

Attachment 2

This aerial map displays property boundaries and lot numbers in Boulder, Colorado. The map includes a legend for 'ARCH BUNGALOWS' and 'Boulder City'. The map shows a grid of streets including Colorado St, Birch St, Railroad Ave, and Denver St. Lot numbers are visible throughout the map, such as 18604401014, 18604401016, 18604401015, 18604410016, 18604410015, 18604410017, 18604410018, 18604410019, 18604410020, 18604410021, 18604410022, 18604410023, 18604410024, 18604410025, 18604410026, 18604410027, 18604410028, 18604410029, 18604410030, 18604410031, 18604410032, 18604410033, 18604410034, 18604410035, 18604410036, 18604410037, 18604410038, 18604410039, 18604410040, 18604410041, 18604410042, 18604410043, 18604410044, 18604410045, 18604410046, 18604410047, 18604410048, 18604410049, 18604410050, 18604410051, 18604410052, 18604410053, 18604410054, 18604410055, 18604410056, 18604410057, 18604410058, 18604410059, 18604410060, 18604410061, 18604410062, 18604410063, 18604410064, 18604410065, 18604410066, 18604410067, 18604410068, 18604410069, 18604410070, 18604410071, 18604410072, 18604410073, 18604410074, 18604410075, 18604410076, 18604410077, 18604410078, 18604410079, 18604410080, 18604410081, 18604410082, 18604410083, 18604410084, 18604410085, 18604410086, 18604410087, 18604410088, 18604410089, 18604410090, 18604410091, 18604410092, 18604410093, 18604410094, 18604410095, 18604410096, 18604410097, 18604410098, 18604410099, 18604410100, 18604410101, 18604410102, 18604410103, 18604410104, 18604410105, 18604410106, 18604410107, 18604410108, 18604410109, 18604410110, 18604410111, 18604410112, 18604410113, 18604410114, 18604410115, 18604410116, 18604410117, 18604410118, 18604410119, 18604410120, 18604410121, 18604410122, 18604410123, 18604410124, 18604410125, 18604410126, 18604410127, 18604410128, 18604410129, 18604410130, 18604410131, 18604410132, 18604410133, 18604410134, 18604410135, 18604410136, 18604410137, 18604410138, 18604410139, 18604410140, 18604410141, 18604410142, 18604410143, 18604410144, 18604410145, 18604410146, 18604410147, 18604410148, 18604410149, 18604410150, 18604410151, 18604410152, 18604410153, 18604410154, 18604410155, 18604410156, 18604410157, 18604410158, 18604410159, 18604410160, 18604410161, 18604410162, 18604410163, 18604410164, 18604410165, 18604410166, 18604410167, 18604410168, 18604410169, 18604410170, 18604410171, 18604410172, 18604410173, 18604410174, 18604410175, 18604410176, 18604410177, 18604410178, 18604410179, 18604410180, 18604410181, 18604410182, 18604410183, 18604410184, 18604410185, 18604410186, 18604410187, 18604410188, 18604410189, 18604410190, 18604410191, 18604410192, 18604410193, 18604410194, 18604410195, 18604410196, 18604410197, 18604410198, 18604410199, 18604410200, 18604410201, 18604410202, 18604410203, 18604410204, 18604410205, 18604410206, 18604410207, 18604410208, 18604410209, 18604410210, 18604410211, 18604410212, 18604410213, 18604410214, 18604410215, 18604410216, 18604410217, 18604410218, 18604410219, 18604410220, 18604410221, 18604410222, 18604410223, 18604410224, 18604410225, 18604410226, 18604410227, 18604410228, 18604410229, 18604410230, 18604410231, 18604410232, 18604410233, 18604410234, 18604410235, 18604410236, 18604410237, 18604410238, 18604410239, 18604410240, 18604410241, 18604410242, 18604410243, 18604410244, 18604410245, 18604410246, 18604410247, 18604410248, 18604410249, 18604410250, 18604410251, 18604410252, 18604410253, 18604410254, 18604410255, 18604410256, 18604410257, 18604410258, 18604410259, 18604410260, 18604410261, 18604410262, 18604410263, 18604410264, 18604410265, 18604410266, 18604410267, 18604410268, 18604410269, 18604410270, 18604410271, 18604410272, 18604410273, 18604410274, 18604410275, 18604410276, 18604410277, 18604410278, 18604410279, 18604410280, 18604410281, 18604410282, 18604410283, 18604410284, 18604410285, 18604410286, 18604410287, 18604410288, 18604410289, 18604410290, 18604410291, 18604410292, 18604410293, 18604410294, 18604410295, 18604410296, 18604410297, 18604410298, 18604410299, 18604410300, 18604410301, 18604410302, 18604410303, 18604410304, 18604410305, 18604410306, 18604410307, 18604410308, 18604410309, 18604410310, 18604410311, 18604410312, 18604410313, 18604410314, 18604410315, 18604410316, 18604410317, 186044

Attachment 3

copper louvered vents with turned wood balustrades on all four tower facades (Photograph 8); the main (west) and east entrances with decorative brick surrounds (east entrance currently partially covered by a non-original steel frame); the double steel doors at the loading dock; and the decorative grill located south of the entrance on the northwest addition.



Photograph 8. Copper louvered vents with turned wood balustrades on all four sides of the tower, and brick quoins, are significant features of the Plant.

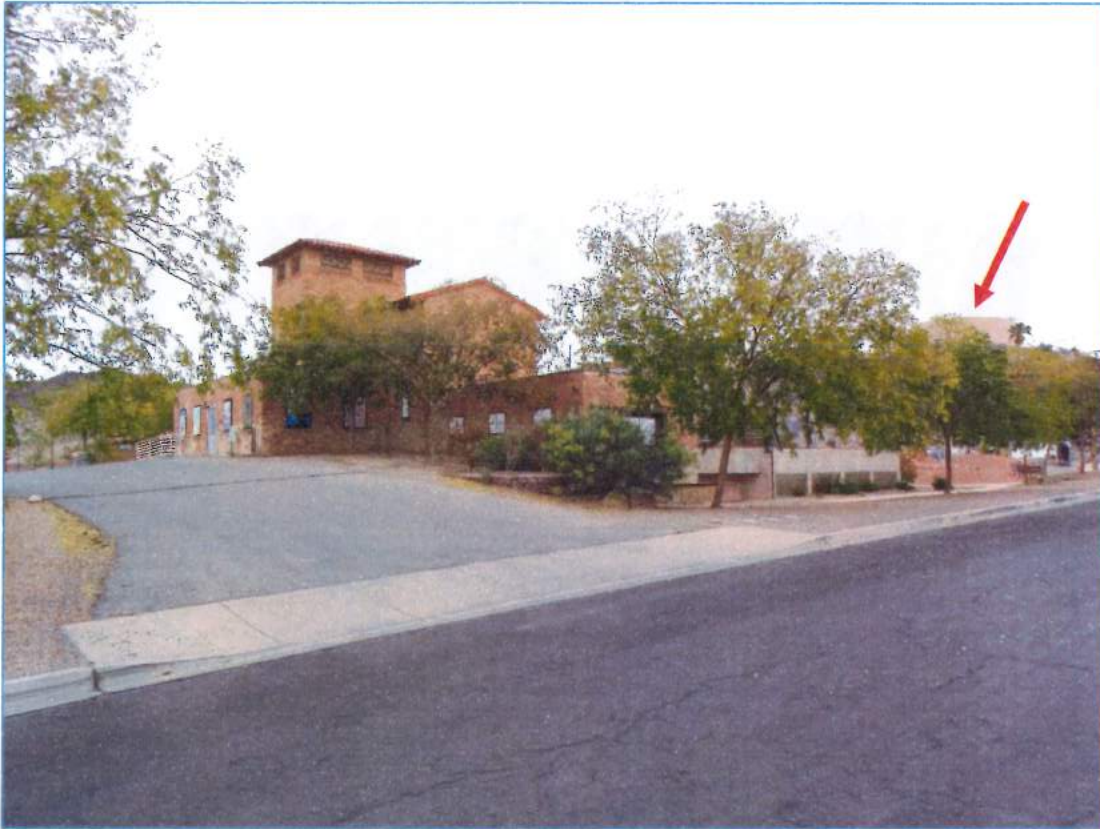
Projections

Projections can be described as any feature that projects from the primary massing of the building. The concrete dock and clarifying tanks, although altered, are considered character-defining projections of the Plant, as are any projecting pipes and other visible infrastructure visible on the exterior.

Materials and Craftsmanship

Materials play a large roll in defining the visual character of a building. Additionally, the type, variety, arrangement, craftsmanship, and textures often provide information about popular architectural styles and regional preferences; the era in which work was done; tools and processes that were used; alterations and maintenance work; availability of certain materials; original uses; economic or site constraints; and experience level of local builders and craftspersons. The Plant is an example of a Spanish Revival style building, as evidenced by the low-sloped Spanish tile roof, turned wood balustrade features, decorative brick surrounds at the main (west) and former east entrances, brick quoins, and varied massing. All

Plant was constructed. However, much of the historic built environment to the north, east, and west of the Plant has changed with demolition and alteration of original Six Companies/Reclamation facilities located to the southwest and northeast.



Photograph 7. West (main) and south facades of the Plant, showing the 1931 water storage tank and hill denoted by the red arrow at right.

Shape

Shape is defined as the overall massing, which includes the footprint, height, roof form, façade recessions or projections, and setbacks, of a building. The significant features of the Plant's shape are its irregular plan and varying building heights corresponding to the mechanical and operational function of each individual space within the building. The irregular massing is also a characteristic of Spanish Revival style architecture.

Roof and Related Features

The hipped and gabled Spanish tile roofs with open eaves are considered significant features.

Openings

A building's openings include not only windows and doors themselves, but also fenestration patterns and façade recessions. The Plant's significant openings include the exterior steel casement windows (with projecting brick sills), still extant behind plywood infill, and interior steel casement windows (formerly exterior, prior to the northwest and east additions); the

BUILDING ANALYSIS

METHODOLOGY

North Wind, along with City staff and members of the project team, conducted a site visit on November 9, 2021, to photo-document and evaluate the existing condition of the Plant. North Wind photo-documented interior and exterior conditions of the building and site. Special attention was paid to the Plant's character-defining features and any visible structural, mechanical, and maintenance areas of concern. The photo-documentation of the Plant began at the southwest corner of the building and proceeded in a counter-clockwise fashion. The first interior photographs were taken of the entire ground floor upon entering from the west entrance, followed by the upper levels.

CHARACTER-DEFINING FEATURES OF THE PLANT

The NPS defines a building's distinguishing character as, "all those visual aspects and physical features that comprise the appearance of every historic building."⁵ This document identifies the character-defining features of the Plant, including exterior architectural features, landscape, and circulation elements, and interior features. Defining the character-defining features is key to prioritizing and implementing any preservation treatment program. Ultimately, the preservation of cultural resources in their existing states should always receive first consideration. If greater intervention is necessary, an interpretive program should follow, and all work should comply with an approved plan and be thoroughly documented for stakeholder review and archiving.

Below is a discussion of the exterior and interior character-defining features of the Plant with associated images.

EXTERIOR CHARACTER-DEFINING FEATURES

Setting

Setting is the physical environment of a property that provides clues to how the building came to be in its location and why it appears the way it does. Elements that make up a property's setting can include its relationship to surrounding features, such as topographic features, vegetation, and open space, and manmade elements such as sidewalks, parking areas, roads, and other buildings.

The most significant feature of the Plant's setting is its location in a historically industrial part of the City, southwest of the water storage tank on Lodge Road at the south slope of the River Mountains. The hill provides a backdrop for the Plant and serves the still relevant function of elevating the water storage tank above the majority of the townsite (Photograph 7). Additionally, the location of the Plant as it relates to other extant historic Reclamation (formerly Six Companies) properties along Railroad Avenue is significant. The hill upon which the water tank sits remains largely undeveloped and appears much as it did when the

⁵ Nelson, Lee H. (1988). *National Park Service Preservation Brief 17: Architectural Character – Identifying Visual Aspects of Historic Buildings as an Aid to Preserving their Character*. Washington DC: U.S. Government Printing Office.

Nevada Commission for Cultural Centers and Historic Preservation Grant Program

The CCCHP, established by State law (NRS 383) and funded through the State's bonding program, provides financial assistance to governmental agencies (and nonprofit organizations) for projects that preserve and protect historic buildings, structures, and objects (and archaeological sites) for the purpose of developing a network of cultural centers and activities. A match contribution is encouraged, and participation requires consent to a covenant on the property, the terms of which are dependent upon the amount of assistance awarded. The City is encouraged to contact the Nevada SHPO to learn more about this program, and/or visit: <https://shpo.nv.gov/homepage/commission-for-cultural-centers-and-historic-preservation-ccchp>.

National Trust Preservation Funds (NTPF)

These grants are funded through the National Trust for Historic Preservation. Per the NTPF webpage, these funds are intended to encourage preservation at the local level by supporting on-going preservation work and by providing seed money for preservation projects. These matching grants are typically awarded to public agencies, and 501(c) (3) or other nonprofit organizations for planning and education and outreach. However, as of October 1, 2021, Nevada is not included in the list of states the NTPF grant program has dedicated funding to, and applicants are encouraged to contact savingplaces.org to discuss other National Trust grant opportunities. For more information visit:

<https://forum.savingplaces.org/build/funding/grant-seekers/preservation-funds>.

Historic Preservation Tax Incentives (HPTI)

The HPTI program was created by the Tax Reform Act of 1976 to encourage private sector investment in the qualified rehabilitation and re-use of historic buildings. In Nevada, this program is supported jointly by the Internal Revenue Service (IRS), the NPS, and the Nevada SHPO. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the SOI, through the NPS, to be "certified historic structures." For the Plant, The Nevada SHPO and NPS would review the rehabilitation work to ensure that it complies with the SOI. The IRS defines qualified rehabilitation expenses on which the credit may be taken. If interested in this program, the City should first contact the Nevada SHPO about the feasibility of tax credits for the Plant and to learn more about the criteria and conditions that must be met to take advantage of these incentives. Project teams are benefitted by consulting an accountant, tax attorney, legal counsel, and/or the Internal Revenue Service. For more information, visit: <https://shpo.nv.gov/services/taxcredits>, and <https://www.nps.gov/tps/tax-incentives.htm>.

Historic Preservation Fund (HPF) Subgrants

The HPF subgrants are administered by the Nevada SHPO from the state's annual Historic Preservation Fund (HPF) award, which originates with the NPS. The City took advantage of this opportunity to fund the 2020 Boulder City Historic District ARS and is familiar with the process. This subgrant also funds qualified rehabilitation projects. For more information about the HPF subgrant program, visit <https://shpo.nv.gov/services/historic-preservation-fund-subgrants>.



Photograph 6. East façade of the Plant, facing west. The clarifying tanks are the large, raised concrete structures in the foreground.

POTENTIAL FUNDING OPPORTUNITIES

Below is a list of common potential funding sources for rehabilitation of historic buildings. The list is not exhaustive, and the City is encouraged to conduct its own research as the planning process proceeds. A great resource is [preservationdirectory.com](https://www.preservationdirectory.com/preservationdirectory.com) which maintains a comprehensive list of preservation related grant funding at <https://www.preservationdirectory.com/PreservationGeneralResources/GrantsFundingSources.aspx#nthp>. Preservation Directory also partners with [Historicfunding.com](https://www.historicfunding.com/), a paid membership service that can assist the City with finding applicable funding through a “search for funding” tool. The site includes over 7,000 funding sources, including grants, loans, tax incentives, rebate programs, CLG funds, and easement programs.

Most historic preservation related grant programs require a matching contribution and that any and all work meets SOI standards. A note about review and compliance: if the City conducts, especially rehabilitation work or planning using state or federal funds, a multi-layered review may be required from the planning stages to final walk-through. Additionally, some grants, such as the Nevada Commission for Cultural Centers and Historic Preservation (CCCHP) grant, will require the City to agree to restrictive covenants on the property for a length of time commensurate with the amount of grant award.



Photograph 5. North façade of the plant showing concrete stairs leading to the north parking area.

Two 45-foot diameter concrete clarifying tanks, a series of concrete recarbonizing chambers located in between the clarifying tanks, two chemical mixing tanks located west of the clarifying tanks, and associated equipment are located to the east of the building. The above-ground board-formed concrete linings of the clarifying tanks, the top surfaces of the chemical mixing tanks and the concrete recarbonizing chambers, and above-tank equipment are extant; however, the tanks and chambers have been infilled with dirt. Additionally, two chemical mixing tanks were removed as part of the 1950 addition. Metal pipe handrails and chain link fencing line the tanks (Photograph 6).



Photograph 4. South façade showing the loading dock (center) and west end of the clarifying tanks (left), facing northwest.

The east façade of the second floor of the central building contains five window openings, three of which are infilled. The two southernmost windows left uncovered are eight-lite steel casement style. The northernmost opening is different in that a horizontal component extends northward from the top of the window to create an upside-down L shape. The east façade of the rectangular addition contains, from left (south) to right (north), a single-leaf entry and three window openings. The notched corner at the southeast corner of the addition is constructed of wood and has a smooth finish (Department of the Interior, 1950). Two tile roof drains are located at the south and north ends of the addition's east parapet wall. The north façade of the addition contains three infilled windows. Two infilled windows face north on the tower's second story. A set of concrete steps with metal pipe handrails leads from the north parking area to a gravel area north of the building (Photograph 5).



Photograph 3. South end of the west (main) façade of the Plant, facing northeast. Note board-formed concrete at the base of the loading dock extension.

The south façade of the loading dock contains a set of double metal doors with infilled windows and steel door guards in the center of the façade (Photograph 4). A shallow concrete dock with a set of three concrete steps on the west end is located in front of the doors. The steps are trimmed with metal safety treads, and a piece of steel angle iron trims the front (south) of the dock. According to the original building drawings a matching set of concrete steps was located at the east end of the dock. It appears that they have been removed to accommodate an opening under the dock. A piece of wood is bolted to the north end of the dock. The east façade of the loading dock extension mirrors the west and contains three infilled window openings; however, the northernmost window is slightly larger. A large pipe extends from the south end of the extension and turns south at an angle before continuing below grade. The south façade of the concrete clarifying tanks extends from the east façade of the loading dock extension. A short railroad spur (no longer extant) of the U.S. Construction Railroad (U.S. Government Railroad) that delivered chemicals required for Plant operations to the Plant's loading dock was located just south of the dock along the north side of Railroad Avenue.



Photograph 2. North end of the west (main) façade of the Plant, facing east.

The main entry is centered on the west façade of the west extension, flanked by two infilled windows on either side of the entry. One window is infilled with an interpretive marker. The entry consists of a metal door with infilled opening and a thick metal frame. The door and frame are not original to the building. The frame covers the original decorative brick surround.⁴ A modern concrete ramp with metal pipe handrails is located in front of the west façade. Two tile roof drains are located at the north and south end of the parapet wall. A concrete pad with steel doors leading to a chamber below grade, and a water pump, are located at the south end of the west façade. The south façade of the west extension contains two infilled windows. The west façade of the loading dock extension contains three smaller infilled windows. The west façade of the tower includes two louvered openings at the top of the tower (all four sides of the tower are identical), and five evenly spaced infilled windows at the second story level. The finished grade slopes southward here, revealing the loading dock's board-formed concrete base (Photograph 3).

⁴ A matching surround is located at the former east entry, now covered by the east addition.



Figure 14. Ca. 1934 and 1950 additions outlined in red and blue, respectively (Google Maps 2021).

The west (main) façade consists of, from left (north) to right (south), the west façade of the northwest addition, central building and tower, the west extension, and west façade of the loading dock (Photograph 2). The west façade of the northwest addition contains an infilled window on the north end, and a single-leaf metal door with infilled window on the south end. What appears to be a capped well in the form of a raised concrete cylinder is located west of the door. A steel sculpture supporting a metal awning frame rests atop the cylinder. The metal frame consists of two crossed steel beams supporting a curved metal frame. Utility equipment is located to the north of the door. An opening with a decorative metal grill is located to the south of the door on the lower portion of the west façade of the tower. Two infilled windows face north on the west extension.

Attachment 4

2

Structural Report

Prepared by Silman and Mel Green Associates





Boulder City Water Filtration Plant Historic Structure Report – Structural Assessment



February 23, 2022

Prepared for

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INTRODUCTION

The Historic Water Filtration Plant is located at 300 Railroad Avenue in Boulder City, Nevada (see Figure 1). Silman and Mel Green Associates (MGA) have been retained to perform a structural assessment of the building as part of a larger Historic Structures Report (HSR) and Preservation Treatment Plan. As part of the assessment existing documents were reviewed and an on-site investigation was performed with the rest of the design team on November 9, 2021. Following the site visit observations analyses were performed to assess the live load capacity of the framing and the ability of the structure to resist lateral loading (wind and seismic).



Figure 1 – Aerial of Site Looking North (Google Earth)

The building is up to three stories tall above grade with a large basement space. The structure consists of concrete foundations and below grade walls, steel/concrete framing at the first floor, wood framing at upper floors/roofs and exterior brick masonry walls above grade. Total square footage for the building is estimated to be around 7600 sf broken out as follows: 2900 sf at the basement level (non-infilled areas), 3400 sf at the first floor, 1000 sf at the second floor, and 300 sf at the third floor.

The purpose of the report herein is to provide the following:

- Descriptions of the existing structural systems (floor framing, roof framing, walls, etc.)
- Observations on existing conditions of structural elements
- Analysis of existing live load capacities for floors/roofs
- Preliminary seismic evaluation to highlight potential hazards
- Summary of structural recommendations for repairs based on conditions assessment and analyses

For the purposes of the report key plans have been provided below so that consistent nomenclature when referencing different areas and elevations of the building (see Figure 2, Figure 3, and Figure 4).

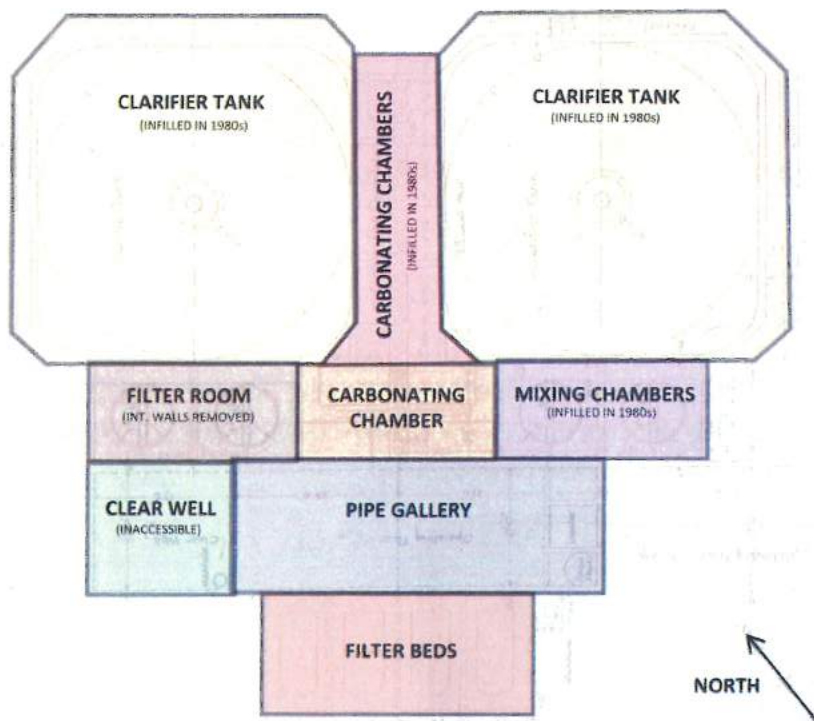


Figure 2 – Basement Floor Key Plan

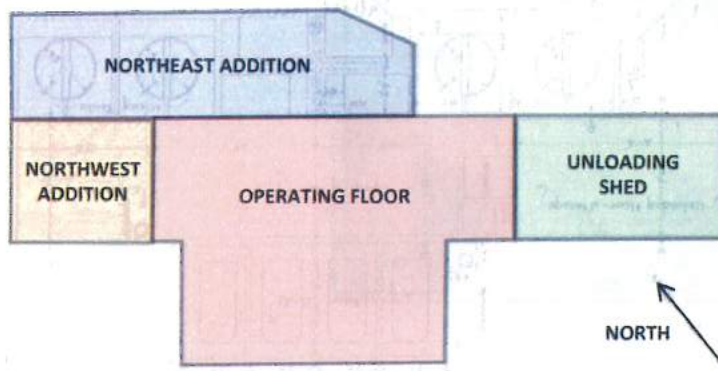


Figure 3 – First Floor Key Plan

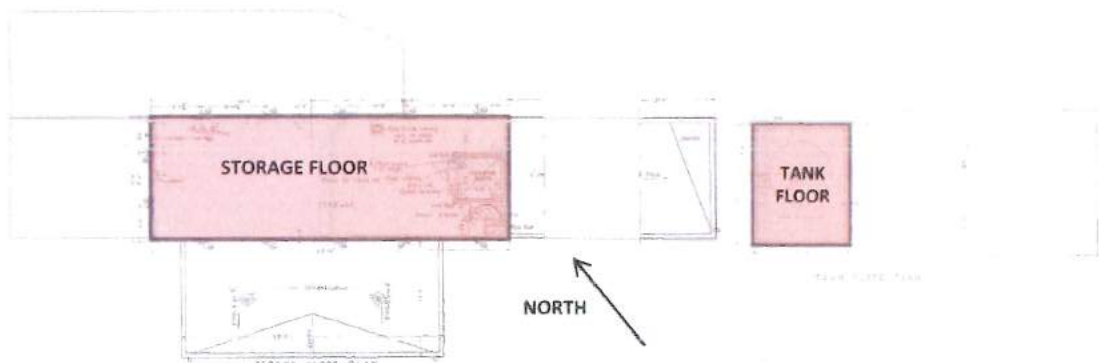


Figure 4 – Second (left) and Third (right) Floor Key Plans

For the elevation references the front of the building is the Southwest Elevation, the rear with the Clarifier Tanks is the Northeast Elevation, the end with the unloading shed is the Southeast Elevation, and the side with the additions is the Northwest Elevation (see Figure 5).

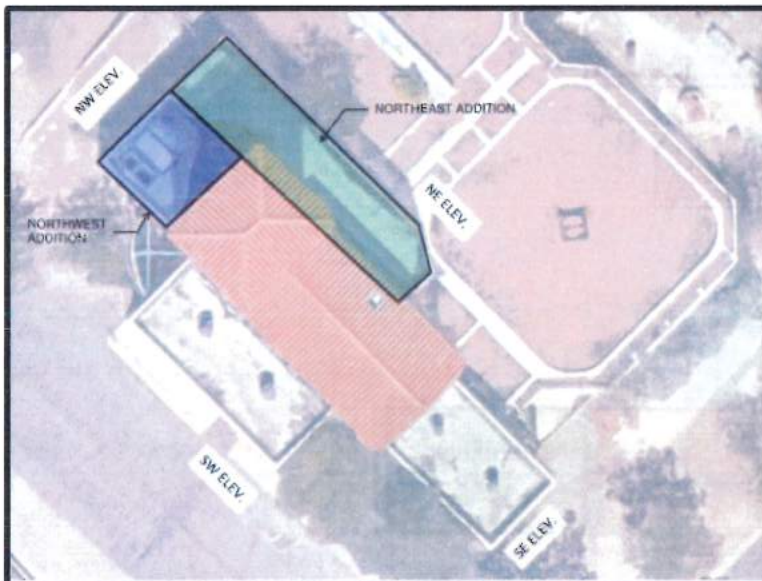


Figure 5 – Key Plan for Elevations

Building History

The building history is focused on changes that have impacted the structure of the Historic Water Filtration Plant. A more comprehensive history can be reviewed by referencing the 2006 Facility Reuse Plan and the various drawings that have been made available to the design team.

- 1931 – The Boulder City Water Filtration Plant was constructed in order supply water from Hoover Dam under the Boulder Canyon Project Act (see Figure 6).

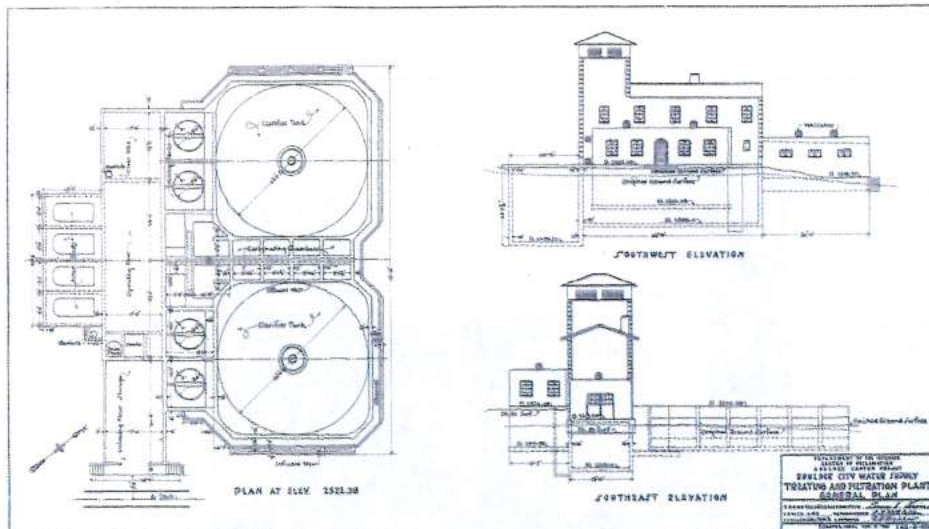


Figure 6 – General Plan from Original 1931 Drawings

- 1932 – The NW Addition appears to have been added shortly after the original construction based on photos recently uncovered by the design team. The NW addition is added over top of the Clear Well which was part of the original construction. The NW Addition is the first addition as it is noted as existing in the NE Addition drawings.
- 1950-1969 – The second one-story addition is added to the building. Drawings were produced for the NE addition in 1950; however, the as-builts are dated 1969 (see Figure 7). As a result, there is still some question as to exactly when construction occurred. The NE addition was added over top of the North Mixing Chambers (now Filter Room) and the South Carbonating Chambers. It was at this time that the interior walls for these spaces were removed.

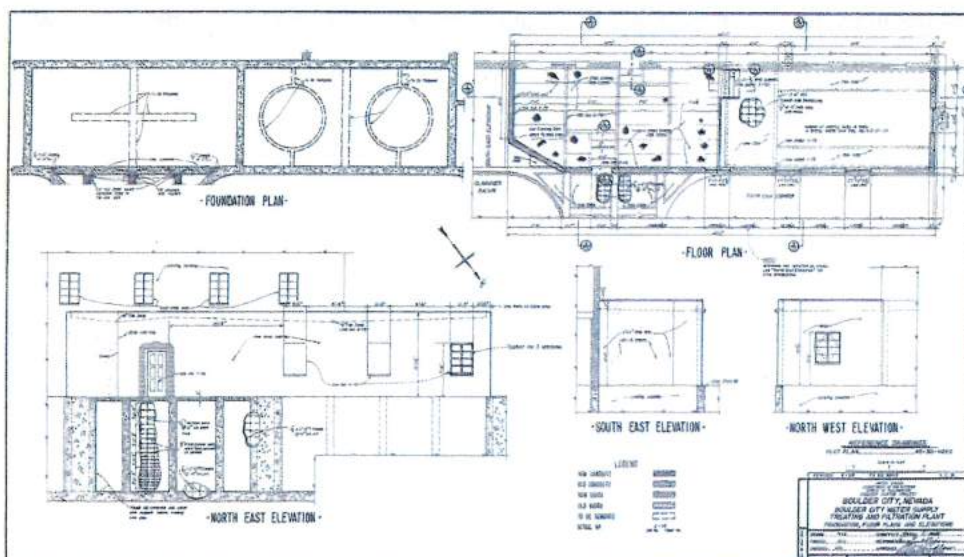


Figure 7 – Floor Plans and Elevations from 1950 Drawings for the NE Addition

- 1982 – The facility is closed and mothballed by GSA (see Figure 8).



Figure 8 – 1982 Photo Looking Northwest from NRHP Nomination

- 1984-1985 – GSA declares the building surplus property and transfers ownership to Boulder City.
- Late 1980s – The city infills the two Clarifier Tanks, the north Carbonating Chambers, and the east Mixing Chambers to address safety concerns. Use of the building is limited to storage.
- 1990s – The community adds an arts park to the eastern side of the parcel and a community garden to the western side of the parcel.
- 2018 – It is reported that a re-roofing project occurred of the high gable and hip roofs as well as the three flat roof areas on the one-story section. Re-roofing project stripped the old roofing product down to the existing wooden deck but does not appear to have added any new structural sheathing.

INVESTIGATION

The investigation herein is based on site observations from November 2021 combined with a review of past drawings, reports, and photos that were made available to the design team. While on site observations were made at both the interior and exterior of the building. In general, the structure was readily visible, and access was possible for almost all building areas. At the interior all spaces were documented except for the Clear Well and the tanks/chambers infilled by the city in the late 1980s. At the exterior all elevations were documented and only the roofs were not directly observed.

Past relevant documentation that was made available to the structural team at the time of the investigation included the following:

- 1931 Original Drawings – Total of 8 sheets of the original 1931 drawings with a high quality scan and good resolution
 - General Plan (45-D-1156)
 - Reinforcement Details-Wall Elevations (45-D-1157)
 - Second and Tank Floor Plans and Details (45-D-1189)
 - Northeast Elevation (45-D-1190)
 - Southwest Elevation (45-D-1191)
 - Northwest and Southeast Elevations (45-D-1192)
 - Longitudinal Section and Details (45-D-1193)
 - Cross Section and Details (45-D-1194)
- 1950 Addition Original Drawings – Total of 2 sheets with a high quality scan and good resolution
 - Foundation, Floor Plans and Elevations (45-301-4092)
 - Roof Plan and Sections (45-301-4093)
- 1983 National Register of Historic Places (NRHP) Nomination for Boulder City Historic District (Volume I and Volume II) by Janus Associates
- 2006 “Facility Reuse Plan – Historic Boulder City Water Filtration Plant” dated January 31, 2006 and put together by the City of Boulder City – Community Development Department
- 2006 “Facility Reuse Plan - Appendix A: Copy of Deed” – 1985 deed to the City of Boulder City
- 2006 “Facility Reuse Plan - Appendix B: Copy of Original Plans for Construction of Facility” – 32 sheets of the original drawings from 1931 with a low-quality scan and poor resolution. Relevant structural sheets not included elsewhere include (note that several sheets related to piping, lighting and equipment have been omitted):
 - Clarifiers and Carbonization Chambers (45-D-1110)
 - Mixing Tanks (45-D-1111)
 - Reinforcement Plan (45-D-1112)
 - Rapid Sand Filter: Foundation and Sections – Reinforcing Details (45-D-1116)
 - Steel Superstructure Framing (45-D-?)
 - Pipe Gallery and Clear Well: Plan and Sections (45-D-1154)
 - Pipe Gallery and Clear Well: Reinforcement Details – Wall Elevations (45-D-?)
 - Pipe Gallery and Clear Well: Reinforcement Details (45-D-1174)
 - Pipe Gallery and Clear Well: Reinforcement Details (45-D-1175)

- Pipe Gallery, Clear Well and Loading Platform: Reinforcement Schedule (45-D-1176)
- Loading Platform (45-D-1177)
- First Floor Plan – Lintel Schedules (45-D-118?)
- Miscellaneous Building Details (45-D-1195)
- Section Thru Pipe Gallery (45-D-1203)
- Floor Plans – Equipment Layout (45-D-1204)
- Elevator Installation (45-D-1212)
- Miscellaneous Iron Details (45-D-1215)
- Grading Plan (45-D-1241)
- 2019 “Boulder City Assessments – Old Filtration Plant (300 Railroad Avenue)” dated February 14, 2019 and put together by Stantec

Structural Description & Assessment

Foundation

Under most of the building there appears to be a reinforced concrete mat foundation. Scaling the historic drawings, the mat appears to be on the order of 12 inches thick and serves as the exposed basement slab. The basement elevation varies and is anywhere from about 10 feet below surrounding grade (at the Filter Beds) to upwards of 22 feet below grade (at the Clear Well). The elevation of the basement slab at the infilled Clarifier Tanks and surrounding chambers is approximately equal to the Filter Bed elevation; however, the grading drops off towards the northeast end of the site making those (no longer exposed) slabs only about 6 feet above grade. Although the first floor of the Unloading Shed is several feet lower than the adjacent Operating Floor this is the one area of the building without a basement below. There is a 2 foot deep pit to accommodate the elevator at the Pipe Gallery foundation mat.

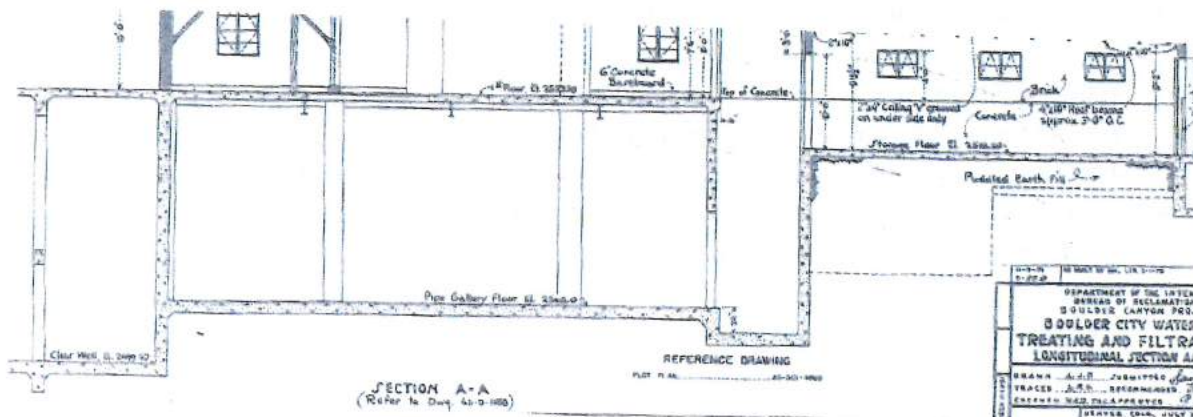


Figure 9 – Section Showing Foundations Through Clear Well (left), Pipe Gallery (center) and Unloading Shed (right)

At the Unloading Shed the foundations vary a bit from the mat found elsewhere. This portion of the building appears to have the exterior load bearing walls sitting on shallow concrete spread footings and with a more traditional slab on grade that appears to be about 6 inches thick.

Similarly, the Clarifier Tanks are also a bit different from the rest of the structure at the foundation level. The perimeter walls for the tanks are essentially concrete cantilever retaining walls with shallow spread

footings measuring 7'-6" wide and 15 inches deep. At the center of each tank there was a large concrete pier that sat on a shallow spread footing about 9 foot square in plan and 3 foot deep. The sloping bottom of the tanks was formed with a 6 inch slab on grade (see Figure 10).

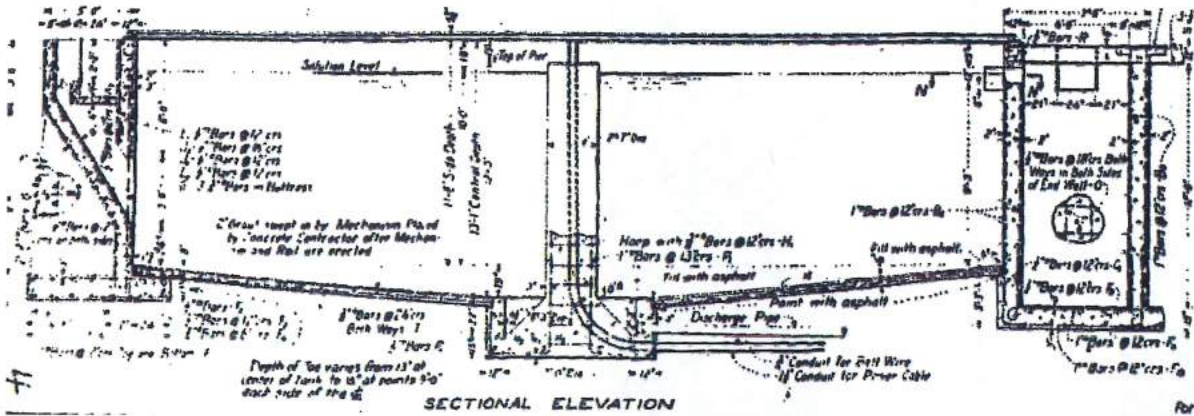


Figure 10 – Section Through a Clarifier Tank

At the building there are typically reinforced concrete foundation walls up to the first floor level. Most of the concrete foundation walls appear to be 12 inches thick, although there are a few exceptions such as the walls around the Filter Beds and the Unloading Shed, which are 8 inches thick. At the Unloading Shed the concrete walls extend up about 4 feet above the slab on grade so that there is a consistent top of concrete elevation and transition to brick masonry (Figure 11).

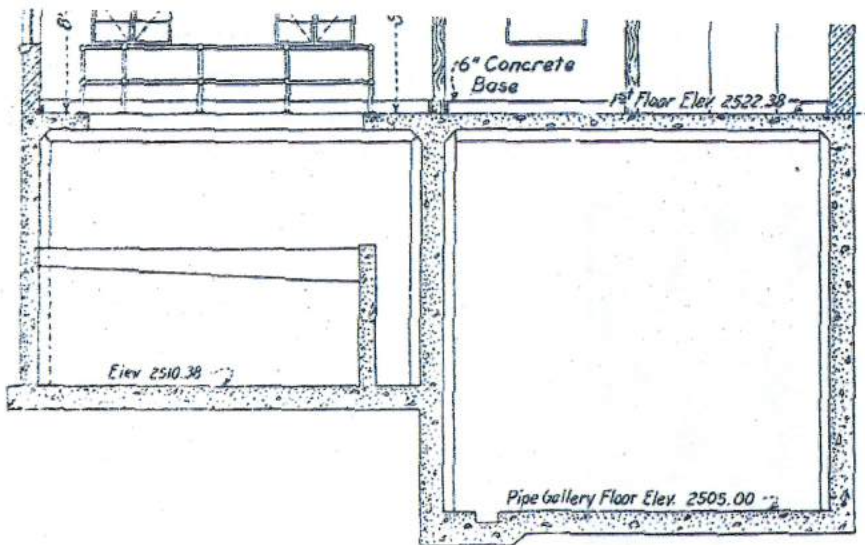


Figure 11 – Section Showing Concrete Foundations Walls at Filter Beds (left) and Pipe Gallery (right)

Condition Assessment

Many of the foundation elements are below grade and not directly visible. Where observations could be made the slabs were in fair to good condition. Similarly, the concrete foundation walls were also in fair

to good condition where exposed to view. At the Pipe Gallery there were isolated areas where the concrete walls have begun to spall and expose the rusted reinforcing bars (see Figure 12).

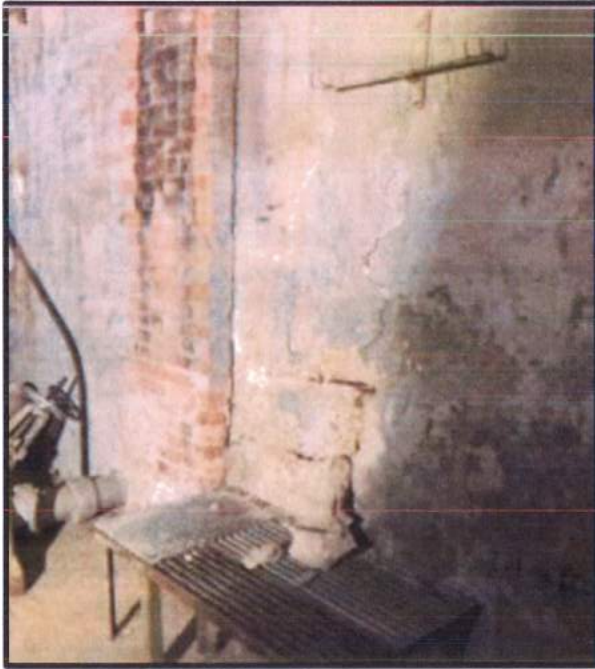


Figure 12 – Concrete Spalling and Deterioration at Pipe Gallery Foundation Wall

There is limited evidence of differential settlement at the site except for the Unloading Shed. Some vertical and diagonal cracking was noted in both the concrete stem walls and the brick masonry walls above. The foundations for this portion of the building are not on mat and are at a higher elevation than the rest of the structure, which may partially explain some of this observed distress (see Figure 13).



Figure 13 – Step Cracking at South Corner of Unloading Shed

Floor Framing

The first floor of the building is typically concrete framed with 8 inch thick reinforced concrete slabs. The slabs often bear on concrete foundation walls with beams at isolated locations.

The floor above the Filter Beds has large openings and consists of 8 inch thick concrete slabs that cantilever off the concrete foundation walls. The slabs cantilever up to 3 foot from the face of the wall (see Figure 14).

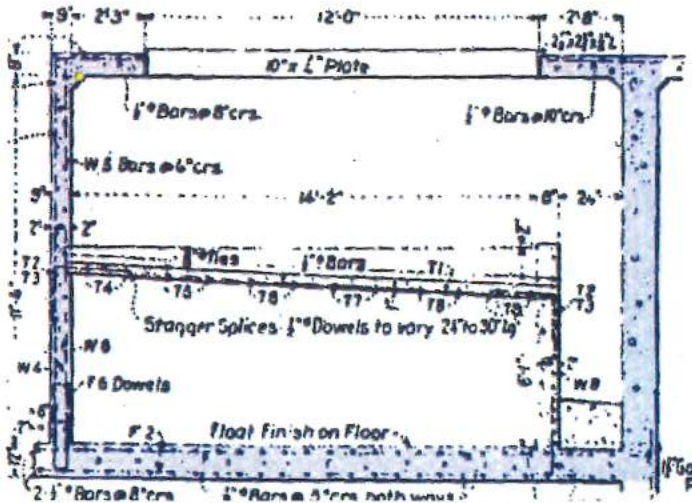


Figure 14 – Section Showing Cantilever First Floor Slabs at Filter Beds (left)

The operating floor above the pipe gallery consists of (3) 14 inch deep north-south running steel wide flange beams spanning about 17 feet between concrete foundations walls. The beams support a one-way concrete slab spanning about 12 feet between steel beams. There are two openings in the floor; the elevator shaft at the south end framed out with concrete foundation walls, and one at the north end framed out with additional east-west running steel beams and with steel grating above (see Figure 15).

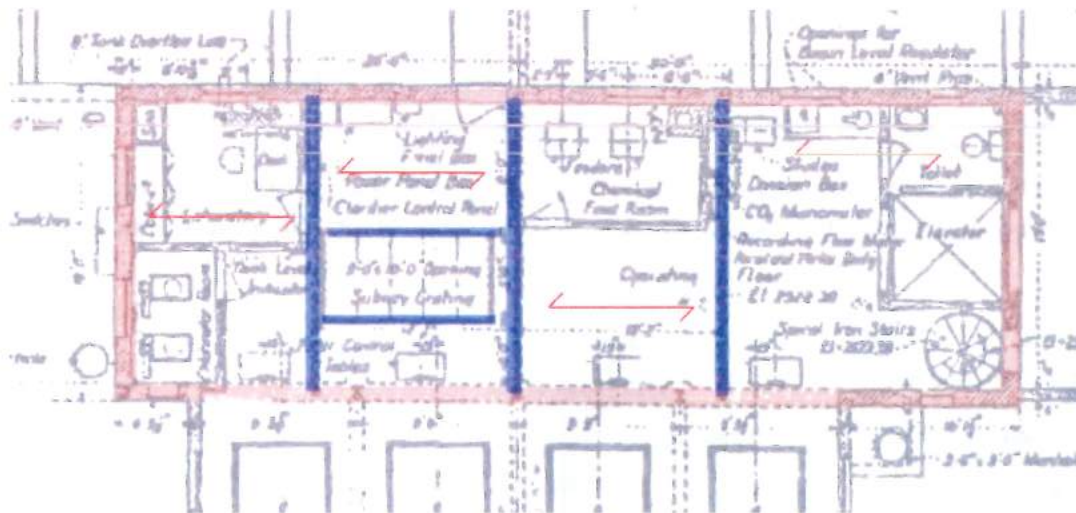


Figure 15 – First Floor Framing at Operating Room (steel beams in blue and walls in red)

At the Northeast Addition, the south end of the first floor above the Carbonating Chamber was an open space and the first floor over the basement was added as part of the addition. This floor is elevated about 2 feet above the adjacent first floors and consists of 8 inch deep steel wide flange beams spanning in the north-south direction that support steel bar grating (see Figure 16).

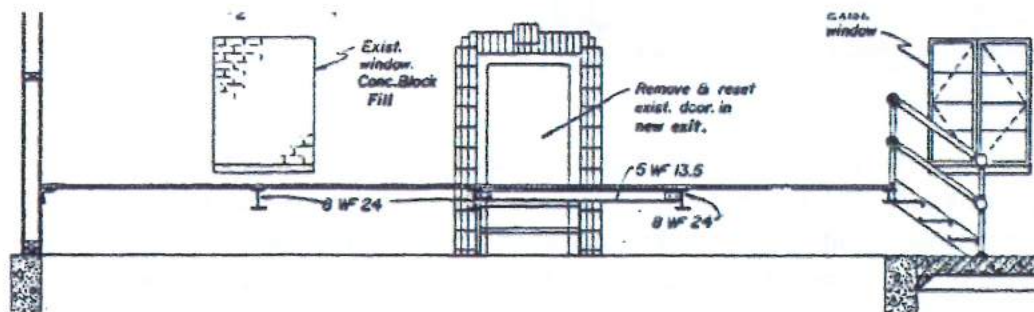


Figure 16 – Steel Framed Floor with Grating at Northeast Addition (1950 Drawings)

The north end of the Northeast Addition above the Filter Room has a large opening in the floor which consist of 8 inch thick concrete slabs supported by a combination of concrete walls and 5 inch deep steel wide flange beams (see Figure 17). Like the south end these new floor slabs all date to the time of the addition as the chambers below were previously open to the outdoors.

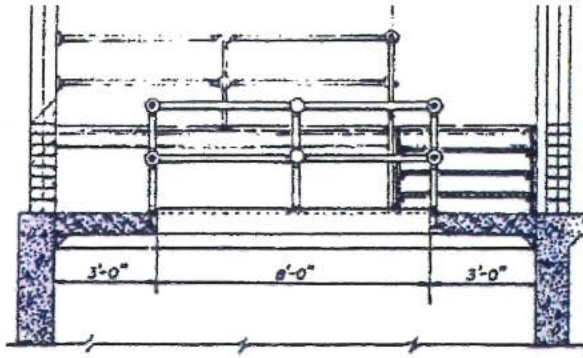


Figure 17 – Section through First Floor of Northeast Addition Above Filter Room (1950 Drawings)

At the Northwest Addition the first floor is the old roof over the Clear Well. The structure here appears to be an 8 inch thick concrete slab spanning in the east-west direction to the concrete foundation walls and a north-south running concrete beam in the center of the span (see Figure 18).

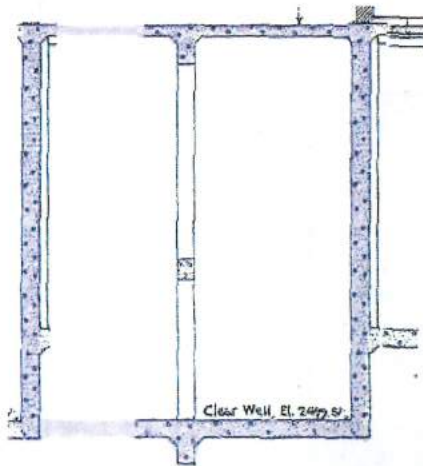


Figure 18 – Section Through Clear Well Showing First Floor of Northwest Addition

The Storage Floor is the only second floor level at the building. No observations could be directly made as a ceiling was in place but based on provided documentation it is believed that the framing consists of (2) 2x8 (nominal) wood floor joists spiked together (see Figure 19). The joists span in the north-south direction 19 foot across the space.

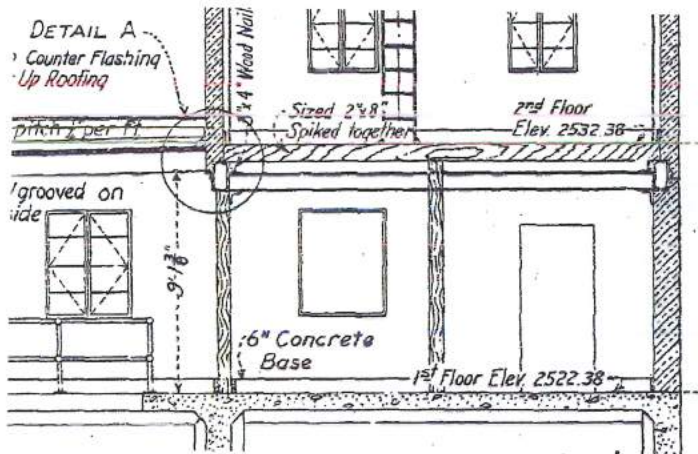


Figure 19 – Section Through Storage Floor Showing 2x8 Second Floor Joists

They are supported by a brick masonry wall at the north end and a steel frame at the south end (see Figure 20). Spacing of the joists is not provided but is likely 16 inches on-center. There is straight wood sheathing above the floor joists.



Figure 20 – Underside of Second Floor Framing and Steel Frame Supporting South End of Second Floor

There is a steel spiral staircase at the south end of the Storage Floor that connects the basement, first floor and second floor levels. From the second floor there is a ladder to get up to the third floor.

The Tank Floor is a small third floor area that houses a 10 foot diameter tank. There is a steel frame around the perimeter of the room with columns and beams partially embedded in the exterior brick masonry walls. The floor itself consists of (6) east-west running steel beams spanning the 15 foot

distance across the tower and spaced at around 2 to 3 feet on-center. Above the steel beams there is 1 inch thick wood sheathing that forms the floor.



Figure 21 – Tank Floor as Viewed from the Second Floor Below

Condition Assessment

The floor framing is generally in fair to good condition where observations could be made. In particular, the wood and steel floor framing appear to be in good condition relative to their age, with few signs of deterioration outside of some surface corrosion on the steel and water staining on the wood (see Figure 22).



Figure 22 – Good Condition of Floors at Northeast Addition

At the concrete framed floors some spalling was evident at the underside of the slabs. The most significant damage observed was at the underside of the Operating Floor where several spalls exposed underlying corroded rebar (see Figure 23).



Figure 23 – View of Spalling at Underside of Operating Floor Concrete Slab

Roof Framing

At the one-story portions of the building the roofs are flat and the framing consists of 4x10 (nominal) wood rafters spanning in the north-south direction and bearing on brick masonry walls. The rafters have straight wood sheathing (2x laid flat at original construction) and a built-up roof above. Over the Unloading Shed and Filter Beds the rafters are spaced at 36 inches on-center, whereas the spacing increases to 48 inches on-center at the new additions (see Figure 24).



Figure 24 – Roof Framing at Unloading Shed

The Storage Floor has a gable roof which consists of 2x6 (nominal) wood rafters at 16 inches on-center. At every other rafter there is a 2x6 horizontal tie and vertical at the peak to essentially create a truss. Above the rafters there is 7/8 inch thick straight sheathing, 3-ply built-up roofing and a tile roof. The roof framing spans 19 feet, has a 4:12 roof pitch, and bears on a 2x sill above the north/south brick masonry walls (see Figure 25).



Figure 25 – Roof Framing above Storage Floor

Above the Tank Floor the tower has a hipped roof. The framing consists of 2x10 (nominal) hip rafters and 2x6 (nominal) rafters at 16 inches on center. Like the second floor roof there is 7/8 inch thick straight sheathing, 3-ply built-up roofing and a tile roof (see Figure 26).

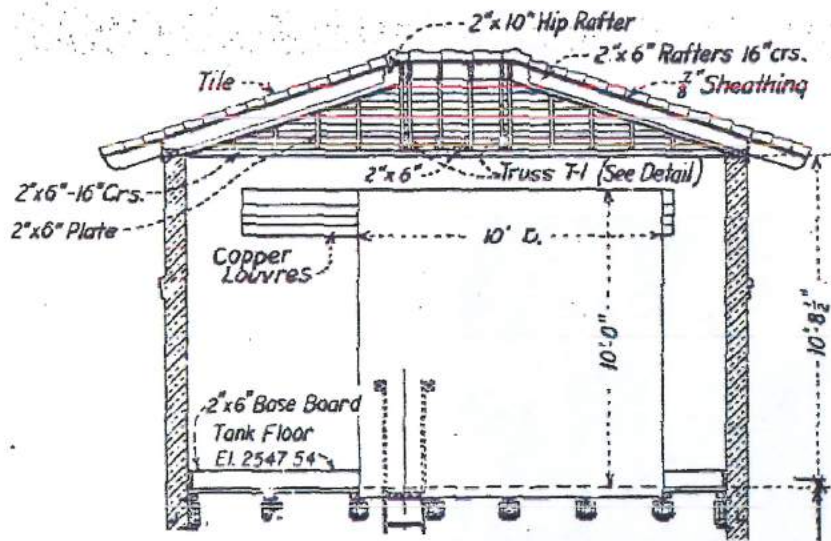


Figure 26 – Section Showing Roof Framing Above Tank Floor Tower

Condition Assessment

The wood roof framing is in fair condition. At the original 1931 construction there has been some moisture infiltration over time, but it appears to have caused limited structural damage. Some water staining is evident at rafter and sheathing, and the paint is failing, but it does not appear to have caused any significant section loss of the wood. At the two flat roofs added over the addition more significant water damage is evident. There are signs of significant water damage at the Northwest Addition. A ceiling is in place, so observations were limited, but the interior finishes had started to fail in response to the moisture and it is very likely there is damage to the underlying roof rafters (see Figure 27).



Figure 27 – Plaster Ceiling Failure at NW Addition

Attachment 5

NEVADA PUBLIC AGENCY INSURANCE POOL

POOL PROPERTY AND CASUALTY COVERAGE FORM

POOL/PACT
201 S. Roop St., Suite 102
Carson City, NV 89701
(775) 885-7475
www.poolpact.com

Claims Service Provider:
Davies Claims Solutions
639 Isbell Road #390
Reno, Nevada 89509
(775) 329-1181
(800) 291-6826
www.ascrisk.com



NEVADA PUBLIC AGENCY INSURANCE POOL (POOL)
PROPERTY DECLARATIONS

| FORM NUMBER | COVERAGE PERIOD | NAMED ASSURED | MAINTENANCE DEDUCTIBLE |
|-------------------|---|------------------|------------------------|
| NPAIP 20212022 | 07/01/20201– 07/01/2022 12:01 A.M. Standard Time | Per Attachment A | Per Attachment B |

SECTION V. PROPERTY LIMITS

| Coverage | Limit per Loss | |
|--|--------------------------------------|---------------------------|
| Property | \$300,000,000 | Per Schedule of Locations |
| The following sublimits apply to Section V. C. Extensions of Property Coverage: | | |
| 1. Accounts Receivable | \$5,000,000 per loss | |
| 2. Arson Reward | 10% up to \$25,000 per loss | |
| 3. Debris Removal-Mold/Asbestos | \$100,000 | |
| 4. Earthquake | \$150,000,000 aggregate | |
| 4. Flood | \$150,000,000 aggregate | |
| | \$25,000,000 aggregate, Flood Zone A | |
| 5. Equipment Breakdown | \$100,000,000 | |
| • Loss of Income & Extra Expense | included | |
| • Hazardous Substance Coverage | \$250,000 per loss | |
| • Spoilage Coverage | \$250,000 per loss | |
| • Data Restoration | \$100,000 per loss | |
| • Electrical Risk Improvements | \$10,000 | |
| 6. Expediting Expenses | \$25,000 | |
| 7. Unintentional Errors and Omissions | \$5,000,000 per loss | |
| 8. Money and Securities | \$500,000 per loss | |
| 10.c. Ordinance or Law - LEED Building | \$500,000 | |
| Vehicle Agreed Value | Per Attachment D, if applicable | |

This Declarations Page, together with the Nevada Public Agency Insurance Pool (hereinafter referred to as POOL) Coverage Form, edition 20212022, outlines the coverage provided by POOL. In accepting coverage, the Named Assured agrees to pay an annual Contribution, as determined by POOL.

Countersigned:



Authorized Representative

Date: July 1, 2021

NEVADA PUBLIC AGENCY INSURANCE POOL (POOL)

LIABILITY DECLARATIONS

| FORM NUMBER | COVERAGE PERIOD | NAMED ASSURED | MAINTENANCE DEDUCTIBLE |
|----------------|---|------------------|------------------------|
| NPAIP 20212022 | 07/01/2021 – 07/01/2022 12:01 A.M. Standard Time | Per Attachment A | Per Attachment B |

SECTION VI. LIABILITY LIMITS

| Coverage | Limit per Named Assured | Annual Aggregate Limit per Named Assured |
|--|----------------------------|--|
| Per Event | \$10,000,000 | \$10,000,000 |
| <i>All Sublimits are a part of and not in addition to the Limits of Liability.</i> <i>Liability Sublimits:</i> <ul style="list-style-type: none">• Additional Insured (Lessors) (Section I, item 2) \$2,000,000• Criminal Defense Fees and Cost (Section VI, part C, item 4) \$50,000• Defense for Regulatory Agency Actions (Section VI, part C, item 16) \$50,000• Weed Spray Property Damage (Section IV, item 3 (B) (2) (ix)) \$250,000• Emergency Response to Pollution (Section IV, item 3 (B) (2) (v)) \$1,000,000• Sexual Abuse (Section VI, part C, item 21) \$2,500,000 | | |
| <i>Retroactive Date</i> | | <i>May 1, 1987 except as shown in Attachment C</i> |

This Declarations Page, together with the Nevada Public Agency Insurance Pool (hereinafter referred to as POOL) Coverage Form, edition 20212022, outlines the coverage provided by POOL. In accepting coverage, the Named Assured agrees to pay an annual contribution, as determined by POOL.

Countersigned:



Authorized Representative

Date: July 1, 2021

POOL Named Assured Endorsement
Effective July 1, 2021

| POOL DECLARATIONS PAGE | |
|--|--|
| Attachment A | |
| Effective July 1, 2021 it is understood and agreed that the Named Assureds covered hereunder are as follows: | |
| | |
| Alamo Sewer & Water General Improvement District | |
| Amargosa Library District | |
| Beatty Library District | |
| Beatty Water & Sanitation | |
| Boulder, City of including Damboree, Inc. | |
| Caliente, City of | |
| Canyon General Improvement District | |
| Carlin, City of including these subentities: | |
| Carlin Volunteer Fire/Ambulance | |
| Carlin Open Door Senior Citizens Center | |
| Carlin Friends of the Library | |
| Carson City, A Consolidated Municipality | |
| Carson City School District | |
| Carson-Truckee Water Conservancy District | |
| Carson Water Subconservancy District | |
| Central Nevada Historical Society | |
| Central Nevada Regional Water Authority | |
| Churchill County including these subentities: | |
| Road Commission | |
| Planning Commission | |
| Parks and Recreation Commission | |
| Museum Board | |
| Library Board | |
| Fire Board | |
| Cemetery Board | |
| Board of Equalization | |
| Coalition for Senior Citizens | |
| CC Communications | |
| Churchill County Volunteer Fire Department | |
| Churchill County Mosquito & Weed Abatement District | |
| Churchill County School District | |
| County Fiscal Officers Association | |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|--|
| Douglas County Mosquito Abatement District |
| Douglas County Redevelopment Agency |
| Douglas County School District |
| Douglas County Lake Tahoe Sewer Authority |
| East Fork Swimming Pool District |
| Elko Central Dispatch Administrative Authority |
| Elko, City of |
| Elko Convention and Visitors Authority |
| Elko County including these subentities: |
| Elko Senior Citizens Center |
| Jackpot, Town of |
| Jarbidge, Town of |
| Local Emergency Planning Commission |
| Montello, Town of |
| Mountain City, Town of |
| North East Area Fire Protection District |
| Northeastern Nevada Regional Development Authority |
| Tuscarora, Town of and Water District |
| Volunteer Fire Departments (several) |
| Elko County Fair Board and Elko County Agricultural Association |
| Elko County School District |
| Elko TV District |
| Ely, City of including White Pine Historical Railroad Foundation |
| Esmeralda County |
| Goldfield, Town of |
| Goldfield TV District |
| Silver Peak, Town of |
| Esmeralda County School District |
| Eureka County including these subentities: |
| Diamond Valley Weed |
| Diamond Valley Rodent |
| Crescent Valley, Town of |
| Eureka, Town of |
| Devil's Gate GID |
| Eureka Television District |
| Eureka County Fair Board |
| Eureka County Recreation Board |
| Eureka Volunteer Fire Department |
| Diamond Valley Volunteer Fire Department |
| Crescent Valley Volunteer Fire Department |
| Pine Valley Volunteer Fire Department |
| Dunphy Volunteer Fire Department |
| Beowawe Volunteer Fire Department |
| Eureka EMS |
| Crescent Valley EMS |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|---|
| Eureka County School District |
| Fernley, City of |
| Fernley Swimming Pool District |
| Gardnerville, Town of |
| Gardnerville-Ranchos General Improvement District |
| Genoa, Town of |
| Gerlach GID |
| Humboldt County including these subentities: |
| Denio Television District |
| Golconda Fire Protection District |
| Golconda Water District |
| Humboldt Development Authority |
| Humboldt Fire Protection District |
| Kings River GID |
| McDermott Fire Protection District |
| McDermott GID |
| Orvada Community Services District |
| Orvada Fire Protection District |
| Orvada GID |
| Orvada Rodent Control District |
| Paradise Fire Protection District |
| Paradise Sewer District |
| Paradise Weed Control District |
| Pueblo Fire Protection District |
| Quinn River Television District |
| Sixth Judicial District Court |
| Senior Citizens of Humboldt County |
| Union Justice Court |
| Wildfire Support Group, Inc. |
| Winnemucca Rural Fire Protection District |
| Winnemucca Convention & Visitors Authority |
| Humboldt County Fair & Recreation Board |
| Humboldt County Fairgrounds Agricultural District #3 |
| Community Halls of Golconda, Orvada, McDermott, Paradise Valley, Kings River, Denio, Jackson Moun |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|--|
| Humboldt County School District |
| Humboldt General Hospital |
| Humboldt River Basin Water |
| Incline Village General Improvement District |
| Indian Hills General Improvement District |
| Kingsbury General Improvement District |
| Lakeridge General Improvement District |
| Lander County including these subentities: |
| Argenta Television District |
| Austin Ambulance Service |
| Austin Volunteer Fire Department |
| Austin, Town of |
| Battle Mountain Ambulance Service |
| Battle Mountain Volunteer Fire Department |
| Battle Mountain, Town of |
| Kingston, Town of |
| Kingston Volunteer Fire Department |
| Lander County Convention & Tourism |
| Lander County Community Health Office |
| Lander County Hospital District dba Battle Mountain General Hospital |
| Lander County School District |
| Lincoln County including these subentities: |
| Alamo, Town of |
| Lincoln County Emergency Management |
| Lincoln County Fair Board |
| Lincoln County Television District |
| Meadow Valley Ambulance |
| Panaca, Town of |
| Lincoln County Fire District |
| Pioche Public Utilities |
| Pioche, Town of |
| Pioche Volunteer Fire Department |
| Lincoln County Senior Citizens (only for Property and Automobile Liability coverage) |
| Pioche Housing Authority (only for Property coverage) |
| Lincoln County Regional Development Authority |
| Lincoln County School District |
| Lincoln County Water District |
| Logan Creek Estates General Improvement District |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|---|
| Lovelock, City of |
| Lovelock Meadows Water |
| Lyon County including these subentities: |
| Central Lyon Vector Control District |
| Dayton Utilities |
| Lyon County Fair & Rodeo |
| Mason Valley Mosquito Control District |
| Walker River Weed Control District |
| Willowcreek General Improvement District |
| Dayton Valley Dog Park Association |
| Lyon County School District |
| Marla Bay General Improvement District |
| Mason Valley Swimming Pool District |
| Minden, Town of |
| Minden Gardnerville Sanitation District |
| Mineral County including these subentities: |
| Hawthorne Fire Department |
| Hawthorne Utilities |
| Luning Volunteer Fire Department |
| Mina Care and Share Center |
| Mina Volunteer Fire Department |
| Mineral County Care and Share |
| Mineral County Airport Land Advisory Board |
| Mineral County Convention & Tourism Authority Board |
| Mineral County Parks & Recreation |
| Mineral County Planning Commission |
| Schurz Volunteer Fire Department |
| Walker Lake Volunteer Fire Department |
| Walker Lake Water District |
| Mineral County Housing Authority |
| Mineral County School District |
| Moapa Valley Fire Protection District |
| Moapa Valley Water District |
| Mt. Charleston Fire Protection District |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|--|
| Nevada Association of Conservation Districts including the following conservation districts: |
| Clover Valley |
| Esmeralda |
| Jiggs |
| Lahonton |
| Lander |
| Lincoln |
| Mason Valley |
| Northeast Elko |
| Paradise Sonoma |
| Quinn River |
| Smith Valley |
| Stillwater |
| Vya |
| White Pine |
| Nevada Association of Counties |
| Nevada Association of School Boards |
| Nevada Association of School Superintendents |
| Nevada Commission for Reconstruction of V&T Railway |
| Nevada League of Cities |
| Nevada Public Agency Insurance Pool |
| Nevada Risk Pooling, Inc. |
| Nevada Rural Housing Authority including these subentities |
| Blue Bird Property, LLC. |
| Nevada Tahoe Conservation District |
| Nevadaworks |
| North Lake Tahoe FPD |
| North Lyon County FPD |
| Northern Nye County Hospital |
| Nye County including these subentities: |
| Amargosa, Town of |
| Beatty General Improvement District |
| Beatty, Town of |
| Gabbs, Town of |
| Manhattan, Town of |
| Nye County Senior Nutrition, Inc. |
| Nye County Water District |
| Railroad Valley, Town of |
| Southern Nye County Conservation District |
| Tonopah Conservation District |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|---|
| Nye County School District |
| Pahranagat Valley Fire District |
| Pahrump, Town of |
| Pahrump Library District |
| Palomino Valley General Improvement District |
| Pershing County including these subentities: |
| Grass Valley Volunteer Fire |
| Imlay Volunteer Fire |
| Imlay, unincorporated town of |
| Lovelock Valley Weed District |
| Pershing County Television District |
| Pershing County Volunteer Ambulance |
| Public Administrator |
| Rye Patch Volunteer Fire |
| Senior Citizen's Center |
| Eleventh Judicial District Court - Juvenile Court appointed workers |
| Volunteer Police Reserves |
| WIC Program Administrator |
| Pershing County School District |
| Pershing County Water Conservation District |
| Pooling Resources, Inc. |
| Regional Transportation Commission of Washoe County |
| Round Mountain, Town of |
| Sierra Estates General Improvement District |
| Silver Springs General Improvement District |
| Silver Springs Stagecoach Hospital District |
| Skyland General Improvement District |
| Smoky Valley Library District |
| Southern Nevada Area Communications Council |
| Southern Nevada Health District |
| Stagecoach General Improvement District |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|--|
| Storey County including these subentities: |
| Storey County Library District |
| Storey County Planning Commission |
| Storey County Fire Protection District |
| Storey County Volunteer Firemen |
| Storey County Sheriff's Reserve |
| Virginia Divide Sewer |
| Virginia City Tourism Commission |
| Storey County School District |
| Sun Valley General Improvement District |
| Tahoe Douglas District |
| Tahoe Douglas FPD |
| Tahoe Reno Industrial General Improvement District |
| Tonopah, Town of including Tonopah Historic Mining Park Foundation and Tonopah Development Corporation |
| Tonopah Library District |
| Topaz Ranch Estates General Improvement District |
| Truckee Meadows Regional Planning Agency |
| US Board of Water Commissioners |
| Walker Basin Conservancy |
| Walker River Irrigation District |
| Washoe County Fire Suppression including these subentities: |
| Gerlach Volunteer Fire Department |
| Red Rock Volunteer Fire Department |
| Washoe County Water Conservation District |
| Wells, City of |
| West Wendover, City of |
| West Wendover Recreation District |
| Western Nevada Development District |
| Western Nevada Regional Youth Center |

POOL Named Assured Endorsement
Effective July 1, 2021

| |
|---|
| White Pine County including these subentities: |
| Agriculture District |
| Baker Sewer and Water GID |
| Lund Water GID |
| McGill Ruth Water Department |
| Regional Planning Commission |
| Regional Transportation Commission |
| Soil Conservation |
| Baker, Town of |
| Cherry Creek, Town of |
| Lund, Town of |
| McGill, Town of |
| Ruth, Town of |
| White Pine County Youth Center |
| Tri-County Weed Control District |
| White Pine County Fire District including these subentities: |
| Volunteer Fire Departments of Baker, Cherry Creek, Cold Creek, Lackawanna, Lund, McGill, Ruth |
| Volunteer Ambulance Services |
| White Pine County School District |
| White Pine County Tourism & Recreation |
| White Pine Television District #1 |
| Winnemucca, City of |
| Yerington, City of |
| Zephyr Cove GID |
| Zephyr Heights GID |

POOL Attachment B - Member Maintenance Deductible Schedule

| Member Name | Maintenance Deductible |
|--|---|
| Alamo Sewer & Water GID | \$500 |
| Amargosa Library District | \$500 |
| Beatty Library District | \$500 |
| Beatty Water & Sanitation | \$500 |
| Boulder, City of | \$10,000 |
| Caliente, City of | \$500 |
| Canyon GID | \$2,000 |
| Carlin, City of | \$500 |
| Carson City | \$25,000 Property Section V; \$100,000 Liability Section VI |
| Carson City School District | \$50,000 |
| Carson-Truckee Water Conservancy District | \$500 |
| Carson Water Subconservancy District | \$500 |
| Central Nevada Historical Society | \$1,000 |
| Central Nevada Regional Water Authority | \$500 |
| Churchill County | \$50,000 |
| Churchill County Mosquito, Vector & Weed Control District | \$2,500 |
| Churchill County School District | \$25,000 |
| County Fiscal Officers Association | \$500 |
| Douglas County Mosquito Abatement District | \$500 |
| Douglas County Redevelopment Agency | \$500 |
| Douglas County School District | \$10,000 |
| Douglas County Lake Tahoe Sewer Authority | \$5,000 |
| East Fork Swimming Pool District | \$1,000 except Section V \$10,000 |
| Elko Central Dispatch Administrative Authority | \$500 |
| Elko, City of | \$5,000 |
| Elko Convention and Visitors Authority | \$2,500 |
| Elko County | \$25,000 |
| Elko County Fair & Recreation Board/Elko County Agricultural Association | \$2,500 |
| Elko County School District | \$10,000 |
| Elko TV District | \$1,000 |
| Ely, City of | \$500 |
| Esmeralda County | \$500 |
| Esmeralda County School District | \$500 |
| Eureka County | \$2,500 |
| Eureka County School District | \$5,000 |
| Fernley, City of | \$2,000 |
| Fernley Swimming Pool District | \$1,000 |
| Gardnerville, Town of | \$500 |
| Gardnerville-Ranchos GID | \$500 |
| Genoa, Town of | \$500 |
| Gerlach GID | \$500 |
| Humboldt County | \$2,000 |
| Humboldt County School District | \$10,000 |
| Humboldt General Hospital | \$25,000 |
| Humboldt River Basin Water | \$500 |
| Incline Village GID | \$5,000 |
| Indian Hills GID | \$1,000 |
| Kingsbury GID | \$5,000 except Section V \$500 |
| Lakeridge GID | \$500 |
| Lander County | \$5,000 |
| Lander County Hospital District - Battle Mountain General Hospital | \$10,000 |
| Lander County School District | \$5,000 |
| Lincoln County | \$2,000 |
| Lincoln County Regional Development Authority | \$1,000 |

POOL Attachment B - Member Maintenance Deductible Schedule

| | |
|---|---|
| Lincoln County School District | \$2,000 |
| Lincoln County Water District | \$500 |
| Logan Creek Estates GID | \$500 |
| Lovelock, City of | \$500 |
| Lovelock Meadows Water | \$2,000 |
| Lyon County | \$25,000 |
| Lyon County School District | * see below |
| Marla Bay GID | \$500 |
| Mason Valley Swimming Pool District | \$1,000 |
| Minden, Town of | \$500 |
| Minden Gardnerville Sanitation District | \$5,000 |
| Mineral County | \$2,000 |
| Mineral County Housing Authority | \$1,000 |
| Mineral County School District | \$1,000 except Section VI Wrongful Acts \$5,000 |
| Moapa Valley Fire Protection District | \$5,000 |
| Moapa Valley Water District | \$500 |
| Mt Charleston Fire Protection District | \$1,000 |
| Nevada Association of Conservation Districts | each participating subentity district: \$500 |
| Nevada Association of Counties | \$500 |
| Nevada Association of School Boards | \$500 |
| Nevada Association of School Superintendents | \$500 |
| Nevada Commission for Reconstruction of V&T Railway | \$500 |
| Nevada League of Cities | \$500 |
| Nevada Public Agency Insurance Pool | \$10,000 |
| Nevada Risk Pooling, Inc. | \$5,000 |
| Nevada Rural Housing Authority | \$500 |
| Nevada Tahoe Conservation District | \$500 |
| Nevadaworks | \$500 |
| North Lake Tahoe FPD | \$1,000 |
| North Lyon County FPD | \$2,500 |
| Northern Nye County Hospital | \$2,500 |
| Nye County | \$25,000 |
| Except the following sub-entities: | |
| Nye County Water District: | \$500 |
| Town of Amargosa Valley | \$2,500 |
| Nye County School District | \$5,000 |
| Pahrnagat Valley Fire District | \$1,000 |
| Pahrump, Town of | \$2,000 |
| Pahrump Library District | \$500 |
| Palomino Valley General Improvement District | \$1,000 |
| Pershing County | \$1,000 |
| Pershing County School District | \$1,000 |
| Pershing County Water Conservation District | \$500 except Section VI Wrongful Acts \$2,500 |
| Pooling Resources, Inc. | \$5,000 |
| Regional Transportation Commission of Washoe County | \$25,000 |
| Round Mountain, Town of | \$500 |
| Sierra Estates GID | \$500 |
| Silver Springs GID | \$1,000 |
| Silver Springs Stagecoach Hospital | \$500 |
| Skyland GID | \$1,000 |
| Smoky Valley Library District | \$500 |
| Southern Nevada Area Communications Council | \$1,000 |

POOL Attachment B - Member Maintenance Deductible Schedule

| | |
|--|---|
| Southern Nevada Health District | \$50,000 |
| Stagecoach GID | \$500 |
| Storey County , except this subentity: | \$5,000 |
| Virginia City Tourism Commission | \$500 |
| Storey County School District | \$500 |
| Sun Valley GID | \$500 |
| Tahoe Douglas District | \$1,000 |
| Tahoe Douglas FPD | \$5,000 |
| Tahoe Reno Industrial GID | \$1,000 |
| Tonopah, Town of | \$5,000 |
| Tonopah Library District | \$500 |
| Topaz Ranch Estates General Improvement District | \$1,000 |
| Truckee Meadows Regional Planning Agency | \$500 |
| US Board of Water Commissioners | \$500 |
| Walker Basin Conservancy | \$1,000 |
| Walker River Irrigation District | \$500 |
| Washoe County Fire Suppression | \$5,000 |
| Washoe County Water Conservation District | \$500 |
| Wells, City of | \$500 |
| West Wendover, City of | \$1,000 except Section VI Wrongful Acts \$10,000 |
| West Wendover Recreation District | \$1,000 |
| Western Nevada Development District | \$500 |
| Western Nevada Regional Youth Center | \$1,000 |
| White Pine County | \$25,000 |
| White Pine County Fire District | \$500 |
| White Pine County School District | \$5,000 |
| White Pine County Tourism & Recreation | \$500 |
| White Pine Television District #1 | \$500 |
| Winnemucca, City of | \$1,000 |
| Yerington, City of | \$1,000 |
| Zephyr Cove General Improvement District | \$1,000 |
| Zephyr Heights General Improvement District | \$1,000 |
| | *It is agreed that the Maintenance Deductible for Lyon County School District is \$50,000 each and every Event /loss Section V and Section VI. The amount of the deductible borne by Lyon County School District is aggregated at \$100,000 for Section V and Section VI combined. |
| ALL OTHER TERMS, CONDITIONS AND EXCEPTIONS REMAIN UNALTERED. | |

Attachment 6

Keegan J. Littrell, P.E.

Public Works Director
(702) 930-4309
klittrell@bcnv.org

- 10 Years Progressive Management Experience
 - 15 Years Progressive Engineering Experience
 - 10 Years Lead Design Engineer Experience
-

REGISTRATIONS

- Licensed Professional Engineer: State of Nevada, License Number 026259
- Licensed Professional Engineer: State of Arizona, License Number 53405
- Licensed Professional Engineer: State of California, License Number 86117

EDUCATION

- Bachelor of Science Degree, Civil Engineering, 2004, Montana State University – Bozeman
-

PROFESSIONAL SUMMARY:

Results oriented Public Works Director with 15 years engineering and 10 years municipal government experience. Oversee the administrative tasks that allow the Public Works Department to operate efficiently and effectively. Work closely with various City departments and the citizens and businesses of Boulder City to ensure Public Work operations and maintenance obtain optimal results with little to no impact to the public. Proficiency in problem solving, interpersonal, and communication skills to develop a more cohesive team. Adept in planning, designing, and construction of multi-disciplinary capital improvement projects ensuring quality and safety are achieved.

WORK EXPERIENCE:

Public Works Director
City of Boulder City, NV

12/2018 - Present

- Directing the City's Public Works operation, which involves managing all phases of the city public works, including the Capital Improvement Program, engineering, municipal facilities, street maintenance, park maintenance, municipal cemetery, fleet maintenance, and flood control facilities,
- Preparing and monitoring department budgets, approve requisitions and invoices, and maximize available funds,
- Oversight of the budgeting, maintenance, operation, planning, engineering, and construction activities to provide safe roadways for vehicles and pedestrians, welcoming parks, and maintained facilities throughout Boulder City,
- Researching, improving, and implementing standard operating procedures and policies in accordance with general policies set by City Council,
- Emergency Management team member working closely with the Incident Commander / Fire Chief, Police Chief, Utilities Director, and Community Development Director to ensure safety and wellbeing of Boulder City residents and employees.

Public Works Director / City Engineer
City of Bullhead City, AZ

5/2018 – 12/2018 (Interim 3/2018 – 5/2018)

- Directing the Public Works Department operation, which includes the Capital Improvement Program, Engineering, wastewater systems, street maintenance, facility maintenance, and flood control facilities,
- Responsible for developing and monitoring the Capital Improvement Program, Engineering, and Wastewater budgets,
- Review plans, specifications, and estimates,
- Design of roadways, wastewater systems, and storm drainage facilities,
- AutoCAD Civil 3D 2011-2019 drafting, design, and staff training.

Assistant City Engineer
City of Bullhead City, AZ

3/2011 – 3/2018

- Direct supervision of Engineering Division,
- Review plans, specifications, and estimates,
- Assist in developing the Capital Improvement Program, Engineering, and Wastewater budgets,
- Design of roadways, wastewater systems, and storm drainage facilities,
- AutoCAD Civil 3D 2011-2019 drafting, design, and staff training.

Staff Engineer

Water and Environmental Technologies – Butte, MT

8/2010 – 2/2011 (6 mo. contract)

- Design of sewer systems, roadways and storm drainage facilities,
- Topographic and construction surveying crew supervisor,
- AutoCAD Civil 3D 2010 drafting and design.

Project Engineer

Long Engineering, P.C. – Kalispell, MT

7/2006 – 4/2010

- Design of subdivisions, water systems, sewer systems, roadways, and storm drainage facilities,
- Topographic and construction surveying crew supervisor,
- AutoCAD Civil 3D 2007-2010 & Land Desktop 2006 drafting and design.

PROFESSIONAL AFFILIATIONS:

- American Public Works Association,
- American Society of Civil Engineers,
- National Society of Professional Engineers.

HONORS AND AWARDS:

- 2014 American Public Works Association Small Cities/Rural Communities Project of the Year recipient,
- 2015 Community Development Block Grant recipient – wrote and administered grant, designed and managed roadway and flood control project,
- 2017 Community Development Block Grant recipient – wrote grant, designed roadway and flood control project

JIM KEANE, P.E.

239 Garrett Lane, Unit #5
Boulder City, NV 89005
(928) 208-8364

OBJECTIVE

Management position within a dynamic, fast-paced public organization, with emphasis on capital improvements, engineering, operations and maintenance.

SUMMARY OF QUALIFICATIONS

Extensive municipal engineering and management experience, including administration, supervision, planning, design, program management, operations and budget preparation. Considerable experience managing large public works capital improvements programs. Thorough knowledge of civil engineering principles and practices with excellent technical and management skills. Significant experience supervising and managing a diverse staff of employees in engineering. Registered professional engineer in Nevada and Arizona. Experience relating to governmental affairs and legislative activities on the local and state level.

WORK EXPERIENCE

*PUBLIC WORKS DEPARTMENT
City Engineer*

*Boulder City, NV
(June 2006 – Present)*

Responsibilities include:

- Manage and oversee the Engineering Division of the Public Works Department. Supervision of engineering technicians and inspectors, development services coordinator and conservation specialist, and environmental compliance coordinator.
- Serve as the City's traffic engineer and coordinate the Traffic Advisory Committee.
- Significant involvement in the management of a multitude of civil engineering projects including transportation, street maintenance, flood control, utilities, municipal facilities development and maintenance, parks and landscape planning and improvements, development services and overall infrastructure improvement and maintenance.
- Develop strategic and comprehensive capital and operations improvements plans for the utilities and engineering divisions, as well as transportation, flood control and parks improvement.
- Improve efficiency of operations and administration of capital projects, establish new and/or revise existing procedures for development, design, permitting, construction and construction administration of public works facilities, both from the public and private sector standpoint and revise/establish updated design and development standards for public works.
- Represent the City on various committees and when interacting with a wide variety of local (Regional Transportation Commission, Regional Flood Control District, Sewage and Wastewater Advisory Committee, Southern Nevada Health District, etc.) and state (Nevada Department of Environmental Protection, State Dam Safety, etc.) agencies and legislative branches regarding subjects of a governmental, community and public works nature.
- Design, bidding and construction administration of numerous projects including water, wastewater, streets, drainage, parks and landscaping, buildings, etc.
- Serve as Public Works Director during absences.

*PUBLIC WORKS DEPARTMENT
Assistant City Engineer*

*Lake Havasu City, AZ
(July 1997 – June 2006)*

Responsibilities included:

- Supervision of engineering technicians and inspectors.
- Design and construction management of public works projects.
- Conducted design review of private development projects as they related to Public Works.
- Determined traffic control requirements for city streets.
- Served as City Engineer during absences.

PREVIOUS EXPERIENCE

PUBLIC WORKS DEPT. - Lake Havasu City, AZ - Engineering Technician (September 1992 - July 1997)

MAJOR ACCOMPLISHMENTS

- Manage and oversee diverse engineering division for municipalities.
- Responsible for the initiation of and assisted with the preparation and implementation of several essential master plans for public works facilities including water, wastewater, water resources, transportation, landfill, drainage/flood control, street maintenance and airport. Participated in several other municipal master planning efforts including general plans, parks master plans and area-specific multi-use plans.
- Successfully designed and/or managed an extensive and broad range of public works projects from planning to completion of construction, including water and wastewater treatment facilities, water reservoirs, wells, pump stations, transmission and distribution systems, sewage pump stations, force mains and collection systems, airport runway/taxiway extensions, aircraft hangers and shade ports, municipal offices, street construction, traffic signals, storm sewer and flood control facilities, park development and industrial park development.
- Assisted with the development of construction and consultant services contract documents.
- Three projects awarded the Nevada Chapter of the American Public Works Association Project of the Year for 2013 for Transportation Projects between \$5 and \$10 Million and two in 2016 for Structures and Environmental Projects Under \$5 Million.

EDUCATION

- University of Missouri, B.S., Civil Engineering, 1991
- NIMS Training
- Numerous Training Seminars, Continuing Education Classes

REGISTRATION

- Professional Engineer (Civil) - Nevada and Arizona

REFERENCES

- Robert P. Leuck, P.E., Deputy Public Works Director 928-208-6960
Clark County Public Works Department, Clark County, NV
- J. Greg Froslie, P.E., Director/City Engineer 928-208-1451
Community Investment Department, Lake Havasu City, AZ
- Scott P. Hansen, P.E. 702-278-5531
Clark County Water Reclamation District, Clark County, NV

Attachment 7

City of Boulder City

Strategic Plan 2020 to 2025



Prepared for the City of Boulder City by Management Partners



Table of Contents

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Methodology



Background

Leaders in the City of Boulder City engaged in a strategic planning process to update the strategic plan from several years ago. This new plan, which covers a five-year period through 2025, reflects the current priorities of the Mayor and Council members with input from community stakeholders and City staff.

The strategic planning process has resulted in a document that provides City Council with a clear vision of where Boulder City is headed and provides policy direction for the City Manager and staff as they prepare budgets and workplans for the future.

Community and Employee Input

Community and employee input were important elements of the strategic plan. Management Partners surveyed community members and city employees to solicit input about Boulder City's quality of life, priorities, and vision. The results identified aggregate themes. A summary of the results and themes from the two surveys were presented in a memorandum to City Council, the City Manager and staff prior to the strategic planning workshops and included as Attachment A.

In addition to conducting the community and employee surveys, Management Partners facilitated four community input sessions. Two sessions were held on October 3 and two were held on October 11.



Attachment B contains a summary of the themes and ideas from the community input sessions.

Survey of City Services

Using a gap analysis survey, which was completed by department heads, Management Partners also prepared an analysis of city services to identify department and programmatic strengths, weaknesses, limitations, opportunities, service delivery enhancements, major projects and programs, technology, and city services inventory. The results of the analysis are included as Attachment C.

Strategic Planning Workshops

Boulder City Council members, the City Manager, and department heads gathered in a workshop on November 7, 2018 to discuss and determine a vision and mission for the future of Boulder City, identify values, and reach consensus about goals that will direct the allocation of City resources during the next five years.

On November 29, 2018, a second workshop was held to review the proposed plan elements and to identify strategies to achieve the goals. During the workshop, Council members reaffirmed Boulder City's vision, mission and core values. The majority of the workshop was spent working with department heads to identify strategies for each goal. Council members then reached consensus about the actions that are most important for staff to take, thereby setting a course for the future.

The Elements of the Strategic Plan

This strategic plan contains seven major elements. The first five, the vision, mission, core values, goals, and strategies, set direction for City staff. The last two, implementation action plans and progress reports, provide staff's response to the direction provided.

The *vision* statement is an aspirational statement of what City leaders intend the City to be in the future and serves as the guiding principle for the services and programs the city provides and are planned to achieve.

The *mission* statement provides the purpose. It gives a rationale for programs carried out by the organization. It too is aspirational, defining what the organization stands for and what it will do.



The *core values* express the principles of the organization that drive the priorities and goals and provide staff with guidance on how services are to be provided.

Goals are broad, high-level ideas that define the issues most important to address and the desired outcomes that will be achieved. Goals provide the “why” of the specific actions the City takes.

For each goal, several *strategies* are identified that further define the intention of the goals. Strategies are the means to achieve multi-year goals, and generally are focused on specific issues or needs. Many of the strategies will link directly to action plans or core services.

The broad steps to achieve the goals are identified in an *implementation action plan*. The action plan provides key tasks, the person assigned responsibility for carrying out the actions, resources required, milestones, and success measures. The implementation action plan spans five years, since some of the goals require long-term strategies.

Staff will *report* to Council on the status of strategy execution throughout the implementation period, reporting progress and seeking further direction as needed.

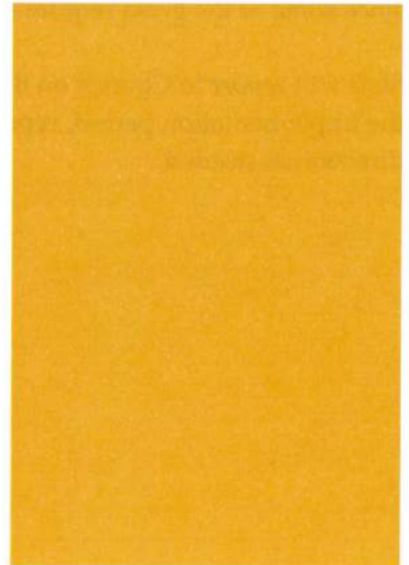


Vision

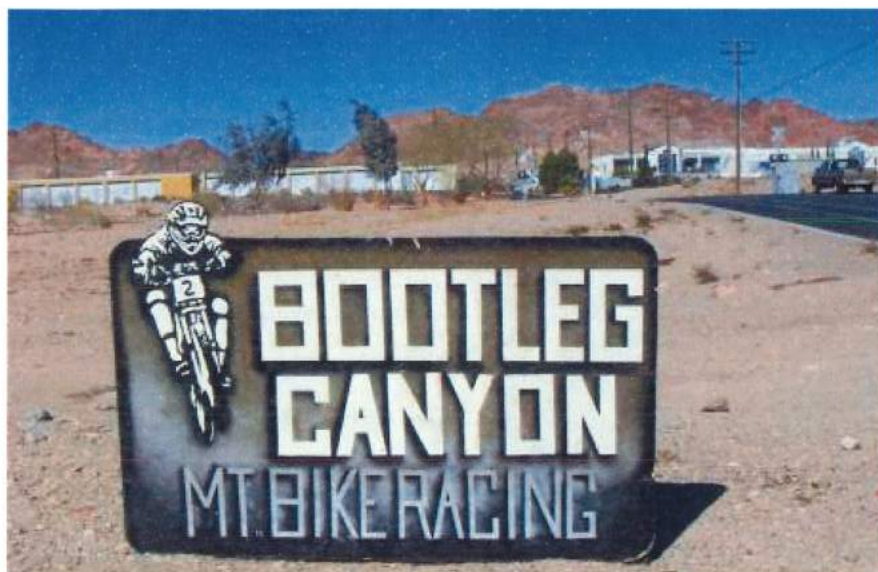


The vision describes where the city wants to be in the future.

The City of Boulder City is committed to preserving its status as a small town, with a small-town charm, historical heritage and unique identity, while proactively addressing our needs and enhancing our quality of life.

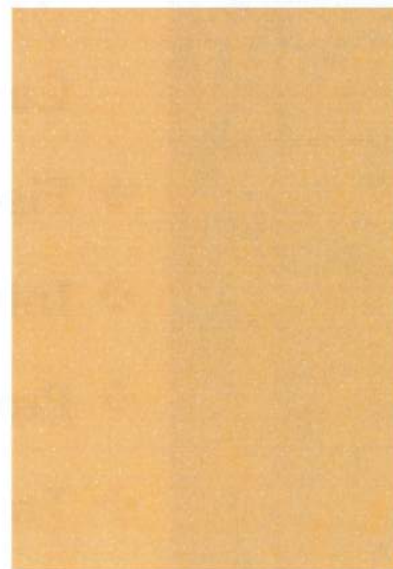


Mission



*The mission describes
the purpose of
the organization.*

The City of Boulder's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.



Core Values

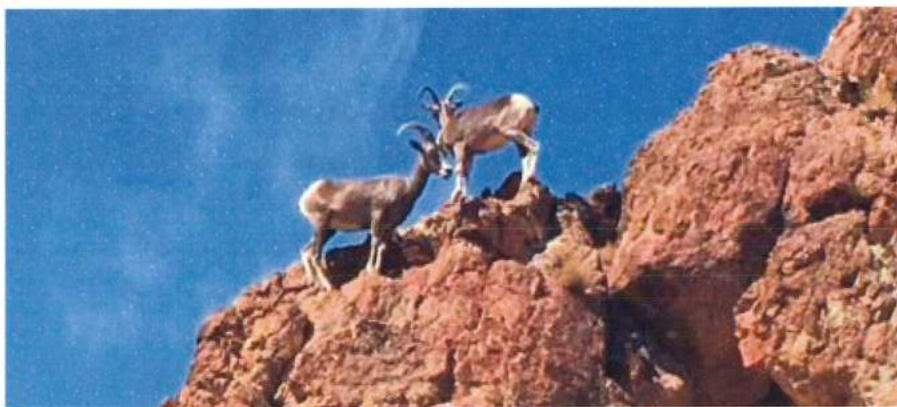


Core values establish the operating principles of an organization. They govern the actions and behaviors of policy makers and employees.

- ❖ Accessible, Caring and Responsible
- Customer Service
- ❖ Fiscal Responsibility
- ❖ Integrity
- ❖ Professional Excellence
- ❖ Transparent Communication
- ❖ Openness to Innovation and Technology




Goal A. Achieve Prudent Financial Stewardship



Strategies

1. Balance the budget
2. Diversify revenue sources through greater use of grants, self-sustaining funds and leases
3. Ensure budget reserves are 20% of all funds
4. Maintain emergency funds
5. Support non-profit and volunteer groups
6. Establish a five-year rolling financial plan
7. Evaluate the value of expenditures for outsourced services





8. Communicate and share financial successes with the community

9. Adopt and integrate best practices into department's programs and operations

Hire and retain a high-quality staff



Goal B. Invest in Infrastructure



Strategies

1. Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds
2. Prepare and update source documents to guide and inform the Capital Improvement Plan process
3. Maximize the use of outside funding sources for infrastructure
4. Inventory and prepare a life-cycle cost analysis to guide the efficient replacement or rehabilitation of City assets and infrastructure
5. Update the City's Comprehensive Asset Management Plan, including an assessment of current conditions



Goal C. Manage Growth and Development




Strategies

1. Identify opportunities for new and small-business development that will provide a diverse revenue stream with minimal impact on the quality of life
2. Create an economic development plan
3. Demonstrate adherence to the Controlled Growth Ordinance*
4. Determine the best use of available land to advance city priorities and goals
5. Identity and prioritize areas for residential infill development
6. Assess the need for mix-use development within emerging residential areas
7. Promote multi-modal development and connectivity

**Moved to place as higher priority in November 2018*



- 
8. Create development standards for the business corridors that acknowledge the City's history
 9. Develop a plan to incorporate way-finding and directional signage in business corridors and along thoroughfares
 10. Promote the integration of City resources, including the airport, golf courses, Railroad Pass, Lake Mead, and other regional assets
 11. Designate areas of the Eldorado Dry Lake Bed for preservation




Goal D. Promote Historic Preservation



Strategies

1. Develop a mission statement based on state and national standards
2. Develop an Historic Preservation Plan
3. Explore adding new Historic Preservation Districts (e.g., old Airport)
4. Amend existing codes to achieve historic preservation goals
5. Identify financial incentives to promote historic preservation
6. Promote economic development through historic preservation



- 
7. Develop an educational campaign about the many historic artifacts in Boulder City
 8. Identify historic buildings to repurpose and reuse as appropriate for a given area




Goal E. Sustain a High Level of Public Safety Services



Strategies

1. Recruit and retain highly trained public safety staff
2. Ensure adequate staffing
3. Define and disseminate standards to ensure a high level of public safety services
4. Support a unified approach to police, fire, courts, and code enforcement



- 
5. Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services
 6. Communicate and celebrate the low crime rate and other service excellence
 7. Promote inter-agency support and collaboration



Conclusion



This Strategic Plan provides the direction to realize the vision the Mayor and City Council have for Boulder City. Next, staff will develop an Implementation Action Plan to ensure the goals and strategies are achieved. The action plan will contain the details to accomplish the ideas in this Strategic Plan. Milestones and success factors will be developed to monitor progress.

Throughout the next five years, staff will work to implement the goals and strategies in the plan and periodically provide a progress report to Council members and residents about what has been achieved. Other management tools and plans, such as the budget, Capital Improvement Program, Comprehensive Plan, and other tactical documents as appropriate will be aligned with the Strategic Plan, to ensure all City efforts are working toward common ends.

Mayor

Council Member

Council Member

Council Member

Council Member

City Manager



Attachment A – Summary of Boulder City Community and Employee Survey Results

Introduction

Boulder City leaders have begun a strategic planning project to update the City's strategic plan from several years ago. The new plan will reflect the current priorities of the Mayor and Council members with input from community stakeholders and city staff through the year 2025. We are assisting with the strategic planning effort.

An initial activity included surveying community members and city employees to solicit input for the strategic plan. The surveys were used to gather opinions about Boulder City's quality of life, priorities, and vision. We have compiled the results and identified aggregate themes. A summary of the results and themes from the two surveys are presented in this memorandum and will be reviewed with Council members during a strategic planning workshop scheduled for November 7.

Community Survey Results

The community survey was distributed using the Boulder City website. It was advertised using social media and its availability was shared with local organizations such as the Chamber of Commerce and Senior Center. For allow a comparison with results from the 2012 community survey that was distributed as part of the Envision 2020 strategic plan, most of the same questions were asked. The survey was available from September 10 to September 30, 2018.

The survey asked participants to provide their opinions and comments to questions in the following categories:

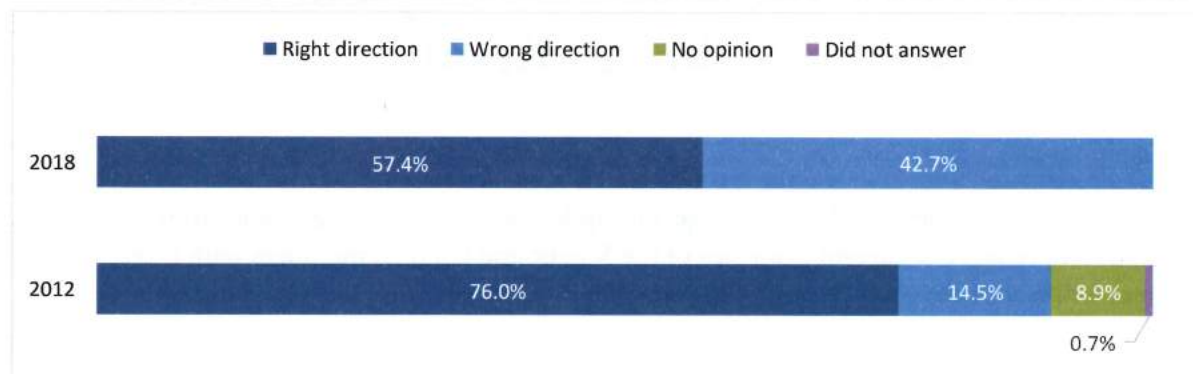
- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

Overall Community Perceptions of the City

Survey participants were asked three questions about their overall perceptions of the City as illustrated in the figures below. In the first question, participants were asked, "Generally speaking, do you feel that things in Boulder City are headed in the right direction or the wrong direction?" Figure 1 shows that 57.4% of the participants responded that the City is heading in the right direction, which represents a decrease from the way survey respondents answered five years ago. In the 2012 survey 76.0% of respondents thought the City was heading in the right direction.

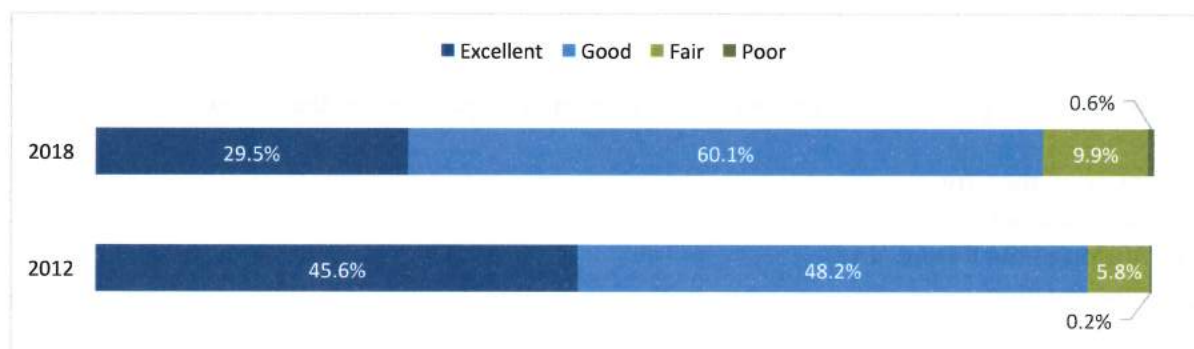


Figure 1. Direction of Boulder City (community response)



In the second question, participants were asked, “All things considered, would you rate the overall quality of life in Boulder City as excellent, good, fair, or poor?” The majority of respondents rated the quality of life in Boulder City as good or excellent, with 29.5% of the participants rating the quality of life as excellent and 60.1% rating it as good. In comparison to 2012, those rating the quality of life in Boulder City as excellent decreased 16%, good increased by 12% and fair increased by 4 percentage points. The combined excellent and good rankings for Boulder City quality of life decreased slightly from 93.8% in 2012 to 89.6% in 2018. Figure 2 shows participant responses.

Figure 2. Rating of Overall Quality of Life in Boulder City (community response)

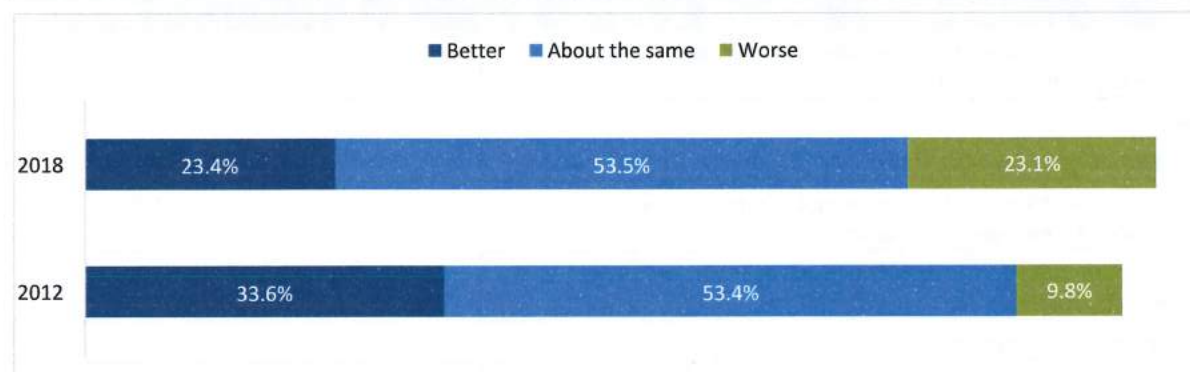


Note: In 2012, 0.2% of respondents did not answer.

Next, participants were asked, “In thinking ahead five years from now, do you believe the overall quality of life in Boulder City will be better, about the same, or worse?” The majority of respondents (53.4%) thought the overall quality of life in Boulder City five years in the future would be about the same. Almost one in four residents (23.4%) thought the quality of life would be better, and about one in four residents (23.1%) thought it would be worse. In comparison to 2012, respondents indicating the quality of life will be better decreased by 10.2 percentage points, and those that thought the quality of life will be worse increased by 13.3 percentage points. Figure 3 shows the responses.



Figure 3. Perception of Overall Quality of Life in Boulder City Five Years in The Future (community response)



Note: In 2012, 3.2% of respondents did not answer.

Community Priority Local Government Programs and Services

Community respondents were asked to prioritize programs and services on a scale of one to ten where a one indicated very low priority and a ten indicated very high priority. Table 1 shows the average of all responses for each program or service. The closer the average is to ten, the higher the priority respondents assigned to that service or program.

The five highest priorities in 2018 were the same as the five highest in the 2012 survey. Based on Management Partners' interviews, the recent survey included two new services for ranking: promote growth and development and provide affordable housing. Both services were ranked lower than all the others.

Table 1. Ranking of Boulder City Programs and Services (community response)

| Answer Choices | Community 2018 Average | Community 2012 Average |
|--|------------------------|------------------------|
| 1. Provide responsible management of city finances | 9.11 | 8.84 |
| 2. Manage reliable water, sanitary sewer and electrical services | 9.06 | 8.75 |
| 3. Provide police protection services | 8.89 | 8.22 |
| 4. Provide fire protection services | 8.82 | 8.70 |
| 5. Provide emergency medical services (ambulance, paramedics) | 8.77 | 8.81 |
| 6. Maintain local streets and roads | 8.26 | 8.07 |
| 7. Manage growth and development | 8.07 | 7.92 |
| 8. Maintain appearance of landscapes and facilities | 7.96 | 7.34 |
| 9. Manage trash and recycling collection and the landfill | 7.95 | 8.01 |
| 10. Provide parks and recreation facilities | 7.92 | 7.61 |
| 11. Attract visitors and tourists to the area | 7.76 | 7.15 |
| 12. Attract business and jobs in the area | 7.54 | 7.35 |



| Answer Choices | Community 2018 Average | Community 2012 Average |
|---|---------------------------|---------------------------|
| 13. Inform the public about city activities and programs such as crime prevention, recreation, and other city-sponsored efforts | 7.54 | 7.12 |
| 14. Enforce traffic laws | 7.52 | 7.46 |
| 15. Provide pedestrian pathways (sidewalks, trails) | 7.41 | 6.92 |
| 16. Provide code enforcement services (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean) | 7.39 | 7.05 |
| 17. Provide effective city communication to residents (such as BCTV, monthly newsletter, and the city website) | 7.35 | 6.56 |
| 18. Provide a variety of recreation programs | 7.35 | 7.30 |
| 19. Prepare for natural or man-made disasters | 7.17 | 7.24 |
| 20. Promote growth and development | 5.61 | N/A |
| 21. Provide for affordable housing | 5.48 | N/A |

Boulder City Community Vision of the Future

Survey respondents were asked to use one word to describe their vision for the future of Boulder City and could submit up to three responses. A total of 290 residents responded, and 776 words were submitted.

Figure 4 is a word cloud of the most frequently submitted words. Words that were mentioned more frequently are largest in the word cloud.



Figure 4. Vision Words (community response)



Table 2 summarizes vision words that were submitted ten or more times and provides a count of the total number of submissions. Safe/safety was the top emerging theme for a vision for Boulder City, with other frequently mentioned words being small, clean, family and growth.

Table 2. Vision Words (with 10 or more mentions)

| Word | Count |
|-------------|-------|
| Safe | 69 |
| Small | 57 |
| Clean | 33 |
| Family | 24 |
| Growth | 23 |
| Quiet | 21 |
| Quaint | 19 |
| Historic | 18 |
| Friendly | 18 |
| Destination | 16 |
| Community | 14 |
| Peaceful | 13 |
| Tourism | 13 |
| Green | 12 |
| Home | 10 |



Community Open-Ended Question about the Future of Boulder City

The final questions allowed respondents to state comments about the future of Boulder City. These are provided in the Table 18 in this attachment.

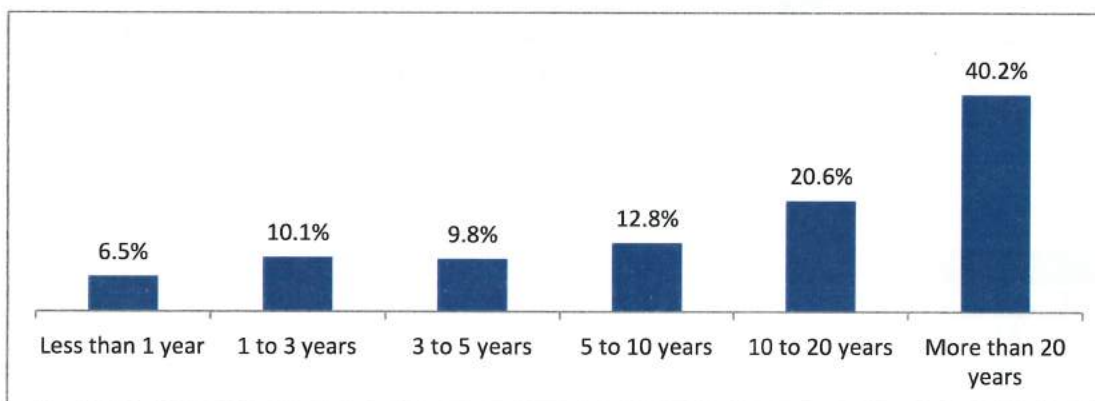
Over half of the respondents (202) provided comments and several themes emerged from them. A quarter of the comments submitted (52) related to growth. Of those, 36 comments mentioned restricting growth and development, while 16 mentioned fostering growth. In addition, seven respondents wrote comments about needing to be open to change, and five commented on keeping things the way they are.

Another theme related to economic development, with 29 comments relating to business development, job growth, and addressing blight in commercial areas. Respondents also wrote 14 comments related to developing tourism. Other themes related to local governance (21 comments), recreation (17 comments, 10 of which mention building a pool or aquatic center), safety (15 comments), and transportation (13 comments).

Demographic Information

Demographic information was also collected. Figure 5 shows how long respondents have lived in Boulder City. In comparison to 2012, there is an increase in the number of participants who have lived in Boulder City for less than 10 years.

Figure 5. Length of Residency (community response)



Note: In 2012, 2.2% of respondents did not answer the age question.

Table 3 shows respondents answers regarding children under the age of 18 living in their household. In comparison to 2012, a similar percentage of participants had children under the age of 18 in their household.

Table 3. Residents with Children under the Age of 18 Living in Their Household (community response)

| Answer Choices | 2018 | 2012 ¹ |
|----------------|-------|-------------------|
| Yes | 33.2% | 31.9% |
| No | 66.7% | 67.3% |

¹ In 2012, 0.8% of respondents answer this question.



Respondents were also asked to indicate their age group (as shown in Table 4). In comparison to 2012, there was a decrease in the number of participants who are between the ages of 18 to 34 years old.

Table 4. Age Group (community response)

| Answer Choices | 2018 | 2012 |
|----------------|-------|-------|
| 18 to 24 | 0.9% | 14.5% |
| 25 to 34 | 7.2% | |
| 35 to 44 | 20.6% | 31.5% |
| 45 to 54 | 20.3% | |
| 55 to 64 | 27.5% | 51.8% |
| 65 or older | 23.5% | |

Table 5 shows the employment status of community survey respondents. In comparison to 2012, there is an increase in the percent of participants who reported either being employed full time or being self-employed. Both the percent of participants with retirement status, and percent of participants with unemployment status decreased.

Table 5. Employment Status (community response)

| Answer Choices | 2018 | 2012 |
|---|-------|-------|
| Employed full-time | 48.7% | 33.1% |
| Employed part-time | 6.5% | 6.9% |
| Self-employed | 13.4% | 9.8% |
| Not employed outside the home (homemaker, etc.) | 4.3% | 4.8% |
| Retired | 25.2% | 34.9% |
| A full-time student – not working | 0.3% | N/A |
| Unemployed | 0.7% | 7.3% |
| Other (specify) | 0.9% | N/A |

Note: In 2012, 1.9% of respondents did not answer this question.

Survey participants were asked their annual household income before taxes in 2017 and responses are summarized in Table 6. In comparison to 2012, the percent of respondents earning less than \$30,000, and the percent making between \$30,000 to \$60,000 decreased, while those \$100,000 or more increased significantly.

Table 6. Annual Income (community response)

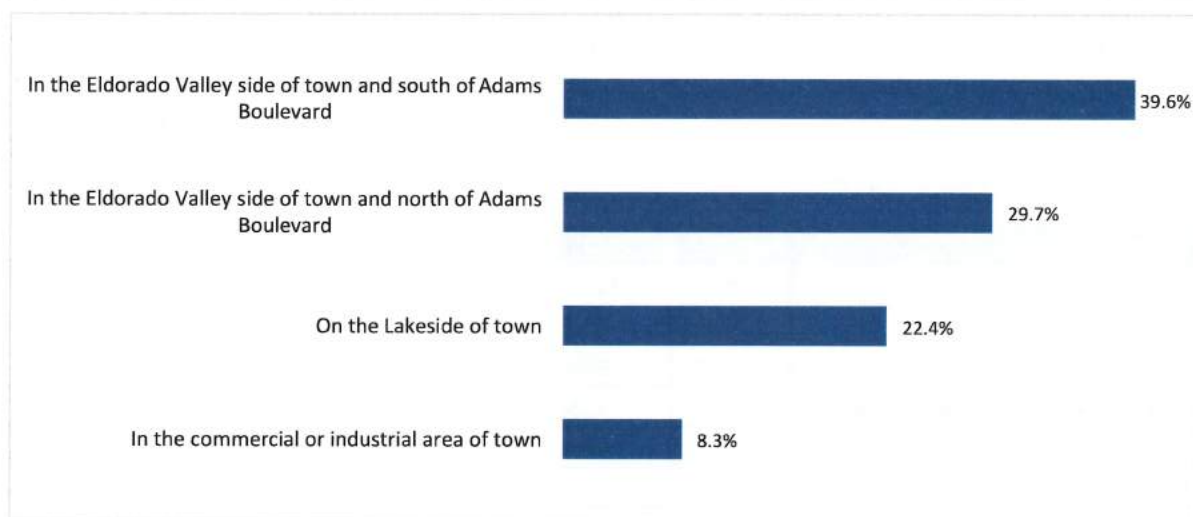
| Answer Choices | 2018 | 2012 |
|-------------------------------|------|-------|
| Less than \$10,000 | 1.6% | 13.7% |
| Between \$10,000 and \$19,999 | 1.6% | |
| Between \$20,000 and \$29,999 | 2.3% | |
| Between \$30,000 and \$39,999 | 2.0% | 20.6% |



| Answer Choices | 2018 | 2012 |
|--------------------------------|--------|-------|
| Between \$40,000 and \$49,999 | 5.3% | 25.5% |
| Between \$50,000 and \$59,999 | 4.6% | |
| Between \$60,000 and \$69,999 | 7.2% | |
| %Between \$70,000 and \$99,999 | 17.1% | 19.1% |
| \$100,000 or more | 41.1% | 21.2% |
| I prefer not to answer | 17.11% | |

Survey participants were asked to indicate the area of Boulder City in which they lived, and were given four choices, with responses summarized in Figure 6. Participant responses were similar to those in 2012. The majority of participants live either south of Adams Boulevard, or north of Adams Boulevard.

Figure 6. Location of Residence (community response)



Survey participants were asked their gender and responses are summarized in Table 7. In comparison to 2012, the percent of female respondents increased.

Table 7. Gender (community response)

| Answer Choices | 2018 | 2012 |
|----------------|-------|-------|
| Female | 61.1% | 52.1% |
| Male | 38.9% | 47.9% |



Employee Survey Results

As a part of the strategic plan update, an employee survey was also distributed using the same questions as the 2012 survey and additional questions regarding the vision, mission, and value statements. The survey was open from September 10 to September 30, 2018.

The survey asked participants to give feedback to questions in the following categories:

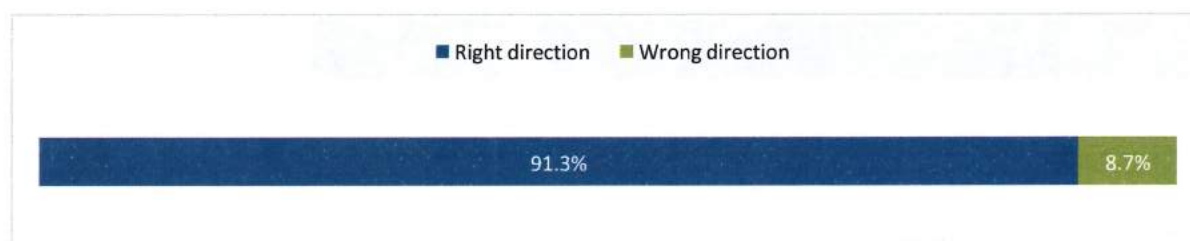
- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

Overall Employee Perception of the City

Boulder City employee participants were asked three questions about their overall perception of the City. In the first question, employee participants were asked, “Generally speaking, do you feel that things in Boulder City are headed in the right direction or the wrong direction?” Figure 7 provides a summary of the responses.

The majority of employees (91.3%) responded that Boulder City is heading in the right direction. This is a difference of 37 percentage points compared with the community survey respondents.

Figure 7. Direction of Boulder City (employee response)



Next, employee survey participants were asked, “All things considered, would you rate the overall quality of life in Boulder City as excellent, good, fair, or poor?” As Figure 8 shows, the majority of employee respondents indicated the quality of life in Boulder City is good or excellent (91.3%). Overall, city employee and community respondents ranked the quality of life in Boulder similarly, with combined excellent and good ranking of 91.3% and 89.6%, respectively.



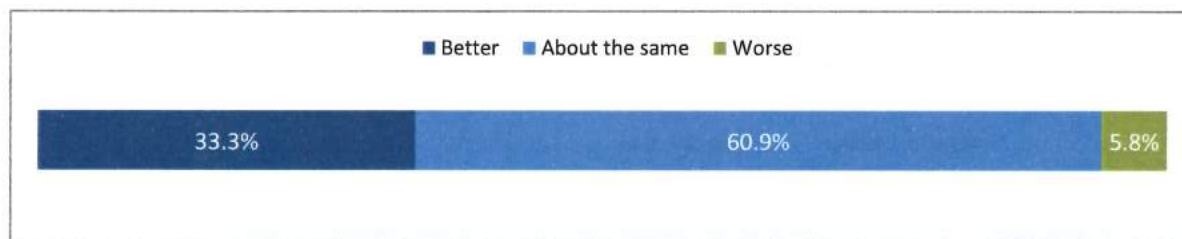
Figure 8. Rating of Overall Quality of life in Boulder City (employee response)



In the third question, participants were asked, "In thinking ahead five years from now, do you believe the overall quality of life in Boulder City will be better, about the same, or worse?"

Figure 9 shows that 60.9% of employee respondents believe the overall quality of life in Boulder City five years in the future will be about the same, one-third (33.3%) responded that the quality will be better, and 5.8% responded that the quality will be worse. In comparison, 53.5% of community respondents believe the overall quality of life in the future will be about the same, 23.4% of community respondents believe the overall quality of life will be better, and 23.1% believe the overall quality of life will be worse in the future. With a 17.3 percentage point difference, more community respondents believe the quality of life will be worse than employee respondents.

Figure 9. Perception of Overall Quality of Life in Boulder City Five Years in the Future (employee response)



Employee Priority Local Government Programs and Services

Employee survey respondents were asked to prioritize 21 local government programs and services. The average of all employee respondents for each statement, sorted in descending order, is shown in Table 8.

The five highest priorities of employee respondents were also the highest cited by respondents to the community survey.



Table 8. Ranking of Boulder City Programs and Services (employee response)

| Answer Choices | Employee Average |
|---|------------------|
| Provide responsible management of city finances | 9.38 |
| Provide police protection services | 9.38 |
| Manage reliable water, sanitary sewer and electrical services | 9.28 |
| Provide fire protection services | 9.20 |
| Provide emergency medical services (ambulance, paramedics) | 9.20 |
| Maintain local streets and roads | 8.52 |
| Attract business and jobs in the area | 8.31 |
| Maintain appearance of landscapes and facilities | 8.19 |
| Enforce traffic laws | 8.05 |
| Attract visitors and tourists to the area | 7.97 |
| Provide code enforcement services (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean) | 7.89 |
| Provide parks and recreation facilities | 7.68 |
| Provide pedestrian pathways (sidewalks, trails) | 7.57 |
| Manage trash and recycling collection and the landfill | 7.54 |
| Prepare for natural or man-made disasters | 7.48 |
| Inform the public about city activities and programs such as crime prevention, recreation, and other city-sponsored efforts | 7.46 |
| Promote growth and development | 7.44 |
| Provide a variety of recreation programs | 7.32 |
| Manage growth and development | 7.02 |
| Provide effective city communication to residents (such as BCTV, monthly newsletter, and the city website) | 7.00 |
| Provide for affordable housing | 5.92 |

Boulder City Employee Vision of the Future

Employees were asked if the vision, mission, and values are still applicable. In addition, they were given the opportunity to comment on each.

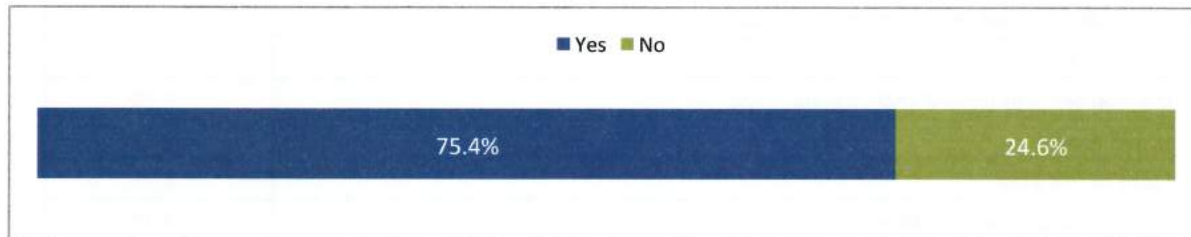
A **vision** describes where the City is headed in the future. The vision is an aspirational statement of a future desired state. Employees were asked if the vision is still applicable and had the option to comment. The current Boulder City vision is:

The City of Boulder City is committed to preserving its status as a small-town, with a small-town charm, historical heritage and unique identity, while proactively addressing our needs and enhancing our quality of life.



Figure 10 indicates that a majority of employees responding to the survey believe that the current vision statement is still applicable for the future.

Figure 10. Current vision still applicable (employee response)



Employees had the opportunity to suggest changes or revisions to the vision statement, and participants' comments are included in Table 9. There were many comments about the value of protecting the City's small town feel and charm, as well as comments about the need for planned growth to maintain its vibrancy and sustainability.

Table 9. Suggestions for Changes to the Current Vision (employee response)

| Responses about Vision Statement |
|--|
| I agree that the current vision is still applicable. However, what makes Boulder City unique is its support of the most important unit in society and that is family. |
| By 2025 the City of Boulder City will be a premiere bedroom community renowned for its small-town charm, history and vibrant quality of life. |
| Keeping the phrase "small-town charm" is still appropriate, but "status as a small town" is undefined. Politically most residents will insist on this, even if the results are detrimental in the long run. |
| I admire the small-town atmosphere, but believe growth needs to occur to provide better facilities to draw new families into town. I think this mission statement is outdated. |
| Allow for more growth and modernization. |
| I think the City needs to embrace its history but also needs to not resist economic development to ensure the future is prosperous for its residents. |
| Small town is good, but maintenance costs are the burden of the few that live here, more growth means more revenue for maintenance and lower rates. Growth control is needed; however, it should not be as low as it is. |
| Growth, while keeping small town atmosphere. |
| Committing to preserving small-town status, I fear, will never allow for proper growth needed within the community. |
| Let old buildings be sold or destroyed. |
| You can keep the small-town charm in the downtown areas, but growth is inevitable. We must prepare and plan for it, allow other areas for businesses other than downtown and boulder city parkway. This will allow, for example, grocery stores and gas stations to open up in different parts of the community so that the entire town is not trying to cram into one area of the city to get gas or groceries. This also has the added bonus of jobs in our community. |



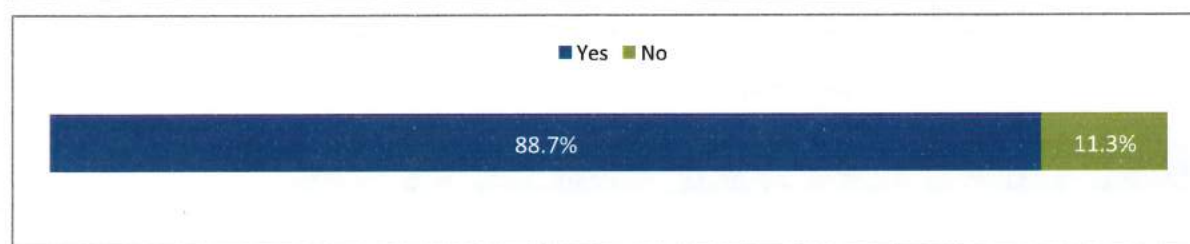
Mission

A mission statement defines what the organization stands for and what it will do. Employees were asked if the mission is still applicable and had the option to comment. The current Boulder City mission statement reads:

The City of Boulder City's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.

Employee responses about the mission statement are shown in Figure 11.

Figure 11. Current Mission Statement Still Applicable (employee response)



Employees had the opportunity to comment to suggest changes or revisions to the mission statement, which are included in Table 10. Along with the revision suggestions, another comment was to create more awareness about the mission statement among employees.

Table 10. Suggestions for Changes to the Current Mission Statement (employee response)

| Responses about Mission Statement |
|--|
| Create an atmosphere that draws people to Boulder City. |
| We are still far from business friendly. Emphasize growth and development. The process to obtain permits is still harder than surrounding cities. |
| The City of Boulder City's mission is to protect and enhance the quality of life for all. |
| The safety of the public is not being properly addressed. The fire department is extremely short staffed with equipment that is at least 10 years and outdated. |
| I believe it should be a mission to keep the city clean and keep the people safe. There are concerns with trash collection, crime (specifically related to drugs), and communication between police and the community. |
| This is a generic statement that any city could use. It doesn't mean anything special to Boulder City. |
| Services and reliability to enhance. |
| Each employee should have customer service training. |



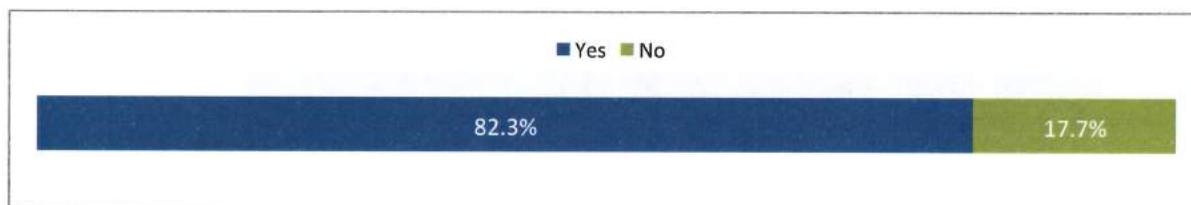
Values

Values are statements about the core operating principles that guide the actions, behaviors and decisions of Boulder City leaders and employees. Employees were asked if the values are still applicable and had the option to comment. The current Boulder City values are:

- a. Integrity
- b. Fiscal Responsibility
- c. Professional Excellence
- d. Caring Attitude
- e. Accessible and Responsive

Figure 12 shows employee responses about the current values.

Figure 12. Current Values Still Applicable (employee response)



Employees were able to suggest changes or revisions to the values, as shown in Table 11.

Table 11. Suggestions about Values (employee response)

| Responses about Values |
|---|
| Progressive |
| Economic Development |
| Update terminology |
| Keep control on limited growth |
| Ethically driven |
| Integrity, Teamwork, Accountability, Leadership, Communication |
| Accountability, honesty |
| I believe the City has given (paid for improvements) that should have been the cost for the resident, just because they were the squeaky wheel, this seems to be confused with "Caring Attitude" |
| Vitality, Valuing of Employees, Safety, Growth |
| Accessibility is limited |
| Transparency and Efficiency (with money, employee time/knowledge, project management) |
| Customer service |
| We have a lot of locked doors, offices with no staff because they walked out for a short time, and no coverage when someone is on vacation and to tell someone sorry, come back later. It is not right. |
| Employees have the typical government job attitude and need these values reinforced |
| Teamwork |



Employee Vision for Boulder City

Employees were asked to use one word to describe the vision for the future of Boulder City and could submit up to three responses. A total of 41 employees responded, and 106 words were submitted. Figure 13 shows a word cloud of frequently mentioned words. Words that were mentioned more frequently are largest in the word cloud.

Figure 13. Vision Words (employee response)



Table 12 summarizes words that were submitted three or more times and also shows the count of the number of submissions. Similar to the community survey, safety is an emerging theme, as is clean, family, friendly, and welcoming.

Table 12. Vision Words (with three or more mentions)

| Employee Vision Word | Count |
|----------------------|-------|
| Safe | 10 |
| Clean | 7 |
| Historic | 4 |
| Family | 3 |
| Friendly | 3 |
| Modernized | 3 |
| Small | 3 |
| Sustainable | 3 |
| Welcoming | 3 |



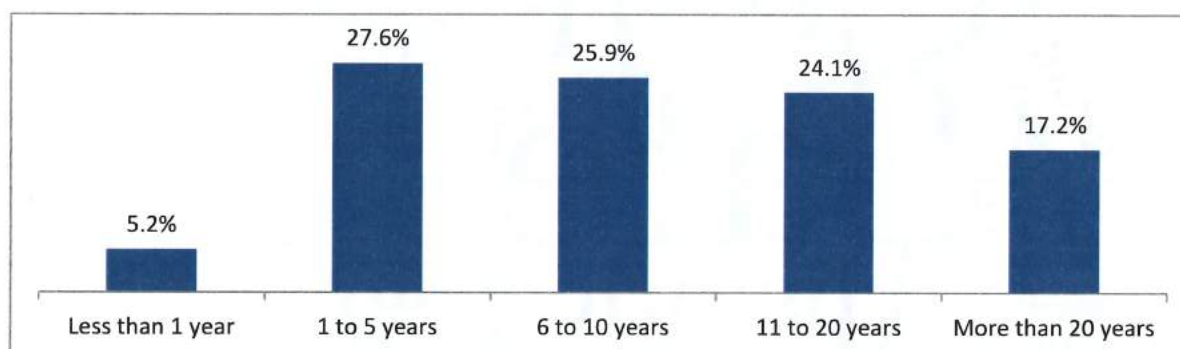
Employee Open-Ended Question about the Future of Boulder City

The final question of the employee survey gave the respondents an opportunity to leave any additional comments about the future of Boulder City. Comments are provided in Table 19 in the attachment. Themes that emerged from the comments included promoting growth and development, identifying ways to improve the quality of life, transportation, and an opportunity for city departments to improve internal and external communication and customer service.

Employee Demographics

Background information was collected to identify employee respondents. Figure 14 shows how long respondents have worked in Boulder City. About 41.3% have worked in Boulder City for 10 years or more, while almost one-third (32.8%) have worked in Boulder City five years or less.

Figure 14. Years of Employment in Boulder City (employee response)



Participants were also asked to indicate their age group. Table 15 shows the age group of the survey respondents. The majority of participants (75.5%) were between the ages of 35 to 64. Over half (51.0%) were over the age of 55.

Figure 15. Age Group (employee response)

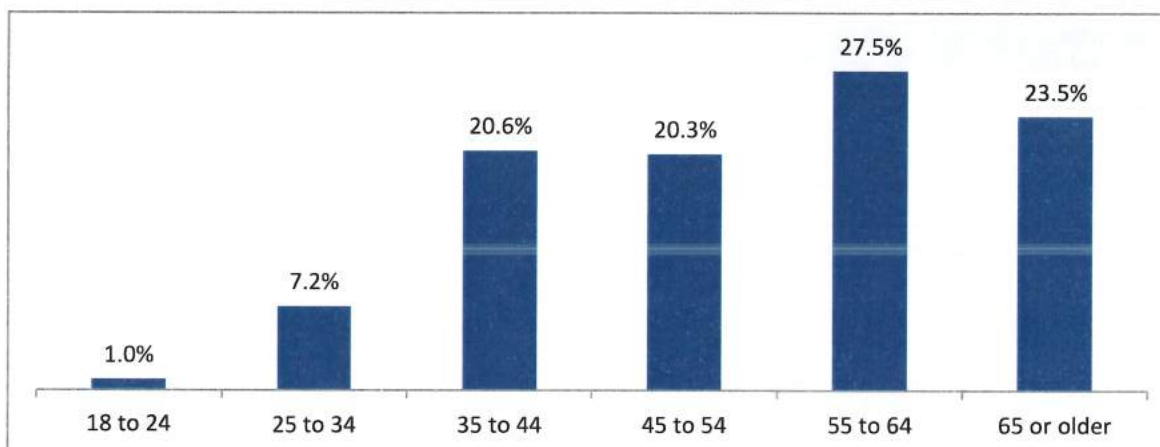


Table 13 shows employee respondents' employment status. The majority of employee participants had full-time employment status.

Table 13. Employment Status (employee response)

| Answer Choices | Response |
|--------------------|----------|
| Full-time | 84% |
| Part-time | 16% |
| Seasonal/Temporary | 0% |

Table 14 shows the role of respondents in the City.

Table 14. Organization Role (employee response)

| Answer Choices | Response |
|---|----------|
| Department head | 7% |
| Supervisor | 18% |
| Middle Manager/Administrative/Technical | 39% |
| Frontline/Crew | 37% |

Survey participants were asked if they are a member of a bargaining unit. As Table 15 shows, one-third of respondents are members of a bargaining unit.

Table 15. Bargaining Unit Member (employee response)

| Answer Choices | Response |
|----------------|----------|
| Yes | 33% |
| No | 67% |

More than half of the employees responding to the survey are Boulder City residents, as shown in Table 16.

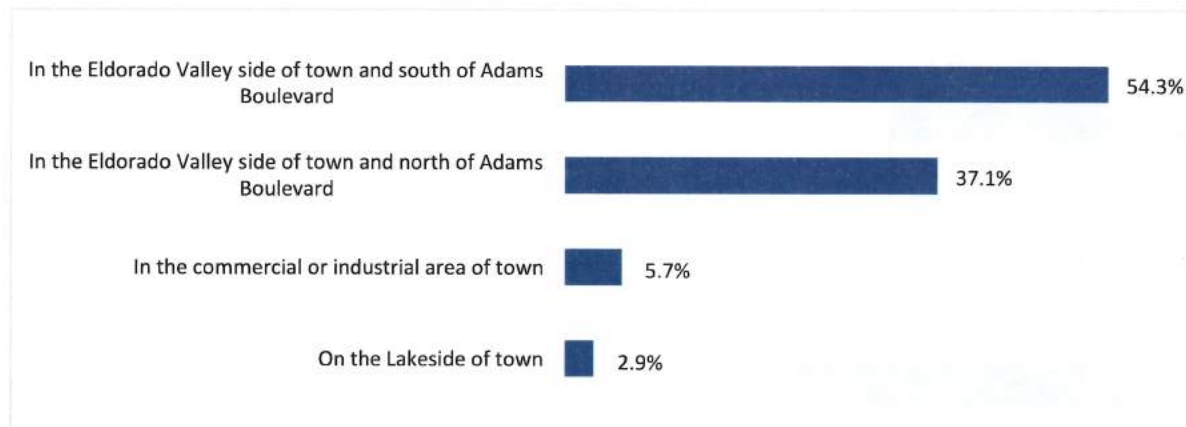
Table 16. Boulder City Resident (employee response)

| Answer Choices | Response |
|----------------|----------|
| Yes | 60% |
| No | 40% |

If the participant said they were a resident, the survey asked them to identify the area of town they reside in. Responses are summarized in Figure 16.



Figure 16. Location of Residence (employee response)



Survey participants were asked their gender, and responses are summarized in Table 17.

Table 17. Gender (employee response)

| Answer Choices | Response |
|----------------|----------|
| Female | 44% |
| Male | 56% |



Community and Employee Comments About the Future (Open-Ended Survey Questions)

Comments from the survey respondents are sorted into themes. They are reported as written, although any comments mentioning individuals have been removed.

Table 18. Comments about the Future of Boulder City (community response)

| Comments about the Future of Boulder City (community response) |
|--|
| CHANGE |
| Stop listening to the "cave" (citizens against virtually everything) people. You can't please everyone. |
| Need to stop the old ways of thinking. |
| We need to be a little more progressive. |
| Allow progress and knowledgeable city employees. |
| Get rid of the CAVE People, negativity has no place in our fabulous town. |
| Always look to adapt, which means change. Find ways to effectively do it. |
| Attracting the desire to build industry and community that cannot be matched by Las Vegas or Henderson. Hold on the Boulder City heritage as well as be forward thinking town in recreation community, industry/technology, and elevating perception. |
| COMMUNITY VALUES |
| We need to acknowledge we are a family, retirement, and working commuter bedroom community that's still relatively safe, clean, and friendly. |
| It should continue to be a great family friendly town. |
| ECONOMIC DEVELOPMENT |
| More jobs, more businesses, better restaurants. |
| Diversify retailers. |
| Diversify the economy to create better jobs. We need more housing for families. |
| for our uptown image, we need to actively incentivize and assist the boarded-up building owners to do something with their buildings. |
| Focus on making the culture and history of the downtown a draw to locals and people outside the city. For example art galleries, free outdoor music festivals, 4th Friday, art walks, block parties. If there was something to draw people up here like Boulder City is the chill get away from Vegas. Last 4th of July felt like half of Henderson came to Boulder because everyone knows the show here is better. If we can capture that same draw as we have for art in the park and 4th of July I think the businesses currently here can survive. |
| No downtown parking expansion. |
| Boulder City needs to focus on downtown opportunities and being a premier outdoor recreation destination. |
| Need to keep in filling empty properties, City should have grants for new business owners. Every historic structure business or residential should be given a plaque to put outside their home. |
| Open up closed buildings by "new updated" laws against owners or fine them monthly for ugly buildings in public. Way too many, with tourists viewing boarded buildings across from famous Hotel. |
| Add a place down town, for people that are walking around and enjoying our town, to grab a drink, hot or cold, or ice cream and a shaded area to rest. Two Wheels Pub should consider putting something like a Shavee's in their building, walk-up grab a drink, sit in the shade and take a rest, then continue walking around town. |
| Give the buildings a theme in town. |



Comments about the Future of Boulder City (community response)

Near the light at Veteran's Memorial Drive, maybe we should consider adding places to keep young adults and children busy, safe and out of trouble. A water park, amusement park, bumper cars, theater, roller-skating rink, game-stop type of place, indoor park (with dome skylight) for kids to play in when there is bad weather or good weather. Never too hot, too cold, too windy, too dark, etc.

Promote local business ownership and B-Corporations. Support new businesses that are community focused and socially responsible.

It is important that a strategic plan is developed to enhance our town providing an attractive place to live and do business. It is important that the entry to our village is updated and we attract new business. Our safe community must continue to be the kind of location that people love to visit and live in.

The city needs to do a better job attracting department heads. Build a viable succession plan.

We need commercial and light industrial employers.

I would like to see Boulder City have a lively business community in the current business areas.

More grocery stores and businesses to come here, clothing stores example: Kohls, etc.

Clean up the plaza on the southwest corner of Buchanan and Boulder City Parkway - it's an eyesore.

Businesses that bring events and visitors to Boulder City need to be promoted and supported by the City.

Love our town. Get rid of blighted businesses.

We need another grocery choice, buy that corner that used to be Mel's diner and put in a trendy coffee shop or visitor center. get that eye sore off of Main Street

Better shopping

Boulder City needs to focus on City business and leave the marketing of the City to another entity who is familiar with marketing the businesses and the city like the Chamber of Commerce or develop a "business council" who can do that more effective.

The "strip" motels need to be removed or revamped, would love to see something in the empty lot at Vets drive and Boulder City Parkway as well as the corner of Buchanan and the Parkway.

The Junk Shops in town are an eyesore.

Moving businesses into the downtown boarded up buildings should be a priority for improving the downtown, bringing in more jobs, commerce, and attracting tourist. Also, cracking down on code violations such as vehicles/RVs/boats parked in yards or on the streets for long periods would improve the overall appearances of the historic neighborhoods in Boulder City.

The city needs to get rid of the ordinance that allows vehicles to be parked for extended amounts of time (stores) in "front" of the owners house. It lowers home value to see a street full of stores vehicles. It also looks trashy.

Provide amenities for residents, clean up the businesses on Nev Way and abandoned motels, and give businesses new attractive monument signage. We need to keep our history and make Boulder City the quaint little town that people will want to come to.

EDUCATION

Splitting from Clark County School District is imperative if we ever want to promote Boulder City schools as a support for buying real estate here.

St. Jude's growth on public school

ENERGY

Manage utilities. Promote rooftop grid intertie solar that city buys back excess from residents at peak rather than megacorporate entities (residents happily supply infrastructure for this opportunity).

Greenbelt along 11 before sound pollution worsens.

Need solar field that will keep resident taxpayer rates low.

Solar plants, cheaper lease agreement with free electricity to Boulder City. That will keep our electrical rates down

Electric costs need to be looked into.

Develop alternative methods of energy for our town



Comments about the Future of Boulder City (community response)

Ability for residential solar

Lower cost of power

Lower the cost of electricity!

Boulder City needs inexpensive renewable electricity.

I wish utilities weren't so expensive. I also wish the "town hall" meetings we had voicing our concern over the rate hikes actually produced change, instead they made me feel like the city leadership doesn't actually care about us, the city's residents.

ENVIRONMENT

I think Boulder City could imitate Boulder CO on a small scale in its green efforts, such as composting services that then go to a school garden or a low-income garden for fresh food or something.

There will be no future without water

Keep Boulder City green.

Need action on the asbestos problem

Boulder City needs safe clean water.

GROCERY STORE

Please add another grocery store, because most of us shop at the Smiths down the street in Henderson, so we need another grocery store, either on the empty lot of land across the highway from Albertson's, or the lot for sale next to auto zone, across Canyon Road.

Get another supermarket

Add another grocery store

Add more business, fill the empty stores, another grocery store

We need another grocery store

Need another grocery store so I can shop local.

FOSTER GROWTH

Controlled development

Small controlled growth with revitalize local business, tourism and tax dollars.

Slow growth

Responsible growth is needed beyond the current no growth policy.

Don't let our town be so growth controlled that it's stagnant

Have a sensible balance of growth and revenue

I want to see us continue to support controlled growth. I would like to see us be responsible about code enforcement for new construction and not letting the builders do what they want. Overall, we just need to follow our own rules and not change them to appease builders.

Keep growth slow and steady. Smaller amounts of growth bring quality of life. Do more to bring tourist in and make it able for them to have fun and stay a weekend.

We need to grow a bit. As a local Realtor I see a need for the cards to be shuffled up a bit. I have people who have raised their kids in a 2-story girl named street who want to now "downsize" and there is just not anything out there. So, they are moving into Henderson or out of state. Same with the young couple that need that 2-story home to raise their kids in but are stuck in the condo they purchased as newlyweds. We just need to have some options for affordable home. This is a great place to live and work. I'm just fearful that my kids will not be able to afford to live here to raise their families.

Unlimited growth outside of the Old Town

We need a little more growth; young families should be in line to live in Boulder City.



Comments about the Future of Boulder City (community response)

We need to have more housing also more business growth. For instance, the recent off-road vehicle proposal is a great idea. The city needs to realize that something like that can make Boulder more of a destination for off road enthusiasts which happen to spend a lot of money where ever they go.

Controlled growth

So many great places in Boulder City that seem to be falling apart. The focus should be renewing the city (maintenance of historic buildings; occupy downtown buildings; build new when needed (new pool) that will attract visitors to visit.

We need to have growth to keep our town healthy no growth will eventually equal the death of our town. No one wants a Henderson or Las Vegas but we need to have some.

Boulder City is unique. We need growth to survive and prosper but not at the sacrifice of our uniqueness.

RESTRICT/LIMIT GROWTH

The charm of Boulder City is its rural, small town quality. Grants for the hospital, fire department and other agencies now given through funds earmarked to keep and preserve small towns will be lost if growth continues and taxes will have to rise. Stop growth.

I am in favor of controlled growth (respecting the building codes and not providing constant variances) as per the current plan. I do not want unbridled business or residential growth.

I think one of the biggest issues will be limiting growth and keeping our town small. There's a large city for those that want it close by.

Please limit growth. I want a small town, not Las Vegas.

Slow down thoughts of development into the lower valley until we see the impact of I-11. Manage and help the present businesses before thinking of starting new ones south of BC.

Boulder City doesn't need to add population

Be careful of the sector of people you open up your town too. They may not have the same values the town is striving for. And that mentality would not want to maintain the standards of the town as it is and would want to town to support them.

Maintain quiet safe community.

It should remain a small town.

Keep it quaint and clean.

Keep growth control.

Population increase means crime increase.

We retired here because it is a small town. We would love to see it stay that way.

This is a small town. We moved here because of that. We do not want to become Henderson, Vegas, and especially not California

Keep Boulder City small. Stop building!

Enforcement of growth ordinance is no. 1 priority

Please keep the growth ordinance in place! We do not want Boulder City growing at a fast rate. It would ruin our quaint, quiet, friendly, and safe town. Growth causes unwanted crime and trouble to move in.

End residential growth, sell no more land, except for extremely beneficial business, such as university, community college amphitheater

Keep the small-town community rather than big economic growth. We don't need more squeezed in housing. Stick to the controlled growth policy.

Need to keep the controlled growth ordinance, and small town feel of Boulder City.

Our greatest asset is our small size, don't ruin this for a few people's profit

We live here for the small-town feel, let's keep it that way.

Would prefer to not seek additional growth beyond what the current Growth Ordinance allows and continue to prohibit gaming.

Maintain controlled growth restrictions.



Comments about the Future of Boulder City (community response)

Slow growth

Let's keep Boulder City small

Continue to control housing growth

The attraction to Boulder City has always been the small town feel with very reasonable utilities.

I would like it to remain a small quaint slow growth city in accordance with the Growth Control Ordinance and current 2003 Master Plan.

Slow the housing growth

Please keep Boulder City small, maintain our current footprint. Do not developed anything in the Eldorado Valley other than the expansion of solar generation. Do not commercially develop the lands at the I-11 & US95 Junction

The thing people love about Boulder City is its small-town historic charm, the tight knit community, low crime, and small population.

Keep Boulder City small. No more Residential development. Increase in population means increase in crime. Prevent Boulder City from becoming like Las Vegas. No more residential development!

Keeps us small.

I do not believe that we need significant growth/development to fuel our future. I support the Growth Control Initiative.

Need controlled growth.

Strictly enforce the Slow Growth Ordinance.

HISTORY / HISTORIC PRESERVATION

Our history is part of our future.

Please save the historical buildings.

Preserve Boulder City's history and culture.

Beautification of the buildings in town. Clean them up and make the buildings attractive and inviting. Use extra city monies, grants, loans, to help compensate owners for the building beautification.

Preserve our historic attributes, landscape, and small-town charm.

Love the old city feeling.

Protect our historic assets and slow growth

Clean up the rundown areas of town.

We should be focusing on preservation of our historic buildings.

HOUSING

Clean up residential streets. Dumpy looking

Need affordable housing for seniors and families not supported by government guidelines

Development of housing has gotten ridiculous. Living in a small town is quickly ending

Affordable housing is not \$300,000 Apartments, condos or houses that You can literally look into your neighbor's house.

We do not need low income housing.

Keep medium housing cost above county average.

Stop the ugly housing developments.

I think the housing costs need to be looked into.

No high-density housing where the old hospital was torn down. Single family homes about the same size of what is in the area.

Stop building new homes.

No new housing developments please.

Get rid of Section 8 housing and St Jude's ranch.



Comments about the Future of Boulder City (community response)

| |
|---|
| No one wants to attract affordable housing recipients to Boulder City. However, we should have, date lower income housing for current residents. |
| I believe low income housing should be more for seniors rather than younger populations if any is built. |
| This city needs to be affordable to more people. |
| Affordable housing. |
| Increase the lot size for new developments. |
| More affordable renting options. |
| If we want to stay small, we need to rebuild. Homes and buildings are aging and too expensive. |
| Keep 3% housing growth |
| No more cheating on growth control. Stop growing this city against our will. |
| Keep it small. |
| Keep it small and local. This is why we are raising kids here. The classrooms are oversized, and kids are bused in here from Henderson and so on. We have always maintained a local feel and kept stuff running. Work on keeping it that way. |
| Please keep it a small town! That's why everyone is attracted to Boulder City. |
| We need code enforcement to get people to keep their yards clean and trim. |
| Code enforcement needs to drastically improve. Many broken down vehicles, garbage, and unkept homes spreading around town. Negatively impacts property values and property tax revenues. |
| It needs to be a nice suburb, higher class, and keep the low-income housing out. If you continue to allow it, you will drive the good out. |
| Do not under any circumstances allow rampant mutant development. |
| Boulder City needs affordable housing. |
| At current status, it's difficult to support the home prices with current city amenities. I hope Boulder City will be preserved for its quaintness, community feel. Perhaps incentives to clean up blocks, refurbish homes, etc. would instill some pride in our older areas. Some growth is good, stagnation is problematic. |
| There's too much governmental infrastructure being created! |
| LOCAL GOVERNANCE |
| Honest, open and accessible government. |
| Government ethics should be a focus. |
| Want city management that is transparent and ethical. We need a new master plan. |
| Stop adding city employees and salaries to our budget. Freeze all city employee wages for at least 5 years and don't add any more debt to our City. |
| Too high of salaries for upper management compared to other areas of comparable and larger populations. |
| I would like to see new leadership. |
| Use lease income to stabilize utility costs |
| Money isn't everything. Politicians please present positive and negative aspects of growth. |
| City and Chamber need to work together to not waste money and time. |
| Community involvement for disaster preparation. |
| I really wish many of the lights along veteran's memorial drive would be removed. Having those lights on all night is a waste of money. |
| We should not waste resources trying to be all things to all people. We should not waste resources with assistance services for nonresidents. |



Comments about the Future of Boulder City (community response)

Internet service should be among provided/regulated/offered city utilities, this alone will grow our desirability and business friendliness.

We have so much that is good but can be made stronger with some more creativity and unity between the government and the business community working together. I'd like to see our leaders have more courage to invest in ideas that can grow the economy while preserving what makes this town special. Together I think we can figure it out.

Honest and forth right council members

Transparency

I'd like to see these projects finished as quickly as possible: Signage on I-11 pointing to Boulder City at every turn off, Linear Park, Train Museum, Complete Streets project finished asap on Boulder City Pkwy, Rezone Tract 350 to include some townhomes. Plan for the next housing development expansion after Tract 350.

Fiber optics

We need to have greater transparency from the government and adopt smart growth policies while finding ways to attract more visitors and businesses to the city.

We need free over the air tv service for all residences Can't get ordinary tv channels families should not have to pay \$50 plus per month to watch the news & free tv.

The city's focus should prioritize services for its residents above all else. Its role should be to make the quality of life for all residents the best it can be. Doing so will support all other sectors of Boulder City.

NO CHANGE

Stay the course.

Keep up the good work!

It's a wonderful city!

The generations here that are late 30s and 40s, we are wanting our kids to grow up like we did. Let's keep it that way.

It may not be perfect, but let's keep what we have!

POOL/AQUATIC CENTER

Build swimming pool for competition and for recreation by 2019

We need to focus on updating programs and facilities that directly affect our community. Over the years we have updated multiple areas of town, the library, downtown, the entrance into town, our high school. There are buildings and services that are being overlooked. Our swimming pool needs improvement. There are continual problems causing the pool to shut down and cancel practices, it has not been updated in 50+ years, is falling apart, and has no appeal or ability to host swim meets. With a bigger, newer, more advanced pool we could host major swim meets that would attract hundreds if not thousands throughout the year.

Build a quality pool

Need a new pool with good management

We need an aquatic center.

I would like to see a new swimming pool complex that would accommodate everyone! It is very disappointing that we have to continue to be put on the back burner each and every one we have some amazing swimmers that have but a lot of time in the water and our current complex is continually failing causing them to either miss practice or making them travel in to Henderson!! We are not just a retirement community it is supposed to be a family community too!

The pool needs to be replaced with an aquatic center. For example, like the one at Hollywood Aquatic Center 1550 S Hollywood Boulevard.

Get a new pool and avoid herbicides and pesticides on city facilities

We need a new Aquatic Center & another food market

We need a new aquatic center!

RECREATION



Comments about the Future of Boulder City (community response)

New pool and integrated recreation offerings that promote use by Boulder City school children.

Open the recreation center open on the weekends!

Would like to see more recreational opportunities offered (aquatic center, OHV, etc.)

The community really needs a modern, quality aquatic/fitness center. The state of the current facilities is outdated and falling apart.

Boulder City needs to improve its recreational facilities to draw new families to Boulder City. Our pool facility is substandard compared to Henderson and Las Vegas facilities. Put a new pool into the budget.

Invest in recreation, indoor soccer, new swimming pool, railroad museum, camping areas, golf course resort next to boulder creek, biking trails, walking trails, camping area.

Our recreation center has needed updating and new activities and groups. I have a young son who was unable to participate in any sports until he was 4, which required my husband to coach. And even now as a 5-year old, we only have a couple of options. I would love to see our resources put back into our community and programs that's serve our residents.

SAFETY

I am concerned about the crime.

Control of the crime rates.

Social disparities

I am concerned about the homeless people that seem to have increased.

Maintain resident and visitor safety.

Maintain a small safe community with a vital downtown.

More attention to crime and crime patterns.

Increase resources to the Fire Department so they do not have to pay Henderson to come and assist on local fires.

We need the cops to help with the homeless.

Law enforcement related to drugs

Cut back on policemen. We have way too many for our sized town.

contract fire/EMS services to county or Henderson

Ridding the city of drugs and crime in the center of the city

Safe place for family

Light up the Boulder City sign at the light by CVS. Make the crosswalk at McDonalds safer. Add overhead crossing lights that flash when a button is pushed. Same with crossings in town. Most of the palm trees and beautification trees hide the lights and signs.

TOURISM

If we want to limit new housing developments, which I believe is the right way to go yet still have a thriving economy, we must focus on tourism. With Lake Mead, hiking and biking trails, the Hoover dam, and several other attractions, we have the ability to drive tourism. We need hotels and we need better food and beverage options in town to help support that type of tourism. If we could drive an outdoor-related company to station their headquarters in Boulder city, that would do a ton as well. Think steamboat springs, Colorado and other similar small-town destinations for outdoor enthusiasts. I would try to partner with the entity that manages Lake Mead to help drive more water sports traffic as well. They are permitting process can be a deterrent for event planners and race directors.

I think Boulder City needs to stay somewhat small and free of gambling. Otherwise, continue to be a friendly well-maintained community that welcomes tourists.

We need RV Resorts

Encourage overnight stays, encourage recreational opportunities.

Make an attraction visible from I-11 that you can see when driving past Boulder City, making you want to take the next exit and see what it is all about. Make it a draw for tourists and local families, something that will make people want to come to Boulder City to



Comments about the Future of Boulder City (community response)

purchase something they can't get anywhere else. Like a local bakery, brewery or a type of food relating to the Dam, candy factory, amusement park.

Keep Boulder City a destination for tourism.

Maintain small town atmosphere while appealing to visitors and tourists

The City should be maintained and promoted as a destination for travelers and maintained for quality of life for residents.

Outdoor recreation, bicycle paths, and similar developments would help make our city relevant for travelers.

The Chamber is doing a great job attracting day visitors and we should build on that work.

We are a bedroom community to Henderson and Las Vegas, so our growth should be focused on tourism with premiere restaurants, hotels, hiking, biking, OHV trails, sporting events, concerts and such.

We need to let Vegas know the traffic jams are over and it's fun to come spend the day again.

I think we need to add more "attractions" to Boulder City that will not only attract the Las Vegas/Henderson citizens, but the tourists as well. There was a town in the mid-west (I saw the program on ABC's "Sunday Morning"), This town has the attractions like the biggest chair, the tallest mail box etc. It drew people who in this day and age are all about "selfies" to this town that had fallen to the way side due to a company leaving I believe. I think that if we had some other attractions here to draw people in it would help our business which in turn helps us all.

The signage on the Highway needs improving, you don't know where to go to get to Boulder.

If you want to promote this town, how about utilizing the fact we are close to the dam? I don't see anything in town interesting about the dam or even artwork of the dam or lake that you can purchase anywhere in this town. Come and stay for the day and play? Lame. This town has only one thing it should be using to promote itself and that is the dam, everything else is secondary. Most cities would love to be able to claim the Dam and use it in its branding. Here it seems everything else is more important than the Dam. This town also relies on working people to make the tourists happy, unfortunately they have to pay so much for housing they can't enjoy the town they live in or participate in anything here because of the costs.

I appreciate our historic resources, bicycle trails and proximity to Hoover Dam, Lake Mead and the River and believe we should use them to promote tourism and promote our community as a destination.

TRANSPORTATION

Open exit to I-11 on Buchanan.

UTV/ Golf cart friendly.

Complete an exit to Boulder City from I-11.

Stop debating side by sides and open all the streets to side by sides and golf carts.

Fix the roads.

Fix the streets.

Close traffic to old downtown and make it walkable only.

OHVs is the direction the city needs to go.

OHV vehicles

Allow UTV's on the roadway

Don't allow OHVs on our streets.

Boulder City does not need ATVs as a health and noise nuisance to the community!

I would like to see more code enforcement regarding RVs on our streets. In some places, they are illegally parked and in other places they create blind spots and are hard to see around. Since so many of our narrow streets are used as storage spaces for RVs and the majority seems not to care, we should consider making the avenues and number streets one-way streets.



Attachment B – Summary of Boulder City Community Input Sessions

Boulder City Strengths

| Theme (Day 1, Meeting 1) | Community Comments |
|---|---|
| Day 1 Meeting 1 Boulder City United Methodist Church October 3, 2018 12:00 p.m. to 2:00 p.m. | Accessible city leaders and employees (<i>city council, planning, public works</i>) Community engagement History Local amenities (<i>parks</i>) Nearby attractions (<i>Hoover Dam, Lake Mead, Las Vegas, parks</i>) Sense of community Small-town atmosphere Transportation (<i>airport, I-11 bypass</i>) |
| Day 1 Meeting 2 Boulder City High School October 3, 2018 6:00 p.m. to 8:00 p.m. | Community (<i>friendly, intimate, involvement, neighborhood</i>) Growth (<i>limited growth ordinance</i>) History Local amenities (<i>casinos, parks, schools, senior center</i>) Nearby attractions (<i>parks, views</i>) Recreation Small-town (<i>atmosphere, charm, growth control</i>) Transportation (<i>airport, railway</i>) Tourism (<i>authentic, convention center</i>) |
| Day 2 Meeting 1 Senior Center of Boulder City October 11, 2018 12:00 p.m. to 2:00 p.m. | Amenities (<i>parks, pool</i>) Attractions (<i>beautiful weather, opportunity for business growth</i>) Community (<i>friendly, lend-a-hand, quiet, walking-friendly, people</i>) Historic city Safe Schools Services (<i>fire, police, senior</i>) Small-town (<i>atmosphere, no gambling</i>) Slow growth (<i>controlled, limited</i>) Transportation (<i>I-11, Silver Rider bus</i>) |
| Day 2 Meeting 2 Boulder Creek Golf Club October 11, 2018 6:00 p.m. to 8:00 p.m. | Activities (<i>variety, events</i>) Amenities (<i>open spaces</i>) Community (<i>clean, culture, friendly, exclusivity, no gambling, walkable</i>) History Recreation (<i>for all ages, multiple activities, parks, facilities</i>) Safety (<i>low crime, 911 response</i>) Schools Services (<i>animal control, senior, hospital</i>) Small-town |



Boulder City Weaknesses

| Theme (Day 1, Meeting 1) | Community Comments |
|---|--|
| Day 1 Meeting 1 Boulder City United Methodist Church October 3, 2018 12:00 p.m. to 2:00 p.m. | Addiction (<i>drugs and alcohol</i>) Blight (<i>buildings, weeds</i>) Communication (<i>marketing, public TV</i>) Downtown (<i>parking</i>) Economic development (<i>for local business support, job opportunities, workforce</i>) Lack of historic preservation Loss of tourist traffic Local governance (<i>communication, codes, cost of utilities, responsiveness, transparency</i>) Pool (<i>needs updating</i>) Stagnant growth (<i>business and residential, code restrictions</i>) |
| Day 1 Meeting 2 Boulder City High School October 3, 2018 6:00 p.m. to 8:00 p.m. | Affordability (<i>housing</i>) Blight (<i>vacant buildings, weeds</i>) Cleanliness Communication (<i>between city and community, public TV</i>) Economic Development (<i>for local business support, job opportunities, workforce</i>) Growth (<i>business and residential, code restrictions, declining school enrollment</i>) Historic Preservation (<i>lack of preservation</i>) Local Governance (<i>accessibility, accountability, communication, response, transparency</i>) Transportation (<i>for tourists, for seniors, signs leading to the city</i>) |
| Day 2 Meeting 1 Senior Center of Boulder City October 11, 2018 12:00 p.m. to 2:00 p.m. | Activities (<i>lacking kid activities, lacking arts</i>) Communication (<i>between leadership and community</i>) Economic development (<i>lack of job opportunities, small business support, stores, lacking tourism</i>) Expensive (<i>lack of affordable housing, power bills are too high</i>) Health (<i>crime, opioid epidemic</i>) Recreation (<i>no pool/ aquatic center</i>) Services (<i>poor trash collection, safety, street repair</i>) Small town (<i>experience, feel</i>) Social services (<i>need more resources to prevent disease</i>) Stagnant (<i>slow to change, open mind, growth</i>) Traffic (<i>lights and flow, heavy traffic</i>) Transportation (<i>to the airport</i>) |
| Day 2 Meeting 2 Boulder Creek Golf Club October 11, 2018 6:00 p.m. to 8:00 p.m. | Attractions (<i>not utilizing local areas enough, pool, hotel, historic buildings, better signs, need to redevelop</i>) Businesses (<i>more restaurants and stores</i>) Communication (<i>between city staff, officials and the community</i>) Exclusivity Facilities (<i>outdated, pool needs repair or upgrade</i>) Stagnant (<i>decline in families</i>) Slow growth (<i>should not equal no growth</i>) |



Boulder City Opportunities

| Theme (Day 1, Meeting 1) | Community Comments |
|--|---|
| Day 1, Meeting 1 Boulder City United Methodist Church October 3, 2018 12:00 p.m. to 2:00 p.m. | Economic Development (<i>green jobs, sustainable workforce, develop parking and trolley service to access downtown businesses</i>) Establish residential growth plan Leverage historic assets (<i>preserve buildings and culture of the area, seek financial opportunities to promote and reserve the City's historic resources</i>) Leverage local attractions (<i>hotels, restaurants, theater</i>) Leverage recreation opportunities (<i>OHV, pool, open land</i>) Promote Boulder City as a Destination City (<i>increase tourism</i>) Revise city codes (<i>review, update</i>) Write for grant funding |
| Day 1, Meeting 2 Boulder City High School October 3, 2018 6:00 p.m. to 8:00 p.m. | Develop energy resources (<i>solar, focus on sustainability</i>) Ensure a clean environment Growth (<i>commercial and residential</i>) Increase tourism Increase public safety services Maintain and promote small-town Preserve history (<i>and market assets</i>) Recreation (<i>hiking, new aquatics center, outdoor activities</i>) |
| Day 2, Meeting 1 Senior Center of Boulder City October 11, 2018 12:00 p.m. to 2:00 p.m. | Conduct beautification projects Focus on ensuring public safety Grow business (<i>bring in a variety of restaurants and stores, small business growth, tourism development</i>) Increase access to I-11 Increase recreation (<i>activities for families, teens and seniors</i>) Increase affordable housing for seniors Increase community events Leverage real estate assets Lower property taxes Open second large grocery store Park by train station Build a pool (<i>competition and recreation</i>) Potential growth (<i>commercial and residential</i>) |
| Day 2, Meeting 2 Boulder Creek Golf Club October 11, 2018 6:00 p.m. to 8:00 p.m. | Aquatic center / pool Attract businesses Beautify the environment (<i>clean up dumping sites</i>) Centralize information Grow tourism Increase community engagement (<i>more volunteers at the senior center</i>) Increase events Increase recreation activities (<i>more smoke-free dance facilities</i>) Legalize OHV Promote history and historic buildings Utilize railroad access to/from Las Vegas and Henderson |



Boulder City Challenges

| Theme (Day 1, Meeting 1) | Community Comments |
|--|---|
| Day 1, Meeting 1 Boulder City United Methodist Church October 3, 2018 12:00 p.m. to 2:00 p.m. | Controlling growth Engaging citizens (<i>communicating with the community, city website</i>) Fostering growth Increasing affordable living (<i>housing, utilities</i>) Maintaining high-quality of life Maintaining small-town feel Open-minded to change and innovation (<i>thinking outside the box</i>) Policing of ATV activity on open lands Preserving historic buildings and area Protecting the environment Repairing the pool Updating city codes |
| Day 1, Meeting 2 Boulder City High School October 3, 2018 6:00 p.m. to 8:00 p.m. | Business development Communication between city staff, council and community members (<i>transparency</i>) Growth (<i>resistance to change, restricted development</i>) Increasing affordable housing Keeping Boulder City a small-town Keeping the City clean and green Lack of destination draws Limited new revenue Preserving historic buildings and area Reducing traffic via I-11 |
| Day 2, Meeting 1 Senior Center of Boulder City October 11, 2018 12:00 p.m. to 2:00 p.m. | Addressing social disparities (homelessness) Change Engaging the community Growth Historic Preservation Increasing affordable housing Lack of destination draws Limited revenue Preserving small-town Preserving the environment |
| Day 2, Meeting 2 Boulder Creek Golf Club October 11, 2018 6:00 p.m. to 8:00 p.m. | Addressing social disparities (addiction, homelessness) Being innovative Building a community identity (<i>refocus, who is Boulder City</i>) Bypass I-11 Engaging the community (<i>improving communication between city officials and community members</i>) Economic development (<i>business development, revitalizing downtown</i>) Financing for needed updates and desired programs and services Fostering diversity |



| Theme (Day 1, Meeting 1) | Community Comments |
|--------------------------|---|
| | <p>Growth</p> <p>Increasing affordable housing</p> <p>Meeting service needs</p> <p>Preserving history</p> <p>Sustaining the environment (maintaining a “clean and green” environment)</p> |



Attachment C – City of Boulder City Consolidation of Strategic Plan Gap Analysis and City Services Questionnaire

Boulder City has initiated a strategic plan update and engaged Management Partners to assist with this effort. As part of the process, Management Partners sought input from each department on key strengths, weaknesses, limitations, opportunities, service delivery challenges, and projects and programs that are underway or planned. The following summary includes responses from the City Attorney, City Clerk, Community Development, Finance, Parks and Recreation, Police and Public Works departments.



1. Department Strengths, Weaknesses, Limitations, and Opportunities

Department heads were asked to assess the strengths, weaknesses, limitations, and opportunities of their department. A summary of their responses is provided below.

| Department | Strengths | Weaknesses | Limitations | Opportunities |
|---------------|--|--|---|--|
| City Attorney | <ul style="list-style-type: none"> • Open door policy • Easily assessable to the needs of our clients and those we do business with • Quick turnaround time on legal questions and concerns • Effective, fair, and prompt prosecution of claims | <ul style="list-style-type: none"> • Small office with one full-time attorney and paralegal • Certain matters have to be handled by outside attorneys due to workload on current staff and specialty issues that arise from time to time. | <ul style="list-style-type: none"> • Manpower • Budget | <ul style="list-style-type: none"> • Online services |
| City Clerk | <ul style="list-style-type: none"> • Employees are residents of Boulder City and understand the community • Excellent customer service • Knowledge of all departments due to experience with Code and longevity of employees • City Clerk and Deputy City Clerk are highly trained with both holding certifications as Certified Public Officials. City Clerk has Master Municipal Clerk (MMC) designation – highest designation in profession, and Deputy has Certified Municipal Clerk and will be receiving MMC in near future. | <ul style="list-style-type: none"> • High level employees are completing some lower level tasks due to heavy workload and limited number of staff. (e.g., Deputy City Clerk and City Clerk complete minutes for several meetings) • Busy office with many interruptions. It is difficult to complete larger, more time-consuming projects. • Records and Archives Tech is only person in office with scanning knowledge of records. There is no intradepartmental knowledge of this position. Lack of cross-training. | <ul style="list-style-type: none"> • Most service delivery is time sensitive and regulated by statute, etc. so service delivery cannot be hindered. • Service delivery to other departments may be delayed due to other mandated requirements | <ul style="list-style-type: none"> • Utilizing our recently hired Communications Manager to raise awareness regarding elections, recruitment for various boards and committees, access to public records and public meeting information |



| Department | Strengths | Weaknesses | Limitations | Opportunities |
|-----------------------|---|---|---|---|
| Community Development | <ul style="list-style-type: none"> Adaptability and flexibility for change Recent improvements in customer service delivery | <ul style="list-style-type: none"> Community perception of department customer service | <ul style="list-style-type: none"> Limited staff hampers customer service delivery with employee absences/leave Historical precedent which limits ability and willingness for change Complex and confusing procedures Physical building layout that impacts customer experience | <ul style="list-style-type: none"> Department turnover results in reevaluation of operational needs and most efficient way to deliver Continued cross-training opportunities Technology advances will improve transparency, department efficiency and reporting efforts Working with Communications Manager to highlight department improvements and efficiencies |
| Finance | <ul style="list-style-type: none"> Knowledgeable staff New staff bringing fresh ideas Work well together | <ul style="list-style-type: none"> Not all vacancies are filled Computer system training was inadequate | <ul style="list-style-type: none"> Lack of staff | <ul style="list-style-type: none"> Training Change processes with support of new City Manager |
| Fire | <ul style="list-style-type: none"> Responsive to the community Excellent customer service Progressive EMS program Innovative | <ul style="list-style-type: none"> Limited resources Succession planning | <ul style="list-style-type: none"> Internal and external resources Unified approach to providing public safety services | <ul style="list-style-type: none"> Adoption of proactive building and fire codes Information technology |
| Parks and Recreation | <ul style="list-style-type: none"> Longevity of leadership Excellent Customer Service Quality staff – friendly, competent, dependable, cross trained, proactive, problem solvers, solution seekers, open to change and outwardly thinking Variety of recreation opportunities for all ages- | <ul style="list-style-type: none"> Limited full-time staff of nine: (1) Director, (4) Custodians, (4) Recreation Coordinators Leadership succession Large workload High turnover rate of part-time staff Part-time staff are limited to only 19 hours a week Aging facilities, infrastructure | <ul style="list-style-type: none"> Workload limits ability for community outreach, training, planning Time to plan and investigate new recreation opportunities/options Staffing/personnel Low Wages- Cashiers, lifeguards, Safekey | <ul style="list-style-type: none"> New Aquatics Facility Training/education/leadership Community Outreach Team building Online registration Community partnerships Addition of family specific programming |



| Department | Strengths | Weaknesses | Limitations | Opportunities |
|------------|--|---|--|--|
| | <p>classes, sports, camps, leagues, green space, playgrounds, trails, bike lanes, facilities</p> <ul style="list-style-type: none"> • Community focused and community involvement-special events, volunteers • Excellent teamwork with other departments • Quality programing and pricing – scholarships, donations, sponsorships | <ul style="list-style-type: none"> • Aquatics Facility operating beyond its life expectancy – frequent shut downs, expensive temporary repairs, not up to modern standards, water loss • Low starting wages for part-time staff • No merit increases for part-time staff • Communication with upper management outside of our department • Community entitlement – desire for facilities, fields, classrooms, parks, at no cost while direct expense to the City | <ul style="list-style-type: none"> • Lack of merit increases for part-time employees • Lack of online registration • Aging facilities • Lack of facility use accountability/tracking • Limited space to increase programming • Outdated technology | <ul style="list-style-type: none"> • Programming combining technology and recreation – getting kids to play • Updating fee schedule for facilities • Establishing merit increases or step increases for part-time staff |
| Police | <ul style="list-style-type: none"> • Department staff • Support of the community • City leadership • Other city departments and employees | <ul style="list-style-type: none"> • A clear understanding of budget areas and staffing requirements impacted by past budget manipulations coupled with a well-defined, understandable method to accurately and clearly predict future expenditures to permit true and reasonable budget predictions and requests | <ul style="list-style-type: none"> • We have not replaced all mid-managers nor first-level supervision positions vacated due to a budget situation dating back over 18 years. These vacancies result in lapses hindering our ability to adequately and consistently properly supervise, manage, plan and ensure training requirements are met on a consistent basis. Thus, we are mostly reactive, while only and occasionally proactive. | <ul style="list-style-type: none"> • We should make maximum proper utilization of the additional tax revenues that have been initiated through voters' actions and earmarked for law enforcement. • We should participate in regional law enforcement teams and task forces that are set up through our region commensurate to our agency size and position. |



| Department | Strengths | Weaknesses | Limitations | Opportunities |
|-----------------------------------|---|--|--|--|
| Public Works and Utilities | <ul style="list-style-type: none"> • Our employees and the technical skills they bring to the City are our number one strength. • Projects completed, underway and being planned that strengthen the City's infrastructure. • GIS system development has come a long way in the past few years helping manage the City's assets. | <ul style="list-style-type: none"> • Vacant positions/staffing levels • Aging infrastructure • Even though our GIS has come a long way it still has a long way to go. We need a complete inventory of the City's assets and condition. • Resources (i.e., staff and equipment) to effectively and efficiently maintain and replace our aging infrastructure. | <ul style="list-style-type: none"> • The number of things to do and limited resources to do them. • With the current economy, contractors that we rely on to assist us are very busy and at times unavailable. • Aging infrastructure | <ul style="list-style-type: none"> • Additional staffing and associated resources/equipment. • Funding for projects for infrastructure improvements. |



2. *Service Delivery Challenges by Department*

Department heads were asked what challenges to service delivery the department experiences or anticipates experiencing in the future. The results are summarized below.

City Attorney

- Limited staff and budget

City Clerk

- None provided

Community Development

- Fluctuations in building permit activity
- Transfer of institutional knowledge
- Employee absences

Finance

- Handicap access
- No growth mentality will make it difficult to raise funding for capital improvements

Fire

- Continued residential and commercial development
- Insufficient resources
- Budget constraints
- Local emergency room limitations

Parks and Recreation

- Staffing
- High turnover rate of part-time employees
- Technology
- Software Programs
- Project Planning and Execution
- Homeless population
- Vandalism
- Upper level decisions without departmental input or consideration
- IT and Munis outsourced – only one on site IT staff for entire city

Police

- Given the recent historical positive support of city leadership and the long-historical support of our citizens, I do not believe we face any real challenges impeding our ability to meet our obligations nor the expectations of that leadership and community.



Public Works and Utilities

- Staffing levels
- Equipment needs
- Emergencies associated with aging infrastructure failures.
- Drought/water shortage
- Power purchase costs increasing
- Materials purchase costs increasing
- Increasing costs for services from contractors and consultants.

3. Resources Needed for Enhanced Service Delivery

Department heads were asked to identify resources that would result in better service delivery. The results are summarized below.

City Attorney

- Periodic training

City Clerk

- None provided

Community Development

- Remote resolution of inspections
- Digitization of all building permits for public access

Finance

- Financial transparency through use of internet tools letting citizens look at financial information with drill down capabilities

Fire

- Unified approach to public safety

Parks and Recreation

- New aquatics facility
- Online registration or payment options
- Automatic payment plans
- Self-service payment kiosk

Police

- None provided

Public Works and Utilities

- Replacement of aging infrastructure to ensure reliable services due to funding limitations – we are doing replacements, but more needs to be done



4. Major Projects and Programs by Department

Department heads were asked to indicate major projects and programs that are underway or planned over the next five years. The results are summarized below, including the year they were initiated, and resources required to accomplish the planned projects and programs.

| Department | Projects and Programs Underway or Planned Project Name/Description | Planned/ Underway | Year Initiated | Resources Required |
|-----------------------|---|----------------------|----------------------------|---|
| City Attorney | Electronic discovery | Planned | Not given | <ul style="list-style-type: none"> • Software • Hardware • Personnel |
| | Electronic case management | Planned | Not given | |
| | Criminal division | Planned | Not given | |
| | New City Attorney offices in Municipal Courthouse | Planned | Not given | |
| City Clerk | Moving election cycles | Underway | 2018 | <ul style="list-style-type: none"> • Outside firm to assist with entering permanent records into repository |
| | Entering all department permanent records into Laserfiche | Planned and Underway | 2014 ¹ | |
| | Microfilm conversion project | Underway | 2017 | |
| | Committee/commission training and resources | Underway | 2018 | |
| Community Development | Implementation of the Own It Program – A citywide customer service program that provides staff resources to resolve customer questions/issues quickly | Underway | 2018 ¹ | <ul style="list-style-type: none"> • General fund resources • Committed staff time from multiple departments to accomplish projects |
| | Master Facility Management Plan – The City owns several buildings that are vacant, underutilized or in need of renovation. The Master Facility Management Plan will inventory and plan for future operational needs, identify surplus buildings and provide important capital needs for CIP budgeting | Underway | 2018 ¹ | |
| | Economic Development— Hire Economic Development coordinator, develop economic development plan for adoption by City Council, work with staff and community to successfully implement plan | Not specified | Not specified ¹ | |
| | Scan all building permits for easy reference on Laserfiche | Planned | 2019 ¹ | |
| | Streamline and promote the RDA grant program to encourage additional community reinvestment | Underway | 2018 ² | |
| | Benchmarking Economic Development through studies to understand I-11 impacts and to tailor community marketing strategies | Underway | 2018 ¹ | |
| | Update City codes | Planned | 2018-19 ¹ | |
| | Expand MUNIS capabilities to enable remote resolution of building permit inspection | Planned | 2018 | |
| | Creation, adoption and implementation of a Historic Preservation Plan | Planned | 2019 ¹ | |



| Department | Projects and Programs Underway or Planned Project Name/Description | Planned/ Underway | Year Initiated | Resources Required |
|----------------------------|---|----------------------|----------------------|--|
| Finance | Implement transparency software | Planned | Not given | <ul style="list-style-type: none"> Computer software training |
| Fire | Fire station renovation | Underway | 2018 ¹ | <ul style="list-style-type: none"> Budgetary support of projects and programs |
| | Emergency management program update | Underway | 2019 | |
| | Standards of cover improvement program | Underway | 2019 ¹ | |
| | Multi-purpose public safety building | Underway | 2019 ¹ | |
| | Airport safety improvement program | Planned | 2020 | |
| Parks and Recreation | Disc golf course | Underway | 2018 ¹ | <ul style="list-style-type: none"> Funding Staff |
| | Security camera installation | Underway | 2017 ¹ | |
| | Pool complex – conceptual plan | Underway | 2018 ³ | |
| | Veteran's memorial park multi-purpose field | Planned | 2020-21 ³ | |
| | Field light replacement | Planned | 2020-21 ³ | |
| | Whalen concession building | Planned | 2020 | |
| | ABC gym lighting conversion LED | Planned | 2021 | |
| | Hemenway park expansion | Planned | 2020 ³ | |
| | Security camera portable | Planned | 2021 ³ | |
| | Security camera city park monitoring system | Planned | 2022 ³ | |
| | Teddy Fenton landscape | Planned | 2020 ³ | |
| | Pool roof replacement | Planned | 2021 | |
| Police | None provided | | | |
| Public Works and Utilities | Air traffic control tower | Planned | 2019 ⁴ | <ul style="list-style-type: none"> Additional staff Consultants Contractors |
| | BC Parkway complete streets improvements | Underway | 2018 ⁵ | |
| | Annual crack and slurry seal | Underway | 2018 ⁵ | |
| | Annual street reconstruction | Underway | 2018 ⁴ | |
| | Cemetery storage building | Planned | 2019 ⁶ | |
| | Landfill expansion phasing plan | Planned | 2019 ⁷ | |
| | 69 kV transmission loop | Underway | 2018 ⁸ | |
| | Electric substation rebuilds/upgrades | Planned | 2022 ⁸ | |
| | Water main replacements | Planned | 2019 ⁹ | |
| | Sanitary sewer rehabilitation | Underway | 2018 ¹⁰ | |
| | City Hall improvements | Underway | 2018 ¹ | |
| | North railroad conveyance, phase 2 | Underway | 2018 ¹¹ | |

¹Funded through general fund.

²Funded through RDA fund.

³Funded through Capital Improvement Plan.

⁴Funded through FAA.

⁵Funded through RTC/RDA.

⁶Funded through cemetery.

⁷Funded through landfill.

⁸Funded through electric.

⁹Funded through water.

¹⁰Funded through sewer.

¹¹Funded through flood control.



5. Technology Improvements

Departments were asked to identify technology improvements needed to enhance the efficiency of their department operations. The results are summarized in the table below.

| Department | Technology Improvement | Expected Benefit from the Technology Improvement |
|----------------------------|---|---|
| City Attorney | Electronic discovery | Quick and effective means to transmit information to defendants and defense attorneys |
| | Electronic case management | Improved efficiency and sharing of information among staff; improved file management |
| City Clerk | <i>None provided</i> | |
| Community Development | Centralized GIS support | Department relies on other departments for GIS mapping support. In addition, other departments do not currently benefit from this technology. Centralized GIS support would help the city get more out of this technology. |
| | Further integration of MUNIS | Some departments are currently not using MUNIS. This is important for the timely delivery of services (e.g., development review process). With all departments using the system, plan review would be more timely and customers would be able to receive info more quickly. |
| Finance | Better, faster and more reliable information | Not given |
| Fire | Information technology | Improved administrative and operational efficiency |
| | Apparatus and equipment | Improved safety and efficiency |
| Parks and Recreation | Online registration | Better customer service |
| | Kiosk, laptop, or iPad access for part-time employees | Part-time staff having login and access to technology at various locations |
| | Student attendance software | Safekey and/or gymnasium participant check-in/out system |
| | Training | Proficiency |
| Police | <i>None provided</i> | |
| Public Works and Utilities | GIS | Better tracking of city assets |
| | Sewer and manhole slip lining | Rehabilitation with limited or no excavation |



6. City Services Inventory

| Department | Services |
|----------------------|--|
| City Attorney | <ul style="list-style-type: none"> • ding all ordinances, resolutions and legal documents that may be required. • Negotiating, reviewing, revising and approving as to form all contracts, memorandums of understandings, intergovernmental agreements, resolutions and ordinances as required by law and City policies. • Drafting, reviewing and approving as to form all revisions to the City Code, • Reviewing and approving personnel policies. • Prosecutorial responsibilities for all City Code Notice of Violations and citations issued by the Police Department, Building Official/Code Enforcement Officer or Animal Control. • Litigation support to assigned Nevada Public Agency Insurance Pool (Pool/Pact) legal counsel retained to represent the City in litigation covered by Nevada Public Agency Insurance Pool (Pool/Pact) policy. • In-service training for city staff/elected officials/appointed officials and advisory committees on open meeting laws and other legal matters. • Attendance and advice to Mayor and Council at council meetings and executive sessions. • Preparation of agenda items as authorized by the City Code and state statutes. • Preparation of legal opinions and auditor opinions. • Any other regular legal assignments or required legal work that arises while acting in the official capacity as City Attorney. |
| City Clerk | <ul style="list-style-type: none"> • Administrative support for Mayor and Council including scheduling, budgeting, mileage reimbursement and travel and training preparation, response to complaints, prepare proclamations and certificates, staff reports, research. • City Code maintenance – review all ordinances for accuracy and submit to codifier, publish bills and Ordinances in adjudicated newspaper per Charter and NRS, distribution of Code supplements. • Meetings – ensure all City meeting agendas are prepared and posted in accordance with the Nevada Open Meeting Law. • Committees/Commissions – responsible for the appointment of volunteers to all boards and commissions – track volunteers, recruitment, staff reports, etc. • Attend and take minutes for Planning Commission (Deputy City Clerk), Charter Commission (City Clerk), Redevelopment Agency Board (City Clerk), City Council (City Clerk), Audit Review Committee (City Clerk), Business License Liquor Board (City Clerk), all City Council special meetings including workshops and budget (City Clerk). • Prepare agenda items including staff reports, resolutions and ordinances which pertain to the City Clerk's office or City Council. • Review and edit staff reports, resolutions, ordinances, and contracts submitted for the agenda packet. • Passport services. • Elections – conduct primary and general elections including budgeting, preparation of all notices, registration of voters, community outreach, candidate filing, ballot question preparation including drafting and reviewing arguments. • Records Management – Administration of a citywide records management program including policies and procedures, records retention schedules, public records requests, records training to all City employees, disaster recovery, prepare, scan and index permanent records |



| Department | Services |
|------------------------------|---|
| Community Development | <ul style="list-style-type: none"> • The Community Development Department is responsible for overseeing implementation of community adopted plans (e.g., Master Plan, Zoning Map); ensuring quality development through the regulation of City codes (e.g., Zoning Ordinance, International Building Codes); and promoting reinvestment through the administration of the Redevelopment Plan for the City. • The department's primary areas of responsibilities are: <ul style="list-style-type: none"> ○ Building permits and inspections ○ Planning and zoning regulation ○ Code Enforcement ○ Economic Development • The department reviews all building plans for compliance with applicable International Building Codes and locally adopted codes to ensure safe and proper construction. Working with contractors, businesses and residents, staff inspect all permitted buildings to ensure compliance with the approved plans and issue certificate of occupancy to certify compliance at completion • The department is responsible for the day-to-day general city planning functions for the City. This includes review of building permits for zoning compliance and processing applications for Planning Commission review (e.g., Variance Requests, Master Plan Amendments). Staff manage the City's Growth Control Ordinance by reviewing all requests for construction to ensure statutory limits are not exceeded. • The department promotes economic development through the administration of Redevelopment Agency (RDA) grants and working to attract and retain local businesses that provide jobs and strengthen the local tax base. |
| Finance | <ul style="list-style-type: none"> • All financial services for the City including budgeting, annual reporting, contracts, land sales, and purchasing • Collections of payments, utility, and other payments |
| Fire | <ul style="list-style-type: none"> • Core services: fire suppression, emergency medical services, rescue, public education, fire prevention, and emergency preparedness • Administrative: external relations, budget, IT, EMS billing, regulatory compliance, policies, and planning • Personnel management: recruitment, promotions, evaluation, and discipline • Training: fire, EMS, and rescue - initial and continuing education • Emergency management: program development and coordination • Fire code: annual business inspection, operational permit inspection, new construction plan review/inspection, and code enforcement support • Operational support services: facility and fleet maintenance, apparatus specification, communications, PPE/uniform program, small tools and equipment maintenance, and general supply inventory |



| Department | Services |
|-----------------------------------|--|
| Parks and Recreation | <ul style="list-style-type: none"> • Provide friendly customer service • Provide classes, programs, leagues, and recreation opportunities for the community • Oversee permitting for special events, facility rentals, UAV's. film shoots, weddings, tournaments • Provide a wide variety of special interest classes for all ages • Provide sports leagues, camps, clinics for youth and adults • Provide safe playgrounds, parks, and facilities • Provide swim classes and lessons for all ages • Provide Youth Enrichment Opportunities – Safekey, Youth Center, Art Center and Tiny Tots • Prepare annual budgets, monitor spending and revenue for 13 Recreation Budgets • Prepare CIP project estimates, planning, and execution • Oversee two golf courses • Hire and train customer service orientated staff, many are seasonal 100+ part-time • Cross training staff • Provide custodial staff for cleaning and maintaining 17 parks and over 95,000 sq. ft. of recreation facilities • Prepare daily deposits and accept daily class registrations • Administer accounts receivable, accounts payable, and payroll entry • Communication with other departments and residents – programs, closures, events etc. • Promote Parks and Recreation events and classes- flyers, brochure, social media • Partner with local non-profits and youth groups – BCLL, BCHS • Promote tourism in Boulder City – Special Events, Big Horn Sheep, green space, fishing pond, mountain biking and hiking trails |
| Police | <ul style="list-style-type: none"> • Keep the peace and enforce the law – duties typical to the Chief of Police for a municipal police department • Animal control operation and 911 center |
| Public Works and Utilities | <ul style="list-style-type: none"> • The Public Works and Utilities Departments include the following divisions; Administration, Engineering, Streets, Building Maintenance, Landscape, Electric, Water/Wastewater, Municipal Airport and Electric Utility Administration. Collectively they are responsible for all the City-owned infrastructure. This includes electric, water, sewer and landfill utilities, city parks and landscaping, athletic fields, city facilities (i.e., buildings, shade structures, lift stations, communications structures, bike/skate ramps, playground equipment, gazebos, etc.), streets, sidewalks, curb and gutter, street lights, fleet maintenance, flood control facilities, GIS, cemetery, manage maintenance contracts, manage the City's Capital Improvement Program, prepare projects for bidding and manage project construction, public outreach, permitting and inspections for private projects, assistance to special events, manager hydropower and wholesale electric power contracts, airport management and maintenance, represent the City on various committees with regional agencies (i.e., RTC, Flood Control, SNWA, Health District, NDEP, FAA, etc.). |



Attachment 8

Boulder City Strategic Plan Implementation Action Plan for 2020 to 2025

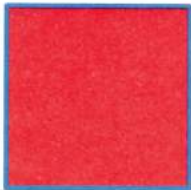
Implementation Action Plan

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 |
|--|--|--|-------------------------------|-----------------------------|--|--|---|
| 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. | 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. | 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. | 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"> 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 (previously Chief Accountant) Finance | | Yes | Consistent evaluation ensuring ongoing compliance with City ordinance. | | |

| 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 |
|---|---|--|--|-----------------------------|--|---|---|
| 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. | <p>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.</p> <p>The city worked with Clark County to provide CDBG funding for Lend a Hand's planned new facility at ABC Park.</p> <p>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.</p> | City partnered with the non-profit Damboree Committee and other local non-profits to host the 4th of July Damboree Celebration. |

| 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 |
|---|---|--|----------------------------|-----------------------------|--|---|---|
| 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. | 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. | News release and social media on GFOA Distinguished Budget Award in August. |
| 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 | 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. | Evergreen Solutions (ES) met with City Council in August. Council provided direction and ES is currently surveying peer entities regarding total compensation comparatives. |

| 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 |
|--|--|--|--|---------------------------------------|--|---|---|
| Goal B: Invest in Infrastructure | | | | | | | |
| Strategy 1: Prioritize Capital Improvement Plan projects to address health and safety while maximizing available funds Action Steps <ul style="list-style-type: none"> Enhance CIP prioritization process Validate priorities annually | Start: 01.01.19 then ongoing Start: 01.01.19 then ongoing | CIP Coordinator, Public Works | Utilities, Finance, Public Works, Parks, Fire, Police | Yes | Update 2020 CIP | 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"> Solicit regional partners for funding (RTC, Flood Control, SNWA) Utilize State lobbyist for potential project funding | Start: 01.01.19 then ongoing | Public Works Director | Finance, Utilities, Public Works, City Manager, Communications | Yes | Two projects funded - or equipment/supplies received - as a result of efforts to solicit funds | Maximizing the use of outside funding sources for infrastructure is an ongoing action step for Public Works. 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"> Prepare/Update Infrastructure Master Plans and Resource plans Implement in conjunction with Strategy 1 | 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"> Complete asset inventory Prepare risk exposure and life cycle cost analyses Develop equipment replacement calendar/program | | | 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"> Update Strategic Asset Management Plan as Strategies 1, 2, 3 and 4 are completed or updated Update Budget Forecasting | 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. | |

| 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 |
|---|---|--|----------------------------|-----------------------------|--|----------|--|
| 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 | | 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. |
| 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 | | |

| 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 |
|--|---|--|----------------------------------|-----------------------------|---|--|-------------|
| <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 | Start: 06.01.19 End: 06.01.22 | Community Development Director | Public Works, Utilities | No | City Council Evaluation of the 2021 Land Management Plan (LMP) that shows compliance with the action steps | | |
| <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 | Start: 02.01.20 End: 02.15.21 | Community Development Director | Public Works, Utilities, Finance | No | Evaluation of the 2021 Land Management Plan shows compliance with the action steps – implementation of residential marketing campaign | City Council adopted 2021 Land Management Plan (LMP) that focused on infill development. | |

| 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 |
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| Strategy 6: Assess the need for mixed-use development within emerging residential areas Action Steps <ul style="list-style-type: none"> Amend the City Code to better accommodate townhome development in Boulder City Evaluate nationwide best practices for successful mixed use development Evaluate and identify potential sites for mixed-use redevelopment and present to City Council for direction including possible zoning Develop a marketing campaign to actively promote those sites for development/redevelopment | Start: 07.01.20 End: 06.15.21 | Community Development Director | Public Works, Utilities | No | Adoption of townhome zoning regulations and implementation of the marketing campaign | | |
| Strategy 7: Promote multi-modal development and connectivity Action Steps <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 | Start: 07.01.19 End: 06.30.22 | Public Works Director | Community Development | No | Monitor RTC ridership- Conduct community survey regarding how residents use mass transit | Public Works is securing annual maintenance funding for multi-modal uses including Bicycle Path Rehabilitations. Staff has begun preparing FY22 funding requests. | Public Works has secured funding from RTC for multi-modal uses including Bicycle Path Rehabilitations FY22 project. |
| Strategy 8: Create development standards for the business corridors to help acknowledge the City's history Action Steps | Start: 07.01.21 End: 06.30.23 | Community Development Director | None | Yes | City Council consideration of new development standards for identified corridors | | Worked with Stantec to develop tree and plant list for proposed Title 11 City Code Changes. Seeking public comment in September and October. |

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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</p> <p>End: 06.30.22</p> | Community Development Director | Public Works | No | Implementation of wayfinding signage | <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> | Staff working on consultant selection to complete this effort within FY22. |
| <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</p> <p>End: 06.01.20</p> | Community Development Director | None | No | List of cross promotion marketing plans implemented | <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"> 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 | | City Council on 08.24.21 adopted the Boulder City Historic Preservation Plan with measurable, actionable goals for implementation over a five year period. |
| 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 | 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. | |

| 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 |
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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 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 | 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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| Strategy 6: Promote economic development through historic preservation Action Steps <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 | Start: 07.01.19 End: 06.30.22 | Community Development Director | Communications Manager | No | Benchmark assess value of historic district properties to monitor increases | | |
| Strategy 7: Develop an educational campaign about the many historic artifacts in Boulder City Action Steps <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 | Start: 07.01.22 End: 06.30.24 | Community Development Director | None | No | Development of a historic artifact inventory STRATEGY PLACED ON HOLD IN 2019 | | |
| Strategy 8: Identify historic buildings to repurpose and reuse as appropriate for a given area Action Steps <ul style="list-style-type: none"> • Complete Stantec Study that evaluates City needs | Start: 01.05.19 End: 01.05.24 | 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 |
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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. | completed prior to CCCHP grant application submittal for historic water filtration plant project. |

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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 | FIRE RED PD BLUE COURT BLACK | FIRE RED PD BLUE COURT BLACK |
| Strategy 1: Recruit and retain highly trained public safety staff Action Steps <ul style="list-style-type: none"> (1) Develop/fund positional recruitment programs that target potential candidates, simplifies testing and background procedures, thereby expediting the hiring process. (2) Update job descriptions to ensure reflection of current position expectations and duties. (3) Establish a training program that encourages learning, ensure skill proficiency, and promotes career development. | (1) Start: 07.01.20 End: 06.30.21 (2) Start: 02.01.19 End: 06.30.19 (3) Start: 07.01.19 End: 12.31.20 (1) Start: 07.01.19 End: 09.01.20 (2) Start: 05.01.19 End: 12.31.25 (3) then ongoing | (1) Fire Chief (2) Fire Chief (3) Fire Chief (1) Police Chief (2) Police CDR (3) Police Chief | (1) Personnel (2) Personnel (1) Personnel (2) Personnel | (1) No (2) Yes (3) Yes (1) Yes (2) Yes (3) Yes | (1) Establish/maintain an 80% Candidate satisfaction survey program. (2) Completed project on/or before the end of FY19. (3) Identify programs designed to promote career development, core components, create a training calendar, and successfully fulfill all annually required fire & EMS training requirements. (1) Deploy Recruitment Teams to regional employment events, colleges, etc., and see appropriate applicant responses. (1) Single application process incorporating all requirements-HR, PD, POST (1) Reduce testing, hiring process by 50% to max 3 months (2) Accomplish a comprehensive update of all current positions, archive obsolete-annually (2) Establish an annual proves to update online job | (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. | (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. (1) The most recent fire cadet academy was given a post-graduation survey and the department scored a 100% satisfaction rating. (1) Our recruitment personnel have completed several recruiting videos that have been posted to social media (3) All of our training programs, police and procedures have been updated to meet the revised training requirements imposed by the last legislative session. (3) All personnel are on track to meet all of the training requirements |

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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 | | |
| 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 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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| Strategy 3: Define and disseminate standards to ensure a high level of public safety services Action Steps <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. | (1) Start: 07.01.20 End: 06.30.21 (2) Start: 07.01.20 End: 06.30.22 (3) Start: 06.28.20 then ongoing (4) Start: 03.15.2020 then ongoing | (1) Fire Chief (2) Division Chief (3) Fire Chief (4) Fire Chief | (1) None (2) None (3) Community Development (4) None | (1) Yes (2) No (3) Yes (4) Yes | (1) Create and annually evaluate response and Standards of Cover policy that will ensure a high level of public safety services. (2) Prepare and conduct 20 public safety education events annually. (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. (4) Annually review/revise the all-hazard emergency operations plan to ensure proper training, plan development, implementation drills requirements are being fulfilled. | (1) The fire department has updated or rewritten approximately 50% of the policies, procedures, and guiding documents. (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. | (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. (2) The fire department has updated or rewritten approximately 60% of the policies, procedures, and guiding documents. (3) The fire department adopted the 2018 International Fire Codes and regional amendments. |
| | (1) 01.01.19 then ongoing | (1) Police Chief | (2) Communications Manager | (1) Yes | | | |
| | (2) Start: 01.01.20 End: 01.01.21 | (2) Police CDR | | (2) Yes | | | |
| | (3) 01.01.19 then ongoing | (3) Police Chief | (3) Council, City Manager, City Attorney, City Clerk | (3) Yes | | | |
| | (4) Start: 02.01.19 then ongoing | (4) Police Chief | (4) City Manager, Fire | (4) Yes | (1) Annual review process in-place to ensure all policies, general orders and SOPs are in-line with legal requires, POST and industry standards. | | |
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| | | | | | <p>(2) Ongoing programs are updated and are efficiently and effectively reaching targeted audiences.</p> <p>(3) City ordinances falling to the Police Department for enforcement are legally sufficient, meet court standards and are relevant.</p> <p>(4) Same as 4 above</p> | | |
| <p>Strategy 4: Support a unified approach to police, fire, courts, and code enforcement</p> <p>Action Steps</p> <ul style="list-style-type: none"> (1) Deconflict policies/procedures to minimize inefficiencies and/or operational/administrative conflicts while ensuring proper separation, impartiality, and objectivity between departments. | <p>(1) Start: 05.01.20 End: ongoing</p> <p>(1) Start: 01.01.20 then ongoing</p> | <p>(1) Fire Chief</p> <p>(1) Police Chief</p> | <p>(1) None</p> <p>(1) City Manager, City Attorney, Court</p> | <p>(1) Yes</p> <p>(1) Yes</p> | <p>(1) Create a working group and annually evaluate policies/procedures that will improve the interagency efficiencies associated with public safety.</p> <p>(1) Working Group/processes established that can accomplish appropriate policy decisions.</p> <p>(1) Protocols established for reviews permitted under separation of powers requirements.</p> | | <p>(1) The 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.</p> |
| <p>Strategy 5: Identify and embrace the latest technology to improve effectiveness and efficiency of public safety services</p> | <p>(1) Start: 01.01.19 then ongoing</p> <p>(2) 07.01.19 then ongoing</p> | <p>(1) Fire Chief</p> <p>(2) Fire Chief</p> | <p>(1) None</p> <p>(2) Code Enforcement, Courts & CA</p> | <p>(1) No</p> <p>(2) No</p> | <p>(1) During the annual budget process, recommend technology upgrades that will advance the</p> | | <p>(1) The fire department is in the process of purchasing updated self-contained breathing apparatus for use in</p> |

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| Action Steps <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. | (1) Start: 01.01.19 then ongoing (2) Start: 10.01.19 then ongoing | (1) Police CDR (2) Police CDR | (1) IT, Finance (2) IT, Finance, Fire, City Attorney, Courts | (1) TBD (2) Yes | 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 | | firefighting and other unsafe atmospheres. The new equipment is state of the art and will help provide a safer work environment for the firefighters. (1) The Police Department started the process of updating outdated and obsolete critical micro-wave communications system that is essential for our public safety radio system. (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. |
| Strategy 6: Communicate and celebrate the low crime rate and other service excellence Action Steps <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. | (1) Start: 03.01.20 then ongoing (1) Start: 02.01.19 then ongoing (1) Start: 01.01.20 End: 12.31.20 | (1) Fire Chief (1) Judge (1) Police CDR | (1) Communications Manager 1) Communications Manager | (1) Yes (1) Yes (1) TBD | (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 | (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 | (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. |

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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>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> | <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>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 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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| | | | | | | | 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. |