

Boulder City Strategic Plan

Implementation Action Plan for 2020 to 2025

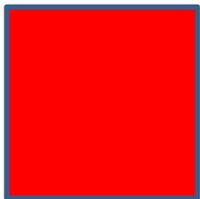
Implementation Action Plan

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.

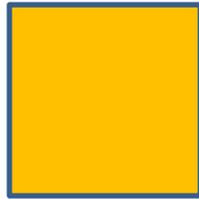
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

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

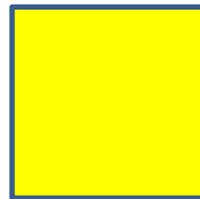
Red: Strategy stopped



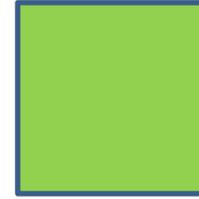
Orange: Strategy on hold



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	August 2020	November 2020
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.	OTHER: Closed FY 20 with 13% surplus in Parks and Recreation O&M Budgets	Initiated the development of the FY22 Capital Improvement Plan.
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.	Began SNPLMA Grant request for Hemenway Park Expansion; County agreed to sponsor, forwarded to BLM	Entered into an agreement with Clark County to fund the Hemenway Park Expansion Project. Entered into an Option Agreement with Boulder Flats Solar for additional land lease revenues. Solar Project will be providing power to Boulder City via SNWA power purchase agreement. Finance is developing RFI for Council review for Tract 350 for residential infill.
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 	<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 are funded	All reserves are funded.

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City ordinance on reserve policy							
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 (previously Chief Accountant) Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.	All reserves are funded	All reserves are funded.
Strategy 5: Support non-profit and volunteer groups Action Steps <ul style="list-style-type: none"> Calculate and report current value of donated time, materials, and facilities Establish criteria for support Establish benchmarking against other communities 	<ul style="list-style-type: none"> 07.01.20 to 06.30.21 then ongoing 07.01.19 to 06.30.20 then ongoing 07.01.21 to 06.30.22 then ongoing 	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.	Donation given to EABC and Animal Shelter from Pool Swim-A-Thon	Council approved an appropriation of City Coronavirus Aid, Relief and Economic Security (CARES) Act funding and EOC Management to support Emergency Aid, Lend a Hand and the Senior Center.

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Strategy 6: Establish a five-year rolling financial plan Action Steps <ul style="list-style-type: none"> See Strategy 1 	01.01.19 to 05.31.19 then ongoing	Finance Director	All City Departments	Yes	Financial Plan adopted and implemented.		
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <ul style="list-style-type: none"> Hire Purchasing Manager Evaluate bringing outsourced services in-house 	01.22.19 Completed 07.01.19 to 06.30.21 then ongoing	Purchasing Manager Finance	All City Departments	Yes	Reduction in expenses creating a measurable improvement in net revenue.	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.	News release/posts on FY2021 budget; article on Finance Department in BC Shopper	Published the annual finance department update as a video on the City's YouTube channel, published new brochures to explain the solar leasing program.
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.	Participate in regular meetings with Parks and Recreation Directors and Colleagues from other local jurisdictions to have our programs and operations all in alignment	Integrating the GFOA standards for transparency in the budget process for FY22 publications.
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> Conduct Job Analysis Update Job Specifications 	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	Ongoing	Ongoing

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<ul style="list-style-type: none"> Compensation Review 							

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Goal B: Invest in Infrastructure							
Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually 	Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Update 2020 CIP	Ongoing	FY22 CIP process began in August. First CIP Workshop for FY22 scheduled December 1, 2020.
Strategy 2: Maximize the use of outside funding sources for infrastructure Action Steps <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding 	Start: 01.01.19 then ongoing	Public Works Director	Finance, Utilities, Public Works, City Manager, Communications	Yes	Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds	Maximizing the use of outside funding sources for infrastructure is an ongoing action step for Public Works. We work to secure annual maintenance funding along with special project requests. Recent request include CCRFCD MWP annual funding, 5 RTC annual maintenance funding agreements. Currently working with RTC to obtain construction funding for Intersection Improvements and various other roadway projects.	Maximizing the use of outside funding sources for infrastructure is an ongoing action step for Public Works. We work to secure annual maintenance funding along with special project requests. Recent requests include SNPLMA Grant Program for the Bighorn Sheep Habitat. Staff is moving forward with the RTC funded Railroad Museum Road design project.
Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process Action Steps <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans 	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	Completed updating the STAMP for FY22 CIP Prep. Utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects. Utilize Electric Power Pole Condition and Water/	Utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects. Utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and

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<ul style="list-style-type: none"> Implement in conjunction with Strategy 1 						<p>Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.</p> <p>FY22 CIP prep is ongoing.</p>	<p>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"> 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>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 needed equipment replacement program.</p>	<p>Continue to 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 a 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"> 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 updating with the recently completed studies described in Strategy 1 through 4</p> <p>Utility rate study workshop scheduled for September. Once complete, can use the study to update budget forecasting</p>	<p>Held rate study workshops with Utility Advisory Committee and City Council to continue work on updating budget forecasting and utility rates.</p>

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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	Townsite Solar entered into a long-term lease for the development of solar energy. Revenues go to General Fund and Capital Improvement Fund.	
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	Highlighted action item accomplishments during 08.25.20 City Council Meeting	

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<p>Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance</p> <p>Action Steps</p> <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 	<p>First report 08.13.19 then ongoing</p>	<p>Community Development Director</p>	<p>None</p>	<p>Yes</p>	<p>Submission of annual report each August</p>	<p>Annual report demonstrating compliance of the controlled growth ordinance presented to City Council on 08.25.20</p>	
<p>Strategy 4: Determine the best use of available land to advance City goals and priorities</p> <p>Action Steps</p> <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 	<p>Start: 06.01.19 End: 06.01.22</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>City Council Evaluation of the 2021 Land Management Plan (LMP) that shows compliance with the action steps</p>		<p>Staff evaluated existing parcels on LMP to confirm existing utility capacity is available. This was presented to the City Council on 10.27.20.</p>
<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 	<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>Working with Public Works to prepare report to City Council as part of 2021 LMP</p>	<p>Finance is developing RFI for Council review for Tract 350 for residential infill.</p>

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residential infill development <ul style="list-style-type: none"> • With 2021 LMP, identify city owned properties for residential infill • Have Economic Development Coordinator promote identified parcels for targeted residential development 							
Strategy 6: Assess the need for mixed-use development within emerging residential areas Action Steps <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 	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		

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<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses Identify potential public works projects that follow regional and local plans for improved connectivity Amend City's Capital Improvement Plan accordingly 	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Public Works Director</p>	<p>Community Development</p>	<p>No</p>	<p>Monitor RTC ridership- Conduct community survey regarding how residents use mass transit</p>		
<p>Strategy 8: Create development standards for the business corridors to help acknowledge the City's history</p> <p>Action Steps</p> <ul style="list-style-type: none"> Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history 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>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>		

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<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 marketing plans implemented</p>	<p>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</p>	
<p>Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation</p> <p>Action Steps</p>	<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>COMPLETE</p>	

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<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 							

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Goal D: Promote Historic Preservation							
Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> Staff to research potential mission statements utilizing state and national resources Present to the HPC committee for consideration Incorporate in Historic Preservation Plan and City code amendments 	Start: 07.01.19 End: 10.30.19	Community Development Director	None	Yes	Mission statement development		
Strategy 2: Develop an Historic Preservation Plan Action Steps <ul style="list-style-type: none"> Create a Historic Preservation and Cultural Affairs division and hire Manager Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan Present plan to City Council for adoption 	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	City adoption of the Historic Preservation Plan Successful implementation of plan action items	NPF will present video in September seeking additional community feedback in October on proposed Historic Preservation Plan	NPF has extended community input through end of November. Will prepare draft plan findings for City Council and Historic Preservation Committee for early 2021.

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	August 2020	November 2020
<p>Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport)</p> <p>Action Steps</p> <ul style="list-style-type: none"> Achieve CLG designation with Nevada SHPO – DONE AUGUST 2019 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 	<p>Start: 02.15.19 End: 06.30.21</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Evaluation of the number of districts presented to the City Council for consideration</p>	<p>Northwind survey results were presented to the Historic Preservation Committee on 08.26.20</p>	<p>North Wind survey under review by SHPO.</p>
<p>Strategy 4: Amend existing codes to achieve historic preservation goals</p> <p>Action Steps</p> <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 	<p>Start: 07.01.19 End: 06.30.21</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Amendment to the Historic Preservation Code</p>		<p>City Council approved on 10.13.20 creation of ad hoc committee to review City's historic preservation code.</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	August 2020	November 2020
changes to City code							
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 on 07.14.20 approved a Historic Preservation Grant for Dam Roast House	

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<p>Strategy 6: Promote economic development through historic preservation</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Prepare a white paper on economic development benefits of historic districts • Develop a marketing campaign that highlights BC unique historic assets 	<p>Start: 07.01.19</p> <p>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>As part of NFP's contract with City, they will prepare a Heritage Tourism Assessment Plan</p>	
<p>Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts • Develop the educational campaign • Promote to the community to educate citizens on existing resources • Explore opportunities for collection and display of resources in the community either through physical (e.g. 	<p>Start: 07.01.22</p> <p>End: 06.30.24</p>	<p>Community Development Director</p>	<p>None</p>	<p>No</p>	<p>Development of a historic artifact inventory</p>		

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museum) or electronic means							
<p>Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Complete Stantec Study that evaluates City needs for City owned historic buildings • Research successful examples of adaptive reuse of historic buildings • Prepare RFI's to solicit interest in adaptive reuse of City owned historic buildings • Promote City's new RDA Grant program to encourage reuse of public and privately owned historic buildings 	<p>Start: 01.05.19 End: 01.05.24</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>Yes</p>	<p>Track the number of historic buildings that have been repurposed – Track the RDA \$ used to reinvest in historic buildings</p>	<p>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.</p>	<p>City Council has directed staff to include as part of FY22 monies to rehab the historic water filtration plant based on Stantec study evaluation.</p>

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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		
Strategy 1: Recruit and retain highly trained public safety staff Action Steps <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. • (3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development. 	(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	(2) A review and revision of the Fire Department job descriptions has been completed. (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.	(1) The Fire Department has modified our reserve recruitment and hiring practices to attract a more diverse group of individuals. We have lowered the initial requirements, created a volunteer cadet academy, and will provide the training they would have needed to be considered. We are also looking to change how we use the physical agility requirement by testing them at the end of the academy as opposed to the beginning. This allows us to train them and prepare them to be successful. (3) The department training program continues to grow in quality as well as resources. We have built new training props to better prepare the firefighters for emergency situations.

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 2020	November 2020
					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		
Strategy 2: Ensure adequate staffing Action Steps <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. 	(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 duties of their job descriptions (2) Appropriate funding sources/resources are identified and engaged to meet/sustain approved staffing plan(s) on established timelines	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.	(1) The Fire Department does not currently have the appropriate level of staffing for the size and complexity of the community we serve. We are working on a comprehensive presentation for the City leadership to consider. In the meantime, we have worked to grow the fire reserve program to assist in closing this gap in staffing. (1) We are within one general fund position to meet legal standards imposed under the Crime Prevention and More Cops Acts. Scheduled budget actions for late FY21 will put us in compliance for the first time since @2009. (1) All positions are currently working within their job descriptions.
Strategy 3: Define and disseminate standards to	(1) Start: 07.01.20 End: 06.30.21 (2) Start: 07.01.20	(1) Fire Chief (2) Division Chief	(1) None (2) None	(1) Yes	(1) Create and annually evaluate response and Standards of	1) A review and revision of the public education program	(1) Relevant policies and procedures have been

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<p>ensure a high level of public safety services</p> <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>End: 06.30.22</p> <p>(3) Start: 06.28.20 then ongoing</p> <p>(4) Start: 03.15.2020 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>(3) Fire Chief</p> <p>(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>(3) Community Development</p> <p>(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</p> <p>(3) Yes</p> <p>(4) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(4) Yes</p>	<p>Cover policy that will ensure a high level of public safety services.</p> <p>(2) Prepare and conduct 20 public safety education events annually.</p> <p>(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>(4) Annually review/revise the all-hazard emergency operations plan to ensure proper training, plan development, implementation drills requirements are being fulfilled.</p> <p>(1) Annual review process in-place to ensure all policies, general orders and SOPs are in-line with legal requires, POST and industry standards.</p> <p>(2) Ongoing programs are updated and are efficiently and</p>	<p>is underway. The program will attempt to better align with the community risks/needs.</p> <p>2) The 2018 IFC Fire Code is planned to be presented to City Council for review and adoption in September.</p>	<p>updated to comply with industry best practices.</p> <p>(2) A fire prevention program has been put in place. This is an ongoing program that will seek to reduce risk in our community.</p> <p>(3) The Fire Department will bring the 2018 International Fire Code for Council review and consideration in November.</p> <p>(1) All policies and procedures have been updated to meet new requirements under 2020 NV Legislature.</p> <p>(2) All programs have an annual review process in place.</p> <p>(3) On going some ordinances have been submitted and passed, others were rejected by Council and remain legally unenforceable.</p>

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					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		
Strategy 4: Support a unified approach to police, fire, courts, and code enforcement Action Steps <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. 	(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) Working Group/processes established that can accomplish appropriate policy decisions. (1) Protocols established for reviews permitted under separation of powers requirements.	1) The Fire Department and Police Department have restored the past practice of meeting regularly to work through dispatch related needs/concerns.	1) The Police Department and the Fire Department are working together to develop response plans for active shooter/hostile incidents to ensure maximum safety and efficiency.
Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services Action Steps	(1) Start: 01.01.19 then ongoing (2) 07.01.19 then ongoing (1) Start: 01.01.19 then ongoing	(1) Fire Chief (2) Fire Chief (1) Police CDR (2) Police CDR	(1) None (2) Code Enforcement, Courts & CA (1) IT, Finance	(1) No (2) No (1) TBD	(1) During the annual budget process, recommend technology upgrades that will advance the level of public safety services provided.	1) The Fire Department purchased a new record management system that will allow for more accurate reporting and increased	1) The new record management system, as well as a new staffing solution, have been brought online and are in the final testing/training stage in November. They

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<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. 	(2) Start: 10.01.19 then ongoing		(2) IT, Finance, Fire, City Attorney, Courts	(2) Yes	<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>efficiency. The program will also save the City approximately \$10,000 annually over the current system.</p>	<p>should both be live in December.</p>
<p>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Through established media resources and Council reports, promote the ongoing achievements associated with established public safety success measures. 	<p>(1) Start: 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>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.</p> <p>K-9 unit completed three interviews with local media thanking the community for support in obtaining vests for K-9 Officers Luna and Lloyd.</p>	<p>1) The Fire Department has a new data analysis tool and updated response data. This will allow for regular Fire Department response performance updates. The new data will be presented by neighborhood area to help the community better utilize it.</p>

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<p>Strategy 7: Promote inter-agency support and collaboration</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Identify and create cooperative agreements associated with the execution of established emergency response policies. (2) Develop coordinated process to maintain appropriate participation and representation on regional governing boards, task forces, operations, and planning groups. 	<p>(1) Start: 07.01.19 then ongoing</p> <p>(2) 02.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) Start: 01.01.19 then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) 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>(2) 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>(1) MOUs/contracts/agreements and other related protocols are up to date with established appropriate review and update timetables</p> <p>(2) Police Department has appropriate representation and participation.</p>	<p>1) The Fire Department presented three external aid agreements to City Council which were reviewed and approved during the last quarter.</p>	<p>1) The Fire Department will be working with the Acting City Attorney to review all of the external aid agreements to ensure they are still adding value to the City and are current. This will be done going forward on a three-year rotation.</p> <p>2) The Fire Department is working with Las Vegas Fire Department to create a regional fire accreditation consortium. This will allow for each Fire Department to collaborate and support each other through the international accreditation process.</p>