



# COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH



**Monthly Updates**  
*What's Important Now (WIN)*

JULY 2019

**WIN Initiatives Monthly Status Indicator Legend**

 Significant update  
or progress

 Modest  
progress

 No significant  
updates or progress

Status	Vision	Action Item	July 2019 Highlights
		A-1: Recruit and create a Creative and Cultural Council	The city applied for the NEA grant for funding for creative entrepreneurship workshops. The project plan is being revised due to transferring the WIN action item to Customer Experience Director Lindsay Parish.
		O-1: Implement clear performance expectations	Various performance measures incorporated into the Strategic Plan Midyear Report. Exploring opportunities to use data to measure customer experience.
		O-2: Create and sustain a customer centric culture	Customer Experience Department began operations and is serving approximately 40 customers daily. Finalized customer service organizational training and in progress of scheduling for August or September.
		E-1: Encourage and assist local business retention and expansion	Completed recruitment for GPED President/CEO & the Business Development Specialist. Assisted GPED with the expansion of a local business and the recruitment of a new business to Paducah. Attended 1 business retention visit.
		E-2: Implement new zoning regulations	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited. Intensified recruitment efforts for Planning positions and attended City Hall job fair to recruit locally.
		E-3: Promote occupancy in all downtown buildings	Received two New Business Grants and two Façade Grants. Main Street is providing 25 Downtown and Lower Town businesses with "Open!" Flags. Phase 1 Environmental Review is complete for City Block. TIF application to the State was submitted July 3rd.
		N-1: Design and construct sidewalks, pedestrian walkways, bike paths/lanes	Discussed sidewalk options and recommendation with City Manager. Work with EPW in August to finalize priority FY20 projects and construction timeline. Began mapping bike routes in preparation for public discussion.
		N-2: Encourage, incentivize and/or support more housing options	Midtown Alliance continues work on four new houses in Fountain Avenue area. Ongoing work with Opportunity Zones. Working with Marion Group on the Walter Jetton HS project (60 units w/ arts focus).
		D-1: Host a multicultural event	Kite Festival attendance for research was rescheduled from Edmond, Oklahoma to Milwaukee, WI in September.
		I-1: Connect main commercial corridors by bike paths and/or bike lanes	Submitted 2019 BUILD grant application. Small Urban Area Study Report was presented to the Board of Commissioners. Began mapping bike routes in preparation for public discussion.
		R-1: Research, plan, design and construct a sports plex and recreation aquatic facility	Revised the RFQ for the outdoor recreation facilities. Worked with County regarding the current CVB, a new Sports Commission and the hotel tax. Interviewed top 3 responses to the indoor aquatic center RFQ and selected firm. Explored funding.
		R-2: Create a Friends of the Park organization	Friends of the Park representatives participated in the firm selection for the indoor aquatic center.
		R-3: Promote, design and encourage annual athletic tournaments/competitions	Began advertising for The Stuart Nelson Adult Softball Tournament and Paddle Up Paducah began. West KY Disc Golf Club is hosting a disc golf tournament. Paducah Footgolf tournament scheduled in September at Midtown Golf Course.
		P-1: Adopt and implement alternative 911 revenue source. Partnership with the County.	Regular city and county meetings to finalize revenue source and structure of consolidated agency. Goal of executing agreement and determining revenue source before calendar year 2020.
		P-2: Purchase and implement a county-wide radio system	Project contingent upon new revenue source. Monthly software implementation meetings. Go-live planned for December 2019.

# Our Paducah Strategic Plan | WIN Initiatives



## Performance Area: Creative Industries

A-1: Recruit and create a Creative and Cultural Council

### Project Details

<b>Summary</b>	The creation of a Creative and Cultural Council will enhance current activities and monitor progress with measurable objectives.
<b>Key Team Member</b>	Lindsay Parish, Customer Experience Director Nelvin Howell, Arts & Culture Coordinator
<b>Desired Outcome</b>	Measurable objectives are in progress of being defined.
<b>Timeline</b>	Completed by the end of FY19 (July 2019)
<b>Budget Impact</b>	Expected to be minimal

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Research different approaches; Develop strategy. Create Framework.
<b>April - June</b>	Convene a Summit with stakeholders and public in general. Appoint multi-disciplinary Council. Council establishes policies and procedures and initial objectives.
<b>July - September</b>	Exploring grant opportunities through the NEA. Goal to start Council meetings and have them work on Creative Industries entrepreneurship.
<b>October - December</b>	This project plan is be revised. It was moved into the Customer Experience Department.

### Long Term Plan: 2020 & Beyond

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# Our Paducah Strategic Plan | WIN Initiatives



## Creative Industries

A-1: Recruit and create a Creative and Cultural Council

## 2019 Monthly Status Update

Month	Completed Tasks
January	Meet / Interview artists and leadership of Arts organizations. Discover Paducah's needs. Research approaches to a Council and Best Practices throughout the U.S.
February	Set up shared calendar for the "Arts Consortium." Continue researching approaches. NEA meeting in Washington DC.
March	Met with 34 creatives, arts organizations and creative businesses. Drafting goals, mission and objectives of the Council. Developing a proposed list of members with strategic skillsets and capabilities.
April	Launching from Kentucky Arts Council and the Americans for the Arts suggestions and support, staff planned a creative entrepreneurship symposium in May titled Creative Impact 2019. Local artists, arts organizations, NFPs, local businesses are targeted, but all are invited to attend. Input for the Council will be gathered at the symposium.
May	Exploring NEA grant opportunities for Creative Industries initiatives. Proposing a list of members of the Creative & Cultural Council with an initial goal of launching a creative entrepreneurship program.
June	This WIN action item is in process of being transferred to the Customer Experience Director Lindsay Parish.
July	The city applied for the NEA grant for funding for creative entrepreneurship workshops. The project plan is being revised due to transferring the WIN action item to Customer Experience Director Lindsay Parish.
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September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Open, Smart & Engaged Government

O-1: Implement clear performance expectations throughout the organization

### Project Details

<b>Summary</b>	Utilize data to make effective operational improvements and celebrate success.
<b>Key Team Member</b>	James Arndt, City Manager Michelle Smolen, Assistant City Manager
<b>Desired Outcome</b>	Effectively demonstrate the success of our operations.
<b>Timeline</b>	2019 - Ongoing
<b>Budget Impact</b>	Minimal

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Prepare for rollout of 5 year capital improvements plan and quarterly financial report in FY20. Middle Management Team collecting nuisance violation data for the case study. Annual employee evaluations initiated with clearly defined goals and objectives. Codes & Permitting taskforce begin collecting permits and inspections data.
<b>April - June</b>	Continue the preparation of the 5 year CIP and quarterly financial report to be launched in FY20. MMT assessing data and completing recommendation for nuisance cases. Complete annual evaluation of LT members.
<b>July - September</b>	Board of Commissioners to be presented annual project/purchase summary while a 5 year CIP is implemented to improve operations.
<b>October - December</b>	FY20 quarter 1 report presented to Board of Commissioners, including data indicating the completion of projects/purchases for the year.

### Long Term Plan: 2020 & Beyond

Continue to identify processes that can be enhanced by the utilization of metrics and implement desired course corrections.

# Our Paducah Strategic Plan | WIN Initiatives



## Open, Smart & Engaged Government

O-1: Implement clear performance expectations throughout the organization

### 2019 Monthly Status Update

Month	Completed Tasks
January	Completed 6 month evaluations of LT members. Introduced 5 year CIP concept to Leadership Team. Discussed quarterly financial report with Director of Finance. Began collecting customer experience data to guide us in the improvement of our customer experience. Leadership Team directed to ensure annual completion of employee evaluations.
February	Continue rollout of CIP & quarterly financial report. Continue to evaluate customer service data. Gathered best practices on nuisance reporting.
March	Codes & Permitting Team/MMT working on data collection and formulating strategies to improve the codes and permitting process.
April	Developing the 5 year CIP during the FY20 budget process. Completed quarterly goals check in with Leadership Team members, except for EPW & Fire. Codes & Permitting taskforce recommends data standardization and analysis with implementation of codes and permitting software in future. Exploring alternate data performance measures options, including planning and customer experience data.
May	Leadership Team completing annual evaluations on all team members, with the expectation of being completed by June 30, 2019. Researching best practices for organizational performance measures. Started tracking weekly code enforcement cases.
June	Leadership Team evaluated and evaluated all employees. Prepared for implementation of 5 year Capital Improvement Plan progress tracker.
July	Various performance measures incorporated into the Strategic Plan Midyear Report. Exploring opportunities to use data to measure customer experience.
August	
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October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Open, Smart & Engaged Government

O-2: Create and sustain a customer centric culture aligned with our organizational values

### Project Details

<b>Summary</b>	Create and sustain intentional customer centric initiatives throughout the organization
<b>Key Team Member</b>	James Arndt, City Manager Michelle Smolen, Assistant City Manager
<b>Desired Outcome</b>	Culture will be transformed producing innovations, openness and improved customer relationships.
<b>Timeline</b>	2019 - Ongoing
<b>Budget Impact</b>	Minimal

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Values adopted and launched organization wide. Middle Management Team initiated customer experience surveys to assess current satisfaction levels. Recognize employees and departments providing excellent customer service.
<b>April - June</b>	Continue to assess customer service survey data and recognize employees for exceptional service. Continue to work on customer service expectations within codes and permitting departments. MMT recommendations for field operations customer experience survey.
<b>July - September</b>	Employees continually recognized and trained on customer service through partnership with WKCTC. Customer experience is monitored and new standards will be adopted.
<b>October - December</b>	Evaluate and monitor customer experience and newly adopted standards.

### Long Term Plan: 2020 & Beyond

Continue to evaluate and enhance customer service experience throughout the organization.

# Our Paducah Strategic Plan | WIN Initiatives



## Open, Smart & Engaged Government

O-2: Create and sustain a customer centric culture aligned with our organizational values

### 2019 Monthly Status Update

Month	Completed Tasks
January	MMT created and launched customer experience survey. Commission adopted customer experience value. Challenged organization with competition. Internal committee assessing codes and permitting process in order to better meet the needs of our customers.
February	Receiving data from survey. Initial word cloud created. Implemented kiosk in City Hall. Created standard email signatures allowing for customer feedback. Internal committee continuing work on codes and permitting. Recognized the Police Department Records division for winning the challenge.
March	Continuing the customer experience survey for internal and external customers. Finalizing monthly customer experience report. Rolled out new Customer Experience Department to the organization, which begins operation July 1.
April	Evaluating customer experience results and setting customer experience target for the organization. Continued implementation of the Customer Experience department which is still on target for July 1. MMT developing organizational customer experience training. Implemented the Compliments and Concerns hotline.
May	Presented the Customer Experience Department mission, values and initiatives to the Board of Commissioners. Planning the New Day Initiative kick off in June. MMT reviewed April customer survey "blue card" results and target. Developing organizational wide customer experience training for FY20.
June	The New Day Kick Off was a success, including the creation of the Customer Experience Department. Continue development of organizational wide customer service training.
July	Finalized customer service organizational training. Scheduled for August/September. Held organization-wide meeting where the City Manager challenged the organization to raise service level expectations. Customer Experience Department began operations. Serving approximately 40 customers daily.
August	
September	
October	
November	
December	



## Our Paducah Strategic Plan | WIN Initiatives



### Empower Upward Economic Mobility

E-1: Encourage and assist local business retention and expansion

### Project Details

<b>Summary</b>	Completing business retention visits and identifying and mitigating obstacles for growth.
<b>Key Team Member</b>	James Arndt, City Manager Michelle Smolen, Assistant City Manager
<b>Desired Outcome</b>	5% of existing businesses will expand their operations, facility footprint and/or increase jobs.
<b>Timeline</b>	2019 - Ongoing
<b>Budget Impact</b>	Significant

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Establish routine business outreach meetings. Participating in WKCTC trip to Greenville and Spartanburg. Work with PED in their economic development efforts and on their search committee. Pursuing the creation of TIF district. Facilitating the rollout of the opportunity zones. Begin to evaluate internal ED processes and efforts.
<b>April - June</b>	Conduct regular business outreach meetings. Analyze and recommend a change to the city's incentive policy. Considering internal economic development efforts and structure. Continue to pursue TIF.
<b>July - September</b>	Business outreach meetings to continue as new Development processes are explored.
<b>October - December</b>	Continue regular business outreach meetings. Evaluate new processes and ED incentive strategies. Begin monitoring metrics.

### Long Term Plan: 2020 & Beyond

Continue to monitor our success annually based on the desired outcome.

# Our Paducah Strategic Plan | WIN Initiatives




## Empower Upward Economic Mobility

E-1: Encourage and assist local business retention and expansion

### 2019 Monthly Status Update

Month	Completed Tasks
January	Conducted opportunity zones meeting with community stakeholders. Began internal dialogue on ED processes. Served on the selection committee for PED's new CEO. Mayor working with PED executive committee on their structure.
February	Continue to serve on PED selection committee. Joint City/County public hearing on TIF district application. Continued work with PED executive committee. Continue internal dialogue on internal ED processes. Prepare for WKCTC trip.
March	Participating in community ED efforts by serving on PED selection committee and attending the WKCTC trip to Greenville, SC. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects. Continue internal dialogue on internal ED processes.
April	Create and recruit Business Development Specialist position. TIF adopted by the Paducah Board of Commissioners and submitted to the state for approval. Implemented cross-departmental growth team. Continuing Opportunity Zones work.
May	Continue to serve on the PED selection committee. Continue recruitment of the Business Development Specialist position. Began planning for the kick start permitting meetings to be implemented in July.
June	Continue to serve on the PED selection committee. Re-advertised the Business Development Specialist position.
July	Completed recruitment for GPED President/CEO & the Business Development Specialist. Assisted GPED with the expansion of a local business and the recruitment of a new business to Paducah. Went to 1 business retention visit. Advertised Kick Start Meetings with the first meeting being held in August.
August	
September	
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November	
December	

## Our Paducah Strategic Plan | WIN Initiatives

	<b>Empower Upward Economic Mobility</b>
	E-2: Implement new zoning regulations

### Project Details

<b>Summary</b>	Zoning is the most powerful tool a community has to create the places they actually want to be around. Current ordinance creates substandard development that no one really wants to live around. New standards and a modern framework that is responsive to change is needed.
<b>Key Team Member</b>	Tammara Tracy, Planning Director
<b>Desired Outcome</b>	Zoning ordinance that responds to business yet creates a desirable place that people want to live, work, and play.
<b>Timeline</b>	FY19 - FY20
<b>Budget Impact</b>	Higher property values

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Parking standards with new landscaping standards and definitions presented; Form taskforce (after OZ/TIF) of 10-12 citizens to work on Zoning ord.
<b>April - June</b>	With Taskforce, listen to what is wrong with current ordinance, establish purpose of districts.
<b>July - September</b>	Develop a use-table and use-specific standards while also creating bulk standards.
<b>October - December</b>	Continue work on Use table; create Use-Specific standards & Bulk standards as this dialogue occurs.

### Long Term Plan: 2020 & Beyond

Q1 Adopt Use Table and Use-specific standards. Q2 Conduct training on new parts of ordinance. Q3 Address Nonconformities; Permits; Landscaping. Q4 Fences, Walls, Screening. Q1 Access & Connectivity issues; Loading & Stacking standards. Q1 Lighting; Flood and Stream Corridor issues; various administrative issues. Q3 Adopt These sections. Q1 Signs or Subdivisions

## Our Paducah Strategic Plan | WIN Initiatives



### Empower Upward Economic Mobility

E-2: Implement new zoning regulations

### 2019 Monthly Status Update

Month	Completed Tasks
January	Parking Table and standards drafted.
February	Redrafting landscaping around parking.
March	Coordinating a cross-departmental effort to improve downtown handicap parking.
April	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
May	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
June	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited.
July	New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is recruited. Intensified recruitment efforts for Planning positions and attended City Hall job fair to recruit locally.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Empower Upward Economic Mobility

E-3: Promote occupancy in all downtown buildings

### Project Details

<b>Summary</b>	Downtown Paducah is the heart of our community. A thriving downtown is critical to the success of Paducah. The City needs to capitalize on the enormous investment already existing in our downtown.
<b>Key Team Member</b>	Katie Axt, Downtown Development Specialist
<b>Desired Outcome</b>	At least 90% of downtown buildings will be occupied. Need to set baseline in FY19
<b>Timeline</b>	FY19 - FY29
<b>Budget Impact</b>	Modest budget impact

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Define geographic boundary and determine asset inventory metrics.
<b>April - June</b>	Complete an asset inventory.
<b>July - September</b>	New websites to be developed for Main Street and Downtown Paducah that highlight focus areas.
<b>October - December</b>	Launch Downtown Paducah website.

### Long Term Plan: 2020 & Beyond

Implement TIF District. Facilitate Opportunity Zone projects. Develop market research program to demonstrate the value proposition of Downtown. Aggressively market assets to targeted sectors. Develop master connectivity program. Improve streetscape, utilities, landscaping, and sanitation.

## Our Paducah Strategic Plan | WIN Initiatives



### Empower Upward Economic Mobility

E-3: Promote occupancy in all downtown buildings

### 2019 Monthly Status Update

Month	Completed Tasks
January	Regular check-ins with local listing agents to stay informed about the status of vacancies.
February	Continue regular check-ins with local listing agents to stay informed about the status of vacancies. Preparing for spring and summer promotional events.
March	Working on a celebration for downtown business grants awarded to Johnson Bar (Spring 2019), Fetch (Spring 2019), the Bully Gorilla (Summer 2019), and Confleur (opened last Fall). Working with IT to develop an app for asset inventory. AmeriCorps volunteer will assist with inventory. Preparing for spring and summer promotional events. Working on "open" flag kits for downtown businesses. Conducted the required public hearing for the downtown TIF district in partnership with the County.
April	Budget downtown incentives (Roof Stabilization, Upper Story Living, Façade and Business grants). TIF adopted and submitted to the state for approval. Conducted Spring Spruce Up downtown (putting in over 200 plants). Held a Quilt Week promotion. Executed program development agreement with Weyland Ventures on city-owned downtown parking lot. Completed the demolition of the Kresge building.
May	Two new businesses opened downtown: fetch and Off the Corner. The Roof Stabilization Project is complete at 407 Broadway (\$32,000 in grant funds; \$64,000 total project). One Upper Story Project to create two new housing units at 313 Broadway is complete (\$45,000 in grant funds; \$265,000 total project). Continuing work on TIF with the geotechnical analysis and phase 1 environmental review for City Block. Paducah Main Street Facebook page surpassed 7,000 page followers. Main Street initiated a daily social media post called Downtown Today. Next promotional event is Downtown Block Party.
June	Continued work on Phase 1 Environmental Review for City Block and prepared TIF application for State review. Worked on "Open!" flags for Downtown and Lower Town businesses. Began preparations for Downtown Block Party in August.
July	Received two New Business Grants: Moxie Mod at 405 Broadway for a new furniture store & Luxe Properties at 313 Broadway to complete build-out of new retail space. Received two Façade Grants: Holly Hock Shop at 106 Broadway & Off the Corner at 208 Broadway. Main Street is providing 25 Downtown and Lower Town businesses with "Open!" Flags to create more visibility for local shops. Advancing City Block Project. Phase 1 Environmental Review is complete. TIF: Application to the State was submitted July 3rd.

## Our Paducah Strategic Plan | WIN Initiatives



### Empower Upward Economic Mobility

E-3: Promote occupancy in all downtown buildings

### 2019 Monthly Status Update Continued

Month	Completed Tasks
August	
September	
October	
November	
December	

# Our Paducah Strategic Plan | WIN Initiatives



## Develop Healthy and Sustainable Neighborhoods

N-1: Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods

### Project Details

<b>Summary</b>	Construct sidewalks, walkways and bike lanes with the goal of achieving a comprehensive, continuous and connected system of pathways and linkages.
<b>Key Team Member</b>	Tammara Tracy, Director of Planning
<b>Desired Outcome</b>	70% of our neighborhoods will be connected by pedestrian pathways.
<b>Timeline</b>	FY19 - FY29
<b>Budget Impact</b>	Significant budget impact

### Road Map to Success: 2019 Action Plan

<b>Time Frame</b>	<b>Action Plan</b>
<b>January - March</b>	Review 2009 Sidewalk Study completed by the Planning Department to determine the baseline and priority projects.
<b>April - June</b>	Budget funds for building new sidewalks in the FY2020 budget development process. Create cross-departmental team to determine priority projects based on the 2009 sidewalk study.
<b>July - September</b>	Cross-departmental team will continue their work to determine priority projects. EPW to begin sidewalk construction.
<b>October - December</b>	EPW sidewalk construction on priority projects.

### Long Term Plan: 2020 & Beyond

Establish a sidewalk program in the annual budget process.



## Our Paducah Strategic Plan | WIN Initiatives



### Develop Healthy and Sustainable Neighborhoods

N-1: Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods

### 2019 Monthly Status Update

Month	Completed Tasks
January	Fountain Avenue project ongoing.
February	Fountain Avenue project ongoing. Planning Department recommends reviewing the 2009 sidewalk study.
March	Fountain Avenue project nearing a close - replaced 2 miles of sidewalk, 16 accessible ramps and 42 approaches. Replaced Jefferson Street sidewalk near the Coke Plant. City Manager's Office reviewing the 2009 sidewalk study completed by the Planning Department.
April	Budgeted funds in the FY20 CIP for new sidewalks to improve connections in the sidewalk network. Coordinated with Parks Master Plan consultant to indicate new greenway/multipurpose paths in master plan.
May	Began cross-departmental meetings to identify FY20 priority sidewalk connections in the city with the goal of creating reasonable pedestrian linkages to major destination points.
June	EPW, Planning and CMO toured Paducah to assess and recommend priority sidewalks with FY20 funds.
July	Discussed sidewalk options and recommendation with City Manager. Work with EPW in August to finalize priority FY20 projects and construction timeline. Began mapping bike routes in preparation for public discussion. Working with Lowertown neighborhood on crosswalk art project.
August	
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## Our Paducah Strategic Plan | WIN Initiatives



### Develop Healthy and Sustainable Neighborhoods

N-2: Encourage, incentivize and/or support more housing options throughout the City

### Project Details

<b>Summary</b>	As the baby boomers continue to retire and migrate to simpler homes, the younger generations who are starting smaller families later are also interested in smaller simpler homes of quality. Both cohorts are looking for housing that is different from the detached single-family home on a large lot. They are looking for the "missing middle" - the something between the big house and suburban-style apartment complexes. Furthermore, 25% of Paducah's population is in poverty, so affordability is critical.
<b>Key Team Member</b>	Tammara Tracy, Planning Director
<b>Desired Outcome</b>	Create 20% more housing options, including affordable housing, within the City. Need to set baseline in FY19.
<b>Timeline</b>	FY 19 - FY29
<b>Budget Impact</b>	Modest at first then Significant budget impact

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Develop & test GIS inventory tool; Recruit interns / AmeriCorps volunteers. Start inventory with OZ areas (Northside, Rowlandtown, Glendale, Lowertown, Uppertown) then move outward. Identify housing projects, including student housing, to be marketed to Opportunity Zone funds.
<b>April - June</b>	Continue inventory (2 months estimate). Analyze existing census, HCV & PVA data to establish thresholds of need and market rates. Identify any quick-fixes (e.g. ADU's). Work with Midtown to develop/fund a 5-7 year housing development plan. Determine infrastructure costs.
<b>July - September</b>	Establish a taskforce to tackle focus items and prepare a funding plan as a development agreement is pursued with established developer.
<b>October - December</b>	Develop plan for grant/funding.

### Long Term Plan: 2020 & Beyond

New housing developing (market rate mixed with affordability).

# Our Paducah Strategic Plan | WIN Initiatives



## Develop Healthy and Sustainable Neighborhoods

N-2: Encourage, incentivize and/or support more housing options throughout the City

### 2019 Monthly Status Update

Month	Completed Tasks
January	Section 8 offices (HCV program) moved to Housing Authority site (2330 Ohio St), resulting in a One-stop location for low-income rental opportunities.
February	Discussed student housing needs with PSAD & Murray St@Paducah. Working with Midtown to propose housing development plan for Opportunity Zone funding. Secured an AmeriCorps volunteer to do inventory. Forwarded inventory tool specs to IT for app development.
March	Gave Midtown Alliance land to build 3 new houses in Fountain Avenue on Harrison Street. Developing annual report for Commission. Assisting with the implementation of a local Opportunity Zone Fund and looking for projects that could include housing options.
April	Continued work on Opportunity Zone: inventory of available lots; coordinating effort to establish local fund as housing will be a big part of the package. Conducted Spring Surplus sale: 30 lots listed, 19 bids received including a few to build new homes (staff is continuing the evaluation). Started discussions with Paducah Housing Authority regarding their foundation and possible joint project.
May	Continued working with Midtown Alliance on the four new houses in Fountain Ave. Midtown Alliance also received their Kentucky Housing Corporation grant.
June	Midtown Alliance continues work on four new houses in Fountain Avenue area. Ongoing work with Opportunity Zones.
July	Midtown Alliance continues work on four new houses in Fountain Avenue area. Ongoing work with Opportunity Zones. Working with Marion Group on the Walter Jetton HS project (60 units w/ arts focus).
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## Our Paducah Strategic Plan | WIN Initiatives



### Celebrate a Diverse Community

D-1: Host a multicultural event

### Project Details

<b>Summary</b>	Parks and Recreation staff plan to develop a international flavored kite festival. The festival will be held along the riverfront of Paducah featuring kite designs from around the world.
<b>Key Team Member</b>	Molly Tomasallo Johnson, Special Events Coordinator
<b>Desired Outcome</b>	Our plan is to develop an annual celebration of kites that recognizes international styled kites. If approved, the kite festival will compliment the annual Spring Quilt Week, and recognize cultural diversity from around the world.
<b>Timeline</b>	FY20
<b>Budget Impact</b>	\$15,000 plus we would seek sponsorships

### Road Map to Success: 2019 Action Plan

Quarter	Action Plan
<b>Q1: Jan. - March</b>	Researching the National Kite Association and other kite events. Putting together budget requirements.
<b>Q2: April - June</b>	Possible attendance at another kite festival.
<b>Q3: July - Sept.</b>	City sending delegates to attend the Milwaukee, WI event for research purposes. Event logistics, partnerships, programming to be explored as a part of event planning process.
<b>Q4: Oct. - Dec</b>	Programming and event planning.

### Long Term Plan: 2020 & Beyond

Create a sustainable annual cultural event through the wonder of international kite design.

## Our Paducah Strategic Plan | WIN Initiatives



### Celebrate a Diverse Community

D-1: Host a multicultural event

### 2019 Monthly Status Update

Month	Completed Tasks
January	Ongoing research.
February	Budgeting and research.
March	Researching national best practices from other kite festivals.
April	Budgeted \$15,000 for festival in the CIP.
May	Researching attendance opportunities for established kite festivals. Potential to attend the Liberty Fest Kite Festival in Edmond, Oklahoma the last weekend in June.
June	Kite Festival attendance was rescheduled from the Edmond, Oklahoma event to Milwaukee, WI in September.
July	Kite Festival attendance was rescheduled from the Edmond, Oklahoma event to Milwaukee, WI in September.
August	
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October	
November	
December	

# Our Paducah Strategic Plan | WIN Initiatives



## Maintain Thoughtful and Modern Infrastructure

I-1: Connect main commercial corridors by bike paths and/or bike lanes

### Project Details

<b>Summary</b>	Network of bike/pedestrian routes that safely connects destinations for commuters and recreational riders.
<b>Key Team Member</b>	Tammara Tracy, Planning Director
<b>Desired Outcome</b>	All commercial districts will be accessible by bicycle.
<b>Timeline</b>	FY19 - FY29
<b>Budget Impact</b>	Minimal

### Road Map to Success: 2019 Action Plan

<b>Time Frame</b>	<b>Action Plan</b>
<b>January - March</b>	Draft plan from State; review and amend. Combine with Small Urban Area Study recommendations.
<b>April - June</b>	Review 2009 proposed connectors. Refine connections. Discuss with cycling community, EPW, and Parks. Adopt this Phase I as a base framework to allow some projects to begin.
<b>July - September</b>	Develop costs estimates for various tasks. Develop taskforce to identify priority of projects and start on Phase II of Bicycle plan.
<b>October - December</b>	Develop taskforce to identify priority of projects and start on Phase II of Bicycle plan.

### Long Term Plan: 2020 & Beyond

With Taskforce, work on Phase II network of Bike boulevards.

## Our Paducah Strategic Plan | WIN Initiatives



### Maintain Thoughtful and Modern Infrastructure

I-1: Connect main commercial corridors by bike paths and/or bike lanes

### 2019 Monthly Status Update

Month	Completed Tasks
January	Draft plan from State; review and amend.
February	Combine with Small Urban Area Study recommendations.
March	Coordinating with the Parks Master Plan process to establish a bicycle transportation framework and common standards.
April	Coordinated with Parks Master Plan consultant to indicate NEW greenway/multipurpose paths in master plan.
May	Received from Kentucky Transportation Cabinet the approved Small Urban Area Study Report, begin putting into draft plan and incorporated into the BUILD 2019 grant application.
June	Continue work on 2019 BUILD grant application.
July	Submitted 2019 BUILD grant application. Small Urban Area Study Report was presented to the Board of Commissioners. Began mapping bike routes for public discussion. Working with Lowertown neighborhood on crosswalk art project.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Recreation

R-1: Research, plan, design and construct a sports plex and recreation aquatic facility

### Project Details

<b>Summary</b>	Work with community partners to design and build a financially viable sports and recreation facility.
<b>Key Team Member</b>	Mark Thompson, Parks & Recreation Director James Arndt & Michelle Smolen, City Manager's Office
<b>Desired Outcome</b>	Construction of a facility to host after school activities, indoor swimming, indoor recreation and the Parks & Recreation offices.
<b>Timeline</b>	FY19 - FY23
<b>Budget Impact</b>	Significant Budget Impact.

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Soliciting public input through the Parks & Rec Master Plan. Contemplating design costs and incorporation into the proposed FY20 budget. Conducting conversation with granting authorities and city bond brokers.
<b>April - June</b>	RFQ for recreation center and athletic facility design. Continue investigating grants and evaluating public financing.
<b>July - September</b>	Complete the RFQ/ RFP process for the design of the Indoor Aquatic Facility and the outdoor recreation facilities (baseball, soccer, and softball). Explore revenue sources for construction.
<b>October - December</b>	Regular updates on design process. Secure public financing and continue to search for grant opportunities.

### Long Term Plan: 2020 & Beyond

FY21: Design complete and start construction bid process. Begin construction.  
 FY22- FY23: Construction complete.



## Our Paducah Strategic Plan | WIN Initiatives



### Recreation

R-1: Research, plan, design and construct a sports plex and recreation aquatic facility

### 2019 Monthly Status Update

Month	Completed Tasks
January	Initiated Parks and Recreation Master Plan process.
February	Continued Parks and Recreation Master Plan process. Discussed budget figures with the City Manager.
March	Considering various financing options by meeting with local financial advisors and researching P3 financing. Setting up a meeting with a Facility manager. Began developing RFQ for the facility.
April	Proposing budget in FY20 for design of the recreational facility. Started cross-departmental recreation center team. Working on alignment with Board of Commissioners on project scope.
May	Continued work on the Parks and Recreation Master Plan. The Master Plan Steering Committee met on May 20th targeting the vision. Staff attended meeting with city and county officials and local soccer affiliates to discuss the needs/demands for a soccer complex.
June	Continued worked on the Parks and Recreation Master Plan. Issued RFQ for the design of the Indoor Aquatic Facility and for the design of the outdoor recreation facilities (baseball, soccer, and softball).
July	Continued work on the Parks and Recreation Master Plan. Revised the RFQ for the design of the outdoor recreation facilities. Worked with County regarding the current CVB, a new Sports Commission, and the hotel tax. Interviewed firms that presented top 3 responses to the indoor aquatic center RFQ and selected firm. Explored funding for the project.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Recreation

R-2: Create a Friends of the Park organization

### Project Details

<b>Summary</b>	Work with community stakeholders to establish a successful grassroots initiative.
<b>Key Team Member</b>	Mayor Brandi Harless Commissioner Brenda McElroy
<b>Desired Outcome</b>	Create the organization to raise money for ongoing maintenance.
<b>Timeline</b>	2019 - 2020
<b>Budget Impact</b>	None

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Continue conversations with interested community stakeholders. Encourage grassroots fundraising initiatives.
<b>April - June</b>	Advocate the grassroots initiatives and provide technical support as required.
<b>July - September</b>	Continue to partner with program champions.
<b>October - December</b>	Continue to partner with program champions.

### Long Term Plan: 2020 & Beyond

Encourage and assist when necessary. Grassroots champions will have the organization established and raising money.

## Our Paducah Strategic Plan | WIN Initiatives




### Recreation

R-2: Create a Friends of the Park organization

### 2019 Monthly Status Update

Month	Completed Tasks
January	Encouraged the development of the new organization.
February	Friends of the Park held a meeting to discuss the status of the sports complex project, grant and fundraising opportunities, membership, a method to select a broker, and elect Board members.
March	Next meeting is in April.
April	Established a process for member communication. Brainstormed fundraisers and potential donors. Need a firm plan for sports complex before seeking donations.
May	Next meeting is in June.
June	Meeting date moved to August.
July	Friends of the Park representatives participated in the firm selection for the indoor aquatic center.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives

	<b>Recreation</b>
	R-3: Promote, design and encourage annual athletic tournaments and competitions

### Project Details

<b>Summary</b>	Determine and cultivate tournament capabilities of current facilities within the area that staff can utilize to develop sustainable athletic events and competitions.
<b>Key Team Member</b>	Amie Clark, Recreation Superintendent
<b>Desired Outcome</b>	Host 5 new competitive athletic tournaments.
<b>Timeline</b>	Determine baseline in FY19.
<b>Budget Impact</b>	Staffing coordination, sponsorships, facility improvements, facility rental and prize awards are to be determined.


### Road Map to Success: 2019 Action Plan

Quarter	Action Plan
<b>Q1: Jan. - March</b>	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
<b>Q2: April - June</b>	Proposing a change to the Parks Maintenance staffing structure in FY20 to allow for weekend coverage to support athletic tournaments.
<b>Q3: July - Sept.</b>	Implement new parks staffing structure. Hold pickleball and adult softball tournaments.
<b>Q4: Oct. - Dec</b>	Set baseline for calendar year 2020

### Long Term Plan: 2020 & Beyond

After the baseline is set, we will strive for 5 new tournaments. The results of the Parks & Recreation Master Plan and possible construction will impact this action item in future years.

## Our Paducah Strategic Plan | WIN Initiatives

	<b>Recreation</b>
	R-3: Promote, design and encourage annual athletic tournaments and competitions

2019 Monthly Status Update	
Month	Completed Tasks
January	Developed a list of possible tournaments for 2019 and 2020.
February	Budget development and contacting possible partners.
March	Enlisting use of the Dome for a Pickleball tournament. Collecting data related to athletic tournaments and competitions.
April	Proposed funding for sports and recreation field maintenance in FY20 budget. Working with the Convention Center to use the dome for Pickleball.
May	Partnered with Paducah Schools to host high school softball tournament at Sheppard Field Memorial Day weekend. Planned for a baseball tournament May 31st thru June 2 at Noble Park. This private tournament was cancelled due to anticipated weather and low registration. In the planning process for a pickleball tournament and adult softball tournaments scheduled for August.
June	Preparing for the Stuart Nelson Adult Softball Tournament and Pickleball Tournament. Providing assistance where necessary for the upcoming PYP Cornhole Tournament, disc golf tournament and foot golf tournament.
July	Parks and Recreation offered staff support and tournament implementation to Paducah Young Professionals for a Cornhole Tournament. Began advertising and registration for the August Stuart Nelson Adult Softball Tournament and Paddle Up Paducah Inaugural Pickleball Tournament. West KY Disc Golf Club is hosting a disc golf tournament at Stuart Nelson Park in August. Paducah Foot golf tournament scheduled for September at Midtown Golf Course.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Public Safety

P-1: Adopt and implement alternative 911 revenue source through a partnership with the County

### Project Details

<b>Summary</b>	Collaborate with stakeholders to determine the most appropriate revenue source that meets our current and future needs.
<b>Key Team Member</b>	Mayor Brandi Harless Jim Arndt, City Manager
<b>Desired Outcome</b>	Implement a stable and sustainable revenue source to support emergency telecommunications.
<b>Timeline</b>	2019 - 2020
<b>Budget Impact</b>	Significant

### Road Map to Success: 2019 Action Plan

Time Frame	Action Plan
<b>January - March</b>	Conduct budget impact discussions with Board of Commissioners. Evaluate past research by project stakeholders. Hold Joint City-County Meeting on 911 partnership.
<b>April - June</b>	Continue dialogue with project stakeholders. Consider budgetary impact in FY20.
<b>July - September</b>	Secure a 911 funding source with the County.
<b>October - December</b>	Continue to pursue the implementation of the identified revenue source as dictated by the project stakeholders.

### Long Term Plan: 2020 & Beyond

Implementation of the appropriate fee.

## Our Paducah Strategic Plan | WIN Initiatives



### Public Safety

P-1: Adopt and implement alternative 911 revenue source through a partnership with the County

### 2019 Monthly Status Update

Month	Completed Tasks
January	Discussed new 911 fee with all elected officials. Discussed the implementation of the fee with city stakeholders.
February	Received past research from project stakeholders. Discussed implementation of the fee with city manager colleagues in Kentucky in search of best practices.
March	City & County Commission joint meeting was held March 19th to discuss need and funding of a county wide radio system and re-forming 911 board.
April	Continuing the financial analysis and exploring solutions with the County.
May	No significant update on this item.
June	City and County meeting regularly to explore a city-county consolidated agency and a revenue source for 911. Also exploring adding Mercy into 911 operations.
July	Regular city and county meetings to finalize revenue source and structure of consolidated agency. Goal of executing agreement and determining revenue source before calendar year 2020.
August	
September	
October	
November	
December	

## Our Paducah Strategic Plan | WIN Initiatives



### Public Safety

P-2: Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies

### Project Details

<b>Summary</b>	Upgrade outdated radio system to ensure public safety needs are being met.
<b>Key Team Member</b>	Assistant Chief Crowell
<b>Desired Outcome</b>	Own and operate a stable telecommunications platform that is next generation compliant.
<b>Timeline</b>	FY21 - FY22
<b>Budget Impact</b>	Significant budget impact

### Road Map to Success: 2019 Action Plan

<b>Time Frame</b>	<b>Action Plan</b>
<b>January - March</b>	Cross departmental effort to upgrade the City's CAD/911 software and infrastructure. Explore alternative 911 revenue sources with County.
<b>April - June</b>	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Continued discussion with County regarding alternative 911 revenue sources.
<b>July - September</b>	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Budgeted \$75,000 in FY20 for radios implementation consulting agreement with Federal Engineering.
<b>October - December</b>	Continue departmental effort to upgrade the City's CAD/911 software and infrastructure. Soft rollout of the new software.

### Long Term Plan: 2020 & Beyond

Full rollout of software. Budgeted \$75,000 in FY2020 for radio implementation consulting agreement with Federal Engineering. Begin implementation and collection of alternative 911 revenue source.



## Our Paducah Strategic Plan | WIN Initiatives



### Public Safety

P-2: Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies

### 2019 Monthly Status Update

Month	Completed Tasks
January	Monthly software implementation meetings.
February	Monthly software implementation meetings.
March	City & County Commission meeting was held March 19th to discuss need and funding of a county wide radio system and re-forming 911 board.
April	Proposed \$75,000 in FY20 Capital Improvement Plan for radios implementation consulting agreement with Federal Engineering.
May	No significant update on this item. Continuing monthly software implementation meetings.
June	Monthly software implementation meetings. Go-live planned for December 2019.
July	Monthly software implementation meetings. Go-live planned for December 2019.
August	
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December	