

# **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

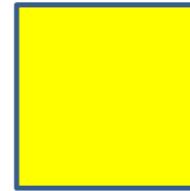
Red: Strategy stopped



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	May 2020	August 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>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>	<b>OTHER: Closed FY 20 with 13% surplus in Parks and Recreation O&amp;M Budgets</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>	<b>Began SNPLMA Grant request for Hemenway Park Expansion; County agreed to sponsor, forwarded to BLM</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> </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> </ul>	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results	<b>News releases and utility mailers promoted availability of assistance during COVID emergency</b>	<b>Donation given to EABC and Animal Shelter from Pool Swim-A-Thon</b>

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<ul style="list-style-type: none"> <li>Establish benchmarking against other communities</li> </ul>	<ul style="list-style-type: none"> <li>07.01.21 to 06.30.22 then ongoing</li> </ul>				with surrounding communities.	<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>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>News releases/posts on Socrata, Cashman Good Govt Award Ongoing</b>	<b>News release/posts on FY2021 budget; article on Finance Department in BC Shopper</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>Participate in regular meetings with Parks and Recreation Directors and Colleagues from other local jurisdictions to have our programs and operations all in alignment</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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<ul style="list-style-type: none"> <li>Implement in conjunction with Strategy 1</li> </ul>						<p>Condition and Water/Sewer Condition assessment.</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>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>FY22 CIP prep is ongoing.</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 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><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 studies required to support Strategy 4.</p>	<p>Analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</p> <p>Working through FY22 CIP prep to develop any needed equipment replacement program.</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>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>	<p><b>Completed updating with the recently completed studies described in Strategy 1 through 4</b></p> <p>Utility rate study workshop scheduled for September. 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		
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>City Council adopted the Boulder City Economic Development Action Plan in September 2019</b>  Ongoing	<b>Highlighted action item accomplishments during 08.25.20 City Council Meeting</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>Annual report demonstrating compliance of the controlled growth ordinance presented to City Council on 08.13.19.</b> Ongoing	<b>Annual report demonstrating compliance of the controlled growth ordinance presented to City Council on 08.25.20</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>Ongoing Ongoing</b>	<b>Ongoing</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 –		<b>Working with Public Works to prepare report to City Council as part of 2021 LMP</b>

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<ul style="list-style-type: none"> <li>Have Economic Development Coordinator promote identified parcels for targeted residential development</li> </ul>					implementation of 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>	<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"> <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>	<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><b>Same as Goal B Strategy 2.</b></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"> <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>	<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?	Success Factors	May 2020	August 2020
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>	<b>With Chamber's planned move to the former Nevada Visitor's Center, the Chamber is discussing with tour operators to incorporate a Lake Mead - historic downtown tour</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>First community meeting facilitated by Nevada Preservation Foundation (NPF) in March 2020. Consultant efforts on hold subject to COVID-19.</b>	<b>NPF will present video in September seeking additional community feedback in October on proposed Historic Preservation Plan</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>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>	<b>Northwind survey results were presented to the Historic Preservation Committee on 08.26.20</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	<b>Ongoing</b>	<b>Ongoing</b>

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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> <li>• Explore other potential incentives that promote historic preservation</li> <li>• Present alternatives to City Council for consideration</li> </ul>	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	Benchmark grants provided through new RDA program		<b>City Council on 07.14.20 approved a Historic Preservation Grant for Dam Roast House</b>

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Strategy 6: Promote economic development through historic preservation Action Steps <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>	Start: 07.01.19 End: 06.30.22	Community Development Director	Communications Manager	No	Benchmark assess value of historic district properties to monitor increases		<b>As part of NFP’s contract with City, they will prepare a Heritage Tourism Assessment Plan</b>
Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City Action Steps <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>	Start: 07.01.22 End: 06.30.24	Community Development Director	None	No	Development of a historic artifact inventory		
Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area Action Steps <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>	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	<b>City Council halted Stantec study in May 2020. Other Action Steps continue.</b>	<b>Economic Development Coordinator continues to promote the new Historic Preservation RDA grant for eligible properties in the historic district. The most recent example was that the City Council approved a grant for the Browder Building on 07.14.20</b>



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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		
<p><b>Strategy 1: Recruit and retain highly trained public safety staff</b></p> <p>Action Steps</p> <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>	<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) Fire 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 &amp; 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><b>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.</b></p> <p><b>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.</b></p>	<p><b>(2) A review and revision of the Fire Department job descriptions has been completed.</b></p> <p>(3) The fire department training program is being totally overhauled to ensure that it is administered in accordance with national standards and industry best practices.</p>

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					(2) Accomplish a comprehensive update of all current positions, archive obsolete-annually (2) Establish an annual process to update online job descriptions listing yearly (3) All training programs and requirements meet or exceed current POST and industry standards. (3) All personnel meet or exceed positional training requirements		
<b>Strategy 2: Ensure adequate staffing</b> Action Steps <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>	(1) Start: 05.25.20 End: 06.30.21 (2) Start: 05.25.20 End: 06.30.21  (1) Start: 01.01.19 then ongoing  (2) 07.01.19 then ongoing	(1) Fire Chief (2) Fire Chief  (1) Police Chief	(1) None (2) Council, City Manager & Finance (1) CM, Personnel  (2) Council City Manager & Finance	(1) TBD (2) TBD (1) Yes  (2) TBD	Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.  (1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms. (1) Ensure personnel are working within the	<b>1) A process has been started to appropriately identify staffing and deployment based on the community risks within Boulder City</b>	1) A comprehensive staffing plan is part of a larger project. The department is developing a community risk assessment and standard of coverage document that will identify appropriate staffing based on community risks and historical incidents.



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	End: 01.01.21  (3) 01.01.19 then ongoing  (4) Start: 02.01.19 then ongoing	(3) Police Chief  (4) Police Chief	(3) Council, City Manager, City Attorney, City Clerk  (4) City Manager, Fire	(3) Yes  (4) Yes	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	undergoing a review and revision during and after the COVID-19 response.	

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 2020	August 2020
<p><b>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</b></p> <p>Action Steps</p> <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>	<p>(1) Start: 05.01.20 End: ongoing</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><b>1) The fire department has been working with the police department and the communication center to develop common policies and procedures where they are appropriate.</b></p>	<p><b>1) The Fire Department and Police Department have restored the past practice of meeting regularly to work through dispatch-related needs and concerns.</b></p>
<p><b>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</b></p> <p>Action Steps</p> <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>	<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) Fire Chief</p> <p>(1) Police CDR</p> <p>(2) Police CDR</p>	<p>(1) None</p> <p>(2) Code Enforcement, Courts &amp; 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><b>1. The fire department is working with the police department communication center in identifying appropriate CAD/ record management systems that work together.</b></p>	<p><b>1) The Fire Department purchased a new record management system that will allow for more accurate reporting and increased efficiency. The program will also save the City approximately \$10,000 annually over the current system.</b></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 2020	August 2020
					(2) Comprehensive management group established with appropriate personnel		
<p><b>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</b></p> <p>Action Steps</p> <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>	<p>(1) Start: 03.01.20 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><b>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.</b></p> <p><b>News releases on completed police investigations.</b></p>	<p><b>1) The Fire Department has started the process of working with a data analyst to capture lost and damaged data which will allow for accurate performance metric.</b></p> <p><b>K-9 unit completed three interviews with local media thanking the community for support in obtaining vests for K-9 Officers Luna and Lloyd.</b></p>
<p><b>Strategy 7: Promote inter-agency support and collaboration</b></p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>(1) Identify and create cooperative agreements associated with the execution of established emergency response policies.</li> <li>(2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups.</li> </ul>	<p>(1) Start: 07.01.19 then ongoing</p> <p>(2) 02.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p>	<p>(1) Yes</p> <p>(2) None</p> <p>(1) Varies</p>	<p>(1) Yes</p> <p>(2) Yes</p> <p>(1) Yes</p>	<p>(1) Review, revise, and/or develop necessary emergency response policies on an annual basis.</p> <p>(2) Evaluate and assign representation as deemed necessary on an annual basis.</p>	<p><b>1) The fire department completed a review and revision of the current response policies and work with the communication center to successfully implement them.</b></p>	<p><b>1) The Fire Department presented three external aid agreements to City Council which were reviewed and approved during the last quarter.</b></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 2020	August 2020
	(2) Start: 01.01.19 then ongoing	(2) Police Chief		(2) Yes	(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.	<b>News releases on inter-agency supported police investigations.</b>	