

# **Boulder City Strategic Plan**

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

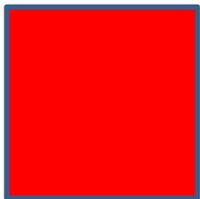
## Implementation Action Plan

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.

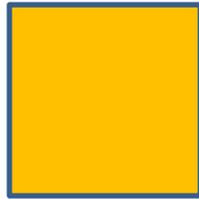
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

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

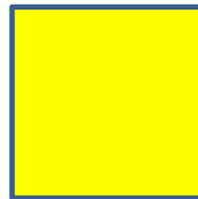
Red: Strategy stopped



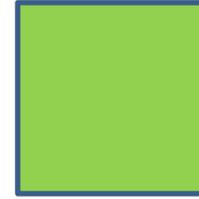
Orange: Strategy on hold



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  | November 2020  | February 2021   |
|--|--|---|-------------------------------|-----------------------------|--|--|---|
| <b>Goal A: Achieve prudent financial stewardship</b>   |  |   |                               |                             |  |  |   |
| Strategy 1: Balance the budget<br>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. | Initiated the development of the FY22 Capital Improvement Plan.  | First three bullets complete. Last bullet now part of Public Works.<br><br>Public Works got tentative approval for FY22 CIP at the March 10, 2021 Special Budget Meeting. Final adoption will happen with May 25 final budget approval. |
| Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases<br>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<br>Finance                                      | All City Department Directors | Yes                         | Increase in revenue streams resulting in less budget constraints.                    | Entered into an agreement with Clark County to fund the Hemenway Park Expansion Project.<br><br>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.<br><br>Finance is developing RFI for Council review for Tract 350 for residential infill. | Council reviewing RFIs for Tract 350 for residential infill.  |
| Strategy 3: Ensure budget reserves are 20% of all funds<br>Action Steps <ul style="list-style-type: none"> <li>Monitor to ensure all funds comply with City</li> </ul>   | <ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>  | Budget Manager<br><i>(previously Chief Accountant)</i><br>Finance |                               | Yes                         | Consistent evaluation ensuring ongoing compliance with City ordinance.               | All reserves are funded.   |   |

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| ordinance on reserve policy   |   |   |  |                              |  |   |  |
| Strategy 4: Maintain emergency funds<br>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)<br>Finance |  | Yes                          | Consistent evaluation ensuring ongoing compliance with City ordinance.                             | All reserves are funded.  |  |
| Strategy 5: Support non-profit and volunteer groups<br>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. | 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. | Facilitated vaccine appointments for local non-profits and volunteer groups<br><br>Collaborated with Chamber on "Letters from Santa" project |

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| Strategy 6: Establish a five-year rolling financial plan<br>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.  |  |   |
| Strategy 7: Evaluate the value of expenditures for outsourced services<br>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.              | Ongoing  | Issued Golf Course Maintenance RFP  |
| Strategy 8: Communicate and share financial successes with the community<br>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.   | 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<br>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. | Integrating the GFOA standards for transparency in the budget process for FY22 publications.   |   |
| Strategy 10: Hire and retain a high-quality staff<br>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  | Ongoing  | Recently an RFP for a comprehensive Classification and Compensation Study was advertised and seven proposals were received. Those proposals are going through a review process with HR & Finance. |

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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> | CIP Coordinator, Public Works                    | Utilities, Finance, Public Works, Parks, Fire, Police          | Yes                                   | Update 2020 CIP  | FY22 CIP process began in August. First CIP Workshop for FY22 scheduled December 1, 2020.   | Staff got tentative approval for FY22 CIP at the March 10, 2021 Special Budget Meeting. Final adoption will happen with May 25 final budget approval.  |
| <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>                                     | 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 requests include SNPLMA Grant Program for the Bighorn Sheep Habitat. Staff is moving forward with the RTC funded Railroad Museum Road design project. | 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. Staff will begin working on annual funding requests with RTC. Staff has completed the annual CCRFCD Maintenance Work Program funding request. |
| <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>  | CIP Coordinator, Public Works                    | Utilities, Finance, Public Works, Parks, Fire, Police          | Yes                                   | Completion of Master Plans and Resource Plans  | <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>Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.</p> <p>Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.</p>   |

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|---|---|--|---|---------------------------------------|--|--|---|
|   |   |  |   |                                       |  | <b>FY22 CIP prep is ongoing.</b>   |   |
| <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<br/>End: 01.01.22</p>          | City Engineer, Public Works                      | Utilities, Finance, Public Works, Parks, Fire, Police | Yes                                   | Completion of Replacement Program and Calendar | <p><b>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</b></p> <p><b>Working through FY22 CIP prep to develop a needed equipment replacement program.</b></p> | <p><b>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</b></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<br/>End: 12.31.22</p>          | CIP Coordinator, Public Works                    | Utilities, Finance, Public Works, Parks, Fire, Police | Yes                                   | Update annually with the CIP                   | <p><b>Held rate study workshops with Utility Advisory Committee and City Council to continue work on updating budget forecasting and utility rates.</b></p>  | <p><b>Continuing work with Utility Advisory Committee and City Council for updating budget forecasting and utility rates.</b></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<br>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<br>End: 06.01.22                  | Community Development Director                   | None                       | No                          | Monitor the number of new small businesses started and expanded in Boulder City                                  | <b>Townsite Solar entered into a long-term lease for the development of solar energy. Revenues go to General Fund and Capital Improvement Fund.</b> |               |
| Strategy 2: Create an Economic Development Plan<br>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<br>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 |   |               |
| Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance<br>Action Steps <ul style="list-style-type: none"> <li>Prepare annual report demonstrating compliance for the City Council</li> </ul>  | First report 08.13.19 then ongoing                | Community Development Director                   | None                       | Yes                         | Submission of annual report each August  |   |               |

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| <ul style="list-style-type: none"> <li>Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth</li> </ul>  |   |  |   |                             |  |  |  |
| <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"> <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>                      | <p>Start: 06.01.19<br/>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><b>Staff evaluated existing parcels on LMP to confirm existing utility capacity is available. This was presented to the City Council on 10.27.20.</b></p> | <p><b>City Council reviewed the proposed 2021 LMP list and made changes at the 01.26.21 meeting.</b></p>   |
| <p>Strategy 5: Identify and prioritize areas for residential infill development</p> <p>Action Steps</p> <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> <li>Have Economic Development Coordinator promote identified parcels for targeted residential development</li> </ul> | <p>Start: 02.01.20<br/>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><b>Finance is developing RFI for Council review for Tract 350 for residential infill.</b></p>   | <p><b>Four developers responded to the city RFI for Tract 350. City Council has provided further direction on city owned properties for residential development.</b></p> |

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| <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<br/>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><b>City Council in its direction to staff regarding Tract 350 provided guidance on potential mixed use residential development for the draft RFP.</b></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<br/>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>We work to secure annual maintenance funding for multi-modal uses including Bicycle Path Rehabilitations. Staff is beginning to prepare FY22 funding requests.</b></p> |
| <p>Strategy 8: Create development standards for the business corridors to help acknowledge the City's history</p> <p>Action Steps</p>   | <p>Start: 07.01.21<br/>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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| <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>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"> <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> | <p>Start: 07.01.20<br/>End: 06.30.22</p>          | <p>Community Development Director</p>            | <p>Public Works</p>        | <p>No</p>                   | <p>Implementation of wayfinding signage</p>                |               | <p><b>As part of the Council evaluation of the proposed FY22 budget, \$75,000 has been tentatively approved for a wayfinding signage program for the downtown area using RDA funds.</b></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"> <li>Identify opportunities to bring visitors from Boulder</li> </ul>   | <p>Start: 06.01.19<br/>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><b>Economic Development Coordinator has been working with the Chamber of Commerce to explore cross promotion opportunities.</b></p>  |

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| City airport, Lake Mead to historic downtown <ul style="list-style-type: none"> <li>Working with local businesses/chamber, develop additional cross promotion opportunities</li> </ul>   |   |  |                            |                             |   |               |               |
| Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation<br>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<br>End: 12.31.19                  | Community Development Director                   | Parks and Recreation       | Yes                         | Long term preservation of a portion of the dry lake bed |               |               |

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| <b>Goal D: Promote Historic Preservation</b>  |   |  |                            |                             |  |  |  |
| Strategy 1: Develop a mission statement based on state and national standards<br>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<br>End: 10.30.19                  | Community Development Director                   | None                       | Yes                         | Mission statement development  |  |  |
| Strategy 2: Develop an Historic Preservation Plan<br>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<br>End: 06.30.20                  | Community Development Director                   | None                       | No                          | City adoption of the Historic Preservation Plan Successful implementation of plan action items | <b>NPF has extended community input through end of November. Will prepare draft plan findings for City Council and Historic Preservation Committee for early 2021.</b> | <b>NPF presented the draft plan to the Historic Preservation Committee on 01.27.21. Committee provided feedback on the plan at end of February and NPF will present revised plan to committee on 04.28.21.</b> |
| Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport)<br>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</li> </ul>  | Start: 02.15.19<br>End: 06.30.21                  | Community Development Director                   | None                       | No                          | Evaluation of the number of districts presented to the City Council for consideration          | <b>North Wind survey under review by SHPO.</b>   | <b>SHPO has provided North Wind their comments and revised study will be shared with Historic Preservation Committee on 04.28.21.</b>  |

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| identify potential districts <ul style="list-style-type: none"> <li>• Use Grant monies to survey properties in proposed districts</li> <li>• Present proposed districts to City Council for consideration</li> </ul>   |   |  |                            |                             |   |   |   |
| Strategy 4: Amend existing codes to achieve historic preservation goals<br>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<br>End: 06.30.21                  | Community Development Director                   | None                       | No                          | Amendment to the Historic Preservation Code       | City Council approved on 10.13.20 creation of ad hoc committee to review City's historic preservation code. | Ad Hoc Committee has met twice as of 02.29.21 and is in the process of developing a draft model ordinance for community and city consideration. |
| Strategy 5: Identify financial incentives to promote historic preservation<br>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<br>End: 06.30.20                  | Community Development Director                   | None                       | No                          | Benchmark grants provided through new RDA program |   | City continues to see property owner and business interest in the new Historic Preservation RDA grant.  |

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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</p> <p>End: 06.30.22</p>       | Community Development Director                   | Communications Manager     | No                          | Benchmark assess value of historic district properties to monitor increases         |  |               |
| <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</p> <p>End: 06.30.24</p>       | Community Development Director                   | None                       | No                          | Development of a historic artifact inventory  |  |               |
| <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</li> </ul>  | <p>Start: 01.05.19</p> <p>End: 01.05.24</p>       | Community Development Director                   | Public Works               | Yes                         | Track the number of historic buildings that have been repurposed – Track the RDA \$ | <b>City Council has directed staff to include as part of FY22 monies to rehab the historic water filtration plant based on Stantec study evaluation.</b> |               |

| 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                        | November 2020 | February 2021 |
|--|---|--|----------------------------|-----------------------------|--|---------------|---------------|
| for City owned historic buildings <ul style="list-style-type: none"> <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> |   |  |                            |                             | used to reinvest in historic buildings |               |               |

| Goal and Strategies  | Anticipated Date to Begin/Anticipated Date to End  | Lead Staff Person (include title and department)  | Other Departments Involved   | Budget/ Resources Available? (Yes/No)  | Success Factors  | November 2020   | February 2021   |
|--|--|---|--|--|--|---|---|
| <b>Goal E: Sustain a High Level of Public Safety Services</b>  | FIRE RED<br>PD BLUE<br>COURT BLACK   | FIRE RED<br>PD BLUE<br>COURT BLACK  | FIRE RED<br>PD BLUE<br>COURT BLACK   | FIRE RED<br>PD BLUE<br>COURT BLACK   | FIRE RED<br>PD BLUE<br>COURT BLACK   |   |   |
| <p><b>Strategy 1: Recruit and retain highly trained public safety staff</b></p> <p><b>Action Steps</b></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<br/>End: 06.30.21</p> <p>(2) Start: 02.01.19<br/>End: 06.30.19</p> <p>(3) Start: 07.01.19<br/>End: 12.31.20</p> <p>(1) Start: 07.01.19<br/>End: 09.01.20</p> <p>(2) Start: 05.01.19<br/>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>(2) Accomplish a comprehensive update of all current positions, archive obsolete-annually</p> <p>(2) Establish an annual proves to update online job</p> | <p>(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 ability 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.</p> <p>(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.</p> | <p>(1) The fire department completed our winter cadet academy. We ended up with seven new reserve firefighters for a total of 18 that are qualified. These firefighters were all tested and met the requirements necessary to be certified by the State of Nevada at the level of Firefighter 1 and Hazardous Materials Operations level.</p> <p>(3) The program continues to evolve and grow. A fulltime administrative captain vacancy has been added in the FY22 budget to fully support this program. The department will continue with the process of researching plans for a permanent training facility.</p> <p>(2) The Police Department has updated all of its positions and job descriptions to meet current requirements and standards</p> <p>(3) The Police Department training program has been updated and now meets and/or exceeds all requirements under NV</p> |

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|---|--|---|---|---|---|---|---|
|   |  |   |   |   | descriptions listing yearly<br>(3) All training programs and requirements meet or exceed current POST and industry standards.<br>(3) All personnel meet or exceed positional training requirements  |   | POST regulations and state law.<br>(3) Police Department's training program now has a check and balance system tied to NV POST to ensure that all personnel meet yearly training requirements   |
| <p><b>Strategy 2: Ensure adequate staffing</b></p> <p><b>Action Steps</b></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<br/>End: 06.30.21</p> <p>(2) Start: 05.25.20<br/>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</p> <p>(2) Fire Chief</p> <p>(1) Police Chief</p> | <p>(1) None</p> <p>(2) Council, City Manager &amp; Finance</p> <p>(1) CM, Personnel</p> <p>(2) Council City Manager &amp; Finance</p> | <p>(1) TBD</p> <p>(2) TBD</p> <p>(1) Yes</p> <p>(2) TBD</p> | <p><b>Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.</b></p> <p>(1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms.</p> <p>(1) Ensure personnel are working within the duties of their job descriptions</p> <p>(2) Appropriate funding sources/resources are identified and engaged to meet/sustain approved staffing plan(s) on established timelines</p> | <p><b>(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.</b></p> <p>(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.</p> <p>(1) All positions are currently working within their job descriptions.</p> | <p>1) The Police Department is within one general fund position of meeting the legal standard imposed under the Crime Prevention and More Cops Acts. Scheduled budget action for June 2021 will put us in compliance for the first time since @2009.</p> <p>(1) All positions are currently working within their job descriptions.</p> <p>(1) The Police Department has re-established the critical mid-manger rank of Lieutenant and will staff those positions in April 2021, without adding personnel or negatively impacting the budget.</p> <p><b>(1) The fire department is still in the process of developing a community risk assessment and standard of coverage document. This will help to clearly articulate the staffing needs for the</b></p> |

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|--|--|---|--|--|---|--|---|
|  |  |   |  |  |   |  | community based on risk. These efforts have been delayed by the COVID-19 pandemic response.   |
| <p><b>Strategy 3: Define and disseminate standards to ensure a high level of public safety services</b></p> <p><b>Action Steps</b></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<br/>End: 06.30.21</p> <p>(2) Start: 07.01.20<br/>End: 06.30.22</p> <p>(3) Start: 06.28.20<br/>then ongoing</p> <p>(4) Start: 03.15.2020<br/>then ongoing</p> <p>(1) 01.01.19 then ongoing</p> <p>(2) Start: 01.01.20<br/>End: 01.01.21</p> <p>(3) 01.01.19 then ongoing</p> <p>(4) Start: 02.01.19<br/>then ongoing</p> | <p>(1) Fire Chief</p> <p>(2) Division Chief</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>(1) None</p> <p>(2) None</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>(1) Yes</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>(1) Create and annually evaluate response and Standards of 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</p> | <p>(1) Relevant policies and procedures have been 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> | <p>(1) The fire department is continuing to review, refine, and revise standards and policies to ensure that the Boulder City Fire Department delivers the highest level of public safety they can.</p> <p>(2) The fire prevention program is in place and will be utilized citywide as soon as the pandemic restrictions are lifted, and people can return to normal business.</p> <p>(3) The city council approved the 2018 International Fire Code and the 2018 Southern Nevada Consensus Fire Code Amendments in November.</p> <p>(4) The emergency management program will be reviewed and revision will be made where necessary after the completion of the COVID-19 pandemic after-action review that is being done at the city and regional levels.</p> |

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|--|---|--|---|---------------------------------------|--|--|---|
|  |   |  |   |                                       | legal requires, POST and industry standards.<br>(2) Ongoing programs are updated and are efficiently and effectively reaching targeted audiences.<br><br>(3) City ordinances falling to the Police Department for enforcement are legally sufficient, meet court standards and are relevant.<br><br>(4) Same as 4 above                                    |  |   |
| <p>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</p> <p>Action Steps</p> <ul style="list-style-type: none"> <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<br/>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>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.</p> | <p>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. Members from both department's attended a 16-hour training session this past winter to start this process.</p> |
| <p>Strategy 5: Identify and embrace the latest technology</p>  | <p>(1) Start: 01.01.19 then ongoing</p>   | <p>(1) Fire Chief</p> <p>(2) Fire Chief</p>      | <p>(1) None</p>   | <p>(1) No</p> <p>(2) No</p>           | <p>(1) During the annual budget process,</p>   | <p>1) The new record management system, as</p>   | <p>(1) The department is using the new record</p>   |

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|---|--|--|--|--|---|---|---|
| <p>to improve effectiveness and efficiency of public safety services</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>(2) 07.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing<br/>(2) Start: 10.01.19 then ongoing</p>      | <p>(1) Police CDR<br/>(2) Police CDR</p>               | <p>(2) Code Enforcement, Courts &amp; CA</p> <p>(1) IT, Finance<br/>(2) IT, Finance, Fire, City Attorney, Courts</p> | <p>(1) TBD<br/>(2) Yes</p>             | <p>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<br/>(2) Comprehensive management group established with appropriate personnel</p>   | <p>well as a new staffing solution, have been brought online and are in the final testing/training stage in November. They should both be live in December.</p>   | <p>management system with much success. This system has allowed us to consolidate much of our work into a single source. The department continues to try to make the staffing solution meet our needs.</p> <p>(1) Completed and launched CityProtect crime mapping system, allowing residents to see crime reports in their neighborhood. A news release was issued on this in March.</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"> <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<br/>(1) Start: 02.01.19 then ongoing<br/>(1) Start: 01.01.20 End: 12.31.20</p> | <p>(1) Fire Chief<br/>(1) Judge<br/>(1) Police CDR</p> | <p>(1) Communications Manager</p> <p>1) Communications Manager</p>   | <p>(1) Yes<br/>(1) Yes<br/>(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 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> | <p>(1) The fire department's new record management system allows for good data analysis and reporting. The department started gathering the new data in October 2020 and will do so going forward which will allow for accurate reports for the city leadership as well as the community.</p> <p>(1) Communications issued news releases and social media posts on CityProtect crime mapping system, allowing residents to see crime reports in their neighborhood.</p> |

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|--|---|--|---|--|--|---|--|
| <p><b>Strategy 7: Promote inter-agency support and collaboration</b></p> <p><b>Action Steps</b></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><br><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><br><p>(1) Police Chief</p> <p>(2) Police Chief</p> | <p>(1) Yes</p> <p>(2) None</p><br><p>(1) Varies</p> | <p>(1) Yes</p> <p>(2) Yes</p><br><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 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> | <p>(1) The fire department continues to work at revising mutual aid agreements as necessary. The most recent example is the Nellis Air Force Base agreement. The department will continue to review and revise as necessary.</p> |