

Boulder City Strategic Plan

Implementation Action Plan for 2020 to 2025

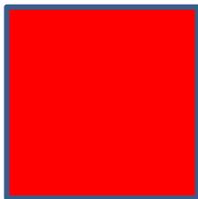
Implementation Action Plan

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

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

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

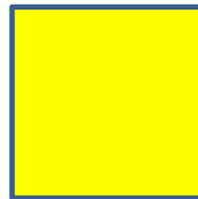
Red: Strategy stopped



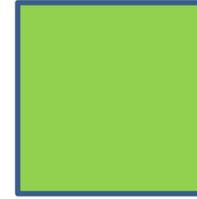
Orange: Strategy on hold



Yellow: Strategy in progress



Green: Strategy complete



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	February 2021	May 2021
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.	First three bullets complete. Last bullet now part of Public Works. 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.	City Council approved a balanced budget on 05.25.21
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.	Council reviewing RFIs for Tract 350 for residential infill.	Stewardship of \$4.2M in CARES Act funds. Reimbursement of over \$1.2M in COVID expenditures through FEMA. Council reviewing RFP for Tract 350 for residential infill. Received \$2500 Grant from SNICC for toddler swim lessons.
Strategy 3: Ensure budget reserves are 20% of all funds Action Steps <ul style="list-style-type: none"> Monitor to ensure all funds comply with City ordinance on reserve policy 	<ul style="list-style-type: none"> 01.01.19 thru 06.30.19 then ongoing 	Budget Manager <i>(previously Chief Accountant)</i> Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.		

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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.		
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.	Facilitated vaccine appointments for local non-profits and volunteer groups Collaborated with Chamber on "Letters from Santa" project	Through City Council approval of CARES funds for local non-profits, city was able to support seniors and those seeking rental and utility assistance due to COVID. The city worked with Clark County to provide CDBG funding for Lend a Hand's planned new facility at ABC Park. As part of the City Council FY22 budget approval on 05.25.21, funds were allocated to create two new non-profit gateway signs into the community.

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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.	Issued Golf Course Maintenance RFP	Following issuance of the RFP, the City received 8 proposals for the Golf Course Maintenance Agreement. Secured contract in May.
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, social media and article for publication regarding FY22 budget.
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.		
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> Conduct Job Analysis Update Job Specifications Compensation Review 	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	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.	Evergreen Solutions was the successful proposal and began collecting data for the study on June 7, 2021. Evergreen is scheduled to meet with the City Council on August 10, 2021 to the study plan.

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Goal B: Invest in Infrastructure							
<p>Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds</p> <p>Action Steps</p> <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually 	<p>Start: 01.01.19 then ongoing</p> <p>Start: 01.01.19 then ongoing</p>	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Update 2020 CIP	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.	Final adoption of the FY22 CIP was approved at the May 25 City Council Meeting.
<p>Strategy 2: Maximize the use of outside funding sources for infrastructure</p> <p>Action Steps</p> <ul style="list-style-type: none"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding 	<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. Staff will begin working on annual funding requests with RTC. Staff has completed the annual CCRFCD Maintenance Work Program funding request.	Maximizing the use of outside funding sources for infrastructure is an ongoing action step for Public Works. They work to secure annual maintenance funding along with special project requests. Staff has begun working on annual funding requests with RTC.
<p>Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process</p> <p>Action Steps</p> <ul style="list-style-type: none"> Prepare/Update Infrastructure Master Plans and Resource plans Implement in conjunction with Strategy 1 	<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>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>	<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>

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	February 2021	May 2021
<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>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</p>	<p>Continue to analyze most recent identified CIP needs to determine the next set of studies required to support Strategy 4.</p> <p>VERF continues to support Strategy 4 with guiding equipment and vehicle replacement for the City.</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>Continuing work with Utility Advisory Committee and City Council for updating budget forecasting and utility rates.</p>	<p>Golf Cart Replacement plan for Boulder Creek approved.</p> <p>Adjusted utility rates with the FY22 budget approval.</p> <p>Continue work with Utility Advisory Committee and City Council for budget forecasting and to begin planning for FY23.</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	February 2021	May 2021
Goal C: Manage Growth and Development							
Strategy 1: Identify opportunities for new and small-business development that will provide a diverse revenue stream with minimal impact on the quality of life Action Steps <ul style="list-style-type: none"> Foster regional partnerships that diversify our City revenue stream and local economy Identify industries that create synergy with existing local businesses Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center 	Start: 06.01.19 End: 06.01.22	Community Development Director	None	No	Monitor the number of new small businesses started and expanded in Boulder City		
Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> Work with UNLV, BCEDAC, stakeholders to develop the plan Incorporate measurable, actionable goals in the plan Present plan to City Council for adoption 	Start: 01.15.19 End: 05.30.19	Community Development Director	None	Yes	Completion of the ED Plan Report to City Council each August on community accomplishments identified in the plan		
Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance Action Steps <ul style="list-style-type: none"> Prepare annual report demonstrating compliance for the City Council 	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"> Educate the community regarding: 1) compliance to the ordinance and 2) benefits of sustainable growth 							
<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>City Council reviewed the proposed 2021 LMP list and made changes at the 01.26.21 meeting.</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 residential infill development With 2021 LMP, identify city owned properties for residential infill Have Economic Development Coordinator promote identified parcels for targeted residential development 	<p>Start: 02.01.20 End: 02.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities, Finance</p>	<p>No</p>	<p>Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of residential marketing campaign</p>	<p>Four developers responded to the city RFI for Tract 350. City Council has provided further direction on city owned properties for residential development.</p>	<p>City Council adopted 2021 Land Management Plan (LMP) that focused on infill development.</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"> • Amend the City Code to better accommodate townhome development in Boulder City • Evaluate nationwide best practices for successful mixed use development • Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning • Develop a marketing campaign to actively promote those sites for development/redevelopment 	<p>Start: 07.01.20 End: 06.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>Adoption of townhome zoning regulations and implementation of the marketing campaign</p>	<p>City Council in its direction to staff regarding Tract 350 provided guidance on potential mixed use residential development for the draft RFP.</p>	
<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses • Identify potential public works projects that follow regional and local plans for improved connectivity • Amend City's Capital Improvement Plan accordingly 	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Public Works Director</p>	<p>Community Development</p>	<p>No</p>	<p>Monitor RTC ridership- Conduct community survey regarding how residents use mass transit</p>	<p>We work to secure annual maintenance funding for multi-modal uses including Bicycle Path Rehabilitations. Staff is beginning to prepare FY22 funding requests.</p>	<p>Public Works is securing annual maintenance funding for multi-modal uses including Bicycle Path Rehabilitations. Staff has begun preparing FY22 funding requests.</p>
<p>Strategy 8: Create development standards for the business corridors to help acknowledge the City's history</p> <p>Action Steps</p>	<p>Start: 07.01.21 End: 06.30.23</p>	<p>Community Development Director</p>	<p>None</p>	<p>Yes</p>	<p>City Council consideration of new development standards for identified corridors</p>		

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<ul style="list-style-type: none"> Working with Planning Commission and Historic Preservation Committee, identify businesses with shared history Research applicability of the integration of form based codes in BC Propose to the City Council any proposed changes to Title 11 that would create development standards for identified corridors 							
<p>Strategy 9: Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares</p> <p>Action Steps</p> <ul style="list-style-type: none"> Coordinate with outside agencies on a master wayfinding signage program for the City Identify locations for historic storyboards by working with Public Works and the Boulder City Museum and Historical Association Amend Capital Plan to fund implementation 	<p>Start: 07.01.20 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>No</p>	<p>Implementation of wayfinding signage</p>	<p>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.</p>	<p>City Council approved on 05.25.21 as part of the FY22 budget, \$75,000 for the wayfinding study.</p> <p>Also, as part of the FY22 budget approval, the City Council also provided funding for a new gateway community sign.</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 	<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>Economic Development Coordinator has been working with the Chamber of Commerce to explore cross promotion opportunities.</p>	<p>Construction of Hemenway Park Expansion/Nature Trail.</p> <p>Hosted College Golf Championships at Boulder Creek.</p>

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City airport, Lake Mead to historic downtown <ul style="list-style-type: none"> Working with local businesses/chamber, develop additional cross promotion opportunities 							
Strategy 11: Designate areas of the Eldorado Dry Lake Bed for preservation Action Steps <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 	Start: 07.01.19 End: 12.31.19	Community Development Director	Parks and Recreation	Yes	Long term preservation of a portion of the dry lake bed		

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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 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.	
Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport) Action Steps <ul style="list-style-type: none"> Achieve CLG designation with Nevada SHPO – DONE AUGUST 2019 Work with stakeholders, property owners, HPC to 	Start: 02.15.19 End: 06.30.21	Community Development Director	None	No	Evaluation of the number of districts presented to the City Council for consideration	SHPO has provided North Wind their comments and revised study will be shared with Historic Preservation Committee on 04.28.21.	Draft Historic Preservation Plan makes recommendations on the creation and process for new historic districts. After final Historic Preservation review, draft plan will be presented to the City Council in Fall 2021.

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identify potential districts <ul style="list-style-type: none"> • Use Grant monies to survey properties in proposed districts • Present proposed districts to City Council for consideration 							
Strategy 4: Amend existing codes to achieve historic preservation goals Action Steps <ul style="list-style-type: none"> • Complete Historic Preservation Plan • Research nationwide best practices for historic preservation districts • Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to City code 	Start: 07.01.19 End: 06.30.21	Community Development Director	None	No	Amendment to the Historic Preservation Code	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.	Ad Hoc Committee has held four meetings since its creation by the City Council in 2020. Staff is preparing for two open houses in June to answer public questions regarding the draft plan.
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 continues to see property owner and business interest in the new Historic Preservation RDA grant.	As part of FY22 budget, City Council approved \$100,000 for a new grant program to incentivize homeowners to restore homes following the Secretary of Interior’s design guidelines.

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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>	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"> • Have Historic and Cultural Affairs position reach out to community to identify existing historic artifacts • Develop the educational campaign • Promote to the community to educate citizens on existing resources • Explore opportunities for collection and display of resources in the community either through physical (e.g. museum) or electronic means 	<p>Start: 07.01.22</p> <p>End: 06.30.24</p>	Community Development Director	None	No	<p>Development of a historic artifact inventory</p> <p>STRATEGY PLACED ON HOLD IN 2019</p>		
<p>Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area</p> <p>Action Steps</p> <ul style="list-style-type: none"> • Complete Stantec Study that evaluates City needs 	<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 \$		As part of the approved FY22 budget, the City Council approved the use of approximately \$450,000 to conduct a study, apply for grant funding and restore

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for City owned historic buildings <ul style="list-style-type: none"> • 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 					used to reinvest in historic buildings		the historic water filtration plant.

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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		
<p>Strategy 1: Recruit and retain highly trained public safety staff</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process. (2) Update job descriptions to ensure reflection of current position expectations and duties. (3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development. 	<p>(1) Start: 07.01.20 End: 06.30.21</p> <p>(2) Start: 02.01.19 End: 06.30.19</p> <p>(3) Start: 07.01.19 End: 12.31.20</p> <p>(1) Start: 07.01.19 End: 09.01.20</p> <p>(2) Start: 05.01.19 End: 12.31.25</p> <p>(3) then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(3) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) Police CDR</p> <p>(3) Police Chief</p>	<p>(1) Personnel</p> <p>(2) Personnel</p> <p>(1) Personnel</p> <p>(2)Personnel</p>	<p>(1) No</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p>	<p>(1) Establish/maintain an 80% Candidate satisfaction survey program.</p> <p>(2) Completed project on/or before the end of FY19.</p> <p>(3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire & 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 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>	<p>(3) The fire department now has an annual training plan that meets or exceeds national standards. The plan directs all training during the year to help ensure all members maintain a high level of training and competency.</p>

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	February 2021	May 2021
					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	POST regulations and state law (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	
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) 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. (1) All positions are currently working within their job descriptions. (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. (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	(1) The fire department is in the process of testing and/or recruiting for a captain that will oversee the training department and a fire analyst. These positions were frozen in last year's budget and will help the training and EMS programs to move forward significantly. The department is still working to identify how to better meet the fire inspection needs for the city. (2) The fire department is continuing to work on the community risk assessment, standard of cover, and future staffing needs. This will be presented to city council upon completion. (1) The Police Department recently promoted several employees to fill middle- and upper-level openings.

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						community based on risk. These efforts have been delayed by the COVID-19 pandemic response.	
<p>Strategy 3: Define and disseminate standards to 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>(1) Start: 07.01.20 End: 06.30.21</p> <p>(2) Start: 07.01.20 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>(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) 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>	<p>(1) The fire department has updated or rewritten approximately 50% of the policies, procedures, and guiding documents.</p> <p>(2) The fire prevention program has been moved into the newly created community risk reduction program. This all hazard prevention program will better meet the risk reduction needs of the city.</p>

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					legal requires, POST and industry standards. (2) Ongoing programs are updated and are efficiently and effectively reaching targeted audiences. (3) City ordinances falling to the Police Department for enforcement are legally sufficient, meet court standards and are relevant. (4) Same as 4 above		
Strategy 4: Support a unified approach to police, fire, courts, and code enforcement Action Steps • (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 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.	
Strategy 5: Identify and embrace the latest technology	(1) Start: 01.01.19 then ongoing	(1) Fire Chief (2) Fire Chief	(1) None	(1) No (2) No	(1) During the annual budget process,	(1) The department is using the new record	

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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"> (1) Research and recommend the purchase of technologically advanced public safety equipment and software. (2) Develop an interagency technology, strategy and oversight public safety centric management group to deconflict technology issues while developing and managing long-range integrated plans. 	<p>(2) 07.01.19 then ongoing</p> <p>(1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing</p>	<p>(1) Police CDR (2) Police CDR</p>	<p>(2) Code Enforcement, Courts & CA</p> <p>(1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) TBD (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 (2) Comprehensive management group established with appropriate personnel</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"> (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 (1) Start: 02.01.19 then ongoing (1) Start: 01.01.20 End: 12.31.20</p>	<p>(1) Fire Chief (1) Judge (1) Police CDR</p>	<p>(1) Communications Manager 1) Communications Manager</p>	<p>(1) Yes (1) Yes (1) TBD</p>	<p>(1) Provide two public safety updates per quarter.</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'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>	<p>(1) The fire department has leveraged the data from the new record management system to better track and improve the response time performance from the time a person calls 911 until the fire department is on scene; a collaborative effort between the fire department and the police department communication center.</p> <p>1) Shared images and stories of recent BTC Graduates on social media; plans for summer gatherings with BTC Graduates are in the works.</p> <p>(1) News releases on Local Control, mask updates.</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 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>	