

# **Boulder City Strategic Plan**

## **Implementation Action Plan for 2020 to 2025**

## Implementation Action Plan

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

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

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

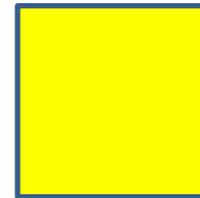
Red: Strategy stopped



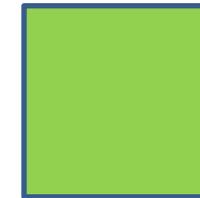
Orange: Strategy on hold



Yellow: Strategy in progress



Green: Strategy complete



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	February 2020	May 2020
<b>Goal A: Achieve prudent financial stewardship</b>							
Strategy 1: Balance the budget Action Steps <ul style="list-style-type: none"> <li>Update annually and maintain 5-year financial plan</li> <li>Utilize City financial software to full potential</li> <li>Prepare 5-year expenditure forecast</li> <li>Prepare &amp; adopt annual CIP before operating budget</li> </ul>	<ul style="list-style-type: none"> <li>05.31.19 then ongoing</li> <li>01.01.19 to 02.01.19 then ongoing</li> <li>01.01.19 to 02.28.19 then ongoing</li> <li>07.01.19 to 05.30.20 then ongoing</li> </ul>	Finance Director	All City Department Directors	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.	<b>Transparency Software (Socrata) implementation is complete.</b>  <b>Tentative CIP approved 11/12/19</b>	<b>Tentative Budget filed with State 4/14/20</b>  <b>Final Budget and CIP was approved 5/26/20</b>  <b>Final Budget and CIP filed with State 6/1/2020.</b>
Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases Action Steps <ul style="list-style-type: none"> <li>Continue to actively pursue all available grants</li> <li>Actively market &amp; sell land around BC golf course</li> <li>Actively market &amp; lease land in urban core</li> <li>Examine and improve revenue streams to promote self-sustaining enterprise funds</li> </ul>	<ul style="list-style-type: none"> <li>05.01.19 to 05.01.20 then ongoing</li> <li>05.01.19 to 12.31.24 then ongoing</li> <li>07.01.21 to 05.30.24 then ongoing</li> <li>07.01.19 to 05.30.24 then ongoing</li> </ul>	Contracts Manager Finance	All City Department Directors	Yes	Increase in revenue streams resulting in less budget constraints.		<b>Ongoing</b>
Strategy 3: Ensure budget reserves are 20% of all funds Action Steps <ul style="list-style-type: none"> <li>Monitor to ensure all funds comply with City ordinance on reserve policy</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager (previously Chief Accountant) Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	<b>All reserves are funded</b>	<b>All reserves are funded</b>
Strategy 4: Maintain emergency funds Action Steps <ul style="list-style-type: none"> <li>Fully fund and maintain Emergency Fund as required by ordinance</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager (previously Chief Accountant) Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	<b>All reserves are funded</b>	<b>All reserves are funded</b>
Strategy 5: Support non-profit and volunteer groups Action Steps <ul style="list-style-type: none"> <li>Calculate and report current value of donated time, materials, and facilities</li> <li>Establish criteria for support</li> <li>Establish benchmarking against other communities</li> </ul>	<ul style="list-style-type: none"> <li>07.01.20 to 06.30.21 then ongoing</li> <li>07.01.19 to 06.30.20 then ongoing</li> <li>07.01.21 to 06.30.22 then ongoing</li> </ul>	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.		<b>News releases and utility mailers promoted availability of assistance during COVID emergency</b>  <b>Ongoing</b>

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Strategy 6: Establish a five-year rolling financial plan Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	01.01.19 to 05.31.19 then ongoing	Finance Director	All City Departments	Yes	Financial Plan adopted and implemented.	<b>Ongoing</b>	<b>Five Year Financial Plan presented to Council 4/22/20</b>
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <ul style="list-style-type: none"> <li>Hire Purchasing Manager</li> <li>Evaluate bringing outsourced services in-house</li> </ul>	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.	<b>Ongoing</b>	<b>Ongoing</b>
Strategy 8: Communicate and share financial successes with the community Action Steps <ul style="list-style-type: none"> <li>Inform Communication Manager of financial success to report</li> </ul>	04.01.19 to 06.01.19 then ongoing	Finance Director	Communications	Yes	Positive feedback on Community forums.	<b>Ongoing</b>	<b>News releases/posts on Socrata, Cashman Good Govt Award Ongoing</b>
Strategy 9: Adopt and integrate best practices into department’s programs and operations Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	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.	<b>Ongoing</b>	<b>Ongoing</b>
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> <li>Conduct Job Analysis</li> <li>Update Job Specifications</li> <li>Compensation Review</li> </ul>	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	<b>Ongoing</b>	<b>Ongoing</b>

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<b>Goal B: Invest in Infrastructure</b>							
<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"> <li>Enhance CIP prioritization process</li> <li>Validate priorities annually</li> </ul>	<p>Start: 01.01.19 then ongoing</p> <p>Start: 01.01.19 then ongoing</p>	<p>CIP Coordinator, Public Works</p>	<p>Utilities, Finance, Public Works</p> <p>Parks, Fire, Police</p>	<p>Yes</p>	<p>Update 2020 CIP</p>	<p><b>PW: Utilizing Pavement Evaluation to provide street reconstruction options to Council for this FY RTC funding.</b></p> <p>Shared the draft of the Facilities Master Plan with Council, awaiting feedback.</p> <p>Utilities: Continuing Electric Divison Power Pole Condition Assessments.</p>	<p><b>PW: Utilized Pavement Evaluation to prioritize street maintenance and recon needs for FY21 RTC funding.</b></p> <p>Utilizing Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.</p> <p>Utilities: Completed Electric Power Pole Condition and Water/Sewer Condition assessment. Next, utilize studies to formalize a maintenance plan and prioritize subsequent CIP projects.</p>
<p>Strategy 2: Maximize the use of outside funding sources for infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Solicit regional partners for funding (RTC, Flood Control, SNWA)</li> <li>Utilize State lobbyist for potential project funding</li> </ul>	<p>Start: 01.01.19 then ongoing</p>	<p>Public Works Director</p>	<p>Finance, Utilities, Public Works, City Manager, Communications</p>	<p>Yes</p>	<p>Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds</p>	<p><b>Ongoing maintenance contract with CCRFCD.</b></p> <p>Secured supplemental funding from RTC to add an intersection to the 2020 Intersection Improvements.</p> <p>Secured funding from CCRFCD for Hemenway System Phase IIB construction</p> <p>Secured supplemental Funding from RTC to include LED streetlight replacements with the Pedestrian Safety Upgrades program.</p>	<p><b>PW: Prepared six maintenance funding agreements with RTC for FY21.</b></p> <p>Secured funding from RTC to construct bicycle path along Hemenway Flood Control Channel.</p> <p>Will work with RTC to obtain construction funding for Intersection Improvements and various other roadway projects.</p>

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							Working with CCRFCD to secure annual maintenance funding for FY21.
<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"> <li>• Prepare/Update Infrastructure Master Plans and Resource plans</li> <li>• Implement in conjunction with Strategy 1</li> </ul>	<p>Start: 07.01.19 then ongoing</p> <p>Start 07.01.19 then ongoing</p>	<p>CIP Coordinator, Public Works</p>	<p>Utilities, Finance, Public Works</p> <p>Parks, Fire, Police</p>	<p>Yes</p>	<p>Completion of Master Plans and Resource Plans</p>		<p><b>PW: Updating the STAMP, including information from recently completed Stantec Study, Electric Power Pole Condition and Water/Sewer Condition assessment.</b></p> <p>Utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.</p> <p>Utilize Electric Power Pole Condition and Water/Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.</p>
<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"> <li>• Complete asset inventory</li> <li>• Prepare risk exposure and life cycle cost analyses</li> <li>• Develop equipment replacement calendar/program</li> </ul>	<p>Start: 01.01.19</p> <p>End: 01.01.22</p>	<p>City Engineer, Public Works</p>	<p>Utilities, Finance, Public Works</p> <p>Parks, Fire, Police</p>	<p>Yes</p>	<p>Completion of Replacement Program and Calendar</p>	<p><b>Negotiation for scope of work and professional service agreement for water and sewer assessment has been completed. The firm is conducting the assessment.</b></p> <p>Utilizing pavement evaluation to re-evaluate</p>	<p><b>Completed water and sewer assessment.</b></p> <p><b>Pavement Evaluation completed.</b></p> <p><b>SCADA update completed.</b></p> <p>Analyze most recent identified CIP needs to determine the next set of</p>

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						<p>street reconstruction areas for this FY RTC funding.</p> <p>Addressing punchlist items for the SCADA update, then update will be complete.</p>	<p>studies required to support Strategy 4.</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"> <li>• Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated</li> <li>• Update Budget Forecasting</li> </ul>	<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>Will begin updating with the recently completed studies described in Strategy 1 through 4.</p> <p>Utility rate study is close to completion. Once complete, can use the study to update budget forecasting.</p>



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<b>Goal C: Manage Growth and Development</b>							
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"> <li>Foster regional partnerships that diversify our City revenue stream and local economy</li> <li>Identify industries that create synergy with existing local businesses</li> <li>Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center</li> </ul>	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	<b>Business Resource Guide has been completed. Will be shared during City/SCORE hosted workshop on March 3<sup>rd</sup> to promote entrepreneurialship in Boulder City.</b>	
Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> <li>Work with UNLV, BCEDAC, stakeholders to develop the plan</li> <li>Incorporate measurable, actionable goals in the plan</li> <li>Present plan to City Council for adoption</li> </ul>	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	<b>Ongoing</b>	<b>City Council adopted the Boulder City Economic Development Action Plan in September 2019</b>  <b>Ongoing</b>
Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance Action Steps <ul style="list-style-type: none"> <li>Prepare annual report demonstrating compliance for the City Council</li> <li>Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth</li> </ul>	First report 08.13.19 then ongoing	Community Development Director	None	Yes	Submission of annual report each August	<b>Ongoing</b>	<b>Annual report demonstrating compliance of the controlled growth ordinance presented to City Council on 08.13.19.</b> <b>Ongoing</b>
Strategy 4: Determine the best use of available land to advance City goals and priorities Action Steps <ul style="list-style-type: none"> <li>Work with Public Works and Utility Departments to identify existing infrastructure capacity</li> <li>Align the City's Land Management Plan with City resources and capacity</li> <li>If needed, present to City Council proposed changes to City's Master Plan that provides alignment</li> </ul>	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	<b>City Council adopted on January 28, 2020 the 2020 LMP including the removal of several parcels from the list.</b>	
Strategy 5: Identify and prioritize areas for residential infill development Action Steps <ul style="list-style-type: none"> <li>Work with Public Works and Utility Departments to assess current infrastructure capacity for residential infill development</li> <li>With 2021 LMP, identify city owned properties for residential infill</li> </ul>	Start: 02.01.20 End: 02.15.21	Community Development Director	Public Works, Utilities, Finance	No	Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of		

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<ul style="list-style-type: none"> <li>Have Economic Development Coordinator promote identified parcels for targeted residential development</li> </ul>					residential marketing campaign		
<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"> <li>Amend the City Code to better accommodate townhome development in Boulder City</li> <li>Evaluate nationwide best practices for successful mixed use development</li> <li>Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning</li> <li>Develop a marketing campaign to actively promote those sites for development/redevelopment</li> </ul>	Start: 07.01.20 End: 06.15.21	Community Development Director	Public Works, Utilities	No	Adoption of townhome zoning regulations and implementation of the marketing campaign		
<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses</li> <li>Identify potential public works projects that follow regional and local plans for improved connectivity</li> <li>Amend City's Capital Improvement Plan accordingly</li> </ul>	Start: 07.01.19 End: 06.30.22	Public Works Director	Community Development	No	Monitor RTC ridership- Conduct community survey regarding how residents use mass transit	<b>Same as Goal B Strategy 2.</b>	<b>Same as Goal B Strategy 2.</b>
<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"> <li>Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history</li> <li>Research applicability of the integration of form based codes in BC</li> <li>Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors</li> </ul>	Start: 07.01.21 End: 06.30.23	Community Development Director	None	Yes	City Council consideration of new development standards for identified corridors	<b>Continuing work with the most recent draft version of the Stantec Study. Recently shared draft of study with Council.</b>	

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Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares Action Steps <ul style="list-style-type: none"> <li>• Coordinate with outside agencies on a master wayfinding signage program for the City</li> <li>• Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association</li> <li>• Amend Capital Plan to fund implementation</li> </ul>	Start: 07.01.20 End: 06.30.22	Community Development Director	Public Works	No	Implementation of wayfinding signage		
Strategy 10: Promote the integration of City resources, including the airport, golf courses, Railroad Pass, Lake Mead, and other regional assets Action Steps <ul style="list-style-type: none"> <li>• Identify opportunities to bring visitors from Boulder City airport, Lake Mead to historic downtown</li> <li>• Working with local businesses/chamber, develop additional cross promotion opportunities</li> </ul>	Start: 06.01.19 End: 06.01.20	Community Development Director	None	No	List of cross promotion marketing plans implemented		<b>Partnership with LVCVA for future NCAA Championships at golf courses;                      Participate in LVCVA Youth Working Group;                      Participate in BC Chamber Event Advisory Committee;                      Working with Chamber to explore ways that Visitor’s Center can promote historic downtown.</b>
Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation Action Steps <ul style="list-style-type: none"> <li>• Conduct an evaluation of appropriate recreational uses on the dry lake bed</li> <li>• Present findings to the City Council and seek their direction on boundaries for Dry Lake Bed preservation</li> </ul>	Start: 07.01.19 End: 12.31.19	Community Development Director	Parks and Recreation	Yes	Long term preservation of a portion of the dry lake bed	<b>COMPLETE</b>	<b>COMPLETE</b>



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<b>Goal D: Promote Historic Preservation</b>							
Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> <li>Staff to research potential mission statements utilizing state and national resources</li> <li>Present to the HPC committee for consideration</li> <li>Incorporate in Historic Preservation Plan and city code amendments</li> </ul>	Start: 07.01.19 End: 10.30.19	Community Development Director	None	Yes	Mission statement development	<b>City Council on January 28, 2020 approved the Historic Preservation Committee's recommendation for the Historic Preservation Mission Statement</b>	
Strategy 2: Develop an Historic Preservation Plan Action Steps <ul style="list-style-type: none"> <li>Create a Historic Preservation and Cultural Affairs division and hire Manager</li> <li>Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan</li> <li>Present plan to City Council for adoption</li> </ul>	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	<b>City Council approved budget amendment to utilize a third-party consultant: Nevada Preservation Foundation started work on Historic Preservation Plan.</b>	<b>First community meeting facilitated by Nevada Preservation Foundation in March 2020. Consultant efforts on hold subject to COVID-19.</b>
Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport) Action Steps <ul style="list-style-type: none"> <li>Achieve CLG designation with Nevada SHPO – <b>DONE AUGUST 2019</b></li> <li>Work with stakeholders, property owners, HPC to identify potential districts</li> <li>Use Grant monies to survey properties in proposed districts</li> <li>Present proposed districts to City Council for consideration</li> </ul>	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	<b>SHPO approved \$33,000 grant to City to update 1983 Janus Survey. North Wind Consulting has been hired to update the survey. District survey begins in March 2020.</b>	<b>Survey completed March 2020. Preliminary findings presented to Historic Preservation Committee in May 2020 by North Wind. Staff continues to leverage CLG status to seek additional grant opportunities with SHPO.</b>
Strategy 4: Amend existing codes to achieve historic preservation goals Action Steps <ul style="list-style-type: none"> <li>Complete Historic Preservation Plan</li> <li>Research nationwide best practices for historic preservation districts</li> <li>Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to city code</li> </ul>	Start: 07.01.19 End: 06.30.21	Community Development Director	None	No	Amendment to the Historic Preservation Code		
Strategy 5: Identify financial incentives to promote historic preservation Action Steps <ul style="list-style-type: none"> <li>Develop a new RDA grant that encourages renovation of historically significant buildings in the district</li> </ul>	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	Benchmark grants provided through new RDA program	<b>The RDA Board on February 11, 2020 approved the guidelines for the Historic Preservation Grant</b>	

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<ul style="list-style-type: none"> <li>Explore other potential incentives that promote historic preservation</li> <li>Present alternatives to City Council for consideration</li> </ul>							

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<p>Strategy 6: Promote economic development through historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Prepare a white paper on economic development benefits of historic districts</li> <li>• Develop a marketing campaign that highlights BC unique historic assets</li> </ul>	<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"> <li>• Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts</li> <li>• Develop the educational campaign</li> <li>• Promote to the community to educate citizens on existing resources</li> <li>• Explore opportunities for collection and display of resources in the community either through physical (e.g. museum) or electronic means</li> </ul>	<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"> <li>• Complete Stantec Study that evaluates City needs for City owned historic buildings</li> <li>• Research successful examples of adaptive reuse of historic buildings</li> <li>• Prepare RFI's to solicit interest in adaptive reuse of city owned historic buildings</li> <li>• Promote City's new RDA Grant program to encourage reuse of public and privately owned historic buildings</li> </ul>	<p>Start: 01.05.19 End: 01.05.24</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>Yes</p>	<p>Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings</p>	<p><b>City Council held a workshop on February 4, 2020 to review the draft study by Stantec.</b></p>	<p><b>City Council halted Stantec study in May 2020. Other Action Steps continue.</b></p>



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<b>Goal E: Sustain a High Level of Public Safety Services</b>	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		
<b>Strategy 1: Recruit and retain highly trained public safety staff</b> Action Steps <ul style="list-style-type: none"> <li>(1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process.</li> <li>(2) Update job descriptions to ensure reflection of current position expectations and duties.</li> <li>(3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development.</li> </ul>	(1) Start: 07.01.20 End: 06.30.21 (2) Start: 02.01.19 End: 06.30.19 (3) Start: 07.01.19 End: 12.31.20 (1) Start: 07.01.19 End: 09.01.20 (2) Start: 05.01.19 End: 12.31.25 (3) then ongoing	(1) Fire Chief (2) Fire Chief (3) Fire Chief (1) Police Chief (2) Police CDR (3) Police Chief	(1) Personnel (2) Personnel (1) Personnel (2) Personnel	(1) No (2) Yes (3) Yes (1) Yes (2) Yes (3) Yes	(1) Establish/maintain an 80% Candidate satisfaction survey program. (2) Completed project on/or before the end of FY19. (3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire & EMS training requirements. (1) Deploy Recruitment Teams to regional employment events, colleges, etc., and see appropriate applicant responses. (1) Single application process incorporating all requirements- HR, PD, POST (1) Reduce testing, hiring process by 50% to max 3 months (2) Accomplish a comprehensive update of all current positions, archive obsolete-annually (2) Establish an annual proves to update online job descriptions listing yearly (3) All training programs and requirements meet or exceed current POST and industry standards.	[Yellow Cell]	2) The reserve firefighter program has been revised and updated standards have been developed for the purpose of rebuilding the program to be mutually beneficial for the community and the fire department response. 3) Organizational assessment has been completed and new recommendations for administrative staffing have been identified. New-hire training has been established and is currently being used.

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					(3) All personnel meet or exceed positional training requirements		
<p><b>Strategy 2: Ensure adequate staffing</b> Action Steps</p> <ul style="list-style-type: none"> <li>(1) Develop comprehensive staffing plan based on expectations and recognized standards.</li> <li>(2) Provide funding to hire and achieve established staffing plan.</li> </ul>	<p>(1) Start: 05.25.20 End: 06.30.21 (2) Start: 05.25.20 End: 06.30.21</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) 07.01.19 then ongoing</p>	<p>(1) Fire Chief (2) Fire Chief (1) Police Chief</p>	<p>(1) None (2) Council, City Manager &amp; Finance (1) CM, Personnel (2) Council City Manager &amp; Finance</p>	<p>(1) TBD (2) TBD (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>1) A process has been started to appropriately identify staffing and deployment based on the community risks within Boulder City</p>
<p><b>Strategy 3: Define and disseminate standards to ensure a high level of public safety services</b> Action Steps</p> <ul style="list-style-type: none"> <li>(1) Establish policy and/or standards that maintain a high level of public safety services.</li> <li>(2) Establish public education programs that promote the importance of providing a high level of public safety services.</li> <li>(3) Adopt life safety codes and standards that protect the health, safety, and welfare of the citizens and visitors of Boulder City.</li> <li>(4) Ensure the following categories are incorporated into the emergency management program: training, plan development and implementation, and drills.</li> </ul>	<p>(1) Start: 07.01.20 End: 06.30.21 (2) Start: 07.01.20 End: 06.30.22 (3) Start: 06.28.20 then ongoing (4) Start: 03.15.2020 then ongoing</p>	<p>(1) Fire Chief (2) Division Chief (3) Fire Chief (4) Fire Chief</p>	<p>(1) None (2) None (3) Community Development (4) None</p>	<p>(1) Yes (2) No (3) Yes (4) Yes</p>	<p>(1) Create and annually evaluate response and Standards of Cover policy that will ensure a high level of public safety services. (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.</p>	<p>1) The first steps toward this will begin in late February 2020 3) Adoption of the 2018 fire code is underway. 4) The emergency management process is being developed</p>	<p>1) The department has begun the work on a community risk assessment. A standard of coverage document will follow, which will appropriately define what is required to maintain a high level of public safety. 2) A public education program will be developed based on</p>

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	(1) 01.01.19 then ongoing  (2) Start: 01.01.20 End: 01.01.21  (3) 01.01.19 then ongoing  (4) Start: 02.01.19 then ongoing	(1) Police Chief  (2) Police CDR  (3) Police Chief  (4) Police Chief	(2) Communica- tions Manager  (3) Council, City Manager, City Attorney, City Clerk  (4) City Manager, Fire	(1) Yes  (2) Yes  (3) Yes  (4) Yes	(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		the findings of the community risk assessment. 3) The 2018 Fire Code adoption will be tentatively brought before the City Council for review and possible approval in July 2020. 4) The emergency operatons plan is undergoing a review and revision during and after the COVID-19 response.
<b>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</b> Action Steps <ul style="list-style-type: none"> <li>(1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments.</li> </ul>	(1) Start: 05.01.20 End: ongoing  (1) Start: 01.01.20 then ongoing	(1) Fire Chief  (1) Police Chief	(1) None  (1) City Manager, City Attorney, Court	(1) Yes  (1) Yes	(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.	1) Underway	1) The fire department has been working with the police department and the communication center to develop common policies and procedures

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					(1) Working Group/processes established that can accomplish appropriate policy decisions. (1) Protocols established for reviews permitted under separation of powers requirements.		where they are appropriate.
<b>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</b> Action Steps <ul style="list-style-type: none"> <li>(1) Research and recommend the purchase of technologically advanced public safety equipment and software.</li> <li>(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.</li> </ul>	(1) Start: 01.01.19 then ongoing (2) 07.01.19 then ongoing  (1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing	(1) Fire Chief (2) Fire Chief  (1) Police CDR (2) Police CDR	(1) None (2) Code Enforcement, Courts & CA  (1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts	(1) No (2) No  (1) TBD (2) Yes	(1) During the annual budget process, recommend technology upgrades that will advance the level of public safety services provided. (2) Establish/update annually a five-year interagency technology plan. (1) Technology is up-to-date, relevant, efficient and effective (2) Comprehensive management group established with appropriate personnel		1. The fire department is working with the police department communication center in identifying appropriate CAD/ record management systems that work together.
<b>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</b> Action Steps <ul style="list-style-type: none"> <li>(1) Through established media resources and Council reports, promote the ongoing achievements associated with established public safety success measures.</li> </ul>	(1) Start: 03.01.20 then ongoing (1) Start: 02.01.19 then ongoing (1) Start: 01.01.20 End: 12.31.20	(1) Fire Chief (1) Judge (1) Police CDR	(1) Communications Manager  (1) Communications Manager	(1) Yes (1) Yes (1) TBD	(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.		1) The fire department is working with a data analyst to repair the current record management system data which will allow for appropriate public safety updates.  News releases on completed police investigations.
<b>Strategy 7: Promote inter-agency support and collaboration</b> Action Steps <ul style="list-style-type: none"> <li>(1) Identify and create cooperative agreements associated with the execution of established emergency response policies.</li> </ul>	(1) Start: 07.01.19 then ongoing (2) 02.01.19 then ongoing	(1) Fire Chief (2) Fire Chief	(1) Yes (2) None	(1) Yes (2) Yes	(1) Review, revise, and/or develop necessary emergency response policies on an annual basis.		1) The fire department completed a review and revision of the current response policies and work with

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<ul style="list-style-type: none"> <li>(2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups.</li> </ul>	(1) Start: 01.01.19 then ongoing  (2) Start: 01.01.19 then ongoing	(1) Police Chief  (2) Police Chief	(1) Varies	(1) Yes  (2) Yes	(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 style="background-color: yellow;">the communication center to successfully implement them.</p> <p style="background-color: yellow;">News releases on inter-agency supported police investigations.</p>