and life cycle cost analyses Develop equipment replacement calendar/program 	Start: 01.01.19 End: 01.01.22	City Engineer, Public Works	Utilities, Finance, Public Works Parks, Fire, Police	Yes	Completion of Replacement Program and Calendar	Drafting RFP for electric, water, and sewer; awarding streets pavement evaluation Completed Oasis Park Improvements – safety surface, new playground equipment, basketball backboards installed and court resurfaced
Strategy 5: Update the City’s Comprehensive Asset Management Plan, including an assessment of current conditions Action Steps <ul style="list-style-type: none"> Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated Update Budget Forecasting 	Start: 07.01.20 End: 12.31.22	CIP Coordinator, Public Works	Utilities, Finance, Public Works Parks, Fire, Police	Yes	Update annually with the CIP	Completed once Strategy 1 through 4 is prepared.

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
Goal C: Manage Growth and Development						
Strategy 1: Identify opportunities for new and small-business development that will provide a diverse revenue stream with minimal impact on the quality of life Action Steps <ul style="list-style-type: none"> • Foster regional partnerships that diversify our City revenue stream and local economy • Identify industries that create synergy with existing local businesses • Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center 	Start: 06.01.19 End: 06.01.22	Community Development Director	None	No	Monitor the number of new small businesses started and expanded in Boulder City	
Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> • Work with UNLV, BCEDAC, stakeholders to develop the plan • Incorporate measurable, actionable goals in the plan • Present plan to City Council for adoption 	Start: 01.15.19 End: 05.30.19	Community Development Director	None	Yes	Completion of the ED Plan Report to City Council each August on community accomplishments identified in the plan	Public outreach efforts for the economic development plan were completed. It included an online survey in April and workshops held on 04.24.19, 04.30.19, 05.06.19 and 05.08.19.
Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance Action Steps <ul style="list-style-type: none"> • Prepare annual report demonstrating compliance for the City Council • Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth 	First report 08.13.19 then ongoing	Community Development Director	None	Yes	Submission of annual report each August	
Strategy 4: Determine the best use of available land to advance City goals and priorities Action Steps <ul style="list-style-type: none"> • Work with Public Works and Utility Departments to identify existing infrastructure capacity • Align the City’s Land Management Plan with City resources and capacity • If needed, present to City Council proposed changes to City’s Master Plan that provides alignment 	Start: 06.01.19 End: 06.01.22	Community Development Director	Public Works, Utilities	No	City Council Evaluation of the 2021 Land Management Plan (LMP) that shows compliance with the action steps	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
<p>Strategy 5: Identify and prioritize areas for residential infill development</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Work with Public Works and Utility Departments to assess current infrastructure capacity for residential infill development • With 2021 LMP, identify city owned properties for residential infill • Have Economic Development Coordinator promote identified parcels for targeted residential development 	<p>Start: 02.01.20 End: 02.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities, Finance</p>	<p>No</p>	<p>Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of residential marketing campaign</p>	
<p>Strategy 6: Assess the need for mixed-use development within emerging residential areas</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Amend the City Code to better accommodate townhome development in Boulder City • Evaluate nationwide best practices for successful mixed use development • Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning • Develop a marketing campaign to actively promote those sites for development/redevelopment 	<p>Start: 07.01.20 End: 06.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>Adoption of townhome zoning regulations and implementation of the marketing campaign</p>	
<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses • Identify potential public works projects that follow regional and local plans for improved connectivity • Amend City’s Capital Improvement Plan accordingly 	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Public Works Director</p>	<p>Community Development</p>	<p>No</p>	<p>Monitor RTC ridership- Conduct community survey regarding how residents use mass transit</p>	
<p>Strategy 8: Create development standards for the business corridors to help acknowledge the City’s history</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history 	<p>Start: 07.01.21 End: 06.30.23</p>	<p>Community Development Director</p>	<p>None</p>	<p>Yes</p>	<p>City Council consideration of new development standards for identified corridors</p>	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
<ul style="list-style-type: none"> Research applicability of the integration of form based codes in BC Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors 						
<p>Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares</p> <p>Action Steps</p> <ul style="list-style-type: none"> Coordinate with outside agencies on a master wayfinding signage program for the City Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association Amend Capital Plan to fund implementation 	<p>Start: 07.01.20 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>No</p>	<p>Implementation of wayfinding signage</p>	
<p>Strategy 10: Promote the integration of City resources, including the airport, golf courses, Railroad Pass, Lake Mead, and other regional assets</p> <p>Action Steps</p> <ul style="list-style-type: none"> Identify opportunities to bring visitors from Boulder City airport, Lake Mead to historic downtown Working with local businesses/chamber, develop additional cross promotion opportunities 	<p>Start: 06.01.19 End: 06.01.20</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>List of cross promotion marking plans implemented</p>	<p>Director of Golf - cross promotion of both golf courses paring tournaments with course availability (increase of rounds at both courses March 2019 over March 2018)</p>
<p>Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> Conduct an evaluation of appropriate recreational uses on the dry lake bed Present findings to the City Council and seek their direction on boundaries for Dry Lake Bed preservation 	<p>Start: 07.01.19 End: 12.31.19</p>	<p>Community Development Director</p>	<p>Parks and Recreation</p>	<p>Yes</p>	<p>Long term preservation of a portion of the dry lake bed</p>	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
Goal D: Promote Historic Preservation						
Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> • Staff to research potential mission statements utilizing state and national resources • Present to the HPC committee for consideration • Incorporate in Historic Preservation Plan and city code amendments 	Start: 07.01.19 End: 10.30.19	Community Development Director	None	Yes	Mission statement development	
Strategy 2: Develop an Historic Preservation Plan Action Steps <ul style="list-style-type: none"> • Create a Historic Preservation and Cultural Affairs division and hire Manager • Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan • Present plan to City Council for adoption 	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	City adoption of the Historic Preservation Plan Successful implementation of plan action items	As part of FY20 budget workshops, City Council approved hiring of a Historic Preservation Planner.
Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport) Action Steps <ul style="list-style-type: none"> • Achieve CLG designation with Nevada SHPO • Work with stakeholders, property owners, HPC to identify potential districts • Use Grant monies to survey properties in proposed districts • Present proposed districts to City Council for consideration 	Start: 02.15.19 End: 06.30.21	Community Development Director	None	No	Evaluation of the number of districts presented to the City Council for consideration	City Council approved on 02.26.19 text amendments to the City Code which permits the City to apply for CLG designation. City's application is currently pending federal review.
Strategy 4: Amend existing codes to achieve historic preservation goals Action Steps <ul style="list-style-type: none"> • Complete Historic Preservation Plan • Research nationwide best practices for historic preservation districts • Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to city code 	Start: 07.01.19 End: 06.30.21	Community Development Director	None	No	Amendment to the Historic Preservation Code	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
Strategy 5: Identify financial incentives to promote historic preservation Action Steps <ul style="list-style-type: none"> • Develop a new RDA grant that encourages renovation of historically significant buildings in the district • Explore other potential incentives that promote historic preservation • Present alternatives to City Council for consideration 	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	Benchmark grants provided through new RDA program	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
<p>Strategy 6: Promote economic development through historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Prepare a white paper on economic development benefits of historic districts • Develop a marketing campaign that highlights BC unique historic assets 	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Communications Manager</p>	<p>No</p>	<p>Benchmark assess value of historic district properties to monitor increases</p>	
<p>Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts • Develop the educational campaign • Promote to the community to educate citizens on existing resources • Explore opportunities for collection and display of resources in the community either through physical (e.g. museum) or electronic means 	<p>Start: 07.01.22 End: 06.30.24</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Development of a historic artifact inventory</p>	
<p>Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Complete Stantec Study that evaluates City needs for City owned historic buildings • Research successful examples of adaptive reuse of historic buildings • Prepare RFI's to solicit interest in adaptive reuse of city owned historic buildings • Promote City's new RDA Grant program to encourage reuse of public and privately owned historic buildings 	<p>Start: 01.05.19 End: 01.05.24</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>Yes</p>	<p>Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings</p>	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
Goal E: Sustain a High Level of Public Safety Services	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	
<p>Strategy 1: Recruit and retain highly trained public safety staff</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process. (2) Update job descriptions to ensure reflection of current position expectations and duties. <p>(3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development.</p>	<p>(1) Start: 07.01.20 End: 06.30.21</p> <p>(2) Start: 02.01.19 End: 06.30.19</p> <p>(3) Start: 07.01.19 End: 12.31.20</p> <p>(1) Start: 07.01.19 End: 09.01.20</p> <p>(2) Start: 05.01.19 End: 12.31.25</p> <p>(3) then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(3) Division Chief</p> <p>(1) Police Chief</p> <p>(2) Police CDR</p> <p>(3) Police Chief</p>	<p>(1) Personnel</p> <p>(2) Personnel</p> <p>(1) Personnel</p> <p>(2) Personnel</p>	<p>(1) No</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p>	<p>(1) Establish/maintain an 80% Candidate satisfaction survey program.</p> <p>(2) Completed project on/or before the end of FY19.</p> <p>(3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire & EMS training requirements.</p> <p>(1) Deploy Recruitment Teams to regional employment events, colleges, etc, and see appropriate applicant responses.</p> <p>(1) Single application process incorporating all requirements-HR, PD, POST</p> <p>(1) Reduce testing, hiring process by 50% to max 3 months</p> <p>(2) Accomplish a comprehensive update of all current positions, archive obsolete-annually</p> <p>(2) Establish an annual proves to update online job descriptions listing yearly</p> <p>(3) All training programs and requirements meet or exceed current POST and industry standards.</p> <p>(3) All personnel meet or exceed positional training requirements</p>	<p>Job Descriptions submitted for Review</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
<p>Strategy 2: Ensure adequate staffing Action Steps</p> <ul style="list-style-type: none"> (1) Develop comprehensive staffing plan based on expectations and recognized standards. (2) Provide funding to hire and achieve established staffing plan. 	<p>(1) Start: 02.01.19 End: 04.30.19 (2) Start: 02.01.19 End: 06.30.20</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) 07.01.19 then ongoing</p>	<p>(1) Fire Chief (2) Fire Chief (1) Police Chief</p>	<p>(1) None (2) Council, City Manager & Finance (1) CM, Personnel (2) Council City Manager & Finance</p>	<p>(1) Yes (2) No (1) Yes (2) TBD</p>	<p>Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.</p> <p>(1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms. (1) Ensure personnel are working within the duties of their job descriptions (2) Appropriate funding sources/resources are identified and engaged to meet/sustain approved staffing plan(s) on established timelines</p>	<p>Staffing deficiencies identified and incorporated into FY2020 budget request</p> <p>Position adjustments/upgrade recommendations incorporated in FY202 budget request</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	Other Comments/Status
<p>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments. 	<p>(1) Start: 07.01.23 End: 06.23.24</p> <p>(1) Start: 01.01.20 then ongoing</p>	<p>(1) Fire Chief</p> <p>(1) Police Chief</p>	<p>(1) None</p> <p>(1) City Manager, City Attorney, Court</p>	<p>(1) Yes</p> <p>(1) Yes</p>	<p>(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.</p> <p>(1) Working Group/processes established that can accomplish appropriate policy decisions.</p> <p>(1) Protocols established for reviews permitted under separation of powers requirements.</p>	
<p>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Research and recommend the purchase of technologically advanced public safety equipment and software. (2) Develop an interagency technology, strategy and oversight public safety centric management group to deconflict technology issues while developing and managing long-range integrated plans. 	<p>(1) Start: 01.01.19 then ongoing</p> <p>(2) 07.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) Start: 10.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) EMS Coordinator</p> <p>(1) Police CDR</p> <p>(2) Police CDR</p>	<p>(1) None</p> <p>(2) Code Enforcement, Courts & CA</p> <p>(1) IT, Finance</p> <p>(2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) No</p> <p>(2) No</p> <p>(1) TBD</p> <p>(2) Yes</p>	<p>(1) During the annual budget process, recommend technology upgrades that will advance the level of public safety services provided.</p> <p>(2) Establish/update annually a five-year interagency technology plan.</p> <p>(1) Technology is up-to-date, relevant, efficient and effective</p> <p>(2) Comprehensive management group established with appropriate personnel</p>	
<p>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Through established media resources and Council reports, promote the ongoing achievements associated with established public safety success measures. 	<p>(1) Start: 02.01.19 then ongoing</p> <p>(1) Start: 02.01.19 then ongoing</p> <p>(1) Start: 01.01.20 End: 12.31.20</p>	<p>(1) Fire Chief</p> <p>(1) Judge</p> <p>(1) Police CDR</p>	<p>(1) Communications Manager</p> <p>(1) Communications Manager</p>	<p>(1) Yes</p> <p>(1) Yes</p> <p>(1) TBD</p>	<p>(1) Provide two public safety updates per quarter.</p> <p>(1) Communicate to the community the effectiveness of the Breaking the Cycle Court and other Alternative Sentencing Programs used by the Municipal Court which are designed to reduce recidivism.</p> <p>(1) Appropriate information is disseminated in a timely, efficient and effective manner reaching the intended audience.</p>	<p>News release issued on grants; annual report presentation scheduled in June 19</p> <p>Contacted local media on BtCC Graduation</p> <p>News releases issued on traffic safety campaigns and incidents.</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	Other Comments/ Status
<p>Strategy 7: Promote inter-agency support and collaboration</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Identify and create cooperative agreements associated with the execution of established emergency response policies. (2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups. 	<p>(1) Start: 07.01.19 then ongoing (2) 02.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 01.01.19 then ongoing</p>	<p>(1) Fire Chief (2) Fire Chief</p> <p>(1) Police Chief (2) Police Chief</p>	<p>(1) Yes (2) None</p> <p>(1) Varies</p>	<p>(1) Yes (2) Yes</p> <p>(1) Yes (2) Yes</p>	<p>(1) Review, revise, and/or develop necessary emergency response policies on an annual basis. (2) Evaluate and assign representation as deemed necessary on an annual basis.</p> <p>(1) MOUs/contracts/agreements and other related protocols are up to date with established appropriate review and update timetables (2) Police Department has appropriate representation and participation.</p>	<p>Several public safety personnel serve on regional boards/groups</p> <p>All current regional obligations have appropriate representation</p>