



COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH



Midyear Report
July 2019



Our Paducah Strategic Cycle

VISION, MISSION VALUES

Our Vision, Mission
and Values drive
everything we do.

REPORTING & ASSESSMENT

Monthly reporting for
WIN action items. Mid
year and annual
report for all items.

BOARD OF COMMISSIONERS RETREAT

Annual retreat in
January. Determine
action items and set
priorities.

IMPLEMENT THE PLAN

Annual department
work plans, budget
process and employee
evaluations.

STRATEGIC PLAN ADOPTION

Board of
Commissioners adopt
the plan.

OUR PADUCAH



VISION

Paducah is a city where people strive to reach their full potential through lifelong learning, healthy lifestyle, creativity, culture, and compassion for one another.

MISSION

To be the best city in the world.

VALUES

- Solution-Driven
- Customer Experience
- Every Person Matters
- Action-Oriented
- Fiscal Responsibility
- Personal Accountability



OUR GROWTH

Empower Upward Economic Mobility
Maintain Thoughtful and Modern Infrastructure



OUR COMMUNITY

Develop Healthy & Sustainable Neighborhoods
Recreation
Public Safety



OUR ENGAGEMENT

Open, Smart & Engaged Government



OUR CULTURE

Creative Industries
Celebrate a Diverse Community



Our Growth

Building Paducah, both in private and in public

This key vision includes the **Empower Upward Economic Mobility** and **Maintain Thoughtful and Modern Infrastructure** performance areas. There are **20** total action items in this key vision.



Midyear Highlights

10

Action items
on track

- Tax Increment Financing (TIF) district adopted by the City & County and is being considered by the state
- Granted over \$100,000 to five downtown programs which generated \$540,000 in private investment
- Created the Business Development Specialist position
- Initiated Opportunity Zones
- BUILD Grant development
- Established baseline Pavement Condition Index Rating
- Free upgraded public wifi available in City Hall

8

Action items
with **moderate progress**

- Initiated cross- departmental downtown streetscape planning process in FY20 and have funds proposed in FY21
- A number of the economic development related items will transition to the Business Development Specialist

2

Action items
under performing

- New zoning regulations are paused. Plan to resume after Opportunity Zones effort concludes and Planner position is filled
- Roles & responsibilities discussion with new GPED CEO/President for the Select Kentucky Database action item



Our Growth Scorecard

Midyear Report
January 2019 - June 2019

Legend

- Significant update or progress
- No significant progress or updates
- Modest progress
- Complete or no further action

* Indicates revision to action item

Performance Area: Empower Upward Economic Mobility

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
E-1 ●	Encourage and assist local business retention and expansion	City Manager's Office	WIN	FY19 - FY23	% of existing businesses expanding their operations, facility footprint, and/or increasing jobs.	5% Annually	TBD	<ul style="list-style-type: none"> - Initiated Opportunity Zones (OZ) project. - Tax Increment Financing (TIF) district adopted by the City & County and in the process of being submitted to the State for consideration. - Created and began recruitment for the Business Development Specialist position. 	<ul style="list-style-type: none"> - Continue encouragement of OZ local fund and enticing developers with the prospectus. - TIF submitted to the state for consideration in July. - Complete Geotech Phase 1 and parking assessment City Block. - Hire and develop work portfolio for the Business Development Specialist. - Develop and implement business retention and expansion visits.
E-2 ●	Implement new zoning regulations	Tammara Tracy	WIN	FY19 - FY20	Adopt a new zoning ordinance that responds to business yet creates a desirable place that people want to live, work, and play.	N/A	N/A	<ul style="list-style-type: none"> - Drafted a revision of the parking standards ordinance & began cross-departmental effort to improve downtown handicap parking. - New zoning regulations are paused. Plan to resume after OZ effort concludes and Planner position is recruited. 	<ul style="list-style-type: none"> - New zoning regulations are paused. Plan to resume after OZ effort concludes and Planner position is recruited. - New zoning regulations included as a goal in FY20 in Director Tracy's performance evaluation.
E-3 ●	Promote occupancy in all downtown buildings	Katie Axt	WIN	FY19 - FY29	% of downtown buildings occupied.	90%	TBD	<ul style="list-style-type: none"> - Granted over \$100,000 to 5 downtown programs which generated \$540,000 in private investment. - Tax Increment Financing (TIF) district adopted by the City & County and is in the process of being submitted to the state for consideration. - Held several events, including Spring Spruce Up and the Downtown Block Party. - Downtown Paducah Facebook followers surpassed 7,000. Implemented daily social media post called Downtown Today. 	<ul style="list-style-type: none"> -Open 2019 Roof Stabilization Grant Cycle. Anticipate 5 new roof applications. - 2 new business grant projects will be completed: Johnson Bar and Bully Gorilla. - 2 new upper story projects will be completed: 109 Market House Square and 229 Broadway . - Hire and onboard new Business Development Specialist . - Update website: determine scope and content for updated Main Street website, with emphasis on available property, assets, and community programming.



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
E-4 	Continue developing the riverfront from the Carson Center to the Convention Center	Tammara Tracy	High	FY19 - FY29	Entire stretch of the riverfront will be redeveloped to attract tourists, encourage business investment, and mix use development.	N/A	N/A	- BUILD Grant development for the construction of Riverport Container Transfer Yard, Riverboat Excursion Pier & Plaza, Bike/Ped/Broadband Linkages from the Convention Center to Riverfront and improvements for the Paducah Landing. - Received showroom structural analysis and hotel/retail analysis. - Initiated OZ project	- Phase 1 environmental assessment on the riverfront site completed by mid-July. Submit BUILD grant application. Award notice in November. - Continue encouragement of OZ local fund and enticing developers with the prospectus. - Complete showroom diagnosis project.
E-5 	Maintain all of our commercial corridors	Rick Murphy	High	FY20 - FY25	% of commercial district/corridor beautified and branded.	100%	TBD	- Proposing to start with improvements to the downtown streetscape. Cross-departmental planning process in FY20 and have \$100,000 budgeted in FY21.	- Work toward consensus of improvements with downtown merchants association for streetscape improvements. - Board of Commissioners 6 month goal for the City Manager
E-6 	Identify population loss trend factors, develop and distribute a policy brief on population loss factors, and implement mitigation strategies	Lindsay Parish	High	FY20 - FY23	Will use baseline Census data in 2020	TBD	TBD	- Awaiting 2020 baseline census data - Encourage growth through the implementation of new features with the Customer Experience Department, such as kick-start meetings and OpenCounter software.	- 2020 baseline data will be available March 2021 - Customer Experience Department implementing Open Counter Software within the next 6 months to guide businesses and entrepreneurs through the permitting process and will begin kick-start meetings in July.
E-7 	Recruit and incentivize the creation of new targeted industries (Advanced Manufacturing, Creative Industries, Health/Healthcare, High-Tech, Construction Trades, River Industry)	Jim Arndt	High	FY19 - FY29	% increase in these targeted business industries.	25%	TBD	- Created and began recruitment for the Business Development Specialist position. - Assisting with the recruitment and hiring of the GPED President/CEO - Obligated \$150,000 from our economic development FY2019 reserve monies as a match for Sprocket's grant application through the Kentucky Rise program. This is a dollar-for-dollar match program that Sprocket plans to use to expand their maker space facility by 8,000 square feet at their Broadway location.	- Business Development Specialist will work with city departments and GPED to track data for the desired outcome. - Foster a good working relationship with the GPED President/CEO
E-8 	Cultivate local entrepreneurship and innovation	Michelle Smolen	Medium	FY20 - FY23	We will be known throughout the region as the leader of business innovation and entrepreneurship.	N/A	N/A	- Obligated from the \$150,000 from our economic development FY2019 reserve monies as a match for Sprocket's grant application through the Kentucky Rise program. This is a dollar for dollar match program that Sprocket plans to use to expand their maker space facility by 8,000 square feet at their Broadway location.	- Transition to Business Development Specialist
E-9 	Continually add all available sites and buildings to the Select Kentucky Database	Josh Sommer	Medium	FY20 - Ongoing	% of available sites added to the Select Kentucky Site.	100%	TBD	- Coordinating with GPED to determine roles and responsibility.	- Roles & responsibilities discussion with new GPED President/CEO.



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
E-10* 	Partner with local nonprofit agencies to create a local program that helps individuals living in poverty obtain and keep employment.	Michelle Smolen	Low	FY22 - FY26	Number of participants in a bonafide work program.	100	TBD	- The City of Paducah, McCracken County Fiscal Court, Housing Authority of Paducah, United Way of Paducah-McCracken County and Workforce Development Representatives held Impact Opportunity Event to report and celebrate the many results of Impact Poverty, a 10-year strategic plan to reduce and stop the cycle of generational poverty in Paducah-McCracken County. - Formed a working group to tackle the next steps of creating a local program that helps individuals living in poverty obtain and keep employment.	- Support United Way in coordinating efforts this fall related to creating a local program to help individuals living in poverty obtain and keep employment. - Fall activities include hosting a Getting Ahead group with residents from the Housing Authority, encouraging business leaders to attend the Bridges Out of Poverty workshop at WKCTC and assisting the WorkForce Board with creating an asset map for resources in our community.

Performance Area: Maintain Thoughtful & Modern Infrastructure

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
I-1 	Connect main commercial corridors by bike paths and/or bike lanes	Tammara Tracy	WIN	FY20 - FY30	% of commercial districts accessible by bicycle	100%	TBD	- Parks Master Plan established common bicycle standards and new greenway/multi-purpose paths. - State adopted Small Urban Study - BUILD Grant development includes Bike/Ped/Broadband Linkages from the Convention Center to Riverfront. - Multiuse path inclusion in major state reconstruction projects	- Coordinate the Small Urban Study with the Parks Master Plan and in elements of the BUILD grant application. -Research cost estimates and develop Bike Plan.
I-2 	Create a 5 year facility asset improvement plan	Rick Murphy	High	FY20 - Ongoing	The creation and annual update of a 5 year facility improvement plan with funded projects in the annual budget.	N/A	N/A	- Budgeted a building needs assessment in FY20.	- Establish a contract with the qualified consulting engineer to complete the building needs assessment.
I-3 	Develop and implement a self sustaining storm water management and infrastructure operation	Rick Murphy	High	FY19 - FY20	The implementation of a designated revenue source to support storm water maintenance and improvement projects.	N/A	N/A	- Continued cost of service evaluation. - Met with community and business stakeholders regarding the impact and service results of the proposed stormwater fee.	- City Engineer's Office has completed the task of defining projects and established long-term operations and maintenance, protocols and various flood mitigation projects that require specific funding resources. - The City Engineer's Office will maintain current service levels with the budgeted funds in FY20. - Continue to work with Board of Commissioners to identify and implement a sustainable revenue source to meet our infrastructure needs.
I-4 	Continue the exploration and delivery of municipal broadband throughout the City	Stephen Chino	High	FY20 - FY26	% increase in broadband connectivity within residential neighborhoods. (Baseline in FY20.)	25%	TBD	- Researching municipal broadband and the outcomes that have been realized across the country.	- Begin discussions regarding the financial feasibility and priority level of creating municipal broadband



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
I-5 	Increase energy efficiency within City-owned and operated facilities and street lights	Tammara Tracy	High	FY20 - FY25	% energy savings across the City in five years (street lights and facilities).	30%	TBD	<ul style="list-style-type: none"> - Started discussions for an Energy Performance Audit through the University of Kentucky. - City Engineer is working with Paducah Power and beginning conversation with Jackson Purchase Energy on LED Streetlight installation 	<ul style="list-style-type: none"> - Energy Performance Audit will continue when Senior Planner position is filled. - Enter into an agreement with Paducah Power for the conversion of our streetlights to LED
I-6 	Improve street conditions within the City	Rick Murphy	Med	FY20 - FY30	Improve the Pavement Condition Index by 20%	75.72	63.1	<ul style="list-style-type: none"> - Worked with HDR Engineering to collect street inventory data and establish baseline PCI. The initial baseline PCI data was established at 63.1 - Fair Condition. - Implemented PAVER software 	<ul style="list-style-type: none"> - Determine and begin priority street maintenance and rehabilitation projects aimed at improving our PCI
I-7 	Construct and/or rehab all sidewalks to ADA standards	Rick Murphy	Med	FY19- Ongoing	Continuous improvement of sidewalk accessibility	N/A	N/A	<ul style="list-style-type: none"> - Budgeted \$250,000 for sidewalk rehabilitation and \$200,000 for new sidewalk construction in FY20. - Began cross-departmental process to determine which sidewalks will be rehabilitated and constructed in FY20. 	<ul style="list-style-type: none"> - Annual sidewalk maintenance ongoing. Gathering data through the neighborhood walks and PATS route to collaborate with EPW.
I-8 	Improve and construct internet Wi-Fi at public places	Stephen Chino	Med	FY20 - FY22	Provide a strong and consistent Wi-Fi service at the City parks, riverfront, downtown, brooks stadium, lower town, and City Hall.	N/A	N/a	<ul style="list-style-type: none"> - Phase 1 of the public WiFi rollout is complete with free upgraded public WiFi available in City Hall. - Budgeted \$6,000 for external wifi hotspot project in FY20. 	<ul style="list-style-type: none"> - Begin upgrading access points at the Robert Cherry Civic Center, Brooks Stadium, WC Young Community Center, Robert Coleman Park and the Rotary Health Park
I-9 	Downsize the City's ownership in real estate	Jim Arndt	Low	FY19 - FY24	Reduce the amount of city owned land and facilities to maximize sustainable budgetary savings.	N/A	N/A	<ul style="list-style-type: none"> - Spring Sale of Surplus Property occurred on 4/29/19; 30 properties were advertised. 18 submittals were received on 12 properties. 8 bids were accepted and are being processed. 	<ul style="list-style-type: none"> - Accept bids on city surplus property through continued bid periods.
I-10 	Explore methods to improve and maintain cyber security, community cameras, and City Hall security	Stephen Chino	Low	FY22 - FY24	Updated security systems throughout the City.	N/A	N/A	<ul style="list-style-type: none"> - Held camera project meeting with CMO, IT & PD regarding future project. - Completed upgrades to the network backbone and city wide software will continue to help keep our data and users secure. - Completed research on securing City Hall. 	<ul style="list-style-type: none"> - Continue to monitor new threats before they arise and update software and protocols to protect our system - Implement security measures at City Hall to limit access.





Our Community

Making our neighborhoods safer, cleaner and more connected

This key vision includes the **Develop Healthy & Sustainable Neighborhoods, Recreation** and **Public Safety** performance areas. There are **30** total action items in this key vision.



Midyear Highlights

15

Action items
on track

- Replaced 2 miles of sidewalks, 16 accessible ramps and 42 approaches in the Fountain Avenue Neighborhood
- Midtown Alliance received grant and began work on building four new houses
- Initiated the process for the design of the Indoor Aquatic Facility and the outdoor recreation facilities
- New action item to intensify parks maintenance and cleanliness efforts
- City and County exploring a 911 fee with a proposed City-County Consolidated agency

6

Action items
with **moderate**
progress

- Chosen as one of the 5 Tennessee River line Initiative pilot communities
- Researched trails through the Parks Master Plan process
- Next steps on county-wide radio system dependent upon sustainable revenue source
- Complete a number of small initiatives related to a fire community risk reduction program

8

Action items
under
performing

- Paused National Recreation and Parks Association Accreditation and the National Fire Accreditation
- Police evaluating the need for tactical 911 operations

1

Action item
complete

- Started new Youth Interact program at Paducah Middle School



Our Community Scorecard

Midyear Report
January 2019 - June 2019

Legend

- Significant update or progress
- Modest progress
- No significant progress or updates
- Complete or no further action

* Indicates revision to action item

Performance Area: Develop Healthy & Sustainable Neighborhoods

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
N-1	Design and construct sidewalks, pedestrian walkways/bike paths, and/or bike lanes to connect our neighborhoods	Tammara Tracy	WIN	FY19 - FY29	% of our neighborhoods connected by pedestrian pathways.	70%	TBD	<ul style="list-style-type: none"> - Replaced 2 miles of sidewalks, 16 accessible ramps and 42 approaches in the Fountain Avenue Neighborhood. - Explored new greenway/multi-purpose paths in the Parks Master Plan process. - Budgeted \$200,000 for new sidewalks aimed at creating pedestrian linkages. 	- Construct \$200,000 worth of new sidewalk creating pedestrian linkages.
N-2	Encourage, incentivize, and/or support more housing options throughout the City	Tammara Tracy	WIN	FY19 - FY29	% creation of more housing options, including affordable housing, within the City.	20%	TBD	<ul style="list-style-type: none"> - Midtown Alliance, after hiring a construction manager and a bookkeeper, received KYHC grant and began work on building four new houses. This was possible due to City financial support. - Midtown Alliance launched Home Owners Education program for first time home owners. - Section 8 and Housing Authority are now located in the same building. - Investigated student housing needs. - In the initial planning phases for northside housing options through the Opportunity Zones (OZ) project. 	<ul style="list-style-type: none"> - Midtown Alliance work crew to clean out and stabilize vacant houses. - Find and contact modular home builders to come up with affordable housing that fits in current neighborhoods. - Continue encouragement of OZ local fund and enticing developers with the prospectus. - Hire Neighborhood Planner position. Position will work on desired outcome measurement.
N-3	Promote, empower, and encourage neighborhood enhancement projects throughout the community	Tammara Tracy	High	FY19 - FY24	% of the City's neighborhoods completing continuing enhancement related projects.	50%	TBD	<ul style="list-style-type: none"> - Collected data through neighborhood walks. - Recruited for the Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> - Continuing neighborhood walks through the fall. - Hire Neighborhood Planner position. Planner will work on desired outcome measurement
N-4	Assist with the creation and development of a neighborhood boundary, asset map, vision map, and a plan for redeveloping vacant property	Tammara Tracy	High	FY19 - FY24	Percent of neighborhoods having organized associations overseeing and implementing the plan.	100%	TBD	<ul style="list-style-type: none"> - Collected data through neighborhood walks. - Recruiting for the Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> - Continuing neighborhood walks through the fall. - Hire Neighborhood Planner position. Planner will work on desired outcome measurement



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
N-5 	Evaluate, plan, partner, and create pedestrian access to parks from residential areas	Amie Clark	Medium	FY20 - FY30	% residents will be within a 10 minute walk to a park.	80%	55%	<ul style="list-style-type: none"> - Established baseline through the Parks Master Plan. - Participated in a training on a National Parks & Recreation Association (NRPA) 10 minute walk campaign grant. - Participating in Tennessee River Line project. 	<ul style="list-style-type: none"> - Projects will be prioritized in the Parks Master Plan. - Applying for a grant through the 10 minute walk campaign with the NRPA. - Working with the Tennessee River Line for possible expansion of blue way trails.
N-6 	Provide and/or incentivize education and training for neighborhood organizations	Tammara Tracy	Medium	FY21 - FY22	# of neighborhood organizations increasing their capacity and skillsets for planning and project implementation.	6	TBD	<ul style="list-style-type: none"> - Collected data through neighborhood walks. - Recruiting for the Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> - Continuing neighborhood walks through the fall. - Hire Neighborhood Planner position. Position will work on desire outcome measurement
N-7 	Encourage and support the planting of diverse tree species within the neighborhood	Tammara Tracy	Low	FY23 - FY28	% increase in the tree canopy within the residential neighborhoods.	10%	TBD	<ul style="list-style-type: none"> - Collected data through neighborhood walks. - Recruiting for the Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> - Continuing neighborhood walks through the fall. - Hire Neighborhood Planner position. Position will work on desire outcome measurement
N-8 	Promote and encourage the availability of healthy foods within walking distance of local neighborhoods (community gardens, spark plug programs)	Tammara Tracy	Low	FY23 - FY31	% increase of citizens living within 1/2 mile of access to healthy foods (i.e. community gardens and community orchards) Baseline in FY23.	60%	TBD	<ul style="list-style-type: none"> - Low priority item. Will begin in the future as time allows 	<ul style="list-style-type: none"> - Low priority item. Will begin in the future as time allows

Performance Area: Recreation

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
R-1 	Research, plan, design and construct a sports plex and recreation aquatic facility	Mark Thompson & City Manager's Office	WIN	FY19 - FY25	Construction of facility to host after school activities, indoor swimming, indoor recreation and Parks and Recreation office.	N/A	N/A	<ul style="list-style-type: none"> - Parks and Recreation Master Plan ongoing with financing options researched. - Initiated the RFQ for the design of the Indoor Aquatic Facility and for the design of the outdoor recreation facilities (baseball, soccer, and softball). 	<ul style="list-style-type: none"> - Interview the top three proposals for the design of the Indoor Aquatic Facility and the athletic fields (baseball, soccer, and softball). - Begin design of aquatic facility and athletic fields. - Explore revenue sources for construction. - Complete the Parks and Recreation Master Plan.



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
R-2 	Create Friends of the Park organization	Mayor Harless & Commissioner McElroy	WIN	FY20	Create the Friends of the Park organization to raise money for ongoing maintenance	N/A	N/A	- Established the Friends of the Park organization. - Established potential donor options	- Begin soliciting donations after design of indoor aquatic facility and outdoor recreation facilities
R-3 	Promote, design and encourage annual athletic tournaments and competition	Amie Clark	WIN	FY19 - Ongoing	# of new competitive athletic tournaments.	5	On target for 5	- Partnered with Paducah schools to host a high school softball tournament. - Tournament was held at Stuart Nelson by the Disc Golf Club. - Conducted staff training on field maintenance and safety. - Scheduled pickleball tournament in the dome.	- Hold pickleball and adult softball tournaments in August. - Footgolf tournament in September at Midtown. - Implement new Parks Maintenance staffing structure and schedule to provide consistent coverage. - Budgeted \$50,000 for athletic field rehabilitation in FY20
R-4* 	Intensify parks maintenance and cleanliness efforts	Mark Thompson & City Manager's Office	High	FY20	Establish measurable outcome in FY20	TBD	TBD	- Conducted staff training on field maintenance and safety. - Planning for new Parks Maintenance 4-10 schedule to improve 7 days a week maintenance coverage. - City Manager's Office conducted walkthrough and provided observations and oversight to maintenance needs.	- Improve maintenance and repair on the athletic fields. - Budgeted \$50,000 for athletic field rehabilitation in FY20 - Develop an annual anticipated maintenance schedule for all parks - Provide a parks checklist for repair items - Implementing 4 -10 schedule (July 18th)
R-5 	Create and promote new shoreline and river based recreation activities/competitions	Katie Axt	Medium	FY20 - FY23	# of new river based activities/competitions.	5	0	- Launched Tennessee River Line Initiative. Chosen as one of the 5 pilot communities.	- Hold a community visioning and engagement workshop in August. - Goal to have 1 new activity in FY20
R-6 	Continue to increase farmers market participation levels	Molly Tomasallo Johnson	Medium	FY20 - FY25	% increase in participation and business development	5%	TBD	- Continued Celebration Saturdays - Redirecting advertising strategy, including radio, Paducah Life cover and article, rack cards. - Current number of vendors is 80.	- Farmers Market continues through October. - Holiday Farmers Market in December. - Establish the actual number of vendors in calendar year 2019 and set goal for calendar year 2020.
R-7 	Continue to support and encourage community festivals, parades and events	Molly Tomasallo Johnson	Medium	FY20 - Ongoing	% Increase attendance and participation. Baseline FY20.	10%	TBD	- Working on Veterans Day activities for FY20. - Improving relationships with local businesses by reducing or eliminating competition for services. - Implementing new initiatives encouraging events to be more self supporting and self sustaining.	- Establish the actual number of permits in calendar year 2019 and set goal for calendar year 2020.
R-8 	Host city sponsored special events partnering with community/business partners	Molly Tomasallo Johnson	Medium	FY20 - Ongoing	% Increase attendance and participation. Baseline FY20.	TBD	TBD	- Implemented new strategy for Riverfront Concert Series. Select Thursdays and Saturdays over the summer. - Continued sponsorship with Independence Bank and Pepsi for Independence Day celebration.	- Exploring new Kite Festival as a part of the diversity WIN initiative. - Research open container festival areas. - Work on the measurable desired outcome.



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R-9 	Pursue national recreation and parks association departmental accreditation	Mark Thompson	Low	FY19 - FY22	Receive national accreditation to insure professional parks and recreational service standards are administered.	N/A	N/A	- Paused	- Paused
R-10 	Plan, design and construct recreational trails near residential neighborhoods	Tammara Tracy	Low	FY25 - FY30	% of residential neighborhoods will have a trail within a half mile. Baseline in FY25.	100%	TBD	- Researching this through the Parks Master plan process. Highest rated need in the statistically valid survey.	- Next steps will be determined in the completion of the Parks Master Plan
R-11 	Continue enhancement of neighborhood engagement strategies, parks equipment, and signage	Amie Clark	Low	FY25 - FY30	80% of parks will be upgraded with new signage and equipment based upon community engagement.	80%	100%	- Budgeted \$20,000 annually through FY23 for parks signage for wayfinding and park names. - Placed playground equipment upgrades in the CIP starting FY21.	- Initiated procurement process for parks signage. Installation in the fall for new entry signs in Keiler, Health Park and Kolb. - Update signage in 100% of parks this year for rules and hours of operation.

Performance Area: Public Safety

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
P-1 	Adopt and implement alternative 911 revenue source through a partnership with the County	Mayor & City Manager	WIN	FY20	Stable and sustainable revenue source to support emergency telecommunications.	N/A	N/A	- City and County jointly exploring a 911 fee with a proposed City-County consolidated 911 agency.	- Finalize agreement with the County for a City-County consolidated 911 Agency. - Secure a 911 funding source with the County.
P-2 	Purchase and implement a county-wide radio system for use by all local public safety and non-public safety agencies	Asst. Chief Crowell	WIN	FY21 - FY22	Own and operate stable telecommunications platform that is next generation compliant.	N/A	N/A	- Budgeted \$75,000 in FY20 for Phase II equipment study and \$481,105 for current E911 software replacement.	- Next steps on this action item are dependent upon securing the revenue source in action item P-1
P-3 	Expand prescription drug abuse community education, awareness and enforcement efforts	Chief Laird	High	FY19 - FY22	% decrease in overdoses % increase drug arrests.	10% 10%	TBD TBD	- Received overdose numbers from both hospitals and the ambulance service for 2017 to 2018.	- Request will be submitted for OD numbers the first 6 months of 2019. These numbers will be evaluated to identify potential trends. - Continue teaching DARE to all 5th grade students. - Prescription drug take back event will be held in the fall. This is a partnership with the DEA. - Fully staff the Drug Unit by the end of 2019.
P-4 	Improve diversity and frequency of public safety community engagement initiatives	Chief Laird	Medium	FY20 - FY25	Effectively engaged community.	N/A	N/A	- DARE program graduated nearly 270 fifth grade students. - Launched a new initiative assigning officers to neighborhoods to focus on crime and harm reduction while engaging residents. - Numerous presentations have been given to civic organizations. - Currently hosting two college interns	- Community Fun Day with the Paducah Housing Authority will be held in July. - Continue meeting with community partners to develop and foster relationships. - Develop a measurable desired outcome



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
P-5 	Improve multi-agency critical incident response strategy	Asst. Chief Tinsley	Medium	FY20 - Ongoing	Improve multi-agency response efforts to mitigate severity.	N/A	N/A	<ul style="list-style-type: none"> - Interlocal agreement with Fire and Emergency Management, Boat, dispatch policies, technical rescue contract - Murray. - Target hazard list is being updated partnering with the fire districts in the county. - Introduced 2 new SOG's for on scene emergency proceedings that provides unity across all fire agencies. - Attended 2 county fire chiefs meetings and updated on CAD system progress 	<ul style="list-style-type: none"> - Continue updating target hazard list with fire districts in the county. - Continue meetings with county fire chiefs regarding CAD system progress.
P-6 	Increase collaboration of public safety agencies to support economic development	Jim Arndt	Medium	FY19 - Ongoing	Public safety agencies effectively support service demands generated by new business development.	N/A	N/A	- No update at this time	- No update at this time
P-7 	Implement new youth oriented community policing programs and projects	Asst. Chief Copeland	Medium	FY20 - FY23	Effective youth programming.	N/A	N/A	- The Youth Interact program was successfully launched in April at Paducah Middle School. The program will continue to be developed over the summer with additional officers added to the staff.	<ul style="list-style-type: none"> - New school year orientation and program re-launch will occur in August. - Develop a measurable desired outcome
P-8 	Research and plan for a cooperative public safety training facility and grounds	Chief Kyle	Medium	FY22	Develop plan for cooperative training facility and grounds.	N/A	N/A	<ul style="list-style-type: none"> - \$100,000 budgeted in FY20. - Estimated \$1.4 million project. 	<ul style="list-style-type: none"> - Drafted an agreement to initiate, purchase and do environmental testing on proposed site. - Complete environmental testing and use the results to make a decision on next steps with the site.
P-9 	Pursue National Fire Accreditation	Asst. Chief Tinsley	Low	FY22	National Accreditation to insure professional public safety service standards are practiced.	N/A	N/A	<ul style="list-style-type: none"> - Proposed \$10,000 in FY21. - Paused. CAD project is priority through FY20 	- Paused. CAD Project is priority through FY20
P-10 	Develop and implement a fire community risk reduction program	April Tinsman	Low	FY22	Identify and prioritize to reduce local risks.	N/A	N/A	<ul style="list-style-type: none"> - PFD assisted the Red Cross in their Sound the Alarm program at a mobile home community. - Applied for a grant to purchase a large quantity of smoke alarms, that will aid in the re-introduction of a smoke alarm program within our own department. - Purchased 58 alarms and currently reviewing and brainstorming community events to educate citizens and install smoke alarms. 	<ul style="list-style-type: none"> - Identify different areas of need with Implementing a Community Risk Reduction program. - Continuing to find ways to implement Community Risk Reduction programing with a limited budget. - Develop measurable desired outcome
P-11 	Develop and employ tactical 911 operations	Asst. Chief Crowell	Low	FY22	Effectively provide on scene 911 communications services during a multiagency critical incident response.	N/A	N/A	- No Progress has been made on this due to admin changes at 911.	- Asst. Chief Crowell will be evaluating this and determining if it is necessary and/or feasible for our community.





Our Engagement

Connecting residents with each other and their representatives

This key vision includes the **Open, Smart & Engaged Government** performance area. There are **5** total action items in this key vision.



Midyear Highlights

3

Action items
on track

- New Day Initiative kickoff, including a reorganization of a new Customer Experience Department.
- Leadership Team evaluated and evaluated all employees.
- Developed 5 year Capital Improvement Plan during the FY20 budget development process
- Middle Management Team introduced "Blue Card" initiative with monthly customer experience reports.
- City has 15 internships across all departments. The HR Department is developing a formal intern program in FY20

1

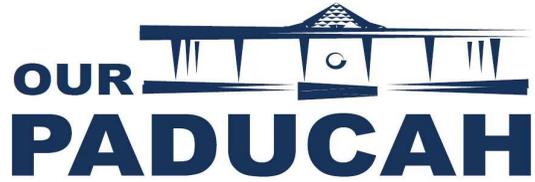
Action items
with **moderate**
progress

- Kick off the community awards program celebrating the fulfillment of the city's vision in FY20

1

Action item
under
performing

- City-wide branding campaign will require a partnership with the incoming GPED President/CEO



Our Engagement Scorecard

Midyear Report
January 2019 - June 2019

Legend

- Significant update or progress
- No significant progress or updates
- Modest progress
- Complete or no further action

* Indicates revision to action item

Performance Area: Open, Smart & Engaged Government

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
O-1 ●	Implement clear performance expectations throughout the organization	City Manager's Office	WIN	FY20 - Ongoing	Effectively demonstrate the success of our operations	N/A	N/A	<ul style="list-style-type: none"> - Leadership Team and all employees evaluated. - Developed 5 year Capital Improvement Plan during the FY20 budget development process - Exploring options for performance measures in organization - Updated the employee annual evaluation policy. 	<ul style="list-style-type: none"> - Expectation of annual evaluations for all employees established. - Board of Commissioners to be presented quarterly project/purchase summary updates from the 5 year CIP. - Explore opportunities to measure customer experience
O-2 ●	Create and sustain a customer centric culture aligned with our organizational values	City Manager's Office	WIN	FY19 - Ongoing	Culture will be transformed producing innovation, openness, and improved customer relationships.	N/A	N/A	<ul style="list-style-type: none"> - MMT introduced "Blue Card" initiative with monthly customer experience reports. MMT also working with WKCTC to implement a customer experience/hospitality training. - The New Day Initiative Kickoff was a success, including organization of a new Customer Experience Department. - Began implementation of Tyler 311 service request software. - Implemented compliments and concerns hotline. 	<ul style="list-style-type: none"> - Launch WKCTC Customer experience/hospitality training. - Customer Experience Department launched and begin initiatives of Kick-Start Pre Application Meetings and Open Counter Software. Also transitioned "Blue Cards" to CX Department. - Implement Tyler 311 service request module. Will include testing with Citizen Academy participants.
O-3 ●	Implement a city-wide branding campaign	Jim Arndt	Medium	FY20 - FY21	Various organizations throughout the City will adopt a similar version of a collaborative brand.	N/A	N/A	<ul style="list-style-type: none"> - Began work with a community stakeholder committee to draft a city-wide branding RFP 	<ul style="list-style-type: none"> - Based upon conversations with community stakeholders, the project is momentarily paused until GPED CEO/President is hired.
O-4 ●	Create a community awards program to celebrate the fulfillment of the city's vision	Pam Spencer	Medium	FY21 - Ongoing	The creation of community awards.	N/A	N/A	<ul style="list-style-type: none"> - Budgeted \$1,000 for community awards. - Started brainstorming ideas. 	<ul style="list-style-type: none"> - Develop a proposal for the community awards. - Considering a new event to recognize the award winners.
O-5 ●	Host high school and college interns on a regular basis	Martin Russell	Low	FY22 - Ongoing	Host up to 25 interns/job shadows throughout the year from area colleges, universities, and high schools in every department.	25	15	<ul style="list-style-type: none"> - City has 15 internships across all departments. 	<ul style="list-style-type: none"> - HR developing a formal intern program in the City. - Included as a goal on Director Russell's evaluation.





Our Culture

Bringing the world to Paducah and Paducah to the world

This key vision includes the **Creative Industries** and **Celebrate a Diverse Community** performance areas. There are **14** total action items in this key vision.



Midyear Highlights

8

Action items **on track**

- The City's cultural needs were assessed through meetings with local artists and creative entities.
- Held Creative Impact 2019 symposium
- Planning for the first ever Kite Festival in 2020
- Four US Creative Cities presented to the Paducah Rotary in March. Father-son artist in residence China partook in nine Paducah creative practices.

5

Action items with **moderate progress**

- Budgeted funds in FY20 for art work at 432 Broadway
- Created internal staff group to initiate diversity & inclusion initiatives and collect FY20 baseline information
- Consider holding diversity quarterly meetings
- Exploring NEA's grant opportunities to assist local arts and culture organizations.

0

Action items **under performing**

- Woo-hoo!

1

Action item **complete**

- Sprocket's "start up stories" match the Creative Morning Chapters format.



Our Culture Scorecard

Midyear Report
January 2019 - June 2019

Legend

- Significant update or progress
- No significant progress or updates
- Modest progress
- Complete or no further action

* Indicates revision to action item

Performance Area: Creative Industries

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
A-1	Recruit and Create a Creative and Cultural Council	Lindsay Parish	WIN	FY19	An Arts Council is created to enhance current activities and monitor progress with measurable objectives.	N/A	N/A	- The City's cultural needs were assessed through meetings with local artists, and 34 entities were approached to determine Council goals. - Held Creative Impact 2019 symposium. - Exploring NEA grant opportunities - Budgeted \$50,000 for Strategic Plan initiatives.	- Transitioned to the Customer Experience Department. - Apply for the NEA Local Arts Agency grant by July.
A-2*	Recognize, promote and encourage creative industry growth	Nelvin Howell	High	FY19 -FY24	Continue to increase the number of advanced workshops focused on entrepreneurial and business development for creative industries	TBD	TBD	- The City's cultural needs were assessed through meetings with local artists, and 34 entities were approached to determine Council goals. - Held Creative Impact 2019 symposium. - Exploring NEA grant opportunities - Budgeted \$50,000 for Strategic Plan initiatives.	- Transitioned to the Customer Experience Department. - Apply for the NEA Local Arts Agency grant by July. - Kentucky Arts Council AIR Institute of Berea SHIFT program in November. - Exhibition with KAC on Making of a Master with a library partnership.
A-3	Encourage and track participation in creative and cultural destinations, events, and programs in the City	Nelvin Howell	High	FY19 -FY24	% increase in participation for local destinations and events. % increase in local resident participation.	10% 50%	TBD TBD	- The City's cultural needs were assessed through meetings with local artists, and 34 entities were approached to determine Council goals. - Held Creative Impact 2019 symposium. - Exploring NEA grant opportunities - Budgeted \$50,000 for Strategic Plan initiatives.	- Transitioned to the Customer Experience Department. - Apply for the NEA Local Arts Agency grant by July.
A-4	Assist local arts and culture organizations with grant funding	Melanie Townsend	High	FY19 -FY21	% increase in grant funding	5%	TBD	- Exploring NEA grant opportunities	- Apply for the NEA Local Arts Agency grant by July.
A-5	Create and begin a Local Creative Mornings Chapter	Nelvin Howell	Medium	FY19 - FY20	The successful creation of a Creative Mornings Chapter.	N/A	N/A	- Sprocket's "start up stories" match the Creative Morning Chapters format.	- Complete
A-6	Installation of public art in community gateways	Tammara Tracy	Low	FY20 - FY30	At least one piece of art in each major street and neighborhood in the City.	TBD	TBD	- Budgeted \$60,000 in FY20 for art work at 432 Broadway.	- Begin process for artwork at 432 Broadway.



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
A-7 	We will promote and encourage Creative Exchanges with other Creative Cities	Mayor Harless	Low	FY19 -FY29	# of Paducah Creatives will participate in a Creative Exchange.	50	TBD	<ul style="list-style-type: none"> - Four US Creative Cities presented to the Paducah Rotary Club in March. - Father-son artist-in-residence pair from Jingdexhen, China visited in March, and partook in nine Paducah creative practices. - March saw a musician's micro-residency at the Colombia Theatre with five local engagements. - Days of Bread event - "East Meets West" collaboration with Paducah Beer Werks 	<ul style="list-style-type: none"> - Students will participate in a global youth orchestra hosted in Icheon, South Korea. - Mary Hammond and Mayor Harless will attend the October UNESCO Creative Cities of Crafts and Folk Art Annual Meeting, with Mary moderating a session and stepping into a Coordinator role. - U.S. Creative Cities annual meeting will be held in San Antonio this November. - Local high school students will continue to exchange face masks with other UNESCO creative schools. - Work on desired outcome measurement
A-8 	Solicit, promote, and encourage film productions and/or live theater in the City	Nelvin Howell	Low	FY22 - FY26	# of film productions hosted in the City.	5	TBD	<ul style="list-style-type: none"> - River's Edge film festival funding. Coordination with Cinema Systems. 	<ul style="list-style-type: none"> - Off Broadway Live Theater performance at the Carson Center scheduled for this fall.
A-9 	Implement an annual assessment on arts and culture	Creative and Cultural Council	Low	FY21 - Ongoing	Conduct an annual assessment to track progress.	N/A	N/A	<ul style="list-style-type: none"> - The City's cultural needs were assessed through meetings with local artists, and 34 entities were approached to determine Council goals. - Held Creative Impact 2019 symposium. - Exploring NEA grant opportunities - Budgeted \$50,000 for Strategic Plan initiatives. 	<ul style="list-style-type: none"> - Transitioned to the Customer Experience Department. - Apply for the NEA Local Arts Agency grant by July.

Performance Area: Celebrate a Diverse Community

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
D-1 	Host a multicultural event	Molly Tomasallo Johnson	WIN	FY20	The City will launch a multicultural event.	N/A	N/A	<ul style="list-style-type: none"> - Following research, \$15,000 has been budgeted to host a kite festival, similar to the other events across the country. 	<ul style="list-style-type: none"> - City sending delegates to attend the Milwaukee, WI or Boone, NC event - Event logistics, partnerships, programming to be explored as a part of event planning process to be held in spring of 2020.
D-2 	Establish and empower a Diversity Council	Mayor Harless	High	FY19	Create a Diversity Council.	N/A	N/A	<ul style="list-style-type: none"> - Created internal staff group to initiate diversity & inclusion initiatives and collect FY20 baseline information - held first 2 meetings. 	<ul style="list-style-type: none"> - Consider creating a diversity group to meet quarterly.
D-3 	Research and identify participation gaps in local area programs and projects	Lindsay Parish	High	FY20 - FY21	% increase in diversity and inclusion in community programs, projects, and organizations.	25%	TBD	<ul style="list-style-type: none"> - Created internal staff group to initiate diversity & inclusion initiatives and collect FY20 baseline information - held first 2 meetings. 	<ul style="list-style-type: none"> - With the help of the core diversity and inclusion team, design a survey, choose events to survey, and execute a minimum of 2 surveys within the next 6 months to begin gauging diversity and participation.
D-4 	Assist with the coordination of events promoting diversity and inclusion	Molly Tomasallo Johnson	High	FY20 - FY23	% increase in diversity and inclusion in community programs, projects, and organizations.	25%	TBD	<ul style="list-style-type: none"> - Began process for planning a "Christmas Around the World" themed Christmas Parade - Preparing for a big concert for the kickoff of the Emancipation Celebration - Planning a Kite Festival for 2020 	<ul style="list-style-type: none"> - Hold the "Christmas Around the World" themed Christmas Parade - Hold a big concert for the kickoff of the Emancipation Celebration - Continue preparation for a Kite Festival in 2020



Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	6 Month Update	Next 6 Months Action Plan
D-5 	Evaluate diversity at community events, programs, and organizations	Lindsay Parish	Low	FY20 - FY23	Develop trend lines to document changes in inclusion.	TBD	TBD	- Created internal staff group to initiate diversity & inclusion initiatives and collect FY20 baseline information - held first 2 meetings.	- With the help of the core diversity and inclusion team, design a survey, choose events to survey, and execute a minimum of 2 surveys within the next 6 months to begin gauging diversity and participation.

