

**Strategic Plan Action Steps**

November 2018 **Monthly** 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	Arts & Culture Coordinator	Planning, PIO, Arts and Cultural Facilities, Main Street Coord.	High	Monthly	Arts & Culture Coordinator position proposed to start December 6.
A-3	Assist local arts and culture organizations with grant funding	Melanie Townsend	Creative and Cultural Council, Arts Planning Position, Finance	High	Monthly	Submitted grant for Hotel Metropolitan on National Park Service grant
A-4	Create and begin a Local Creative Mornings Chapter	Arts & Culture Coordinator	Planning, Creative Mornings Org, CMO, Creatives	Med	Quarterly	Next quarterly update January 10, 2019
A-5	Recruit and Create a Creative and Cultural Council	Tammara Tracy	CMO, Planning	Low	Quarterly	Next quarterly update January 10, 2019
A-6	We will promote and encourage Creative Exchanges with other Creative Cities	Mayor Harless	CVB, Arts Planning Position, UNESCO	Low	Quarterly	Next quarterly update January 10, 2019
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	Next quarterly update January 10, 2019
A-8	Implement an annual assessment on arts and culture	Creative and Cultural Council	Arts Planning Position and PIO	Low	Quarterly	Next quarterly update January 10, 2019

**Strategic Plan Action Steps**

**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	Researching best practices from the International City/County Manager's Association and the Kentucky City/County Manager's Associations
O-2	Implement a 24-hour virtual employee through MUNIS (ERP)	Pam Spencer	IT, CMO, Finance, Codes and Permitting	High/Med	Monthly	Emma Shaw has been hired as the Business Systems Analyst with her first day with the City on October 25. She is already working through the MUNIS System and will be reviewing the Tyler Incident Manager module which assists in the management of non-emergency inquiries, complaints, and service requests by properly routing the workflow leading to more efficient resolutions.
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. Participating in a city exchange with Cape Girardeau to learn about their permits and inspections process.
O-4	Implement a city-wide branding campaign	Jim Arndt	Community Organizations and City Departments	Med	Quarterly	Next quarterly update January 10, 2019
O-5	Create an employee awards program to celebrate customer service	Martin Russell	Leadership Team and Board of Commissioners	Low	Quarterly	Next quarterly update January 10, 2019
O-6	Create a community awards program to celebrate culture, compassion, and arts	Commissioner Holland	CMO, Arts Panning Position, and Board of Commissioners	Low	Quarterly	Next quarterly update January 10, 2019
O-7	Host high school and college interns on a regular basis	Martin Russell	Leadership Team	Low	Quarterly	Next quarterly update January 10, 2019

## Strategic Plan Action Steps

Empower Upward Economic Mobility							
Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update	
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	TIF Application in progress with a goal of submitting by the end of the year. Working with an engineering consultant on the Structural & Geotechnical analysis of the Showroom Lounge. The hotel market analysis is underway. Results for both are anticipated before the end of 2018.	
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	As part of the TIF application process, a list of vacant and underutilized properties created including square footage, as well as, identification of redevelopment challenges and opportunities. Three Roof Stabilization Grants awarded. Kresge building was purchased by the City for demolition and redevelopment.	
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	Continuing research to compare cities experiencing population increase and decrease. CMO meeting with various community members to discuss causation.	
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.	
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	No update to report at this time.	
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	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	
E-9	Continually add all available sites and buildings to the Select Kentucky Database	Josh Sommer	PED, CMO, Chamber of Commerce	Med	Quarterly	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	
E-11	Implement new zoning regulations	Tammara Tracy	CMO, Board of Commissioners, Public Works, Planning, PIO	Med	Quarterly	Next quarterly update January 10, 2019	

### Strategic Plan Action Steps

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	Next quarterly update January 10, 2019
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	Next quarterly update January 10, 2019
E-14	Implement and operate a new business welcome committee	Michelle Smolen	CMO, Board of Commissioners, Chamber of Commerce	Low	Quarterly	Next quarterly update January 10, 2019

## Strategic Plan Action Steps

### 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	Updating 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	Neighborhood boundary map in progress. Created Upper Town redevelopment map created. Identified city owned properties and properties with potential code enforcement liens. Beginning preparations of prospectus for neighborhoods designated as Opportunity Zones.
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	\$225,000 allocated for sidewalks in Fountain Avenue. Construction in progress.
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	Focusing Surplus Sales to twice a year (Spring & Fall) and changing criteria to generate interest and hopefully bid amount and better projects. Meeting with local developers to discuss more investment and projects.
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	Next quarterly update January 10, 2019
N-6	Provide and/or incentivize education and training for neighborhood organizations	Tammara Tracy	Private Corporations, Neighborhood Organizations	Med	Quarterly	Next quarterly update January 10, 2019
N-7	Encourage and support the planting of diverse tree species within the neighborhood	Tammara Tracy	Tree Board, Arborists, and Nonprofit Organizations	Low	Quarterly	Next quarterly update January 10, 2019
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	Next quarterly update January 10, 2019
N-9	Encourage and support the development of a neighborhood community development corporation	Tammara Tracy	Midtown Alliance, Planning, and Neighborhood Planning Position	Low	Quarterly	Next quarterly update January 10, 2019

## Strategic Plan Action Steps

### Celebrate a Diverse Community

Item Code	Action	Key Team Member/Driver	Accountability Partner	Priority Level Alignment	Reporting Frequency	Update
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	Next quarterly update January 10, 2019
D-4	Host a multicultural event	Molly Tomasallo Johnson	Diversity Council, Planning, Parks and Recreation	Med	Quarterly	Next quarterly update January 10, 2019
D-5	Evaluate diversity at community events, programs, and organizations	Lindsay Parish	Schools, Churches, Non Profit Organizations, Planning, Parks and Recreation	Low	Quarterly	Next quarterly update January 10, 2019

## 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	Initiated 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	We have established "Storm Water Utility Stakeholder group to vet a fair and equitable user fee. They will hold their final meeting in November. Also have presentations scheduled for the Board of Commissioners and a public meeting in November.
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	Next quarterly update January 10, 2019
I - 5	Connect main commercial corridors by bike paths and/or bike lanes	Tammara Tracy	City Engineering, Planning, Transportation Cabinet	Med	Quarterly	Next quarterly update January 10, 2019
I - 6	Improve street conditions within the City	Maegan Mansfield	City Engineering, Public Works	Med	Quarterly	Next quarterly update January 10, 2019
I - 7	Construct and/or rehab all sidewalks to ADA standards	Rick Murphy	City Engineering, Planning, Transportation Cabinet	Med	Quarterly	Next quarterly update January 10, 2019
I - 8	Promote, educate, and encourage alternative storm water maintenance measures	Pam Spencer	City Planning, City Engineering, Local Schools, Commercial/Residential Developers	Med	Quarterly	Next quarterly update January 10, 2019
I - 9	Improve and construct internet Wi-Fi at public places	Stephen Chino	City Planning, Parks and Recreation, City Engineering, Paducah Power.	Med	Quarterly	Next quarterly update January 10, 2019
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	Next quarterly update January 10, 2019
I - 11	Explore methods to improve and maintain cyber security, community cameras, and City Hall security	Stephen Chino	IT, 911, Police Department	Low	Quarterly	Next quarterly update January 10, 2019

## 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	Regional Middle School Cross Country Meet was held in Noble Park and along the Greenway Trail in October. Attending professional development training at the KRPS State Conference. Visited and toured the PLEX.	
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 in October.	
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	Commission approved Parks & Recreation Master Plan consultant contract. Staff is developing a Steering Committee of community members.	
R - 4	Create Friends of the Park organization	Mayor Harless	Parks and Recreation, Board of Commissioners	Medium	Quarterly	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	
R - 6	Continue to increase farmers market participation levels	Molly Tomasallo Johnson	Parks and Recreation	Medium	Quarterly	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	
R - 8	Encourage citizen engagement in park cleanliness and maintenance activities	Mark Thompson	Parks and Recreation, Friends of the Park, Planning,	Medium	Quarterly	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	
R - 10	Pursue national recreation and parks association departmental accreditation	Mark Thompson	Parks and Recreation, Parks Board, Finance, EPW, IT, HR	Low	Quarterly	Next quarterly update January 10, 2019	
R - 11	Plan, design and construct recreational trails near residential neighborhoods	Tammara Tracy	Parks and Recreation, Planning, EPW, Neighborhood Coordinator	Low	Quarterly	Next quarterly update January 10, 2019	
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	Next quarterly update January 10, 2019	



## 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	Included in the scope of the Revenue Budget Committee. Recommendations anticipated by December 2018	
P - 3	Expand prescription drug abuse community education, awareness and enforcement efforts	Chief Laird	JSA, PD, County Sheriff, Commonwealth Attorney	High	Monthly	Drug take back day held on 10/27 at Kentucky Oaks Mall. 158 lbs of pills turned over to the DEA. In talks with Mercy Ambulance, Mercy Health and Baptist Health re: overdose stats.	
P - 4	Improve diversity and frequency of public safety community engagement initiatives	Chief Barnhill	911, FD, PD, PIO, CMO, Planning	Medium	Quarterly	Next quarterly update January 10, 2019	
P - 5	Improve multi-agency critical incident response strategy	Chief Tinsley	911, FD, PD, County EMA,	Medium	Quarterly	Next quarterly update January 10, 2019	
P - 6	Increase collaboration of public safety agencies to support economic development	Jim Arndt	FD, PD, PED, Planning, Chamber, 911, County, CVB	Medium	Quarterly	Next quarterly update January 10, 2019	
P - 7	Implement new youth oriented community policing programs and projects	Chief Copeland	PD, Schools, Oscar Cross, Parks and Recreation, Churches	Medium	Quarterly	Next quarterly update January 10, 2019	
P - 8	Research and plan for a cooperative public safety training facility and grounds	Chief Kyle	PD, FD, Board of Commissioners, CMO	Medium	Quarterly	Next quarterly update January 10, 2019	
P - 9	Pursue National Fire Accreditation	Chief Tinsley	FD, Board of Commissioners, 911, Finance, HR, IT	Low	Quarterly	Next quarterly update January 10, 2019	
P - 10	Develop and implement a fire community risk reduction program	April Tinsman	FD, Planning, PD	Low	Quarterly	Next quarterly update January 10, 2019	
P - 11	Develop and employ tactical 911 operations	Brent Stringer	911, FD, PD, County EMA	Low	Quarterly	Next quarterly update January 10, 2019	