

## Strategic Plan Action Steps

October 2018 Update

### Enhancing Arts & Culture

Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
A-1	Installation of public art in every commercial corridor and neighborhood	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	High	Monthly	Interviewing for Arts & Culture Coordinator
A-3	Assist local arts and culture organizations with grant funding	High	Monthly	Working with Hotel Metropolitan on National Park Service grant
A-4	Create and begin a Local Creative Mornings Chapter	Med	Monthly	Creative Mornings chapters are limited to cities over 500K. Will explore exceptions to the rule or the creation of a similar local organization.
A-5	Recruit and Create a Creative and Cultural Council	Low	Quarterly	Interviewing for Arts & Culture Coordinator
A-6	We will promote and encourage Creative Exchanges with other Creative Cities	Low	Quarterly	No update to report at this time
A-7	Solicit, promote, and encourage film productions in the City	Low	Quarterly	No update to report at this time
A-8	Implement an annual assessment on arts and culture	Low	Quarterly	Interviewing for Arts & Culture Coordinator

### Open, Smart and Engaged Government

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O-1	Implement performance measures throughout the organization	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)	High/Med	Monthly	The Business Systems Analyst will play a critical role in the launching of Tyler Incident Management (assists in the management of non-emergency inquiries, complaints, and service requests). The BSA position is tentatively scheduled to start in late October.
O-3	Create and sustain a business-friendly culture	High	Monthly	Worked with property owners being annexed into the City of Paducah to obtain HBD Zoning to facilitate new businesses and support existing businesses. Re-established monthly Main St. Merchant Meetings. Meet-and-greets with 80 of the 150 downtown businesses (53%).
O-4	Implement a city-wide branding campaign	Med	Quarterly	Conducting preliminary conversations with community partners.
O-5	Create an employee awards program to celebrate customer service	Low	Quarterly	Working with staff to create an employee awards program. Project for the Middle Management Team.
O-6	Create a community awards program to celebrate culture, compassion, and arts	Low	Quarterly	No update to report at this time
O-7	Host high school and college interns on a regular basis	Low	Quarterly	Mayor and Human Rights Commission are identifying high school interns now. City Manager's Office is working on the creation of college interns.

## Empower Upward Economic Mobility

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Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
E-1	Continue developing the riverfront from the Carson Center to the Convention Center	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. In process of procuring a consultant to complete the Hotel Market Study.
E-2	Identify, beautify, and brand all commercial corridors and districts	High	Monthly	Started new neighborhood identification
E-3	Promote occupancy in all downtown buildings	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. A Historic Downtown New Business, Upper Story Residential and Roof Stabilization Grants will be awarded in October.
E-4	Identify population loss trend factors, develop and distribute a policy brief on population loss factors, and implement mitigation strategies	High	Monthly	Review 2010 Census data. Research and compare cities experiencing population increase and population decrease.
E-5	Encourage and assist local businesses to expand	High - CP	Monthly	No update to report at this time.
E-6	Recruit and incentivize the creation of new targeted industries (Advanced Manufacturing, Creative Industries, Health/Healthcare, High-Tech, Construction Trades, River Industry)	High - CP	Monthly	No update to report at this time.

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E-7	Promote, brand, and market ourselves as a hub of entrepreneurship and innovation	Med	Quarterly	Approved October 9, the City has a \$50,000 contract with Sprocket, Inc. to assist the non-profit organization with its mission to retain and grow entrepreneurial and innovative talent. On October 15, the Paducah School System's Innovation Hub will have a groundbreaking ceremony.
E-8	Implement and sustain a local business retention/expansion program	Med	Quarterly	No update to report at this time.
E-9	Continually add all available sites and buildings to the Select Kentucky Database	Med	Quarterly	Working with PED and KY Economic Development to get sites and buildings listed. Also gathering list of local relators to work with when new sites are available.
E-10	Promote apprenticeships, technical skills training, and higher education	Med	Quarterly	No update to report at this time.
E-11	Implement new zoning regulations	Med	Monthly	No update to report at this time.
E-12	Recruit and incentivize remote workers to relocate to the City	Low	Quarterly	No update to report at this time.
E-13	Assist with the creation, promotion, and participation in the Paducah Works Program	Low	Quarterly	Researching Cincinnati Works Program
E-14	Implement and operate a new business welcome committee	Low	Quarterly	Collaborating with Middle Management Team

### Develop Healthy and Sustainable Neighborhoods

Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
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N-1	Promote, empower, and encourage neighborhood enhancement projects throughout the community	High	Monthly	Met twice with Clay-Guthrie residents to start process
N-2	Assist with the creation and development of a neighborhood boundary, asset map, vision map, and a plan for redeveloping vacant property	High	Monthly	Neighborhood boundary map in progress. Created Upper Town redevelopment map created. Identified city owned properties and properties with potential code enforcement liens
N-3	Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods	High	Monthly	No update to report at this time.
N-4	Encourage, incentivize, and/or support more housing options throughout the City	High	Monthly	No update to report at this time.
N-5	Evaluate, plan, partner, and create pedestrian access to parks from residential areas	Med	Quarterly	Working with IT on map in GIS
N-6	Provide and/or incentivize education and training for neighborhood organizations	Med	Quarterly	Consulted with Civic Beautification Board about outreach strategy; working on brochure.
N-7	Encourage and support the planting of diverse tree species within the neighborhood	Low	Quarterly	Found source of native trees (low-cost)
N-8	Promote, encourage, and recruit the selling of healthy foods within walking distance of local neighborhoods	Low	Quarterly	No update to report at this time.
N-9	Encourage and support the development of a neighborhood community development corporation	Low	Quarterly	FHLB Grant submitted for 2 rehab and 3 new construction homes; Received Midtown Alliance's Annual Audit 09-25-18; started discussions on contract.

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### Celebrate a Diverse Community

Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
D-1	Establish and empower a Diversity Council	High	Monthly	No update to report at this time.
D-2	Research and identify participation gaps in local area programs and projects	High	Monthly	Identify & compile a list all available programs & classes the City of Paducah currently provides including relevant data.
D-3	Assist with the coordination of events promoting diversity and inclusion	Med	Quarterly	Begin planning early 2019
D-4	Host a multicultural event	Med	Quarterly	Begin planning early 2019
D-5	Evaluate diversity at community events, programs, and organizations	Low	Quarterly	Identify & compile a list of all community events organized by the City of Paducah.

### Maintain Thoughtful and Modern Infrastructure

Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
I - 1	Create a 5 year facility asset improvement plan	High	Monthly	Initiated an internal spreadsheet of facility needs.
I - 2	Develop and implement a self sustaining storm water management and infrastructure operation	High	Monthly	We have established "Storm Water Utility Stakeholder group to vet a fair and equitable user fee. Two meetings with this group have been scheduled for the month of October.

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I - 3	Continue the exploration and delivery of municipal broadband throughout the City	High-CP	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	Med/Low	Quarterly	Being considered via Facilities Budget Committee. City Manager meeting with a private company and Paducah Power.
I - 5	Connect main commercial corridors by bike paths and/or bike lanes	Med	Quarterly	Bike infrastructure was identified as an infrastructure need in the TIF process.
I - 6	Improve street conditions within the City	Med	Quarterly	Executed a contract with HDR to initiate data collection of overall street pavement condition for use with Paver Software
I - 7	Construct and/or rehab all sidewalks to ADA standards	Med	Quarterly	On-going
I - 8	Promote, educate, and encourage alternative storm water maintenance measures	Med	Quarterly	The Storm water Utility Stakeholder Group (SUSG) which is composed of citizens has been created with its first meeting set for October 18. In addition to providing input regarding the creation of a storm water utility, the group will tackle storm water management and flooding issues and solutions.
I - 9	Improve and construct internet Wi-Fi at public places	Med	Quarterly	Purchased new infrastructure to improve the network backbone. This will facilitate improving public Wi-Fi. Research continues into finding new places to locate access points. Working with Paducah Power on the expansion of the

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I - 10	Downsize the City's ownership in real estate	Low	Quarterly	Sale of 9 Surplus Property. Also a key task of the Facilities Budget Committee. Recommendations anticipated by December 2018
I - 11	Explore methods to improve and maintain cyber security, community cameras, and City Hall security	Low	Quarterly	Working with the PD and 911 to improve the camera network. Working on an updated inventory list and map of camera locations

### Recreation

Item Code	Action	Priority Level Alignment	Reporting Frequency	Update
R - 1	Promote, develop and encourage annual athletic tournaments and competitions	High	Monthly	No update to report at this time.
R - 2	Create and promote new shoreline and river based recreation activities/competitions	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	High	Monthly	Toured Effingham's facility. Attended NRPA National Conference & submitting 2019 Parks & Recreation Master Plan contract to Commission in October.
R - 4	Create Friends of the Park organization	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	Medium	Quarterly	Part of the Parks and Recreation Master Plan process.
R - 6	Continue to increase farmers market participation levels	Medium	Quarterly	Fall organization meeting will kick off the 2019 planning for Farmers Market.
R - 7	Continue to support and encourage community festivals, parades and events	Medium	Quarterly	Just finished BBQ Farmers Market with a very flexible plan. Vet & Xmas Parades in November & December.

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R - 8	Encourage citizen engagement in park cleanliness and maintenance activities	Medium	Quarterly	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	Medium	Quarterly	Meeting with Planning Dept. to make sure we coordinate activities.
R - 10	Pursue national recreation and parks association departmental accreditation	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.
R - 11	Plan, design and construct recreational trails near residential neighborhoods	Low	Quarterly	No update to report at this time.
R - 12	Continue enhancement of neighborhood engagement strategies, parks equipment, and signage	Low	Quarterly	To be included in the Parks and Recreation Master Plan.

## Public Safety

Item Code	Action	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	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	High	Monthly	Included in the scope of the Revenue Budget Committee. Recommendations anticipated by December 2018

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P - 3	Expand prescription drug abuse community education, awareness and enforcement efforts	High	Monthly	DARE programs in the City schools are continuing now that school is back in session. Additionally, planning for the next prescription “Drug Take Back”
P - 4	Improve diversity and frequency of public safety community engagement initiatives	Medium	Quarterly	Held a Chief’s Community Forum meeting with local minority leaders and pastors. The recent applicant testing had an increase in diverse candidates.
P - 5	Improve multi-agency critical incident response strategy	Medium	Quarterly	Company Officer program has been developed and in testing at this time. One employee has completed and a second has started.
P - 6	Increase collaboration of public safety agencies to support economic development	Medium	Quarterly	No update to report at this time.
P - 7	Implement new youth oriented community policing programs and projects	Medium	Quarterly	Planning for spring events
P - 8	Research and plan for a cooperative public safety training facility and grounds	Medium	Quarterly	No update to report at this time.
P - 9	Pursue National Fire Accreditation	Low	Quarterly	No update to report at this time.
P - 10	Develop and implement a fire community risk reduction program	Low	Quarterly	Community Risk Reduction has been defined and the command staff have been introduced to concepts. Next steps are to introduce to entire dept. and to start developing strategies.
P - 11	Develop and employ tactical 911 operations	Low	Quarterly	A tentative meeting with all accountability partners is scheduled for October 3, 2018