

# **Boulder City Strategic Plan**

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

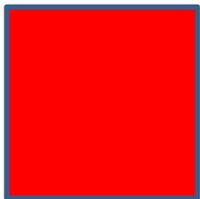
## Implementation Action Plan

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

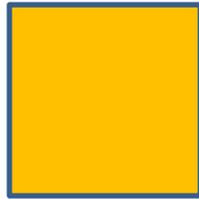
Prudent implementation of most goals and strategies requires “circling back” after the work of completing strategies has begun and fine-tuning the results based on experience.

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

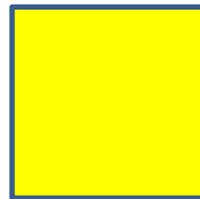
Red: Strategy stopped



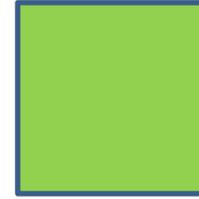
Orange: Strategy on hold



Yellow: Strategy in progress



Green: Strategy complete



Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	May 2021	August 2021
<b>Goal A: Achieve prudent financial stewardship</b>							
Strategy 1: Balance the budget Action Steps <ul style="list-style-type: none"> <li>Update annually and maintain 5-year financial plan</li> <li>Utilize City financial software to full potential</li> <li>Prepare 5-year expenditure forecast</li> <li>Prepare &amp; adopt annual CIP before operating budget</li> </ul>	<ul style="list-style-type: none"> <li>05.31.19 then ongoing</li> <li>01.01.19 to 02.01.19 then ongoing</li> <li>01.01.19 to 02.28.19 then ongoing</li> <li>07.01.19 to 05.30.20 then ongoing</li> </ul>	Finance Director	All City Department Directors	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.	<b>City Council approved a balanced budget on 05.25.21</b>	
Strategy 2: Diversify revenue sources through greater use of grants, self-sustaining funds and leases Action Steps <ul style="list-style-type: none"> <li>Continue to actively pursue all available grants</li> <li>Actively market &amp; sell land around BC golf course</li> <li>Actively market &amp; lease land in urban core</li> <li>Examine and improve revenue streams to promote self-sustaining enterprise funds</li> </ul>	<ul style="list-style-type: none"> <li>05.01.19 to 05.01.20 then ongoing</li> <li>05.01.19 to 12.31.24 then ongoing</li> <li>07.01.21 to 05.30.24 then ongoing</li> <li>07.01.19 to 05.30.24 then ongoing</li> </ul>	Contracts Manager Finance	All City Department Directors	Yes	Increase in revenue streams resulting in less budget constraints.	<b>Stewardship of \$4.2M in CARES Act funds.</b>  <b>Reimbursement of over \$1.2M in COVID expenditures through FEMA.</b>  <b>Council reviewing RFP for Tract 350 for residential infill.</b>  <b>Received \$2500 Grant from SNICC for toddler swim lessons.</b>	Received a grant for Safekey Scholarships from local non-profit Dan Leach Memorial Fund.  Received grants for the Safekey program and Youth Sports program from San Diego Gas & Electric.  Received sponsorship donations for the Youth Sports program from local businesses.
Strategy 3: Ensure budget reserves are 20% of all funds Action Steps <ul style="list-style-type: none"> <li>Monitor to ensure all funds comply with City ordinance on reserve policy</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager <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"> <li>Fully fund and maintain Emergency Fund as required by ordinance</li> </ul>	<ul style="list-style-type: none"> <li>01.01.19 thru 06.30.19 then ongoing</li> </ul>	Budget Manager (previously Chief Accountant) Finance		Yes	Consistent evaluation ensuring ongoing compliance with City ordinance.		
Strategy 5: Support non-profit and volunteer groups Action Steps <ul style="list-style-type: none"> <li>Calculate and report current value of donated time, materials, and facilities</li> <li>Establish criteria for support</li> <li>Establish benchmarking against other communities</li> </ul>	<ul style="list-style-type: none"> <li>07.01.20 to 06.30.21 then ongoing</li> <li>07.01.19 to 06.30.20 then ongoing</li> <li>07.01.21 to 06.30.22 then ongoing</li> </ul>	Finance Director	Parks and Recreation, Communications, Fire, & Police	Yes	Ongoing review of benchmarks and goals reflecting comparable results with surrounding communities.	<p><b>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.</b></p> <p><b>The city worked with Clark County to provide CDBG funding for Lend a Hand's planned new facility at ABC Park.</b></p> <p><b>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.</b></p>	<p><b>City partnered with the non-profit Damboree Committee and other local non-profits to host the 4th of July Damboree Celebration.</b></p>

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Strategy 6: Establish a five-year rolling financial plan Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	01.01.19 to 05.31.19 then ongoing	Finance Director	All City Departments	Yes	Financial Plan adopted and implemented.		
Strategy 7: Evaluate the value of expenditures for outsourced services Action Steps <ul style="list-style-type: none"> <li>Hire Purchasing Manager</li> <li>Evaluate bringing outsourced services in-house</li> </ul>	01.22.19 Completed 07.01.19 to 06.30.21 then ongoing	Purchasing Manager Finance	All City Departments	Yes	Reduction in expenses creating a measurable improvement in net revenue.	<b>Following issuance of the RFP, the City received 8 proposals for the Golf Course Maintenance Agreement. Secured contract in May.</b>	
Strategy 8: Communicate and share financial successes with the community Action Steps <ul style="list-style-type: none"> <li>Inform Communication Manager of financial success to report</li> </ul>	04.01.19 to 06.01.19 then ongoing	Finance Director	Communications	Yes	Positive feedback on Community forums.	<b>News release, social media and article for publication regarding FY22 budget.</b>	<b>News release and social media on GFOA Distinguished Budget Award in August.</b>
Strategy 9: Adopt and integrate best practices into department's programs and operations Action Steps <ul style="list-style-type: none"> <li>See Strategy 1</li> </ul>	01.01.19 to 05.30.24 then ongoing	Finance Director	All City Departments	Yes	Successful achievement of benchmarks and goals, reflecting into clean audit results.		
Strategy 10: Hire and retain a high-quality staff Action Steps <ul style="list-style-type: none"> <li>Conduct Job Analysis</li> <li>Update Job Specifications</li> <li>Compensation Review</li> </ul>	07.01.20 then ongoing	Finance Director	Personnel	Yes	Highly motivated and engage workforce	<b>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.</b>	<b>Evergreen Solutions (ES) met with City Council in August. Council provided direction and ES is currently surveying peer entities regarding total compensation comparatives.</b>



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<b>Goal B: Invest in Infrastructure</b>							
Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> <li>Enhance CIP prioritization process</li> <li>Validate priorities annually</li> </ul>	Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Update 2020 CIP	Final adoption of the FY22 CIP was approved at the May 25 City Council Meeting.	CIP Coordinator is in the beginning coordination phases for FY23 CIP development.  CIP Coordinator obtained ClearGov software to enhance the CIP development process
Strategy 2: Maximize the use of outside funding sources for infrastructure Action Steps <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>	Start: 01.01.19 then ongoing	Public Works Director	Finance, Utilities, Public Works, City Manager, Communications	Yes	Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds	Maximizing the use of outside funding sources for infrastructure is an ongoing action step for Public Works. They work to secure annual maintenance funding along with special project requests. Staff has begun working on annual funding requests with RTC.	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 secured FY22 funding requests.
Strategy 3: Prepare and update source documents to guide and inform the Capital Improvement Plan process Action Steps <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>	Start: 07.01.19 then ongoing Start 07.01.19 then ongoing	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Completion of Master Plans and Resource Plans	Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects.  Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.	Continue to utilize Stantec study to formalize a 5-year maintenance plan and prioritize subsequent CIP projects. Continue to utilize Electric Power Pole Condition and Water/ Sewer Condition assessment to formalize a maintenance plan and prioritize subsequent CIP projects.
Strategy 4: Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation	Start: 01.01.19 End: 01.01.22	City Engineer, Public Works	Utilities, Finance, Public Works	Yes	Completion of Replacement Program and Calendar	Continue to analyze most recent identified CIP needs to determine the next set of studies	Continue to analyze most recent identified CIP needs to determine the next set of studies

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	May 2021	August 2021
of City assets and infrastructure Action Steps <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>			Parks, Fire, Police			required to support Strategy 4.  VERF continues to support Strategy 4 with guiding equipment and vehicle replacement for the City.	required to support Strategy 4.  VERF continues to support Strategy 4 with guiding equipment and vehicle replacement for the City. Continue work with Utility Advisory Committee and City Council for budget forecasting for FY23.
Strategy 5: Update the City's Comprehensive Asset Management Plan, including an assessment of current conditions Action Steps <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>	Start: 07.01.20 End: 12.31.22	CIP Coordinator, Public Works	Utilities, Finance, Public Works, Parks, Fire, Police	Yes	Update annually with the CIP	Golf Cart Replacement plan for Boulder Creek approved.  Adjusted utility rates with the FY22 budget approval.  Continue work with Utility Advisory Committee and City Council for budget forecasting and to begin planning for FY23.	

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<b>Goal C: Manage Growth and Development</b>							
Strategy 1: Identify opportunities for new and small-business development that will provide a diverse revenue stream with minimal impact on the quality of life Action Steps <ul style="list-style-type: none"> <li>Foster regional partnerships that diversify our City revenue stream and local economy</li> <li>Identify industries that create synergy with existing local businesses</li> <li>Encourage new and small business development through the creation of a business resource guide and local entrepreneurial innovation center</li> </ul>	Start: 06.01.19 End: 06.01.22	Community Development Director	None	No	Monitor the number of new small businesses started and expanded in Boulder City	<b>Economic Development Director Festekjian has been working with our regional economic development partners to respond to the federal Building Back Better Regional Challenge that will provide resources for infrastructure development, workforce training and support for entrepreneurship. This effort will help encourage new and small business development.</b>	
Strategy 2: Create an Economic Development Plan Action Steps <ul style="list-style-type: none"> <li>Work with UNLV, BCEDAC, stakeholders to develop the plan</li> <li>Incorporate measurable, actionable goals in the plan</li> <li>Present plan to City Council for adoption</li> </ul>	Start: 01.15.19 End: 05.30.19	Community Development Director	None	Yes	Completion of the ED Plan Report to City Council each August on community accomplishments identified in the plan		
Strategy 3: Demonstrate adherence to the Controlled Growth Ordinance Action Steps <ul style="list-style-type: none"> <li>Prepare annual report demonstrating compliance for the City Council</li> </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 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>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 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>City Council adopted 2021 Land Management Plan (LMP) that focused on infill development.</b></p>	

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	May 2021	August 2021
<p>Strategy 6: Assess the need for mixed-use development within emerging residential areas</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Amend the City Code to better accommodate townhome development in Boulder City</li> <li>• Evaluate nationwide best practices for successful mixed use development</li> <li>• Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning</li> <li>• Develop a marketing campaign to actively promote those sites for development/redevelopment</li> </ul>	<p>Start: 07.01.20 End: 06.15.21</p>	<p>Community Development Director</p>	<p>Public Works, Utilities</p>	<p>No</p>	<p>Adoption of townhome zoning regulations and implementation of the marketing campaign</p>		
<p>Strategy 7: Promote multi-modal development and connectivity</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Continue regional partnerships (e.g. RTC) that identify best practices for multi-modal uses</li> <li>• Identify potential public works projects that follow regional and local plans for improved connectivity</li> <li>• Amend City's Capital Improvement Plan accordingly</li> </ul>	<p>Start: 07.01.19 End: 06.30.22</p>	<p>Public Works Director</p>	<p>Community Development</p>	<p>No</p>	<p>Monitor RTC ridership- Conduct community survey regarding how residents use mass transit</p>	<p><b>Public Works is securing annual maintenance funding for multi-modal uses including Bicycle Path Rehabilitations. Staff has begun preparing FY22 funding requests.</b></p>	<p><b>Public Works has secured funding from RTC for multi-modal uses including Bicycle Path Rehabilitations FY22 project.</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 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>		<p><b>Worked with Stantec to develop tree and plant list for proposed Title 11 City Code Changes. Seeking public comment in September and October.</b></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 End: 06.30.22</p>	<p>Community Development Director</p>	<p>Public Works</p>	<p>No</p>	<p>Implementation of wayfinding signage</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>Staff working on consultant selection to complete this effort within FY22.</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 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>Construction of Hemenway Park Expansion/Nature Trail.</p> <p>Hosted College Golf Championships at Boulder Creek.</p>	<p>Collaboration with local businesses and Chamber of Commerce with hosting USA World Softball Championship.</p> <p>Partnering with NV Division of Wildlife on signage for Hemenway Park.</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 Action Steps <ul style="list-style-type: none"> <li>Conduct an evaluation of appropriate recreational uses on the dry lake bed</li> <li>Present findings to the City Council and seek their direction on boundaries for Dry Lake Bed preservation</li> </ul>	Start: 07.01.19 End: 12.31.19	Community Development Director	Parks and Recreation	Yes	Long term preservation of a portion of the dry lake bed		



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<b>Goal D: Promote Historic Preservation</b>							
Strategy 1: Develop a mission statement based on state and national standards Action Steps <ul style="list-style-type: none"> <li>Staff to research potential mission statements utilizing state and national resources</li> <li>Present to the HPC committee for consideration</li> <li>Incorporate in Historic Preservation Plan and City code amendments</li> </ul>	Start: 07.01.19 End: 10.30.19	Community Development Director	None	Yes	Mission statement development		
Strategy 2: Develop an Historic Preservation Plan Action Steps <ul style="list-style-type: none"> <li>Create a Historic Preservation and Cultural Affairs division and hire Manager</li> <li>Work with Historic Preservation Committee and Stakeholders to develop the plan that incorporates measurable, actionable goals in the plan</li> <li>Present plan to City Council for adoption</li> </ul>	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	City adoption of the Historic Preservation Plan Successful implementation of plan action items		<b>City Council on 08.24.21 adopted the Boulder City Historic Preservation Plan with measurable, actionable goals for implementation over a five year period.</b>
Strategy 3: Explore adding new Historic Preservation Districts (e.g., old Airport) Action Steps <ul style="list-style-type: none"> <li>Achieve CLG designation with Nevada SHPO – <b>DONE AUGUST 2019</b></li> <li>Work with stakeholders, property owners, HPC to</li> </ul>	Start: 02.15.19 End: 06.30.21	Community Development Director	None	No	Evaluation of the number of districts presented to the City Council for consideration	<b>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.</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 Action Steps <ul style="list-style-type: none"> <li>• Complete Historic Preservation Plan</li> <li>• Research nationwide best practices for historic preservation districts</li> <li>• Working with Historic Preservation Committee, Property Owners and Stakeholders, present recommend changes to City code</li> </ul>	Start: 07.01.19 End: 06.30.21	Community Development Director	None	No	Amendment to the Historic Preservation Code	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"> <li>• Develop a new RDA grant that encourages renovation of historically significant buildings in the district</li> <li>• Explore other potential incentives that promote historic preservation</li> <li>• Present alternatives to City Council for consideration</li> </ul>	Start: 07.01.19 End: 06.30.20	Community Development Director	None	No	Benchmark grants provided through new RDA program	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"> <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	<p>Development of a historic artifact inventory</p> <p><b>STRATEGY PLACED ON HOLD IN 2019</b></p>		
<p>Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area</p> <p>Action Steps</p> <ul style="list-style-type: none"> <li>• Complete Stantec Study that evaluates City needs</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 \$	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	CCCHP application will be provided by SHPO this fall with an application deadline of early 2022. Staff working on hiring consultant for Historic Structure Report and Treatment Plan. Plan to be

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/Resources Available?	Success Factors	May 2021	August 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	the historic water filtration plant.	completed prior to CCCHP grant application submittal for historic water filtration plant project.

Goal and Strategies	Anticipated Date to Begin/Anticipated Date to End	Lead Staff Person (include title and department)	Other Departments Involved	Budget/ Resources Available? (Yes/No)	Success Factors	May 2021	August 2021
<b>Goal E: Sustain a High Level of Public Safety Services</b>	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK	FIRE RED PD BLUE COURT BLACK
<p><b>Strategy 1: Recruit and retain highly trained public safety staff</b></p> <p><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 End: 06.30.21</p> <p>(2) Start: 02.01.19 End: 06.30.19</p> <p>(3) Start: 07.01.19 End: 12.31.20</p> <p>(1) Start: 07.01.19 End: 09.01.20</p> <p>(2) Start: 05.01.19 End: 12.31.25</p> <p>(3) then ongoing</p>	<p>(1) Fire Chief</p> <p>(2) Fire Chief</p> <p>(3) Fire Chief</p> <p>(1) Police Chief</p> <p>(2) Police CDR</p> <p>(3) Police Chief</p>	<p>(1) Personnel</p> <p>(2) Personnel</p> <p>(1) Personnel</p> <p>(2) Personnel</p>	<p>(1) No</p> <p>(2) Yes</p> <p>(3) Yes</p> <p>(1) Yes</p> <p>(2) Yes</p> <p>(3) Yes</p>	<p>(1) Establish/maintain an 80% Candidate satisfaction survey program.</p> <p>(2) Completed project on/or before the end of FY19.</p> <p>(3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire &amp; EMS training requirements.</p> <p>(1) Deploy Recruitment Teams to regional employment events, colleges, etc., and see appropriate applicant responses.</p> <p>(1) Single application process incorporating all requirements-HR, PD, POST</p> <p>(1) Reduce testing, hiring process by 50% to max 3 months</p> <p>(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>(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>	<p>(1) The fire department continues to increase the training level and proficiency of the members of the department. So far in 2021, eight firefighters have been sent to hazmat technician training and two to rope rescue technician training. This will continue in 2022 and 2023 to ensure the department has a highly training response force.</p> <p>(1) The most recent fire cadet academy was given a post-graduation survey and the department scored a 100% satisfaction rating.</p> <p>(1) Our recruitment personnel have completed several recruiting videos that have been posted to social media</p> <p>(3) All of our training programs, police and procedures have been updated to meet the revised training requirements imposed by the last legislative session.</p> <p>(3) All personnel are on track to meet all of the training requirements</p>

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					descriptions listing yearly (3) All training programs and requirements meet or exceed current POST and industry standards. (3) All personnel meet or exceed positional training requirements		
<b>Strategy 2: Ensure adequate staffing</b> <b>Action Steps</b> <ul style="list-style-type: none"> <li>(1) Develop comprehensive staffing plan based on expectations and recognized standards.</li> <li>(2) Provide funding to hire and achieve established staffing plan.</li> </ul>	(1) Start: 05.25.20 End: 06.30.21 (2) Start: 05.25.20 End: 06.30.21  (1) Start: 01.01.19 then ongoing  (2) 07.01.19 then ongoing	(1) Fire Chief (2) Fire Chief  (1) Police Chief	(1) None (2) Council, City Manager & Finance  (1) CM, Personnel  (2) Council City Manager & Finance	(1) TBD (2) TBD  (1) Yes  (2) TBD	Utilizing established response expectations establish and fund a staffing model that maintains a high level of public safety services.  (1) Ensure staffing meets recognized standards, expectations, legal requirements and workload norms. (1) Ensure personnel are working within the 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 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.	(1) The fire department successfully recruited, tested, and hired two highly qualified people to serve in the administration. This includes a captain that will oversee training and safety and a fire analyst.  (2) The fire department completed the 2021 Community Risk Assessment. This critical document identifies the specific risks with Boulder City and allow the department to better prepare for incidents.

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<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 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) Fire Chief</p> <p>(2) Division Chief</p> <p>(3) Fire Chief</p> <p>(4) Fire Chief</p>	<p>(1) None</p> <p>(2) None</p> <p>(3) Community Development</p> <p>(4) None</p>	<p>(1) Yes</p> <p>(2) No</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 legal requires, POST and industry standards.</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>	<p>(1) The fire department has adopted a new, 20-class incident command course that is being given to all the captains and chief officers. This will also be offered to all acting captains and will increase safety on all emergency scenes.</p> <p>(2) The fire department has updated or rewritten approximately 60% of the policies, procedures, and guiding documents.</p> <p>(3) The fire department adopted the 2018 International Fire Codes and regional amendments.</p>
	<p>(1) 01.01.19 then ongoing</p>	<p>(1) Police Chief</p>	<p>(2) Communications Manager</p>	<p>(1) Yes</p>			
	<p>(2) Start: 01.01.20 End: 01.01.21</p>	<p>(2) Police CDR</p>	<p>(3) Council, City Manager, City Attorney, City Clerk</p>	<p>(2) Yes</p> <p>(3) Yes</p>			
	<p>(3) 01.01.19 then ongoing</p>	<p>(3) Police Chief</p>	<p>(4) City Manager, Fire</p>	<p>(4) Yes</p>			
	<p>(4) Start: 02.01.19 then ongoing</p>	<p>(4) Police Chief</p>					

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					(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		
<b>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</b> <b>Action Steps</b> <ul style="list-style-type: none"> <li>(1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments.</li> </ul>	(1) Start: 05.01.20 End: ongoing  (1) Start: 01.01.20 then ongoing	(1) Fire Chief  (1) Police Chief	(1) None  (1) City Manager, City Attorney, Court	(1) Yes  (1) Yes	(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.  (1) Working Group/processes established that can accomplish appropriate policy decisions.  (1) Protocols established for reviews permitted under separation of powers requirements.		(1) The fire department participates in the Southern Nevada Fire Officers (SNFO) group. This group includes deputy fire chiefs for each of the regional fire departments that work to ensure consistency in emergency response.
<b>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</b>	(1) Start: 01.01.19 then ongoing (2) 07.01.19 then ongoing	(1) Fire Chief (2) Fire Chief	(1) None (2) Code Enforcement, Courts & CA	(1) No (2) No	(1) During the annual budget process, recommend technology upgrades that will advance the		(1) The fire department is in the process of purchasing updated self-contained breathing apparatus for use in

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<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>(1) Research and recommend the purchase of technologically advanced public safety equipment and software.</li> <li>(2) Develop an interagency technology, strategy and oversight public safety centric management group to deconflict technology issues while developing and managing long-range integrated plans.</li> </ul>	<p>(1) Start: 01.01.19 then ongoing                      (2) Start: 10.01.19 then ongoing</p>	<p>(1) Police CDR                      (2) Police CDR</p>	<p>(1) IT, Finance                      (2) IT, Finance, Fire, City Attorney, Courts</p>	<p>(1) TBD                      (2) Yes</p>	<p>level of public safety services provided.                      (2) Establish/update annually a five-year interagency technology plan.                      (1) Technology is up-to-date, relevant, efficient and effective                      (2) Comprehensive management group established with appropriate personnel</p>		<p>firefighting and other unsafe atmospheres. The new equipment is state of the art and will help provide a safer work environment for the firefighters.</p> <p>(1) The Police Department started the process of updating outdated and obsolete critical microwave communications system that is essential for our public safety radio system.</p> <p>(1) A recent review by the US Department of Justice has found our in-vehicle mobile computer system (the receiving end of the CAD system for managing calls and events) is outdated and does not meet current DOJ standards. We have started the process to update the obsolete equipment.</p>
<p>Strategy 6: Communicate and celebrate the low crime rate and other service excellence</p> <p><b>Action Steps</b></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                      (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.                      (1) Communicate to the community the effectiveness of the Breaking the Cycle Court and other Alternative Sentencing Programs used by the Municipal Court</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</p>	<p>(1) The fire department is giving the annual fire department report on September 14th. This presentation will brief the City Council and the community on the department's accomplishments during the past year as well as the response performance.</p>

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					<p>which are designed to reduce recidivism.</p> <p>(1) Appropriate information is disseminated in a timely, efficient and effective manner reaching the intended audience.</p>	<p><b>department communication center.</b></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>	<p>(1) PD provided the 2020 crime statistics in an oral report to Council. Boulder City has retained its position as the lowest crime rate in the state.</p>
<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> <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 meets on a regular basis with the police commander and the police communication center manager to discuss and collaborate on the 9-1-1 dispatch procedures.</p> <p>(2) The fire department is part of the regional Urban Area Security Initiative (UASI), the Local Emergency Planning Committee (LEPC), and regional fire chief group.</p> <p>(1) PD recently engaged with other regional agencies in a regional mutual aid assistance Interlocal agreement</p> <p>(2) PD continues with representation on the regional HIDTA board, the El Dorado Valley Training Board, The Regional communications SNAC Board, the regional Law Enforcement Coordinating</p>

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							<p>Committee comprised of the leadership of Federal, State and local law enforcement agencies. The police chief has been reappointed by Gov Sisolak to the NV Police Officers Standards and Training Commission as a POST Commissioner.</p>