

**Strategic Plan Action Steps**

January 2019 **Quarterly** Update

**Enhancing Arts & Culture**

Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update
A-1	Installation of public art in every commercial corridor and neighborhood	Tammara Tracy	Planning, EPW, Local Arts Association, Creative and Culture Council	High	Monthly	Started neighborhood identification and shared concept with 4 LowerTown artists.
A-2	Encourage and track participation in creative and cultural destinations, events, and programs in the City	Nelvin Howell	Planning, PIO, Arts and Cultural Facilities, Main Street Coord.	High	Monthly	Researching Artists/Creatives and compiling a database. Began meeting with artists and arts organizations in Paducah.
A-3	Assist local arts and culture organizations with grant funding	Melanie Townsend	Creative and Cultural Council, Arts Planning Position, Finance	High	Monthly	Distributed PSAD Art in the Park RFP to local artists.
A-4	Create and begin a Local Creative Mornings Chapter	Nelvin Howell	Planning, Creative Mornings Org, CMO, Creatives	Med	Quarterly	Sprocket's "Start-up Stories" match the Creative Mornings format.
A-5	Recruit and Create a Creative and Cultural Council	Tammara Tracy	CMO, Planning	Low	Quarterly	Nelvin Howell started as the Arts & Culture Coordinate in December. Began meeting with artists and arts organizations in Paducah.
A-6	We will promote and encourage Creative Exchanges with other Creative Cities	Mayor Harless	CVB, Arts Planning Position, UNESCO	Low	Quarterly	Participated in an exchange with delegates from Weifang, China. Upcoming events include an exchange with China, Arizona and students from Ohio. Also, four U.S. Creatives Cities will speak to the Paducah Rotary in March.
A-7	Solicit, promote, and encourage film productions in the City	Jim Arndt	Maiden Alley, Creative and Cultural Council, and Arts Planning Position	Low	Quarterly	Meeting in December with a Netflix producer was canceled. In process of rescheduling.
A-8	Implement an annual assessment on arts and culture	Nelvin Howell	Arts Planning Position and PIO	Low	Quarterly	Nelvin Howell started as the Arts & Culture Coordinate in December. Began meeting with artists and arts organizations in Paducah.

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**Open, Smart and Engaged Government**

Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update
O-1	Implement performance measures throughout the organization	Michelle Smolen	CMO and Leadership Team	High/Med	Monthly	No update to report at this time.
O-2	Implement a 24-hour virtual employee through MUNIS (ERP)	Pam Spencer	IT, CMO, Finance, Codes and Permitting	High/Med	Monthly	The Assistant City Manager, Business Systems Analyst, and PIO are working toward determining the project scope, phasing of project components, and the system compatibility with existing software version.
O-3	Create and sustain a business-friendly culture	Jim Arndt	CMO, Board of Commissioners, Planning Commission, and Leadership Team	High	Monthly	Created a permits and inspections taskforce to improve processes. Rolling out a refreshed organizational mission statement and values in January.
O-4	Implement a city-wide branding campaign	Jim Arndt	Community Organizations and City Departments	Med	Quarterly	Worked with committee to draft city-wide branding RFP.
O-5	Create an employee awards program to celebrate customer service	Martin Russell	Leadership Team and Board of Commissioners	Low	Quarterly	HR has implemented a monthly Employee Recognition program, highlighting employees who exemplify exceptional customer service.
O-6	Create a community awards program to celebrate culture, compassion, and arts	Commissioner Holland	CMO, Arts Planning Position, and Board of Commissioners	Low	Quarterly	No update to report at this time.
O-7	Host high school and college interns on a regular basis	Martin Russell	Leadership Team	Low	Quarterly	HR has teamed with the Mayor's office on a group of high school interns. They are learning about the role of each City Department.

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<b>Empower Upward Economic Mobility</b>							
<b>Item Code</b>	<b>Action</b>	<b>Key Team Member/Driver</b>	<b>Accountability Partner</b>	<b>Priority Level Alignment</b>	<b>Reporting Frequency</b>	<b>Update</b>	
E-1	Continue developing the riverfront from the Carson Center to the Convention Center	Sheryl Chino	Planning, CMO, CVB, Convention Center, Parks, Finance, and EPW	High	Monthly	<p>1. TIF Application - Commonwealth Economics has submitted to the city a 2nd draft of the feasibility analysis and a series of workshops are planning with Board of Commissioners for early January to discuss the feasibility analysis.</p> <p>2. Structural Analysis of the former Showroom lounge - a draft of the analysis should be submitted by January or shortly thereafter. High river levels delays the geotechnical portion of the study.</p> <p>3. Hotel Market Analysis - Staff in process of reviewing a draft of the analysis.</p> <p>4. A contract with Thomas P. Miller Associates to prepare an Opportunity Zone Prospectus has been executed. Miller Staff are planning a visit to Paducah in early January.</p>	
E-2	Identify, beautify, and brand all commercial corridors and districts	Tammara Tracy	PED, Chamber of Commerce, Main Street Coord., Planning, EPW	High	Monthly	Continuing neighborhood identification	
E-3	Promote occupancy in all downtown buildings	Katie Axt	PED, Main Street Coord., Planning, Chamber of Commerce, TIF Redeveloper	High	Monthly	Provided list of available downtown buildings to Paducah Economic Development for a potential local business expansion.	
E-4	Identify population loss trend factors, develop and distribute a policy brief on population loss factors, and implement mitigation strategies	Lindsay Parish	Board of Commissioners, CMO, Planning, US Census Bureau, local schools, local churches	High	Monthly	Met with Tammara Tracy to review links between current housing statistics and population.	
E-5	Encourage and assist local businesses to expand	Jim Arndt	Board of Commissioners, CMO, Chamber of Commerce, Murray State, Main Street Coord., and PED	High	Monthly	Business retention visits underway. Working with PED on a potential local business expansion.	
E-6	Recruit and incentivize the creation of new targeted industries (Advanced Manufacturing, Creative Industries, Health/Healthcare, High-Tech, Construction Trades, River Industry)	Jim Arndt	PED, WKCTC, Chamber of Commerce, CMO, Murray State, and Main Street Coord.	High	Monthly	Working with a local business to expand in one of the targeted industries.	
E-7	Promote, brand, and market ourselves as a hub of entrepreneurship and innovation	Pam Spencer	Chamber of Commerce, Sprocket, WKCTC, Local Schools, Murray State, CMO, and Main Street Coord.	Med	Quarterly	Announcement November 27, 2018, that a Regional Innovation for Startups and Entrepreneurs (RISE) hub would be launched with Murray, Henderson, Hopkinsville, Madisonville, and Paducah as partners. The West Kentucky innovation hub is receiving \$428,684 in state funding.	

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E-8	Implement and sustain a local business retention/expansion program	Jim Arndt	PED, Chamber of Commerce, Planning, Main Street Coord., Arts, WKCTC, Murray State, CMO	Med	Quarterly	Business retention visits underway. Working with PED on a potential local business expansion.
E-9	Continually add all available sites and buildings to the Select Kentucky Database	Josh Sommer	PED, CMO, Chamber of Commerce	Med	Quarterly	Worked with Paducah Economic Development on contacts with the new state official.
E-10	Promote apprenticeships, technical skills training, and higher education	Michelle Smolen	WKCTC, Murray State, UK Engineering, 3 Local High Schools, Chamber of Commerce, CMO, Main Street Coord.	Med	Quarterly	No update to report at this time.
E-11	Implement new zoning regulations	Tammara Tracy	CMO, Board of Commissioners, Public Works, Planning, PIO	Med	Quarterly	Drafted updated parking regulations.
E-12	Recruit and incentivize remote workers to relocate to the City	Mayor Harless	Sprocket, WKCTC, Chamber of Commerce, Planning, Local Entrepreneurs, PED	Low	Quarterly	No update to report at this time.
E-13	Assist with the creation, promotion, and participation in the Paducah Works Program	Michelle Smolen	United Way or other Non-profit Org, Planning, CMO, KY ED, and Main Street Coord.	Low	Quarterly	Attended the Bridges out of Poverty training at WKCTC and conducted other research on the Cincinnati Works program.
E-14	Implement and operate a new business welcome committee	Michelle Smolen	CMO, Board of Commissioners, Chamber of Commerce	Low	Quarterly	Future task for the City's Middle Management Team.

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**Develop Healthy and Sustainable Neighborhoods**

Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update
N-1	Promote, empower, and encourage neighborhood enhancement projects throughout the community	Tammara Tracy	Midtown Alliance, Planning	High	Monthly	Continuing to update the asset map after meeting with Clay-Guthrie residents.
N-2	Assist with the creation and development of a neighborhood boundary, asset map, vision map, and a plan for redeveloping vacant property	Sheryl Chino	Planning, Neighborhood Volunteers/Leaders, GIS	High	Monthly	A contract with Thomas P. Miller Associates to prepare an Opportunity Zone Prospectus has been executed. Miller Staff are planning a visit to Paducah in early January.
N-3	Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods	Rick Murphy	EPW, Planning, CMO	High	Monthly	Fountain avenue sidewalks are under construction. Estimated completion is in March, weather permitting. Multiple trail projects underway (bridge to connect the Greenway Trail & the Newberry Trail and Greenway Trail Phase IV & V)
N-4	Encourage, incentivize, and/or support more housing options throughout the City	Tammara Tracy	Planning, Fire Prevention, Zoning, Housing Authority, Financial Institutions	High	Monthly	Agreement reached with Paducah Housing Authority to manage and house the Section 8 office. Plans to relocate office to 2330 Ohio St are underway. This will give residents at least two options to obtain affordable housing.
N-5	Evaluate, plan, partner, and create pedestrian access to parks from residential areas	Amie Clark	Planning, Parks and Recreation, Nonprofit Organizations, County, Private Partners	Med	Quarterly	Initial map drafted by IT.
N-6	Provide and/or incentivize education and training for neighborhood organizations	Tammara Tracy	Private Corporations, Neighborhood Organizations	Med	Quarterly	Developing a program / brochure.
N-7	Encourage and support the planting of diverse tree species within the neighborhood	Tammara Tracy	Tree Board, Arborists, and Nonprofit Organizations	Low	Quarterly	Researching affordable native trees.
N-8	Promote, encourage, and recruit the selling of healthy foods within walking distance of local neighborhoods	Tammara Tracy	Local Restaurants, Local Grocers, Farmer's Market, Food Co-Ops, PED, Planning	Low	Quarterly	No update to report at this time.
N-9	Encourage and support the development of a neighborhood community development corporation	Tammara Tracy	Midtown Alliance, Planning, and Neighborhood Planning Position	Low	Quarterly	Midtown Alliance received a KCH grant and FHLB of Cincinnati grant.

**Strategic Plan Action Steps**

<b>Celebrate a Diverse Community</b>						
<b>Item Code</b>	<b>Action</b>	<b>Key Team Member/Driver</b>	<b>Accountability Partner</b>	<b>Priority Level Alignment</b>	<b>Reporting Frequency</b>	<b>Update</b>
D-1	Establish and empower a Diversity Council	Mayor Harless	Mayor and Board of Commissioners, CMO	High	Monthly	This project was promoted at the WKCTC event. Considering a name change to Unity Council.
D-2	Research and identify participation gaps in local area programs and projects	Lindsay Parish	Schools, Churches, Non Profit Organizations	High	Monthly	Met with Mayor Harless regarding the outcomes of previous diversity council meetings to compile resources and identify key leaders working on diversity programs in our area.
D-3	Assist with the coordination of events promoting diversity and inclusion	Molly Tomasallo Johnson	Schools, Churches, Parks and Recreation, Non Profit Organizations	Med	Quarterly	Looking into new venue options for special events including southside & Brooks Park areas.
D-4	Host a multicultural event	Molly Tomasallo Johnson	Diversity Council, Planning, Parks and Recreation	Med	Quarterly	Looking into new venue options for special events including southside & Brooks Park areas.
D-5	Evaluate diversity at community events, programs, and organizations	Lindsay Parish	Schools, Churches, Non Profit Organizations, Planning, Parks and Recreation	Low	Quarterly	No update to report at this time.

## Strategic Plan Action Steps

### Maintain Thoughtful and Modern Infrastructure

Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update
I - 1	Create a 5 year facility asset improvement plan	Rick Murphy	Public Works, Finance, CMO, Facilities Budget Committee	High	Monthly	Continuing work on an internal spreadsheet of facility needs.
I - 2	Develop and implement a self sustaining storm water management and infrastructure operation	Eric Hickman	City Engineering, Public Works, Finance, Planning, Board of Commissioners	High	Monthly	Cost of service evaluation is continuing. New proposal is to inspect/assess 8% and repair/rehabilitate 1% of the City's storm sewer network per year. Strand will be presenting at an upcoming Commission meeting.
I - 3	Continue the exploration and delivery of municipal broadband throughout the City	Stephen Chino	CMO, Board of Commissioners, Public Works, Paducah Power, Retail Providers	High	Monthly	Research continues into municipal broadband and the outcomes that have been realized across the country. A formal report is being prepared.
I - 4	Increase energy efficiency within City-owned and operated facilities and street lights	Randy Crouch	Public Works-Facilities, CMO, Paducah Power	Med/Low	Quarterly	No update to report at this time.
I - 5	Connect main commercial corridors by bike paths and/or bike lanes	Tammara Tracy	City Engineering, Planning, Transportation Cabinet	Med	Quarterly	Bike infrastructure was identified as an infrastructure need in the TIF process.
I - 6	Improve street conditions within the City	Maegan Mansfield	City Engineering, Public Works	Med	Quarterly	EPW Staff attended PAVER software training to better learn the software and to begin work with the data collected by HDR. To date we have successfully seen a condition map totaling to about 65% of the street inventory. HDR is now 100% complete in collecting data for streets and is expected to submit data soon. Next step is to build the unit cost tables and prediction modeling based on the PCI ratings collected by HDR. The goal for 2019 is to release our paving schedule for this spring using the data from the program.
I - 7	Construct and/or rehab all sidewalks to ADA standards	Rick Murphy	City Engineering, Planning, Transportation Cabinet	Med	Quarterly	No update to report at this time.

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I - 8	Promote, educate, and encourage alternative storm water maintenance measures	Pam Spencer	City Planning, City Engineering, Local Schools, Commercial/Residential Developers	Med	Quarterly	Posted a social media graphic encouraging residents/businesses to help keep leaves and garbage out of storm inlets to maintain storm water flow and water quality. A photo of a Paducah inlet showing plastic bottles and other debris was used. WPSD followed up with a news story about the City's efforts to pump the debris out of the inlets and encouraged the community to help as well. The City's MS4 permit requires at least 20 stormwater related items to be shared on social media over the five year permit term. We shared 24 items on social media in 2018 alone, significantly exceeding the permit requirement.
I - 9	Improve and construct internet Wi-Fi at public places	Stephen Chino	City Planning, Parks and Recreation, City Engineering, Paducah Power.	Med	Quarterly	No update to report at this time.
I - 10	Downsize the City's ownership in real estate	Jim Arndt	City Planning, Parks and Recreation, Public Works-Facilities, CMO, Facility Budget Committee	Low	Quarterly	No update to report at this time.
I - 11	Explore methods to improve and maintain cyber security, community cameras, and City Hall security	Stephen Chino	IT, 911, Police Department	Low	Quarterly	Held meeting with City Manager's Office & PD to discuss the future of the camera project.



## Strategic Plan Action Steps

Recreation							
Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update	
R - 1	Promote, develop and encourage annual athletic tournaments and competitions	Amie Clark	Parks and Recreation, Chamber of Commerce, CVB, Paducah Schools	High	Monthly	Parks and Recreation Department took over the "Rightway" basketball league after the retirement of its long-serving program director. With her support we have renamed the program "REC Way".	
R - 2	Create and promote new shoreline and river based recreation activities/competitions	Katie Axt	Planning, Parks and Recreation, Public Works, Chamber of Commerce, CVB, PRDA	High	Monthly	Participated in River Discovery Dragon Boat Festival; met five (5) river industry companies.	
R - 3	Research, plan, design and construct an indoor parks & rec aquatic facility	Mark Thompson	Parks Recreation, Commission, Planning, CMO, Finance, Schools, Swim Club, Nonprofit orgs	High	Monthly	Master Plan Steering Committee meets for the first time on January 10, 2019.	
R - 4	Create Friends of the Park organization	Mayor Harless	Parks and Recreation, Board of Commissioners	Medium	Quarterly	No update to report at this time.	
R - 5	Seek input from all ages and abilities related to future park planning and infrastructure needs	Amie Clark	Parks & Rec, Friends of the Park, Senior Center	Medium	Quarterly	Community Customer Service Survey sent out to Parks participant database and social media. Feedback from returned surveys included comments about current park facilities, desired upgrades, and desired additions. Comments included specifics to renovating ball fields, hosting major youth tournaments, and adding an indoor recreation/aquatic facility. Park Master plan update will include a community wide survey focusing on the programs and park facilities people enjoy most and what growth and expansion the community would like to see for our city in the near future.	
R - 6	Continue to increase farmers market participation levels	Molly Tomasallo Johnson	Parks and Recreation	Medium	Quarterly	Working to develop new partnerships and alternate site midweek. Spring new vendor meetings are being planned.	
R - 7	Continue to support and encourage community festivals, parades and events	Molly Tomasallo Johnson	Parks and Recreation, Planning, Main Street Coord., EPW, PD, FD, CMO, Board of Commissioners	Medium	Quarterly	Developing a Kite Festival for 2020.	
R - 8	Encourage citizen engagement in park cleanliness and maintenance activities	Mark Thompson	Parks and Recreation, Friends of the Park, Planning,	Medium	Quarterly	Special Events Coordinator is working with Mural Board rep to get a sponsor to improve beds in front of floodwall murals.	
R - 9	Host city sponsored special events partnering with community/business partners	Molly Tomasallo Johnson	Parks and Recreation, Planning, Main Street Coord., EPW, PD, FD, CMO, Board of Commissioners, Community Organizations, Business Partners	Medium	Quarterly	Looking into a potential BMX rally. Partnership with the County will be required.	

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R - 10	Pursue national recreation and parks association departmental accreditation	Mark Thompson	Parks and Recreation, Parks Board, Finance, EPW, IT, HR	Low	Quarterly	Hired consultant to assist in this project. Staff and consultant attended sessions at NRPA for accreditation. Monthly staff progress meetings will be included in regular staff meetings. Ongoing for 2+ years. Park Master plan update will include a community wide survey focusing on the programs and park facilities people enjoy most and what growth and expansion the community would like to see for our city in the near future.
R - 11	Plan, design and construct recreational trails near residential neighborhoods	Tammara Tracy	Parks and Recreation, Planning, EPW, Neighborhood Coordinator	Low	Quarterly	No update to report at this time.
R - 12	Continue enhancement of neighborhood engagement strategies, parks equipment, and signage	Amie Clark	Parks and Recreation, Planning, EPW, Finance, Neighborhood Coordinator, Friends of the Park, PIO	Low	Quarterly	Included in the Parks & Recreation Master Plan.

## Strategic Plan Action Steps

Public Safety							
Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update	
P - 1	Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies	Ed McManus	911, Fire, PD, County, JSA, IT, EPW, Parks and Recreation, County Fire	High	Monthly	RFP for Paducah 911 radio upgrade (Phase II) is expected to begin in late spring/early summer of 2019 with expected purchase and implementation FY21.	
P - 2	Adopt and implement alternative 911 revenue source through a partnership with the County	Ed McManus	Revenue Budget Committee, Board of Commissioners, County, FD & PD	High	Monthly	Final Revenue Committee meeting held in November. Recommendations received in December.	
P - 3	Expand prescription drug abuse community education, awareness and enforcement efforts	Chief Laird	JSA, PD, County Sheriff, Commonwealth Attorney	High	Monthly	Continuing to work with Mercy Ambulance, Mercy Health and Baptist Health regarding overdose stats.	
P - 4	Improve diversity and frequency of public safety community engagement initiatives	Chief Laird	911, FD, PD, PIO, CMO, Planning	Medium	Quarterly	Officers attended the Morgan Elementary Father Daughter dance as "Dates" for some of the girls whose fathers could not take them. Planning has begun for the annual Community Fun Day put on in partnership with the Paducah Housing Authority. The event will likely be held at the end of May of beginning of June. In cooperation with Academy Sports, on December 8th, officers gave away 30 bicycles to children from the community. On December 15th Officers participated in Shop With A Cop. The event served twenty two local families.	
P - 5	Improve multi-agency critical incident response strategy	Chief Tinsley	911, FD, PD, County EMA,	Medium	Quarterly	Awaiting final approval on dispatch policy for unified mayday procedures	
P - 6	Increase collaboration of public safety agencies to support economic development	Jim Arndt	FD, PD, PED, Planning, Chamber, 911, County, CVB	Medium	Quarterly	No update to report at this time.	
P - 7	Implement new youth oriented community policing programs and projects	Chief Copeland	PD, Schools, Oscar Cross, Parks and Recreation, Churches	Medium	Quarterly	Continued coordination with the City School System to finalize the youth / parent substance abuse program. The program will launch in the spring. Also, Officer Morgan worked with Center Point Recovery to present a drug awareness program to students at the McCracken County High school. Planning is underway for a program which focuses on building relationships between officers and middle school students.	
P - 8	Research and plan for a cooperative public safety training facility and grounds	Chief Kyle	PD, FD, Board of Commissioners, CMO	Medium	Quarterly	Size of area needed with options presented to City Manager.	

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P - 9	Pursue National Fire Accreditation	Chief Tinsley	FD, Board of Commissioners, 911, Finance, HR, IT	Low	Quarterly	In process of updating all department SOG's and officer development training course.
P - 10	Develop and implement a fire community risk reduction program	April Tinsman	FD, Planning, PD	Low	Quarterly	Applied for FEMA Fire Safety & Prevention grant for smoke alarm installation funding (Planning)
P - 11	Develop and employ tactical 911 operations	Brent Stringer	911, FD, PD, County EMA	Low	Quarterly	Met with police/fire agencies in December. Next meeting in January.