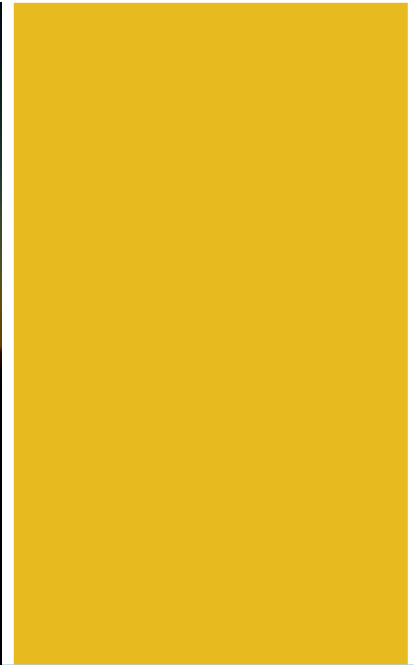


# City of Boulder City

## Strategic Plan 2020 to 2025



*Prepared for the City of Boulder City by Management Partners*



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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:

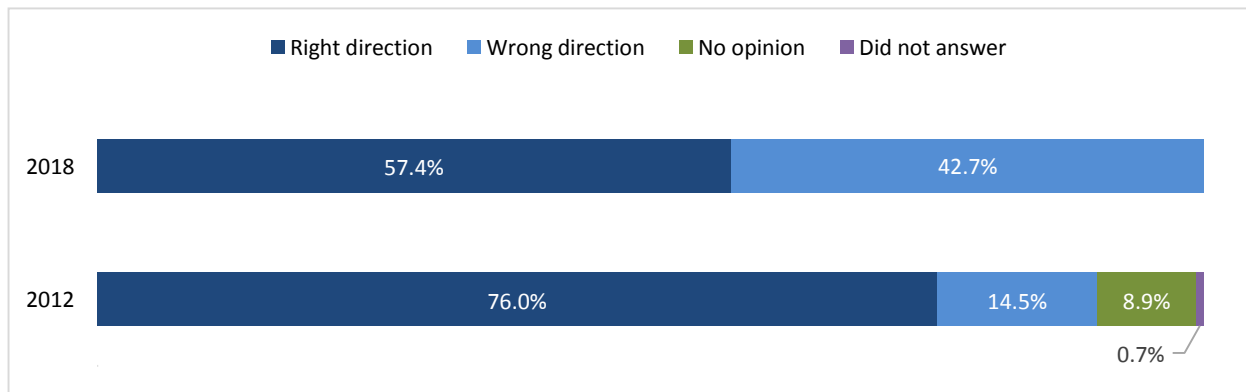
- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

### *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.

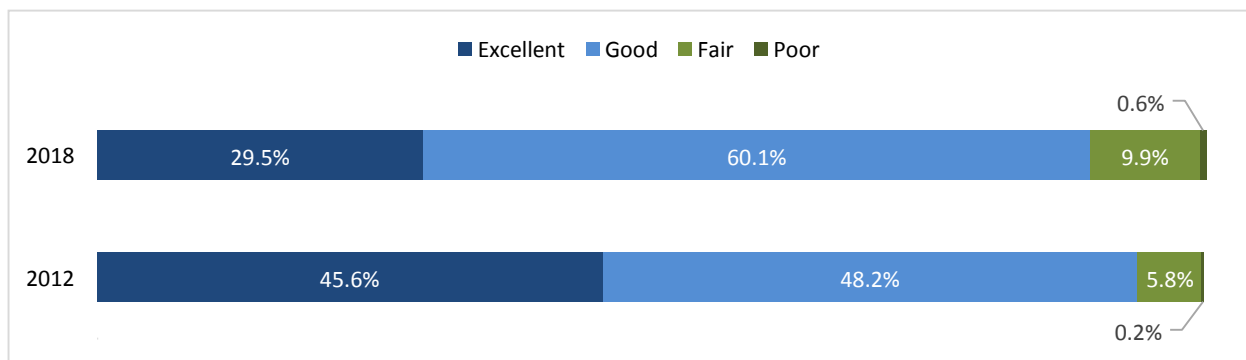


Figure 1. Direction of Boulder City (community response)



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)

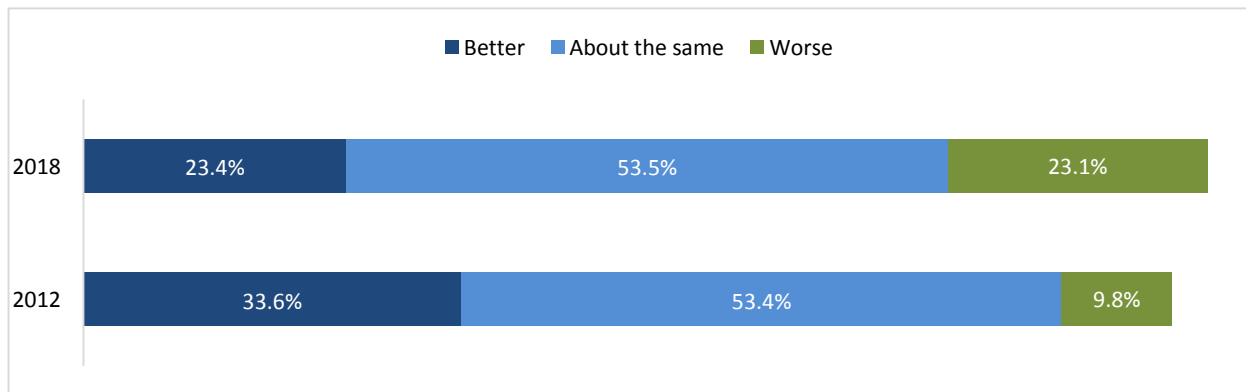


Note: In 2012, 0.2% of respondents did not answer.

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.







### ***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.

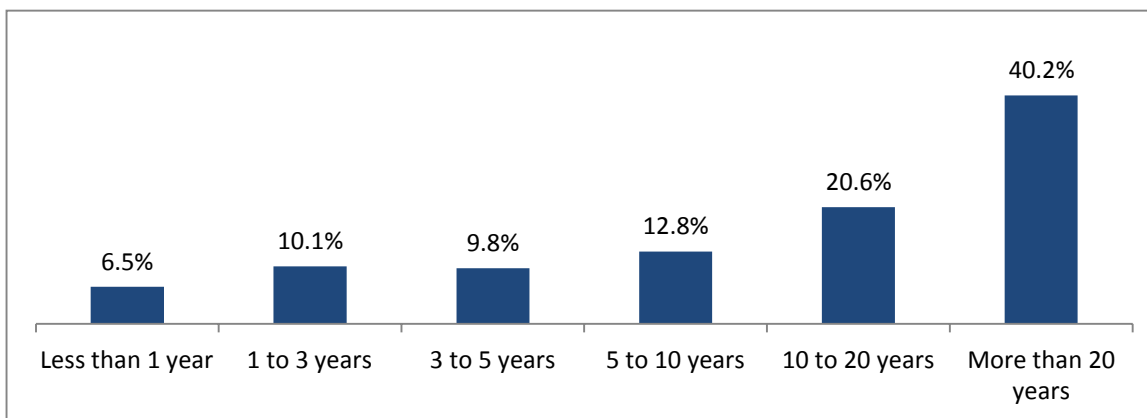
Over half of the respondents (202) provided comments and several themes emerged from them. A quarter of the comments submitted (52) related to growth. Of those, 36 comments mentioned restricting growth and development, while 16 mentioned fostering growth. In addition, seven respondents wrote comments 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 <sup>1</sup> |
|----------------|-------|-------------------|
| Yes            | 33.2% | 31.9%             |
| No             | 66.7% | 67.3%             |

<sup>1</sup> 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)

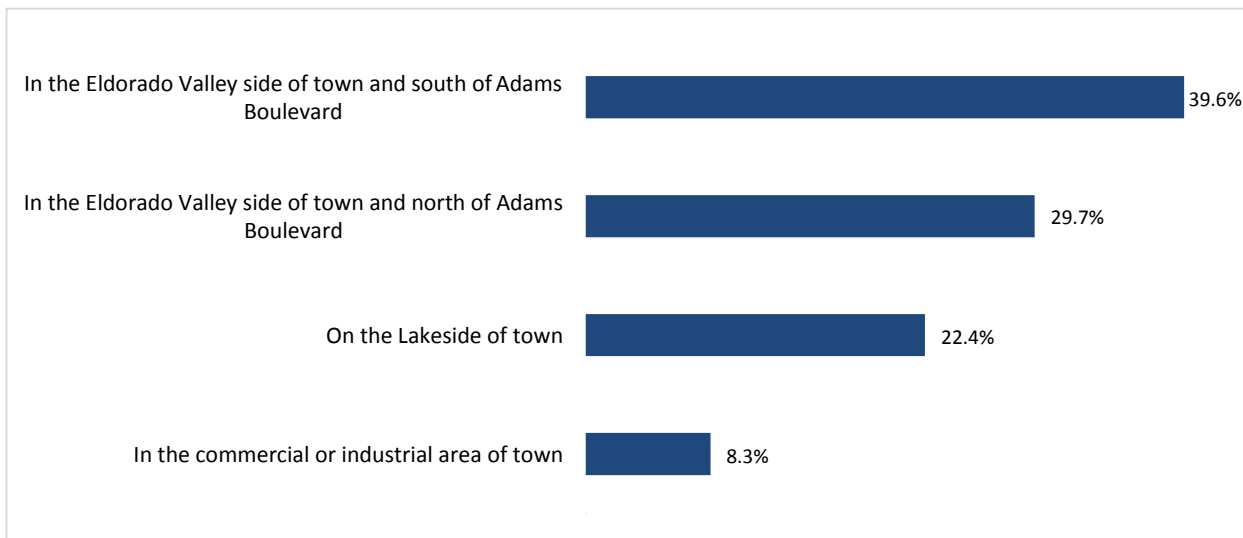
| Answer Choices                | 2018 | 2012  |
|-------------------------------|------|-------|
| Less than \$10,000            | 1.6% | 13.7% |
| Between \$10,000 and \$19,999 | 1.6% |       |
| Between \$20,000 and \$29,999 | 2.3% |       |
| Between \$30,000 and \$39,999 | 2.0% | 20.6% |



| 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%  |       |
| I prefer not to answer         | 17.11% | 21.2% |

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:

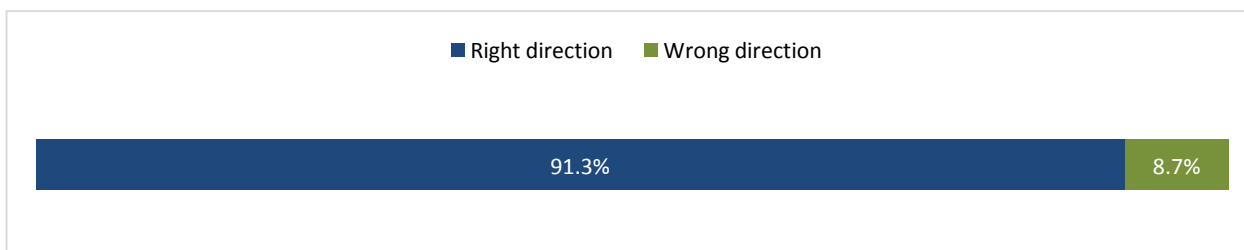
- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

### *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.

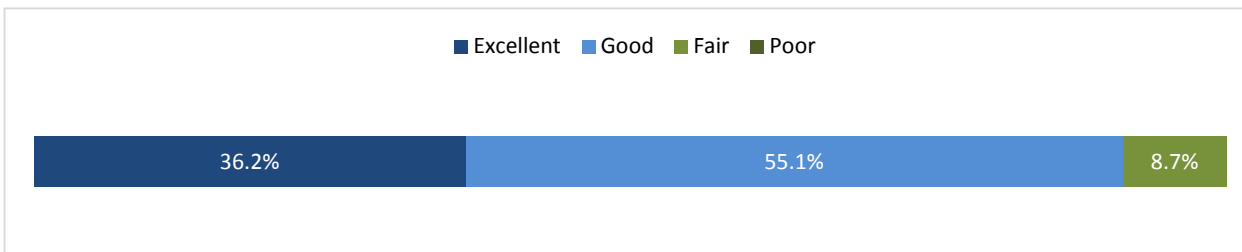
*Figure 7. Direction of Boulder City (employee response)*



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.



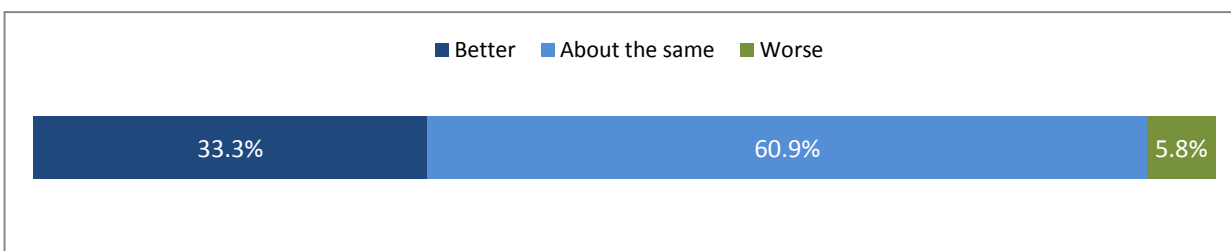
Figure 8. Rating of Overall Quality of life in Boulder City (employee response)



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.

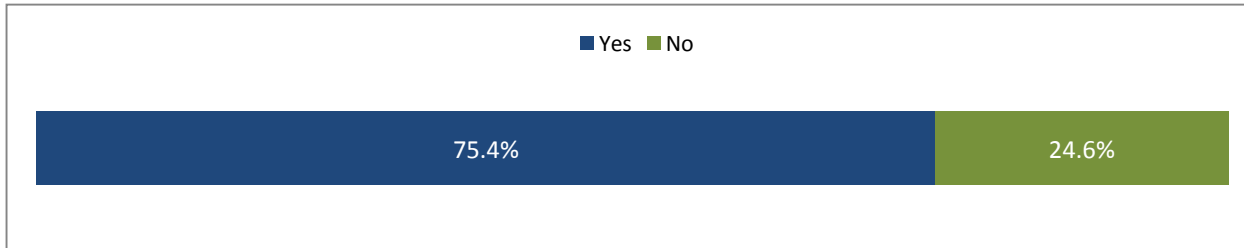
A **vision** describes where the City is headed in the future. The vision is an aspirational statement of a future desired state. Employees were asked if the vision is still applicable and had the option to comment. The current Boulder City vision is:

*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. |





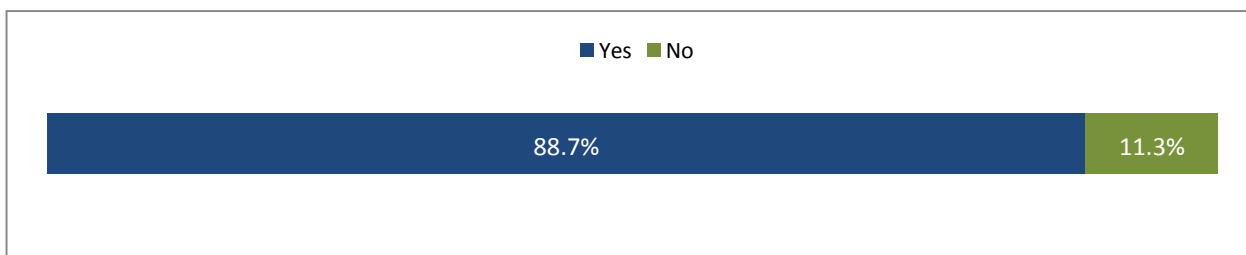
**Mission**

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.   |



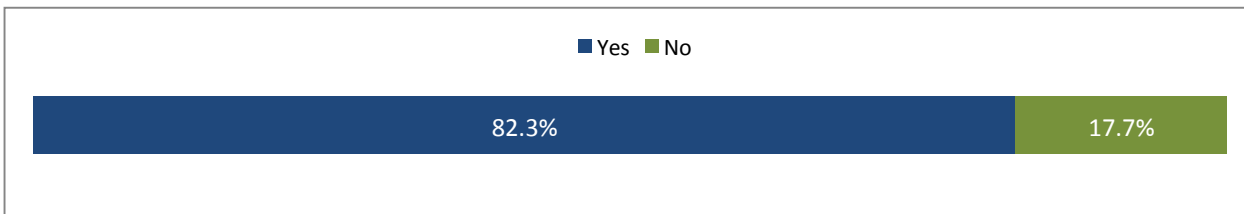
**Values**

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     |



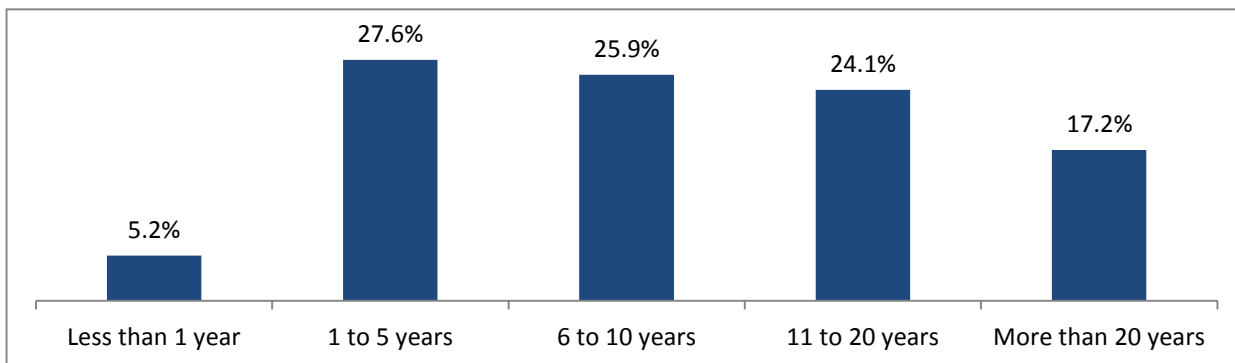
### *Employee Open-Ended Question about the Future of Boulder City*

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)*

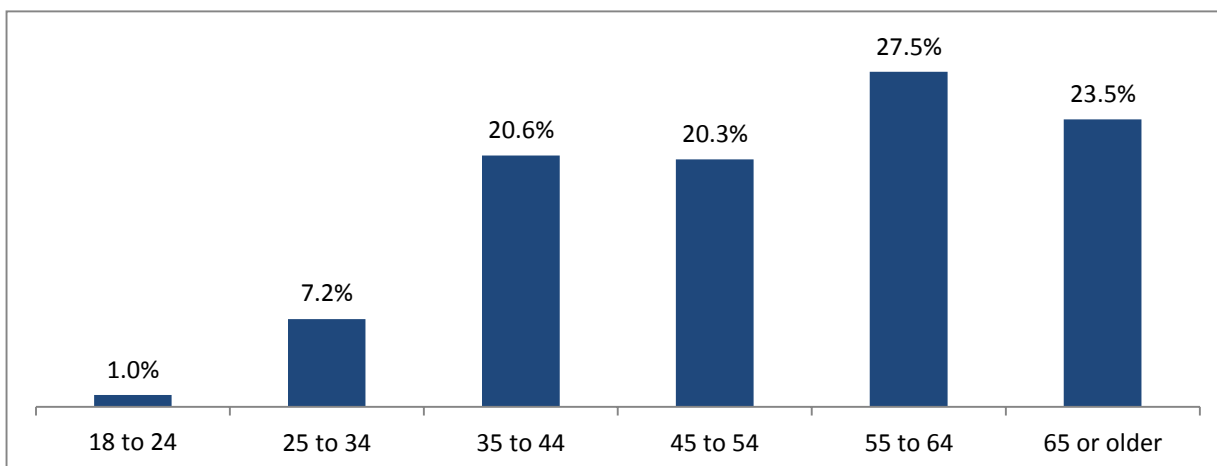


Table 13 shows employee respondents' employment status. The majority of employee participants had full-time employment status.

*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.

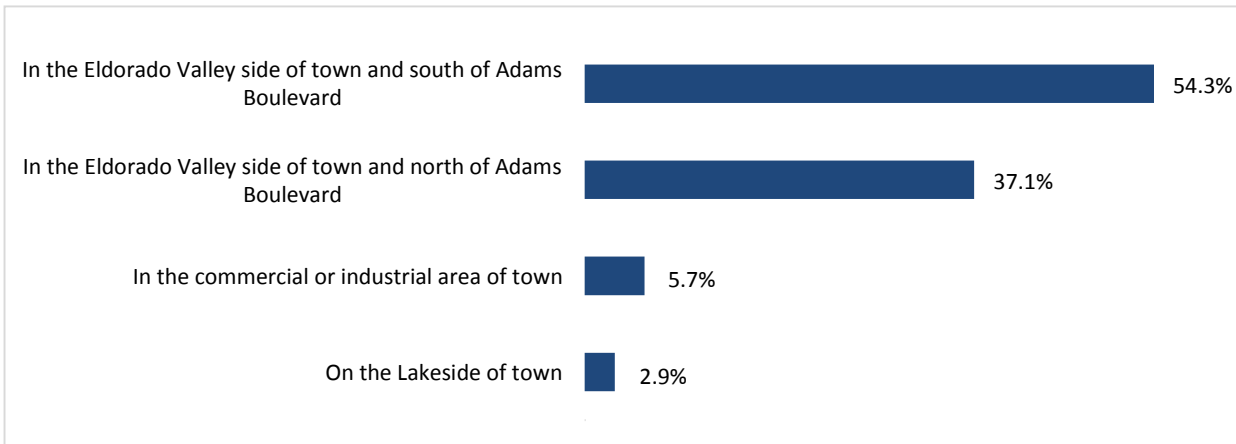
*Table 16. Boulder City Resident (employee response)*

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





## Boulder City Weaknesses

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



## Boulder City Opportunities

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



## Boulder City Challenges

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



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



## 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"> <li>• Open door policy</li> <li>• Easily assessable to the needs of our clients and those we do business with</li> <li>• Quick turnaround time on legal questions and concerns</li> <li>• Effective, fair, and prompt prosecution of claims</li> </ul>  | <ul style="list-style-type: none"> <li>• Small office with one full-time attorney and paralegal</li> <li>• Certain matters have to be handled by outside attorneys due to workload on current staff and specialty issues that arise from time to time.</li> </ul>  | <ul style="list-style-type: none"> <li>• Manpower</li> <li>• Budget</li> </ul>  | <ul style="list-style-type: none"> <li>• Online services</li> </ul>  |
| City Clerk    | <ul style="list-style-type: none"> <li>• Employees are residents of Boulder City and understand the community</li> <li>• Excellent customer service</li> <li>• Knowledge of all departments due to experience with Code and longevity of employees</li> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• 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)</li> <li>• Busy office with many interruptions. It is difficult to complete larger, more time-consuming projects.</li> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• Most service delivery is time sensitive and regulated by statute, etc. so service delivery cannot be hindered.</li> <li>• Service delivery to other departments may be delayed due to other mandated requirements</li> </ul> | <ul style="list-style-type: none"> <li>• 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</li> </ul> |



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



| Department | Strengths  | Weaknesses  | Limitations  | Opportunities  |
|------------|--|---|--|--|
|            | <p>classes, sports, camps, leagues, green space, playgrounds, trails, bike lanes, facilities</p> <ul style="list-style-type: none"> <li>• Community focused and community involvement-special events, volunteers</li> <li>• Excellent teamwork with other departments</li> <li>• Quality programing and pricing – scholarships, donations, sponsorships</li> </ul> | <ul style="list-style-type: none"> <li>• Aquatics Facility operating beyond its life expectancy – frequent shut downs, expensive temporary repairs, not up to modern standards, water loss</li> <li>• Low starting wages for part-time staff</li> <li>• No merit increases for part-time staff</li> <li>• Communication with upper management outside of our department</li> <li>• Community entitlement – desire for facilities, fields, classrooms, parks, at no cost while direct expense to the City</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of merit increases for part-time employees</li> <li>• Lack of online registration</li> <li>• Aging facilities</li> <li>• Lack of facility use accountability/tracking</li> <li>• Limited space to increase programming</li> <li>• Outdated technology</li> </ul>   | <ul style="list-style-type: none"> <li>• Programming combining technology and recreation – getting kids to play</li> <li>• Updating fee schedule for facilities</li> <li>• Establishing merit increases or step increases for part-time staff</li> </ul>   |
| Police     | <ul style="list-style-type: none"> <li>• Department staff</li> <li>• Support of the community</li> <li>• City leadership</li> <li>• Other city departments and employees</li> </ul>  | <ul style="list-style-type: none"> <li>• 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</li> </ul>  | <ul style="list-style-type: none"> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• We should make maximum proper utilization of the additional tax revenues that have been initiated through voters’ actions and earmarked for law enforcement.</li> <li>• 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.</li> </ul> |





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



## 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<br>Project Name/Description   | Planned/<br>Underway | Year<br>Initiated          | Resources Required  |
|-----------------------|---|----------------------|----------------------------|---|
| City Attorney         | Electronic discovery  | Planned              | Not given                  | <ul style="list-style-type: none"> <li>• Software</li> <li>• Hardware</li> <li>• Personnel</li> </ul>   |
|                       | 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"> <li>• Outside firm to assist with entering permanent records into repository</li> </ul>                                  |
|                       | Entering all department permanent records into Laserfiche   | Planned and Underway | 2014 <sup>1</sup>          |   |
|                       | 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 <sup>1</sup>          | <ul style="list-style-type: none"> <li>• General fund resources</li> <li>• Committed staff time from multiple departments to accomplish projects</li> </ul> |
|                       | 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 <sup>1</sup>          |   |
|                       | 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 <sup>1</sup> |   |
|                       | Scan all building permits for easy reference on Laserfiche  | Planned              | 2019 <sup>1</sup>          |   |
|                       | Streamline and promote the RDA grant program to encourage additional community reinvestment   | Underway             | 2018 <sup>2</sup>          |   |
|                       | Benchmarking Economic Development through studies to understand I-11 impacts and to tailor community marketing strategies   | Underway             | 2018 <sup>1</sup>          |   |
|                       | Update City codes   | Planned              | 2018-19 <sup>1</sup>       |   |
|                       | Expand MUNIS capabilities to enable remote resolution of building permit inspection   | Planned              | 2018                       |   |
|                       | Creation, adoption and implementation of a Historic Preservation Plan   | Planned              | 2019 <sup>1</sup>          |   |



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

<sup>1</sup>Funded through general fund.

<sup>2</sup>Funded through RDA fund.

<sup>3</sup>Funded through Capital Improvement Plan.

<sup>4</sup>Funded through FAA.

<sup>5</sup>Funded through RTC/RDA.

<sup>6</sup>Funded through cemetery.

<sup>7</sup>Funded through landfill.

<sup>8</sup>Funded through electric.

<sup>9</sup>Funded through water.

<sup>10</sup>Funded through sewer.

<sup>11</sup>Funded 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   |
|-----------------------------|--|
| <p><b>City Attorney</b></p> | <ul style="list-style-type: none"> <li>• ding all ordinances, resolutions and legal documents that may be required.</li> <li>• 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.</li> <li>• Drafting, reviewing and approving as to form all revisions to the City Code,</li> <li>• Reviewing and approving personnel policies.</li> <li>• Prosecutorial responsibilities for all City Code Notice of Violations and citations issued by the Police Department, Building Official/Code Enforcement Officer or Animal Control.</li> <li>• 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.</li> <li>• In-service training for city staff/elected officials/appointed officials and advisory committees on open meeting laws and other legal matters.</li> <li>• Attendance and advice to Mayor and Council at council meetings and executive sessions.</li> <li>• Preparation of agenda items as authorized by the City Code and state statutes.</li> <li>• Preparation of legal opinions and auditor opinions.</li> <li>• Any other regular legal assignments or required legal work that arises while acting in the official capacity as City Attorney.</li> </ul>   |
| <p><b>City Clerk</b></p>    | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Meetings – ensure all City meeting agendas are prepared and posted in accordance with the Nevada Open Meeting Law.</li> <li>• Committees/Commissions – responsible for the appointment of volunteers to all boards and commissions – track volunteers, recruitment, staff reports, etc.</li> <li>• 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).</li> <li>• Prepare agenda items including staff reports, resolutions and ordinances which pertain to the City Clerk’s office or City Council.</li> <li>• Review and edit staff reports, resolutions, ordinances, and contracts submitted for the agenda packet.</li> <li>• Passport services.</li> <li>• 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.</li> <li>• 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</li> </ul> |



| Department                   | Services  |
|------------------------------|---|
| <b>Community Development</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• The department’s primary areas of responsibilities are: <ul style="list-style-type: none"> <li>○ Building permits and inspections</li> <li>○ Planning and zoning regulation</li> <li>○ Code Enforcement</li> <li>○ Economic Development</li> </ul> </li> <li>• 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</li> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Finance</b>               | <ul style="list-style-type: none"> <li>• All financial services for the City including budgeting, annual reporting, contracts, land sales, and purchasing</li> <li>• Collections of payments, utility, and other payments</li> </ul>  |
| <b>Fire</b>                  | <ul style="list-style-type: none"> <li>• Core services: fire suppression, emergency medical services, rescue, public education, fire prevention, and emergency preparedness</li> <li>• Administrative: external relations, budget, IT, EMS billing, regulatory compliance, policies, and planning</li> <li>• Personnel management: recruitment, promotions, evaluation, and discipline</li> <li>• Training: fire, EMS, and rescue - initial and continuing education</li> <li>• Emergency management: program development and coordination</li> <li>• Fire code: annual business inspection, operational permit inspection, new construction plan review/inspection, and code enforcement support</li> <li>• Operational support services: facility and fleet maintenance, apparatus specification, communications, PPE/uniform program, small tools and equipment maintenance, and general supply inventory</li> </ul>   |





| Department                        | Services   |
|-----------------------------------|--|
| <b>Parks and Recreation</b>       | <ul style="list-style-type: none"> <li>• Provide friendly customer service</li> <li>• Provide classes, programs, leagues, and recreation opportunities for the community</li> <li>• Oversee permitting for special events, facility rentals, UAV's. film shoots, weddings, tournaments</li> <li>• Provide a wide variety of special interest classes for all ages</li> <li>• Provide sports leagues, camps, clinics for youth and adults</li> <li>• Provide safe playgrounds, parks, and facilities</li> <li>• Provide swim classes and lessons for all ages</li> <li>• Provide Youth Enrichment Opportunities – Safekey, Youth Center, Art Center and Tiny Tots</li> <li>• Prepare annual budgets, monitor spending and revenue for 13 Recreation Budgets</li> <li>• Prepare CIP project estimates, planning, and execution</li> <li>• Oversee two golf courses</li> <li>• Hire and train customer service orientated staff, many are seasonal 100+ part-time</li> <li>• Cross training staff</li> <li>• Provide custodial staff for cleaning and maintaining 17 parks and over 95,000 sq. ft. of recreation facilities</li> <li>• Prepare daily deposits and accept daily class registrations</li> <li>• Administer accounts receivable, accounts payable, and payroll entry</li> <li>• Communication with other departments and residents – programs, closures, events etc.</li> <li>• Promote Parks and Recreation events and classes- flyers, brochure, social media</li> <li>• Partner with local non-profits and youth groups – BCLL, BCHS</li> <li>• Promote tourism in Boulder City – Special Events, Big Horn Sheep, green space, fishing pond, mountain biking and hiking trails</li> </ul> |
| <b>Police</b>                     | <ul style="list-style-type: none"> <li>• Keep the peace and enforce the law – duties typical to the Chief of Police for a municipal police department</li> <li>• Animal control operation and 911 center</li> </ul>  |
| <b>Public Works and Utilities</b> | <ul style="list-style-type: none"> <li>• 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.).</li> </ul>   |

