

6. Presentation by Ned Thomas, City Manager, on the status of the Boulder City 2025-2030 Strategic Implementation Plan



# City Council Meeting May 13, 2025 Item No. 6 Staff Report

**BOULDER CITY  
CITY COUNCIL**

**MAYOR  
JOE HARDY**

**COUNCIL MEMBERS:**  
DENISE E. ASHURST  
COKIE BOOTH  
SHERRI JORGENSEN  
STEVE WALTON



**MEETING LOCATION:**  
CITY COUNCIL CHAMBER  
401 CALIFORNIA AVENUE  
BOULDER CITY, NV 89005

**MAILING ADDRESS:**  
401 CALIFORNIA AVENUE  
BOULDER CITY, NV 89005

**WEBPAGE:**  
WWW.BCNV.ORG



**CITY MANAGER:**  
NED THOMAS, AICP

**CITY ATTORNEY:**  
BRITTANY LEE WALKER, ESQ

**CITY CLERK:**  
TAMI MCKAY, MMC, CPO

**COMMUNITY DEVELOPMENT DIRECTOR:**  
MICHAEL MAYS, AICP

**PUBLIC WORKS DIRECTOR:**  
GARY POINDEXTER

**UTILITIES DIRECTOR:**  
JOSEPH STUBITZ, PE

**POLICE CHIEF:**  
TIM SHEA

**ACTING FIRE CHIEF:**  
GREG CHESSER, CFO

**FINANCE DIRECTOR:**  
CYNTHIA SNEED, CPA, CGFM

**PARKS & RECREATION DIRECTOR:**  
JULIE CALLOWAY, CPRP

**TO:** Mayor and City Council  
**FROM:** Ned Thomas, City Manager  
**DATE:** May 13, 2025

**SUBJECT:**  
Presentation by Ned Thomas, City Manager, on the status of the Boulder City 2025-2030 Strategic Implementation Plan

**Business Impact Statement:**  
This action will not have a significant economic impact on business and will not directly restrict the formation, operation, or expansion of a business.

**Action Requested:**  
That the City Council receive the presentation and update of the status of the Boulder City 2025-2030 Strategic Implementation Plan.

**Overview:**

- City Council adopted the 2025-2030 Boulder City Strategic Plan on October 22, 2024.
- The City Manager will provide quarterly reports to the City Council on the progress of the plan's implementation.
- Tonight will be the first presentation update.

**Background Information:**  
In 2024, Emergent Method consulted with City staff and gathered public input during multiple workshops to develop the 2025-2030 Strategic Plan. This included an Implementation Plan that laid out goals and strategies with action steps and a timeframe to complete the plan. This quarterly presentation provides an update regarding the City's efforts to complete the action items in the Implementation Plan.

Department Recommendation: The City Manager respectfully requests that the City Council receive the presentation and updated status of the Boulder City 2025-2030 Strategic Implementation Plan.

Attachments:

1. Boulder City 2025-2030 Strategic Implementation Plan – May 2025 Update
2. PowerPoint Presentation



## 2025-2030 STRATEGIC IMPLEMENTATION PLAN

### INTRODUCTION

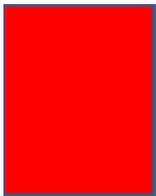
This implementation action plan is intended to guide Boulder City staff in the phasing and scheduling of goals and strategies identified in the strategic plan. The purpose of this plan is to enable staff and City leaders to set priorities, maintain timelines, and track progress toward the identified goals, reporting on this progress to City Council and the public. Additionally, the City Manager will use this document as a guide when providing quarterly updates to City Council on the progress toward the identified goals.

The strategic plan is intended to guide the city from FY2025 through FY2030. The time frames offered include guidance on whether these should be short, medium, or longer-term based on their anticipated year of completion; others are labeled as "ongoing" to denote that there are regular incrementations to execute the activity (e.g., yearly or biyearly reviews, etc.).

- Short-term: FY2025 and FY2026
- Medium-term: FY2027 and FY2028
- Long-term: FY2029 and FY2030

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 1: MAINTAIN HIGH-QUALITY RECREATION AND TOURISM OFFERINGS FOR RESIDENTS AND VISITORS

| Strategy   | Action Steps  | Lead Department                  | Other Departments Involved      | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update  |
|--|---|----------------------------------|---------------------------------|--|-----------------------|---------------------|--|
| 1<br>Continue to support, plan for, and manage Boulder City's physical recreational assets and amenities | <ul style="list-style-type: none"> <li>Develop and implement a recreational infrastructure improvement and maintenance plan (includes all current and planned for recreational infrastructure – e.g., bike trails, drinking fountains, pickleball courts, sky diving)</li> <li>Actively coordinate with the Clark County School District on the oversight and maintenance of shared facilities</li> </ul> | Public Works, Parks & Recreation | Finance, City Manager (Airport) | <ul style="list-style-type: none"> <li>Quarterly visual assessment of all facilities and services to ensure assets are maintained at a quality level</li> <li>Revenue from usage fees, rentals, and other sources related to physical assets and recreational amenities</li> <li># of assets or amenities maintained or improved quarterly</li> <li># of shared assets or amenities utilized by the Clark County School District and City</li> </ul> | Medium-term           |                     | <p><b>Muni Course Golf Course Turf Reduction: 95% plans reviewed; cost-saving ideas under discussion.</b></p> <p><b>ABC Park Art Center &amp; Fitness Remodel: contracts awarded; construction scheduled.</b></p> <p><b>Veterans Park Pickleball Courts: Construction starting soon.</b></p> <p><b>River Mountain Loop trail – crack and slurry seal to start 4/21/25 and will be completed by 5/13/25.</b></p> <p><b>Del Prado playground renovation began with a demonstration of existing equipment and ordering new equipment.</b></p> <p><b>Collaborated with CCSD for use of Whalen and Bravo Fields for their baseball/softball seasons.</b></p> <p><b>Addition of Bridal Suite at the Boulder Creek Pavilion.</b></p> <p><b>New carpet installed at Boulder Creek Clubhouse.</b></p> |

| Strategy | Action Steps   | Lead Department  | Other Departments Involved  | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update  |
|----------|--|--|-----------------------------|--|-----------------------|---------------------|--|
| 2        | Expand affordable, accessible, and diverse recreational offerings, with a specific focus on those that serve youth populations | <ul style="list-style-type: none"> <li>Conduct community outreach survey to identify programmatic needs and preferences, intentionally including youth in the survey outreach</li> <li>Develop and pilot new programs and offerings</li> <li>Prioritize development of new amenities based on community desire and need</li> <li>Develop method for gathering regular feedback from recreational users</li> </ul>          | Parks & Recreation          | <ul style="list-style-type: none"> <li># of users of current programs</li> <li># of new recreational activities and programs</li> <li>Positive user feedback</li> </ul>            | Short-term            |                     | <p><b>Signage including a QR code placed at parks awaiting improvements including Del Prado and Veterans playground. QR code allowed for user feedback.</b></p> <p><b>New workshop offered at Art Center – Beginning Sock Knitting.</b></p> <p><b>Added community feedback opportunities on BCNV website Parks possibility page.</b></p> |
| 3        | Develop a permanent, multi-purpose public meeting space  | <ul style="list-style-type: none"> <li>Identify specific need for meeting space to support community and tourism opportunities + audit existing assets for potential space options, with permanent amenities</li> <li>Modify the existing multipurpose venue to serve as a permanent smaller- scale multipurpose venue</li> <li>Secure funding for project</li> <li>Select contractors and execute construction</li> </ul> | Finance, Parks & Recreation | Public Works <ul style="list-style-type: none"> <li>Modification of existing multi-purpose space as a smaller venue</li> <li>Creation of permanent public meeting space</li> </ul> | Long-term             |                     |  |

| Strategy | Action Steps  | Lead Department              | Other Departments Involved  | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|----------|---|------------------------------|-----------------------------|--|-----------------------|---------------------|---|
| 4        | Initiate and complete construction of the pool facility project                                 | Public Works                 | Finance, Parks & Recreation | <ul style="list-style-type: none"> <li>Completion of pool facility construction</li> </ul>   | Long-term             |                     | <b>Completed evaluation of consultants for the project.</b>   |
| 5        | Increase resident knowledge and utilization of city's assets, amenities, programs, and services | City Manager (Communication) |                             | <ul style="list-style-type: none"> <li>Frequency of engagement for marketing campaigns</li> <li># of respondents subscribed to city messaging</li> <li>Resident utilization of city's parks, recreational facilities, and other physical assets</li> </ul> | Ongoing               |                     | <b>Twice-weekly Social media posts for various activities.</b><br><br><b>Promoted Historic Preservation and Adopt-a-Streetscape programs.</b><br><br><b>Added Parks and Recreation information to the website including maps of parks, information about Eldorado Dry Lake, and updates on park improvements.</b> |
| 6        | Promote Boulder City as a destination for tourism   | City Manager (Communication) | Community Development       | <ul style="list-style-type: none"> <li>Measurement of annual commercial tax revenue increases</li> <li>Frequency of engagement for marketing campaigns</li> </ul>  | Medium-term           |                     |   |

## GOAL 2: CONTINUE ACHIEVING PRUDENT FINANCIAL STEWARDSHIP

|   | Strategy  | Action Steps  | Lead Department       | Other Departments Involved | Success Factor & Metrics  | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|---|---|---|-----------------------|----------------------------|---|-----------------------|---------------------|---|
| 1 | Diversify revenue streams for long-term financial sustainability  | <ul style="list-style-type: none"> <li>Identify viable new revenue sources to increase self-sustaining enterprise funds</li> <li>Develop process for assessing the viability of multi-year and longer-term land leases in line with community need</li> <li>Identify opportunities to leverage and monetize current owned assets (See Goal 4, Strategy 2 for specific leveraging of historic assets)</li> <li>Continue to pursue all appropriate grant opportunities</li> </ul> | City Manager, Finance | All Departments            | <ul style="list-style-type: none"> <li>Diversification of revenue streams (e.g., property taxes, sales taxes, leases, grants, public-private partnerships)</li> <li>Increase in diversity of revenue streams</li> </ul> | Long-term             |                     |   |
| 2 | Conduct annual budgeting processes with a focus on accuracy in budgeting and estimation, and fiscal sustainability, including presentation of a balanced budget to City Council | <ul style="list-style-type: none"> <li>Develop balanced budget estimates during yearly budgeting process</li> <li>Present a balanced budget to the City Council yearly</li> </ul>   | City Manager, Finance | All Departments            | <ul style="list-style-type: none"> <li>Creation of yearly balanced budget</li> <li>Presentation of balanced budget to City Council</li> </ul>   | Short-term            |                     | <p><b>The tentative fiscal year 2026 balanced budget was prepared and presented to Council on April 15.</b></p> |

|   |  |   |                              |                       |  |             |  |  |
|---|--|---|------------------------------|-----------------------|--|-------------|--|--|
| 3 | Continue use of five-year rolling financial plan funding operations and maintenance needs to ensure the city's ability to maintain community-owned facilities and infrastructure and provide city services | <ul style="list-style-type: none"> <li>• Continue identifying rolling and ongoing operations, equipment, and infrastructure needs and associated costs</li> <li>• Continue development and use of multi-year financial management plan to integrate anticipated ongoing and one-time costs into budget</li> </ul>           | City Manager, Finance        | All Departments       | <ul style="list-style-type: none"> <li>• Continued development and use of rolling five-year financial management plan</li> <li>• Pursuit and attainment of GFOA Triple Crown</li> </ul>  | Long-term   |  | <b>Public Works – Currently working on amending chapter 15 – Encroachment</b>  |
| 4 | Increase fiscal and budgetary transparency   | <ul style="list-style-type: none"> <li>• Integrate communication about the city's fiscal operations and budgets into city communication</li> </ul>  | City Manager (Communication) | Finance               | <ul style="list-style-type: none"> <li>• Increased communication about fiscal operations</li> <li>• Frequency of engagement for fiscally focused communication</li> </ul>  | Ongoing     |  | <b>Issued news release on Cashman Good Government Award. New publication on special revenue funds created and made available on the website.</b>   |
| 5 | Continue to provide funding support to key non-profits and volunteer organizations active in the city  | <ul style="list-style-type: none"> <li>• Meet yearly with nonprofits and organizations to identify needs</li> <li>• Identify and communicate ongoing in-kind support</li> <li>• Provide additional support, as funds and budgets allow, to remain consistent with investments from other surrounding communities</li> </ul> | Community Development        | Finance               | <ul style="list-style-type: none"> <li>• # of non-profits and volunteer organizations receiving city funding</li> <li>• Amount of yearly funding provided to nonprofits and volunteer organizations</li> <li>• # of residents served by funded non-profits annually</li> </ul> | Short-term  |  | <b>Community Development staff is participating in a monthly meeting with area non-profits and closely working with them on CDBG opportunities<br/><br/>22 local Non-Profit Special Events</b> |
| 6 | Develop financial management plan for funding of infrastructure and historic preservation projects following the anticipated loss of RDA funds in 2029   | <ul style="list-style-type: none"> <li>• Identify historic and current RDA investments</li> <li>• Match current and upcoming project costs to identify funding gaps</li> <li>• Identify alternate funding sources, including</li> </ul>   | Finance                      | Community Development | <ul style="list-style-type: none"> <li>• Development of financial management plan identifying alternative funds</li> </ul>   | Medium-term |  |  |

## GOAL 3: MAINTAIN COMMUNITY CHARACTER THROUGH THE GROWTH CONTROL ORDINANCE

| Strategy  | Action Steps  | Lead Department  | Other Departments Involved | Success Factor & Metrics  | Completion Time Frame | Last Quarter Update | This Quarter Update  |
|---|---|--|----------------------------|---|-----------------------|---------------------|--|
| 1<br>Reduce barriers to achieving diverse housing types, consistent with the Growth Control Ordinance   | <ul style="list-style-type: none"> <li>Identify and implement polices that improve permitting and construction process</li> <li>As needed, consider modifications to current policies and zoning to promote diverse growth, such as townhouses, consistent with the current Growth Control Ordinance</li> </ul> | Community Development                                      | City Attorney, City Clerk  | <ul style="list-style-type: none"> <li>As needed, modification to policies and/or ordinances identified as barriers to diverse housing types</li> <li>% of diverse housing types</li> </ul>                   | Long-term             |                     | The City hired LWC to conduct a high level overview of Title 11 of the City Code. LWC conducted stakeholder interviews with staff, business owners and community leaders in March. |
| 2<br>Identify and consider external funding sources that could facilitate the development of affordable housing through public-private partnerships | <ul style="list-style-type: none"> <li>Identify potential funding and partnership opportunities for expanding affordable housing</li> <li>Identify suitable city land for future affordable housing development opportunities</li> </ul>  | Community Development                                      |                            | <ul style="list-style-type: none"> <li>\$ amount of private investment leveraged through public-private partnerships</li> <li># of affordable housing options available to residents based on need</li> </ul> | Long-term             |                     |  |
| 3<br>Improve accessibility and responsiveness of public-facing permitting and planning service functions  | <ul style="list-style-type: none"> <li>Develop customer service best practices guide for staff</li> <li>Offer customer service training sessions to employees</li> </ul>  | Fire, Community Development, Public Works, Utilities, City |                            | <ul style="list-style-type: none"> <li>% staff participation in customer service training</li> <li>Customer service survey responses</li> </ul>   | Short-term            |                     | Public Works will continue updating the online permitting system for user friendliness and accessibility.  |

| Strategy | Action Steps   | Lead Department  | Other Departments Involved  | Success Factor & Metrics               | Completion Time Frame  | Last Quarter Update | This Quarter Update   |
|----------|--|--|---|--|--|---------------------|---|
| 4        | Continue streamlining business licensing services and associated processes                           | <ul style="list-style-type: none"> <li>Promote the opportunities for participating in private project coordination meetings with developers and residents</li> <li>Identify and continue implementing best practices and enabling technology tools for processing permits</li> <li>Evaluate all internal processes and identify and implement improvements that accomplish the goal</li> </ul> | Manager (Communication) Community Development, Business Licensing | All Departments                        | <ul style="list-style-type: none"> <li>Average processing time for business licenses and permits</li> <li># of new businesses established or expanded yearly</li> <li>Customer service survey responses</li> </ul>   | Short-term          | <p>The Community Development, Fire, Public Works and Utility departments continue to meet quarterly to address customer service improvements. Finance has been added to incorporate utility billing.</p> <p>Group still uses Private Project Review meetings to help developers through the plan review/construction process.</p> |
| 5        | Expand resources that increase private reinvestment into the community                               | <ul style="list-style-type: none"> <li>Vet and identify grants, programs, and/or incentives to increase private reinvestment</li> <li>Implement identified programs that align with Boulder City's needs and budgets</li> </ul>  | Community Development   | Finance                                | <ul style="list-style-type: none"> <li># of available grants, programs, and incentives to promote reinvestment</li> <li>% increase in property value assessments</li> <li>\$ invested annually in building permits</li> </ul>                                  | Medium-term         | Public Works: Continuation of Adopt-A-Streetscape Program activities and promotion.   |
| 6        | Audit and as needed, amend current codes and policies to reduce barriers to commercial redevelopment | <ul style="list-style-type: none"> <li>Identify any existing policy and ordinance barriers to commercial redevelopment</li> <li>As needed, consider modifications to current policies and ordinances that discourage commercial redevelopment</li> </ul>   | Community Development   | City Attorney, Public Works, Utilities | <ul style="list-style-type: none"> <li>As needed, modification to policies and/or ordinances identified as barriers to commercial redevelopment</li> <li>% increase in property value assessments</li> <li>\$ invested annually in building permits</li> </ul> | Long-term           | <p>Public Works – Currently working on amending chapter 15 – Encroachments.</p> <p>Community Development hired the firm LWC to evaluate the City's zoning code. They will provide recommendations later this year on how to improve readability of the code and update code provisions.</p>                                       |

## GOAL 4: CONTINUE PROMOTING HISTORIC PRESERVATION

|   | Strategy  | Action Steps   | Lead Department              | Other Departments Involved | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|---|---|--|------------------------------|----------------------------|--|-----------------------|---------------------|---|
| 1 | Increase awareness of the economic benefits of historic preservation for the city | Integrate communication about the economic benefits of historic preservation into city communication   | City Manager (Communication) | Community Development      | <ul style="list-style-type: none"> <li>Increased communication about historic preservation</li> <li>Frequency of engagement for historic preservation-focused communication</li> </ul>   | Ongoing               |                     | <p>The Community Development department sent a letter in November to every property owner in the Historic District about District requirements and grant opportunities.</p> <p>The Communications Manager interviewed Nakeisha Lyon for an episode of the BC Insider about Historic Preservation.</p> <p>City hosted a Realtor Historic Preservation Workshop in April.</p> |
| 2 | Increase use of city-owned historic physical assets                               | <ul style="list-style-type: none"> <li>Identify adaptive reuse opportunities for the historic water filtration plant and the old airport hanger</li> <li>Leverage RDA funds for improvement with the goal of increasing use of these assets</li> </ul> | Community Development        |                            | <ul style="list-style-type: none"> <li>Improvement of two buildings</li> <li>Yearly utilization of historic assets</li> <li>Income from utilization of historic assets</li> <li>Amount of RDA funds used for historic asset improvement</li> <li>% of the total preservation budget allocated to different categories (e.g., maintenance, improvement projects, administrative costs)</li> </ul> | Long-term             |                     |   |

|   |  |  |                       |  |   |             |  |  |
|---|--|--|-----------------------|--|---|-------------|--|--|
| 3 | Maintain Certified Local Government (CLG) status                                 |  | Community Development |  | <ul style="list-style-type: none"> <li>• Year over year maintained CLG status</li> </ul>  | Ongoing     |  | <p>The Community Development continues to provide annual progress reports to SHPO to maintain the City's CLG status. Staff reviews CLG grant opportunities to support local efforts.</p> |
| 4 | Expand available grant support incentivizing reinvestment in historic properties | <ul style="list-style-type: none"> <li>• Vet and identify grants, programs, and/or incentives to increase private reinvestment in historic properties</li> <li>• Implement identified programs that align with Boulder City's needs</li> </ul> | Community Development |  | <ul style="list-style-type: none"> <li>• # of historic properties upgraded and/or redeveloped</li> <li>• # of partnerships formed with stakeholders (e.g., government agencies, financial institutions, preservation organizations) to implement and support redevelopment</li> </ul> | Medium-term |  | <p>Public Works Historic Filter Plant Repairs: Window, ceiling, and wall repairs completed. Repairs ongoing.</p> <p>Railroad Museum Road: Construction nearly complete.</p>              |

## GOAL 5: MAINTAIN DEPENDABLE AND RELIABLE INFRASTRUCTURE

|   | Strategy   | Action Steps  | Lead Department       | Other Departments Involved      | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|---|--|---|-----------------------|---------------------------------|--|-----------------------|---------------------|---|
| 1 | Identify and pursue new and unique funding opportunities to develop, operate, maintain, and renew infrastructure projects identified and prioritized through the Capital Improvement Plan (CIP)            | <ul style="list-style-type: none"> <li>Evaluate existing infrastructure conditions to plan timely investments for long-term reliability</li> <li>Prioritize use of RDA funds to improve infrastructure in key higher traffic, business-adjacent thoroughfares</li> <li>Pursue new grant opportunities for capital investment</li> </ul>   | Public Works, Finance | Utilities                       | <ul style="list-style-type: none"> <li># and diversity of funding sources for infrastructure projects</li> <li>Annual investment in infrastructure</li> </ul>  | Ongoing               |                     | <p>Worked with RTC and RFCD on the 10 year CIP plan.</p> <p>Secured construction funding for Nevada Way Reconstruction and Pavement Maintenance.</p> <p>Finance worked with departments on two grant applications.</p>                                      |
| 2 | Perform biannual reviews of the Comprehensive Asset Management Plan (CAMP) for all city infrastructure, integrating condition assessments, lifecycle determinations, and preventative maintenance programs | <ul style="list-style-type: none"> <li>Integrate assessment of the impact of the biweekly trash collection on infrastructure lifecycle</li> <li>Conduct assessment of pavement/road conditions every five years</li> <li>Complete a transition plan for city-wide ADA accessibility within two years</li> <li>Complete a Flood Control Master Plan Update every five years</li> </ul> | Public Works          | Utilities, Finance, Parks & Rec | <ul style="list-style-type: none"> <li>Completion of biannual CAMP review</li> <li>\$ spent on annual maintenance</li> <li>\$ saved on preventative maintenance</li> <li>Completion of capacity planning study</li> <li>Completion of ADA accessibility transition plan</li> </ul> | Ongoing               |                     | <p>Integrating the pavement management system to map out upcoming roadway maintenance project.</p> <p>Requesting Fleet Supervisor position that will support maintaining dependable and reliable infrastructure and upkeep of the City's vehicle fleet.</p> |

|   | Strategy   | Action Steps  | Lead Department                                   | Other Departments Involved   | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|---|--|---|---|------------------------------|--|-----------------------|---------------------|---|
| 3 | Demonstrate best practices in natural resource conservation and stewardship                | <ul style="list-style-type: none"> <li>• Receive SNWA report and consider implementation of recommendations from ongoing and future water and wastewater feasibility studies</li> <li>• Consider implementation of the action items contained in the 2024-2029 Joint Water Conservation Plan</li> <li>• Implement green and renewable energy technologies into existing city operations</li> <li>• Develop and communicate best practices for stewardship and conservation for residents</li> <li>• Pursue water conservation and stewardship best practices</li> </ul> | Utilities and Public Works                        | City Manager (Communication) | <ul style="list-style-type: none"> <li>• % of existing operations analyzed for their suitability for integrating green and renewable energy technologies</li> <li>• Increased communication about conservation best practices</li> <li>• Frequency of engagement for conservation-focused communication</li> </ul> | Medium-term           |                     | <p><b>Muni Golf Course Turf Reduction design ongoing to support water conservation. Satellite leak detection identified several leaks that were repaired or customer notified. Annual award received in electric reliability from American Public Power Association.</b></p>  |
| 4 | Pursue public infrastructure projects to support infill/ redevelopment throughout the city | <ul style="list-style-type: none"> <li>• Identify infill opportunities in the community</li> <li>• Prioritize infrastructure projects that allow for infill development</li> <li>• Promote identified parcels for targeted development</li> </ul>   | Public Works, Utilities and Community Development |                              | <ul style="list-style-type: none"> <li>• # of yearly public infrastructure projects related to identified infill areas</li> <li>• \$ spent annually on public infrastructure</li> </ul>  | Long-term             |                     | <p><b>Public Works has several projects that maintain historic infrastructure, upgrade utility system, improve stormwater and flood mitigation, maintain and enhance roadways, and modernize and maintain public buildings including Nevada Way Rehabilitation, Circuit 45-61-62 Tie / 63-64 Tie, Avenue G Storm Drain Improvements, East Airport Channel Maintenance, Slurry Seal, Water Service Replacements, City building maintenance, fleet maintenance improvements, City Hall office upgrades, Muni Court and PD Remodel.</b></p> <p><b>Nevada Way 12kV Extension Project progressing on schedule to provide additional electric capacity to businesses on Nevada Way.</b></p> |

|   | Strategy   | Action Steps   | Lead Department | Other Departments Involved | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update |
|---|--|--|-----------------|----------------------------|--|-----------------------|---------------------|---------------------|
| 5 | Conduct capacity assessments for each utility to determine short- term and long-term resource adequacy needs | <ul style="list-style-type: none"> <li>• Conduct capacity assessments</li> <li>• Integrate resource adequacy capacity/needs into all development and redevelopment considerations</li> </ul> | Utilities       | Community Development      | <ul style="list-style-type: none"> <li>• Integration of resource adequacy considerations into development and redevelopment assessments</li> </ul> | Medium-term           |                     |                     |

## GOAL 6: IMPROVE PUBLIC HEALTH AND ACCESSIBILITY

| Strategy | Action Steps   | Lead Department                      | Other Departments Involved | Success Factor & Metrics  | Completion Time Frame | Last Quarter Update | This Quarter Update   |
|----------|--|--------------------------------------|----------------------------|---|-----------------------|---------------------|---|
| 1        | Explore opportunities to continue supporting the services provided through the community resources liaison | City Manager                         | Finance, Fire              | <ul style="list-style-type: none"> <li>Securing permanent, sustainable funding for community resource liaison position</li> <li>Yearly number of residents served by community resource liaison</li> </ul>  | Short-term            |                     |   |
| 2        | Assess the feasibility of a long-term multi-modal transportation system                                    | Community Development & Public Works |                            | <ul style="list-style-type: none"> <li>Introduction of additional transportation options, including expanded service areas and increased modalities</li> </ul>  | Medium-term           |                     | <b>Public Works ADA Transition Plan ongoing.</b>  |
| 3        | Prioritize Accessibility for Disabled Americans (ADA)-focused investments throughout the city              | Community Development & Public Works |                            | <ul style="list-style-type: none"> <li>Annual investment in accessibility projects and improvements</li> <li>Designation of ADA point person</li> <li>Completion of ADA Transition Plan</li> <li>Number of ADA improvement projects completed annually</li> </ul> | Short-term            |                     | <p><b>The City works with RTC to secure and maintain funding for the ADA and Pedestrian Safety Upgrades program.</b></p> <p><b>City Hall ADA Access Improvements: Scope revised for budget; coordinating value engineering with bidder.</b></p> |

|   |  |  |  |  |  |         |  |  |
|---|--|--|--|--|--|---------|--|--|
| 4 | Support a unified approach to police, fire, courts, and code enforcement | <ul style="list-style-type: none"> <li>• Create working group to facilitate interagency coordination</li> <li>• Conduct annual evaluation of operational and administrative policies to minimize conflict and improve coordination</li> <li>• Identify and remove obstacles to support the private development of additional RV parking, in</li> </ul> | Courts, Community Development, Fire, Police, City Attorney |  | <ul style="list-style-type: none"> <li>• Ongoing facilitation of the interagency work group</li> <li>• Annual evaluation of conflicting policies</li> <li>• % of code enforcement cases resolved yearly</li> <li>• Annual crime statistics</li> </ul>  | Ongoing |  |  |
| 5 | Promote interagency support and collaboration                            | <ul style="list-style-type: none"> <li>• Continue regular review of memorandum of understandings, contracts, and other related guiding protocols for interagency collaboration and support</li> <li>• Continue maintaining appropriate representation on regional governing boards, task forces, operations, and planning groups</li> </ul>            | Fire, Police   |  | <ul style="list-style-type: none"> <li>• Yearly review of MOUs</li> <li>• Continued participation in regional governing boards, task force, operations, and planning groups</li> <li>• Annual report to council on the participation in regional governing boards, task forces, operations, and planning groups</li> </ul> | Ongoing |  | <p>Fire – All MOUs have been reviewed – Jan 2025.</p> <p>PD-MOUs and Contracts have been reviewed and those requiring renewals in in progress.</p> <p>The Police Department has appropriate representation on LE governing boards with other LE agencies, both locally and state-wide. They have assigned personnel to multi-agency task forces and to the Las Vegas Joint Terrorism Task Force as requested by the Sheriff and FBI.</p> |

## GOAL 7: CONTINUE TO MAINTAIN HIGH LEVELS OF PUBLIC SAFETY

|   | Strategy   | Action Steps   | Lead Department               | Other Departments Involved | Success Factor & Metrics   | Completion Time Frame | Last Quarter Update | This Quarter Update  |
|---|--|--|-------------------------------|----------------------------|--|-----------------------|---------------------|--|
| 1 | Conduct assessment of current investments, facilities, and equipment to meet city's evolving needs | <ul style="list-style-type: none"> <li>Update and assess national standards and best practices for emergency service facilities and equipment, including motorized vehicles and their impact on public walkways and access</li> <li>Assess need, develop plan, and identify resources for capital improvement of the police station to meet the city's needs</li> <li>During the budget process, consider dedicated fund to implement recommendations</li> </ul> | Police, Fire                  | Finance, City Manager      | <ul style="list-style-type: none"> <li>Completion of assessment of facilities and equipment</li> </ul> | Long-term             |                     | <p><b>Public Works supporting this goal with ongoing projects including Police Department Remodel, Fire Department Training Facility and EOC Storage, and fire hydrant replacements city-wide.</b></p>   |
| 2 | Recruit and retain highly trained public safety staff  | <ul style="list-style-type: none"> <li>Continue to regularly evaluate job descriptions and postings to ensure accuracy</li> <li>Develop a police and fire recruitment program</li> </ul>   | City Manager (Human Resource) | Police and Fire            | <ul style="list-style-type: none"> <li>Public safety employee turnover rates</li> </ul>                | Long-term             |                     | <p><b>Fire – New Reserve Academy started on March 8, 2025</b></p> <p><b>The Police Department has a hiring and recruitment program for all positions. They have an on-going recruitment program with social media announcements and video presentations.</b></p> |

|   |  |  |                                 |  |   |                      |  |   |
|---|--|--|---------------------------------|--|---|----------------------|--|---|
| 3 | Ensure adequate staffing across public safety functions  | <ul style="list-style-type: none"> <li>Leveraging the results of the current practice assessment (Strategy #1), conduct annual assessment of current staffing to national fire standards, legal requirements, and workload norms</li> <li>Continuously identify and pursue grants to fund any additional staff positions and training opportunities</li> </ul> | Police, Fire                    |  | <ul style="list-style-type: none"> <li>Annual assessment of staffing numbers compared to best practices and city needs</li> </ul>   | Ongoing and mid-term |  | <p>Fire – Plan is to submit for SAFER Grant in CY2026 for 6 personnel to staff a 3<sup>rd</sup> rescue unit</p> <p>The Police Department continues to monitor grant opportunities to fund training and staffing needs.</p>                                  |
| 4 | Define and disseminate standards to ensure a high level of public safety services                            | <ul style="list-style-type: none"> <li>Maintain the Fire Department’s Commission on Fire Accreditation International (CFAI) accreditation</li> <li>Assess viability of pursuit of national accreditation for the Police Department</li> </ul>  | Police, Fire                    |  | <ul style="list-style-type: none"> <li>CFAI accreditation maintained year-over-year</li> <li>Determination of and, if feasible, pursue applicable national accreditation</li> </ul> | Ongoing and mid-term |  | <p>Fire – 2025 Annual Compliance Report submitted to CFAI for reaccreditation on Jan 23, 2025</p> <p>Police Department- An assessment and cost model has been fully developed and submitted for the only accreditation available for Nevada agencies. I</p> |
| 5 | Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services | <ul style="list-style-type: none"> <li>Continued facilitation of interagency technology, strategy, and oversight management group</li> <li>Identify potential interagency collaborations through dispatch partnership study</li> </ul>   | Police                          |  | <ul style="list-style-type: none"> <li>Continued facilitation of interagency management group</li> <li>Implementation of dispatch study recommendations</li> </ul>                  | Ongoing and mid-term |  |   |
| 6 | Communicate and celebrate the low crime rate and other service excellence                                    | <ul style="list-style-type: none"> <li>Integrate content about the city’s low crime rate and service awards into city communication</li> <li>Highlight officers in local press</li> </ul>  | City Manager<br>(Communication) |  | <ul style="list-style-type: none"> <li>Increased communication about public safety and service awards</li> <li>Frequency of engagement for safety-focused communication</li> </ul>  | Short-term           |  |   |

|   |   |  |              |  |   |         |  |   |
|---|---|--|--------------|--|---|---------|--|---|
| 7 | Implement annual process for continually evaluating and supporting the city's overall emergency preparedness capabilities | <ul style="list-style-type: none"> <li>• Conduct annual review of Emergency Operations Plan (EOP)</li> <li>• Ensure that all Departments involved in EOP are part of the process</li> <li>• Annual submission of EOP to the state</li> </ul> | Police, Fire |  | <ul style="list-style-type: none"> <li>• Annual evaluation of emergency preparedness</li> </ul> | Ongoing |  | <p>Fire (Emergency Management) - tabletop exercise on EOC members held on Feb 27, 2025.</p> |
|---|---|--|--------------|--|---|---------|--|---|

# CITY OF BOULDER CITY

STRATEGIC PLAN 2025 TO 2030:

IMPLEMENTATION PLAN - MAY 13, 2025



# GOALS



- Maintain High Quality Recreation and Tourism Offerings for Residents and Visitors – 6 Strategies



- Continue Achieving Prudent Financial Stewardship – 6 Strategies



- Maintain Community Character Through the Growth Control Ordinance – 6 Strategies



- Continue Promoting Historic Preservation – 4 Strategies



- Maintain Dependable and Reliable Infrastructure – 5 Strategies



# GOALS



- Improve Public Health and Accessibility – 5 Strategies



- Continue to Maintain High Levels of Public Safety – 7 Strategies



---

# MAINTAIN HIGH QUALITY RECREATION AND TOURISM OFFERINGS FOR RESIDENTS AND VISITORS

---



Strategy 2: Several Recreational Projects Are Underway  
Including:

- Muni Golf Course Turf Reduction (Planning)
- Veterans Park Pickleball Courts (Construction)
- Del Prado Playground Renovation (Construction)

---

# MAINTAIN HIGH QUALITY RECREATION AND TOURISM OFFERINGS FOR RESIDENTS AND VISITORS

---



## **Strategy 4: Complete New Pool Construction:**

- Voter Approval Of 2024 Ballot Question Allows City to Begin Sooner
- Staff Has Developed A Schedule For Timely Completion
- Process To Select Design Consultant Underway
- Completion Target Date – Early 2028



---

## **Strategy 2: Conduct Annual Budgeting Processes With A Focus On Accuracy In Budgeting And Estimation**

- Staff Presented A Balanced Budget To The City Council For FY26

## **Strategy 4 Increase Fiscal And Budgetary Transparency**

- Received Cashman Good Government Award
- New Publication On Special Revenue Funds Created And Made Available On The Website

---

# MAINTAIN COMMUNITY CHARACTER THROUGH THE GROWTH CONTROL ORDINANCE

---



## **Strategy 1: Reduce Barriers To Achieving Diverse Housing Types, Consistent With The Growth Control Ordinance**

- Working With Consultant, LWC To Update Title 11

## **Strategy 4: Continue Streamlining Business Licensing Services And Associated Processes**

- Fire, Public Works, Utilities, Community Development Meet Quarterly To Discuss Customer Service Improvements
- Private Project Review Meetings With Applicants

---

## CONTINUE PROMOTING HISTORIC PRESERVATION

---



### **Strategy 4: Increase Awareness Of The Economic Benefits Of Historic Preservation For The City**

- November Letter To All Historic District Property Owners
- BC Insider About Historic Preservation
- April Realtor Workshop On Historic Preservation

---

# MAINTAIN DEPENDABLE AND RELIABLE INFRASTRUCTURE

---



## **Strategy 2: Perform Biannual Reviews Of The Comprehensive Asset Management Plan (CAMP) For All City Infrastructure**

- Integrating The Pavement Management System To Map Out Upcoming Roadway Maintenance Project

## **Strategy 4: Pursue public infrastructure projects to support infill/ redevelopment throughout the city**

- Many Projects Underway: 12kV Extension Project, Nevada Way Rehabilitation, Water Service Replacements

---

## IMPROVE PUBLIC HEALTH AND ACCESSIBILITY

---



### Strategy 3: Prioritize Accessibility For Disabled Americans (ADA) Focused Investments Throughout The City

- Public Works Continues To Work On ADA Improvements That Follow The Accessibility Working Group Recommendations Including Pedestrian Safety Upgrades And City Hall ADA Access Improvements

---

## CONTINUE TO MAINTAIN HIGH LEVELS OF PUBLIC SAFETY

---



### **Strategy 2: Recruit And Retain Highly Trained Public Safety Staff**

- Fire Department Started The New Reserve Academy On March 8, 2025

### **Strategy 4: Define And Disseminate Standards To Ensure A High Level Of Public Safety Services**

- Police Department Conducted An Assessment And Cost Model For The Only Accreditation Available For Nevada Agencies And Submitted For Consideration

---

# WHAT'S NEXT?

---



- Continue to work on completing strategies
- The City Manager will provide quarterly reports to the City Council on the progress of the plan's implementation

# CITY OF BOULDER CITY

STRATEGIC PLAN 2025 TO 2030:

IMPLEMENTATION PLAN – MAY 13, 2025



[www.bcnv.org/stratplan](http://www.bcnv.org/stratplan)

Questions?