

Boulder City Strategic Plan

Implementation Action Plan for 2020 to 2025

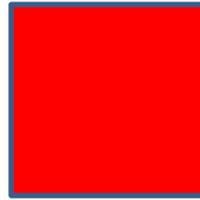
Implementation Action Plan

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

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

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

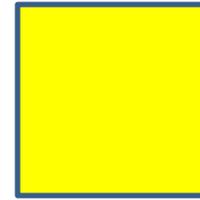
Red: Strategy stopped



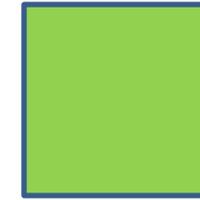
Orange: Strategy on hold



Yellow: Strategy in progress



Green: Strategy complete



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available? (Yes/No)	Success Factors	August 2019 Status	November 2019 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.	In process of renewing MUNIS financial management software. New contract will include Transparency Software. CIP workshop scheduled for September 11.	Transparency Software (Socrata) implementation is in progress. Tentative CIP approval scheduled for 11/12/19
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.	Ongoing	P&R- received local sponsorship for uniform costs for the Youth Soccer Program
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 	Budget Manager <i>(previously Chief Accountant)</i> Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	All reserves funded except Airport.	All reserves funded except Airport.
Strategy 4: Maintain emergency funds Action Steps <ul style="list-style-type: none"> Fully fund and maintain Emergency Fund as required by ordinance 	<ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing 	Budget Manager <i>(previously Chief Accountant)</i> Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	All reserves funded except Airport.	All reserves funded except Airport.

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	August 2019 Status	November 2019 Status
<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 	<p>Finance Director</p>	<p>Parks and Recreation, Communications, Fire, & Police</p>	<p>Yes</p>	<p>Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.</p>	<p>Ongoing</p>	<p>Ongoing P&R Assisted 9 local non-profit groups with special events P&R Partnered with the BC Art Guild to promote the Arts in Boulder City</p> <p>Creation of the Homeless Task Force, working with local nonprofits, and recommending best practices for serving this population</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	August 2019 Status	November 2019 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.	Ongoing	Ongoing
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.	Ongoing	Ongoing
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.	Ongoing	Ongoing
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.	Ongoing	Ongoing
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	Ongoing	P&R – 2 Rec Coordinators attended day leadership training with NRPS

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	August 2019 Status	November 2019 Status
Goal B: Invest in Infrastructure							
<p>Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds</p> <p>Action Steps</p> <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually 	<p>Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing</p>	<p>CIP Coordinator, Public Works</p>	<p>Utilities, Finance, Public Works Parks, Fire, Police</p>	<p>Yes</p>	<p>Update 2020 CIP</p>	<p>PW: Secured funding from RTC and entered into a professional service agreement to conduct the Pavement Evaluation Program. Secured funding from RTC to conduct the 2020 Intersection Improvements. Working with consultant on a draft of the Facilities Master Plan. Reviewing and updating the STAMP. Updating fringe benefit factors with NDOT to ensure maximum reimbursements for employee costs.</p> <p>Utilities: Reviewing RFPs for Utilities Rate Study and Water/Wastewater Assessment.</p> <p>PW and Utilities currently reviewing the entire CIP with goal of Council approval in the fall.</p>	<p>PW: Received final Pavement Evaluation Program report and will start implementing immediately.</p> <p>Secured funding from RTC to conduct the 2020 Intersection Improvements.</p> <p>Working with consultant on a draft of the Facilities Master Plan.</p> <p>Secured funding from RTC for the Neighborhood Rehabilitation FY20 and the Railroad Museum Road design projects.</p> <p>STAMP review completed for FY21 CIP.</p> <p>Updating fringe benefit factors with NDOT to ensure maximum reimbursements for employee costs.</p> <p>Utilities: Entered into professional services agreement for Utilities Rate Study and negotiating agreement for the Water/Wastewater Assessment.</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	August 2019 Status	November 2019 Status
							PW and Utilities finished review the CIP with goal of Council approval in the fall.
<p>Strategy 2: Maximize the use of outside funding sources for infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding 	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	<p>Recently secured funding for annual maintenance contract with CCRFCD. Funding from NDOT to cover \$640k in BC Parkway expense.</p>	<p>Ongoing maintenance contract with CCRFCD. Funding from NDOT to cover \$640k in BC Parkway expense.</p> <p>Working with CCRFCD to secure funding for the Hemenway Phase IIB Project.</p> <p>RTC has approved the following funding agreements: Neighborhood Rehabilitation, Railroad Museum Road. Staff is submitting the following funding agreements to RTC for approval: Arterial Reconstruction, ADA Upgrades, Pedestrian Safety and Bikepath Rehabilitation.</p>
<p>Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process</p> <p>Action Steps</p> <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans 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	<p>Same as Strategy 1</p> <p>P&R Golf Course Site Visit recommendations from USGA Greens Section</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	August 2019 Status	November 2019 Status
<p>Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of city assets and infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Complete asset inventory • Prepare risk exposure and life cycle cost analyses • Develop equipment replacement calendar/program 	<p>Start: 01.01.19 End: 01.01.22</p>	<p>City Engineer, Public Works</p>	<p>Utilities, Finance, Public Works Parks, Fire, Police</p>	<p>Yes</p>	<p>Completion of Replacement Program and Calendar</p>	<p>RFP has been advertised, and proposals are currently being reviewed for water and sewer assessment.</p> <p>Street pavement evaluation underway. Soon to be awarding intersection improvements.</p> <p>Agreement to update City's SCADA to continue to monitor critical utility system operations.</p>	<p>Working on scope of work and professional service agreement for water and sewer assessment.</p> <p>Street pavement evaluation complete. Implementation to commence immediately.</p> <p>SCADA update is almost complete.</p>
<p>Strategy 5: Update the City's Comprehensive Asset Management Plan, including an assessment of current conditions</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated • Update Budget Forecasting 	<p>Start: 07.01.20 End: 12.31.22</p>	<p>CIP Coordinator, Public Works</p>	<p>Utilities, Finance, Public Works Parks, Fire, Police</p>	<p>Yes</p>	<p>Update annually with the CIP</p>	<p>Completed once Strategy 1 through 4 is prepared.</p>	<p>Completed once Strategy 1 through 4 is prepared.</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	August 2019 Status	November 2019 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	Students from UNLV presented an update to the City Council on 07.9.19.	The City Council adopted the Boulder City Economic Development Action Plan on September 24, 2019
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	The annual report demonstrating compliance of the controlled growth ordinance was presented to the City Council on 08.13.19.	
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	August 2019 Status	November 2019 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>Staff held workshops with the Planning Commission to discuss potential changes to the R-3 zoning district</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>PW: Added bike lanes to several streets on the slurry seal program last fiscal year.</p>	<p>PW: Added bike lanes to several streets on the slurry seal program last fiscal year. Completed FY20 Funding. FY21 Funding is ongoing.</p> <p>Funding agreements to improve pedestrian safety, ADA upgrades, and bikepath rehab.</p>
<p>Strategy 8: Create development standards for the business corridors to help acknowledge the City’s history</p> <p>Action Steps</p>	<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	August 2019 Status	November 2019 Status
<ul style="list-style-type: none"> Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history Research applicability of the integration of form based codes in BC Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors 							
<p>Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares</p> <p>Action Steps</p> <ul style="list-style-type: none"> Coordinate with outside agencies on a master wayfinding signage program for the City Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association Amend Capital Plan to fund implementation 	<p>Start: 07.01.20 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>No</p>	<p>Implementation of wayfinding signage</p>		
<p>Strategy 10: Promote the integration of City resources, including the airport, golf courses, Railroad Pass, Lake Mead, and other regional assets</p> <p>Action Steps</p> <ul style="list-style-type: none"> Identify opportunities to bring visitors from Boulder City 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>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>		<p>City Council passed a resolution on November 12, 2019 designating 1,429 acres in the dry lake bed for recreational purposes.</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	August 2019 Status	November 2019 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	The City Council voted on 07.09.18 to seek direction from the Historic Preservation Committee on Historic Preservation priorities.	Historic Preservation Committee at its October and November meetings is evaluating proposed mission statements
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	The City Council voted on 07.09.18 to remove funding for the Historic Preservation Planner position.	Historic Preservation Committee at its October 23 rd meeting recommended to the City Council to consider third party consultant support to help achieve this goal. Council approved funding November 12.
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	The City Council voted on 07.09.18 to approve an agreement between the City and SHPO for CLG designation. The City's application for CLG was approved August 19 from the National Park Service.	Staff has submitted to SHPO a CLG grant for updating the 1983 Janus Study. City should receive results by end of November.
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	The City Council voted on 07.09.18 to remove funding for the Historic Preservation Planner position.	Historic Preservation Committee at its October 23 rd meeting recommended to the City Council to consider third party consultant support to help achieve this goal.

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	August 2019 Status	November 2019 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	City Council approved with FY20 budget, \$100,000 to support a new RDA grant to promote historic preservation	Historic Preservation Committee at its October and November meetings is evaluating the proposed grant guidelines for recommendation to the City Council.

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	August 2019 Status	November 2019 Status
Strategy 6: Promote economic development through historic preservation Action Steps <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 	Start: 07.01.19 End: 06.30.22	Community Development Director	Communications Manager	No	Benchmark assess value of historic district properties to monitor increases		
Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City Action Steps <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 	Start: 07.01.22 End: 06.30.24	Community Development Director	None	No	Development of a historic artifact inventory	The City Council voted on 07.09.18 to remove funding for the Historic Preservation Planner position	
Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area Action Steps <ul style="list-style-type: none"> • Complete Static 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 	Start: 01.05.19 End: 01.05.24	Community Development Director	Public Works	Yes	Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings		

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	August 2019 Status	November 2019 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>Job Descriptions submitted for review</p> <p>Currently evaluating existing program</p> <p>PD-(1) Started discussions with a number of employment/recruiting companies that specialize in assisting in the recruiting/ testing and screening of candidates on a national level</p> <p>PD-(1) Have started process to recruit and hire lateral police officers.</p> <p>PD-(2) All job descriptions have been reviewed and updated</p>	<p>1) 3 FTE hired in Sept. 2019. Seeking status of SAFER grant for possible addition of personnel for 3rd transport rescue/ambulance</p> <p>2) Firefighter and reserve recruitment announcements updated to current specs/needs</p> <p>3) Organizational assessment underway. New-hire training requirements being updated.</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	August 2019 Status	November 2019 Status
					(3) All personnel meet or exceed positional training requirements		
<p>Strategy 2: Ensure adequate staffing</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Develop comprehensive staffing plan based on expectations and recognized standards. (2) Provide funding to hire and achieve established staffing plan. 	<p>(1) Start: 02.01.19 End: 04.30.19</p> <p>(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</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p>	<p>(1) None</p> <p>(2) Council, City Manager & Finance</p> <p>(1) CM, Personnel</p> <p>(2) Council City Manager & Finance</p>	<p>(1) Yes</p> <p>(2) No</p> <p>(1) Yes</p> <p>(2) TBD</p>	<p>Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.</p> <p>(1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms.</p> <p>(1) Ensure personnel are working within the duties of their job descriptions</p> <p>(2) Appropriate funding sources/resources are identified and engaged to meet/sustain approved staffing plan(s) on established timelines</p>	<p>FY20 staffing plan funded during recent budget process</p> <p>(1) PD-Staffing plan updated to reflect personnel changes for FY2020</p> <p>FY2020 budget will correct personnel issues required under state law.</p>	
<p>Strategy 3: Define and disseminate standards to ensure a high level of public safety services</p>	<p>(1) Start: 07.01.20 End: 06.30.21</p>	<p>(1) Fire Chief</p>	<p>(1) None</p>	<p>(1) Yes</p>	<p>(1) Create and annually evaluate response and Standards of Cover</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	August 2019 Status	November 2019 Status
<p>Action Steps</p> <ul style="list-style-type: none"> (1) Establish policy and/or standards that maintain a high level of public safety services. (2) Establish public education programs that promote the importance of providing a high level of public safety services. (3) Adopt life safety codes and standards that protect the health, safety, and welfare of the citizens and visitors of Boulder City. (4) Ensure the following categories are incorporated into the emergency management program: training, plan development and implementation, and drills. 	<p>(2) Start: 07.01.20 End: 06.30.22 (3) Start: 08.01.19 then ongoing (4) Start: 02.01.19 then ongoing</p> <p>(1) 01.01.19 then ongoing</p> <p>(2) Start: 01.01.20 End: 01.01.21</p> <p>(3) 01.01.19 then ongoing</p> <p>(4) Start: 02.01.19 then ongoing</p>	<p>(2) Division Chief (3) Fire Chief (4) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) Police CDR</p> <p>(3) Police Chief</p> <p>(4) Police Chief</p>	<p>(2) None (3) Community Development (4) None</p> <p>(2) Communications Manager</p> <p>(3) Council, City Manager, City Attorney, City Clerk</p> <p>(4) City Manager, Fire</p>	<p>(2) No (3) Yes (4) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(4) Yes</p>	<p>policy that will ensure a high level of public safety services. (2) Prepare and conduct 20 public safety education events annually. (3) As defined by the International Code Council and local code officials, adopt recognized codes that will protect the citizens, visitors, and public safety personnel who serve and protect the community. (4) Annually review/revise the all-hazard emergency operations plan to ensure proper training, plan development, implementation drills requirements are being fulfilled. (1) Annual review process in-place to ensure all policies, general orders and SOPs are in-line with legal requires, POST and industry standards. (2) Ongoing programs are updated and are efficiently and effectively reaching targeted audiences. (3) City ordinances falling to the Police Department for enforcement are legally sufficient, meet court standards and are relevant. (4) Same as 4 above</p>	<p>Review underway of Emergency Management Plan; Trainings to be held in late 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	August 2019 Status	November 2019 Status
<p>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement 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>(1) Engaged in Homeless Task Force, bringing PD, Courts, Attorneys, Comm Development and more to address issues for people experiencing homelessness in BC</p> <p>(1) Consistent communication with Courts and City Attorney to ensure optimal results</p>
<p>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services 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 (2) 07.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing</p>	<p>(1) Fire Chief (2) EMS Coordinator</p> <p>(1) Police CDR (2) Police CDR</p>	<p>(1) None (2) Code Enforcement, Courts & CA</p> <p>(1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) No (2) No</p> <p>(1) TBD (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>1) Currently identifying technology shortfalls. Will address during upcoming CIP process.</p> <p>1) PD-Improved communications software and started process to update and integrate vehicle cameras to body cameras</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	August 2019 Status	November 2019 Status
<p>Strategy 6: Communicate and celebrate the low crime rate and other service excellence 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 (1) Start: 02.01.19 then ongoing (1) Start: 01.01.20 End: 12.31.20</p>	<p>(1) Fire Chief (1) Judge (1) Police CDR</p>	<p>(1) Communications Manager (1) Communications Manager</p>	<p>(1) Yes (1) Yes (1) TBD</p>	<p>(1) Provide two public safety updates per quarter. (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. (1) Appropriate information is disseminated in a timely, efficient and effective manner reaching the intended audience.</p>	<p>1) Annual presentation to Council completed on June 19. Continuing to provide news release information. 1) PD-Development is starting on an on-line crime mapping program that can be accessed by citizens News releases continuing on all special enforcement programs/operations and other related news worth items</p>	<p>(1) Continue to provide services to Breaking The Cycle Recovery Court and other programs used by the Municipal Court. Continue to invite public to graduations. Added the 2nd f/t Marshal to the program to implement all defendant drug/alcohol testing, courtroom duties and delinquent fine collection.</p>
<p>Strategy 7: Promote inter-agency support and collaboration Action Steps</p> <ul style="list-style-type: none"> (1) Identify and create cooperative agreements associated with the execution of established emergency response policies. (2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups. 	<p>(1) Start: 07.01.19 then ongoing (2) 02.01.19 then ongoing (1) Start: 01.01.19 then ongoing (2) Start: 01.01.19 then ongoing</p>	<p>(1) Fire Chief (2) Fire Chief (1) Police Chief (2) Police Chief</p>	<p>(1) Yes (2) None (1) Varies</p>	<p>(1) Yes (2) Yes (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. (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>Conducting review of emergency response policy Board participation ongoing PD- All current regional obligations have appropriate representation with the exception of the vacant HIDTA detective position.</p>	<p></p>