



COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH



Annual Report
December 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.



Annual Highlights

10

Action items
on track

- Executed City Block pre-development agreement
- Tax Increment Financing (TIF) district adopted by the City & County and has been approved by the state
- BUILD Grant received
- 15 Downtown Development Grants totaling \$217,000
- Business Development Specialist held 58 business retention visits
- Opportunity Zones prospectus completed
- Free upgraded public WiFi available in City Hall
- Phase 4 of the Greenway Trail was completed

7

Action items
with **moderate progress**

- Planning Department is preparing for major revisions to zoning requirements in the process of developing a new Comprehensive Plan
- \$90,000 has been invested in sidewalk projects along S.6th Street, S.9th Street, and Walter Jetton Boulevard
- Working with Bike World to host kiosk discussing bike plan progress
- Baseline for pavement condition established at 63.1

2

Action items
under performing

- City Engineer is continuing to work with City Administration and elected officials to stormwater maintenance plan
- City leadership is working to enhance the operational relationship with GPED

1

Action item
complete

- Staff has completed research regarding municipal broadband costs



Our Growth Scorecard

Calendar Year 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: Empower Upward Economic Mobility

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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 and completed the prospectus. - Tax Increment Financing (TIF) district adopted by the City & County and received preliminary approval by the State. - Created the Business Development Specialist position and filled the position in August. - Initiated several new business friendly initiatives, including 13 Kickstart Meetings, the OpenCounter portal, 58 business retention visits, 19 Certificate of Occupancy celebrations and developed a Small Business Resource Guide. - Reviewed current economic development incentive policy and began revisions. 	<ul style="list-style-type: none"> - Continue encouragement of OZ local fund and enticing developers with the prospectus. - Complete work under City Block pre-development agreement and execute Final Development Plan and transfer of ownership of City Block - Continued efforts on business retention and expansion visits, kick-start meetings and Certificate of Occupancy Celebrations. - Implement and promote new economic development incentive policy, which includes annexation incentives tied to industry growth - Issue a RFP for the redevelopment of the Kresge. - Engage GPED on regular basis to intensify our economic development efforts. - Begin measuring the impact of our efforts in economic development.
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 and began cross-departmental effort to improve downtown handicap parking. - Began data collection and analysis for new zoning regulation. - Consolidated URCDAs and Planning Commission. 	<ul style="list-style-type: none"> - Complete initial revisions to the zoning regulations in 2020. - Prepare for major revisions during the Comprehensive Plan process.

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E-3 	Promote occupancy in all downtown buildings	Katie Axt	WIN	FY19 - FY29	% of downtown buildings occupied.	90%	79%	<ul style="list-style-type: none"> - Awarded 15 Downtown Development Grants totaling over \$217,000 - Tax Increment Financing (TIF) district adopted by the City & County, received preliminary Approval by State in August. - Executed preliminary development agreement with Weyland Ventures - Advanced due diligence, planning, and design of City Block - Held 8 Downtown Events, 3 more than last year - Downtown Paducah Facebook followers surpassed 7,900. 	<ul style="list-style-type: none"> - Receive Final TIF Rate and Approval by State - Complete work under City Block pre-development agreement. Negotiate and execute Final Development Plan and transfer of ownership of City Block - Initiate redevelopment of Kresge and old nursing home site - Main Street: <ul style="list-style-type: none"> - Accreditation - Add two more Board members - Update Main Street Website - Hold regular Downtown Block Parties and add one additional Main Street promotion event (Valentines Day)
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	<ul style="list-style-type: none"> - Awarded the BUILD Grant for the construction of Riverboat Excursion Pier & Plaza, Bike/Pedestrian/Broadband Linkages from the Convention Center to Riverfront and improvements for the Paducah Landing. - Received showroom structural analysis and hotel/retail analysis. - Completed OZ prospectus. 	<ul style="list-style-type: none"> - Continue encouragement of OZ local fund and enticing developers with the prospectus. Plan to hold presentations across community - Chamber, Rotary, Paducah Bank, etc. - BUILD Grant: Issue RFQs for excursion pier, Paducah Commons and transportation elements. Also find opportunities for local art and public input in the process. Complete environmental. - Continue redevelopment efforts of the showroom - Complete construction of Phase 5 Greenway Trail.
E-5 	Maintain all of our commercial corridors	Rick Murphy	High	FY20 - FY25	% of commercial district/corridor beautified and branded.	100%	TBD	<ul style="list-style-type: none"> - Signals at 5th, 6th, and 7th Streets have been removed that do not meet standards - Innovation Hub project executed to current expected standards - Initiated sidewalk and streetscape enhancements to 6th, 9th and 10th Streets. 	<ul style="list-style-type: none"> - Strategize ADA parking compliance efforts for improvements along Broadway, from the 100-700 blocks. - Complete the installation of three way stops at 6th and 7th Street on Broadway. - Complete sidewalk and streetscape along 6th and 10th street. - Execute streetsweeping agreement with the state.
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	<ul style="list-style-type: none"> - Encouraged growth through the implementation of new features within the Customer Experience Department. - Held 13 kick-start meetings. - OpenCounter Go-live is scheduled for the end of January 2020. This software will act as a scoping tool for entrepreneurs looking to start a business or move their business to Paducah. - Awaiting 2020 baseline census data 	<ul style="list-style-type: none"> - Go live with OpenCounter in January 2020. - Continue hosting Kick-Start Meetings. - Begin developing resources on population loss vs. growth factors. - 2020 baseline data will be available March 2021.

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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	<ul style="list-style-type: none"> - Created the Business Development Specialist position and filled the position in August. - Assisted 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. 	<ul style="list-style-type: none"> - Develop a dynamic working relationship with the new GPED President/CEO. - Proactively recruit targeted retail industries. - Business Development Specialist will work with city departments and GPED to track data - Implement and promote new economic development incentive policy, which includes annexation incentives tied to industry growth
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	<ul style="list-style-type: none"> - Obligated \$150,000 from our economic development FY2019 reserve monies as a match for Sprocket's grant application through the Kentucky Rise program. - Business Development Specialist collaborated with Chamber of Commerce and GPEDC to create the Small Business Resource Guide and contacts. - Held 13 Kick-Start Meetings - Met with Codefi - Creative Impact symposium & SHIFT workshop. 	<ul style="list-style-type: none"> - Consolidate and review notes from the initial business retention visits to better understand how the City can help local businesses. - Draft and adopt an updated economic development incentives Municipal Order. - Continue to cultivate and incentivize entrepreneurship activities - Support implementation of SHIFT program.
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	<ul style="list-style-type: none"> - Coordinating with GPED to determine roles and responsibility. 	<ul style="list-style-type: none"> - Ensure GPED completes this task - Enhance city and GPED operational relationship
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	<ul style="list-style-type: none"> - City of Paducah, McCracken County, Housing Authority of Paducah, United Way and Workforce Development held Impact Opportunity Event to report and celebrate the results of Impact Poverty - Supported the United Way's efforts to host a Geetting Ahead Group, the Bridges out of Poverty workshops and develop a local asset map. 	<ul style="list-style-type: none"> - Holding a January summit to create a new 5 year plan concerning jobs and access to quality employment.

Performance Area: Maintain Thoughtful & Modern Infrastructure

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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	<ul style="list-style-type: none"> - Parks Master Plan established common bicycle standards and new greenway/multi-purpose paths. - State adopted Small Urban Study - Awarded BUILD Grant development includes Bike/Pedestrian/Broadband Linkages from the Convention Center to Riverfront. - Working with Bike World to host informational kiosk to share information on bike plan update. - Received \$650,000 from the State for improvements to South 25th Street. - State opened first bike lane on Joe Clifton Drive. - Completed Greenway Trail Phase 4. 	<ul style="list-style-type: none"> - Research the cost estimates and develop the Bike Plan - Meeting with stakeholder groups, including recreational riders and Bike World, as well as a broader stakeholder group - Identifying destinations and best bike routes to reach destinations. - 6 month process

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action 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	<ul style="list-style-type: none"> - Budgeted and initiated a building needs assessment with HDR. - Entered into contract with Marcum Engineering to perform facilities assessments, who have begun initial work. 	<ul style="list-style-type: none"> - This study will be completed in preparation for facility needs in the FY21 budget process and upcoming CIP. - Following assessment from Marcum Engineering, prioritize facility opportunities for improvements and rehabilitation projects.
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	<ul style="list-style-type: none"> - 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 in the Stormwater Master plan. - The City Engineer's Office will maintain current service levels with the budgeted funds in FY20. 	<ul style="list-style-type: none"> - Continue to work with City Administration and Board of Commissioners to determine future course of action and potential revenue sources
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	<ul style="list-style-type: none"> - Researched municipal broadband and the outcomes that have been realized across the country. 	<ul style="list-style-type: none"> - Staff plans no further action in 2020. Based on initial research, capital outlay would far exceed current revenue expectations.
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. - Paducah Power is in the process of changing over to LED streetlights. - Entered into contract with Marcum Engineering to perform facilities assessments, who have begun initial work. 	<ul style="list-style-type: none"> - Streetlight conversion to LED is scheduled for completion by June. - Following assessment from Marcum Engineering, implement energy improvements at various municipal facilities.

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
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 - Initiated improvements to existing pavement when condition decreased 	<ul style="list-style-type: none"> - Continue to improve current PCI - Report significant improvements to pavement condition as they occur - Continue annual street overlay as permitted within budget.
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. - Held a cross-departmental process to determine which sidewalks will be rehabilitated and constructed in FY20. - \$90,000 invested in sidewalk projects along S.6th St., S.9th St., and Walter Jetton Boulevard 	<ul style="list-style-type: none"> - Neighborhood walks to help allocate rehab funds - Ensure that all sidewalk installations and rehabilitations in 2020 meet current expected standard - Received \$650,000 from the State for improvements to South 25th Street.
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 Wi-Fi rollout is complete with free upgraded public Wi-Fi available in City Hall. - Budgeted \$6,000 for external Wi-Fi hotspot project in FY20. 	<ul style="list-style-type: none"> - Phase 2 will be completion of installation of new access points in areas listed in the action plan, including Brooks Stadium and Cherry Civic Center.
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"> - The City held 2 (Spring and Fall) sales of surplus property events. 31 properties were advertised. 23 submittals were received on 17 properties. We transferred ownership of 9 properties. - The OZ prospectus features two potential OZ projects that use City-owned lots on the Northside 	<ul style="list-style-type: none"> - Conduct a spring and fall sale of surplus property. - Transfer at least 4 lots to Midtown Alliance for new home construction & rehabilitation - Develop proposal with Midtown Alliance for housing project featuring city-owned lots. - Continued emphasis on redeveloping the Kresge site and City Block. - Evaluate transfer of current Parks Facility.
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"> - Phase 1 of the new City Hall security system will begin in January 2020 and will include new security server appliance, new electronic locks with card or fob access and new surveillance cameras. - Phase 2 will continue the initial project by branching to other city buildings.



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.



Annual Highlights

19 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
- Design process has started for the Indoor Aquatic/Recreation Facility
- One of 5 communities selected for the Tennessee Riverline Project
- 23 neighborhood walks held, and data collected is being used to build Neighborhood Profiles

4 Action items with **moderate progress**

- Working with the County to form a joint 911 Agency and secure a revenue source for capital upgrades
- Complete a number of small initiatives related to a fire community risk reduction program
- 58 fire alarms have been installed in the homes of citizens who have requested this service
- Parks Department is now staffed 7 days a week, on a 4-day, 10-hour shift schedule to increase maintenance efforts

4 Action items **under performing**

- National Fire Accreditation plans will be pursued in 2020

3 Action items **complete**

- Started new Youth Interact program at Paducah Middle School, where students interact with a police officer weekly
- Friends of the Park organization established



Our Community Scorecard

Calendar Year 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	2019 Annual Report	2020 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. - \$90,000 invested in sidewalk projects along S.6th St., S.9th St., and Walter Jetton Boulevard - Completed Greenway Trail Phase 4. - Received \$650,000 from the State for improvements to South 25th Street. 	<ul style="list-style-type: none"> - Execute state project. - Allocate sidewalk funds in FY21 budget. Planning and EPW prioritized projects - Complete Walter Jetton Boulevard and 6th Street Improvements. - Complete Phase 5 of Greenway Trail
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. - Consolidated URCDAs and Planning Commission 	<ul style="list-style-type: none"> - Continue encouragement of OZ local fund and enticing developers with the prospectus. - Platting 8 lots on 14th street for new houses for MAN to build. MAN will also continue renovation efforts. - Applying for Wells Fargo Foundation grant for innovative affordable housing solutions. - Continue working with modular home builders to come up with affordable housing that fits in current neighborhoods.
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 23 walks covering 31 neighborhoods and in the process of creating a Neighborhood Profile for each neighborhood walked. - Recruited a Neighborhood Planner position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> - Select 3 neighborhoods for PAVA process, which teaches neighborhoods how to work together and complete neighborhood based projects. - Implement neighbor-to-neighbor projects after revisions to general assembly permits process

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
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 23 walks covering 31 neighborhoods and in the process of creating a Neighborhood Profile for each neighborhood walked. - Recruited a Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> -Select 3 neighborhoods for PAVA process, which teaches neighborhoods how to work together and complete neighborhood based projects. - Implement neighbor-to-neighbor projects after revisions to general assembly permits process
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"> - Identified pedestrian access compliant/noncompliant areas in Parks Master Plan - Registered for NRPA 10 min walk (Mayor signed on). - Phase 4 of Greenway Trail opened. - Bike Lanes on Joe Clifton provide access to Noble Park (Jackson St to Noble now connected) - Participating in Tennessee River Line project. 	<ul style="list-style-type: none"> - 2020 projects include a new trailhead at Linnel Park (assists with 10 minute walk goal) and Peck addition to Noble Park (education center and trail). -Open Greenway Trail Phase 5.
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 23 walks covering 31 neighborhoods and in the process of creating a Neighborhood Profile for each neighborhood walked. - Recruited a Planning Neighborhood position - Budgeted neighborhood enhancement funds in FY20. 	<ul style="list-style-type: none"> -Select 3 neighborhoods for PAVA process, which teaches neighborhoods how to work together and complete neighborhood based projects. - Implement neighbor-to-neighbor projects after revisions to general assembly permits process
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"> - 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

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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	- Low priority item. Will begin in the future as time allows	- 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	2019 Annual Report	2020 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	- Completed the RFQ process and selected a firm for the design of the Indoor Aquatic and Recreation Facility and for the design of the outdoor recreation facilities (baseball, soccer, and softball). - Began design process for the facility - Worked with the Board of Commissioners to raise the City's Insurance Premium Tax from 6% to 7% effective July 1, 2020 and authorize the issuance of General Obligation Bond in the amount of \$22 million for the indoor recreation and aquatic center to include the costs of constructing and equipping the facility.	- Approve the design and complete construction documents for the facility by summer 2020. - Complete bidding process in the summer and begin construction in the fall. Estimated opening of facility is winter of 2021. - Enter into a management agreement with a sports facility management company. - Complete the sale of bonds in early 2020. - Seek competitive grants to assist with the capital investment facility at the indoor aquatic facility. - Work with the selected management firm on sponsorships and naming rights. - Proactively work with the Sports Commission to assist them with the design and construction of the athletic fields. - Prioritize the improvements to Stuart Nelson Park Road and the renovations to the ball fields.
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 raising funds to be utilized for ongoing maintenance at the Indoor recreation/aquatic facility.
R-3 	Promote, design and encourage annual athletic tournaments and competition	Amie Clark	WIN	FY19 - Ongoing	# of new competitive athletic tournaments.	5	TBD	- Partnered with Paducah Public Schools for a KHSAA Regional softball tournament. -Held three regional cross country meets alongside St. Mary and MCHS - Tournament was held at Stuart Nelson by the Disc Golf Club. - Conducted staff training on field maintenance and safety. - Hosted pickleball tournament in the dome.	- Scheduling two pickleball tournaments - Working to develop Little League baseball with National Little League Organization. - Continue efforts to host cross country meets and make fields available for private tournament rental. - Proactively work with the Sports Commission to assist them with the design and construction of the athletic fields. - Prioritize the improvements to Stuart Nelson Park Road and the renovations to the ball fields.

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R-4* 	Intensify parks maintenance and cleanliness efforts	Mark Thompson & City Manager's Office	High	FY20	Establish measurable outcome in FY20	TBD	TBD	<ul style="list-style-type: none"> - Conducted staff training on field maintenance and safety. - Transitioned to 7-day crew shifts, improving daily maintenance and cleanliness. Staff members serve on four 10-hour shifts meaning that full time staff is on duty daily. - City Manager's Office conducted walkthrough and provided observations and oversight to maintenance needs. 	<ul style="list-style-type: none"> - Continue maintenance and cleaning efforts. - Proactively invest in the updating of the Stuart Nelson Park ball fields. - Develop an annual anticipated maintenance schedule for all parks.
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	8	<ul style="list-style-type: none"> - Launched Tennessee River Line Initiative. Chosen as one of the 5 pilot communities. Hosted Tennessee River Line kayak trip and community engagement on August 15 - Hosted 24th annual Trail of Tears Conference & Symposium on Oct 11-13. Installed new Trail of Tears interpretive sign at Kentucky Ave and the river. - Expansion of BBQ on the River activities to Wilson Stage - 6 Riverfront concerts - 22 riverboat ports of call 	<ul style="list-style-type: none"> - Complete Tennessee River Line pilot - Establish Riverfront kayak program - Initiate BUILD grant planning/design - Attend Tennessee River Line Summit in January - Work with Hooper's to develop and implement Riverfront kayaking program
R-6 	Continue to increase farmers market participation levels	Molly Tomasallo Johnson	Medium	FY20 - FY25	5% increase in participation and business development	95	90	<ul style="list-style-type: none"> - Continued Celebration Saturdays - Redirected advertising strategy, including radio, Paducah Life cover and article, rack cards. - Current number of vendors is 90, nearing facility maximum. - Held a Midtown farmers market alongside Independence Bank 	<ul style="list-style-type: none"> - Reviewing prospect of midweek rotating offsite farmers markets for 2020. - Continue the redirected advertising strategy to grow vendors.
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	<ul style="list-style-type: none"> - Enhanced the Veterans Day celebration. - 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. - Largest Christmas parade in several years. - Maximized space at 4th of July celebration. - Middle Management Team is evaluating and recommending improvements to the Special Events permitting process. 	<ul style="list-style-type: none"> - Continue to grow festivals and events. - Middle Management Team will finalize and prioritize their recommendations to improve the process in early 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	<ul style="list-style-type: none"> - Implemented new strategy for Riverfront Concert Series. Select Thursdays and Saturdays over the summer. - Christmas Farmers Market held with Paducah Middle School - Continued sponsorship with Independence Bank and Pepsi for Independence Day celebration. 	<ul style="list-style-type: none"> - Continue partnership with Independence Bank and other sponsors for special event opportunities. - Future Christmas farmers market to work with schools and local vendors in developing program and facility use.

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
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	- Researched this through the Parks Master plan process. Highest rated need in the statistically valid survey. - Greenway Trail Phase 4 completed. Greenway Trial Phase 5 underway. - Designed Bob Leeper bridge project.	- 2020 projects includes a new trailhead at Linnel Park (assists with 10 minute walk goal) and Peck addition to Noble Park (education center and trail). - Begin planning and design of the Phase 6 Greenway Trail - Secure grant funding for Phase 6 of Greenway Trail - Complete Bob Leeper bridge project.
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. - Signs ordered. - Posted signs with park hours. - Completed Health Park with splash pad and restroom.	- Order wayfinding signs for cemetery. - Install all parks signage in 2020 (Kyler Park, Kolb, Brockenburrow, Boat Launch, Montgomery Lake) - Park rules signs to be next key initiative. - Put sensory/music garden in Noble, at West end of lake. - Install sunshade at health park over fitness equipment.

Performance Area: Public Safety

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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. - Waiting for funding source. - Implemented New World Computer Aided Dispatch software for the public safety agencies	- Work with the County to develop a plan forward, with time at the forefront. - Execute agreement with Federal Engineering to update their study
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. 2019 numbers not yet available. - Drug-take back event hosted in October. - Staffing levels did not permit fully staffing the drug unit.	- Continue educational efforts throughout community - Increase staff of drug unit - Evaluate outcome measurement

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
P-4 	Improve diversity and frequency of public safety community engagement initiatives	Chief Laird	Medium	FY20 - FY25	Effectively engaged community.	N/A	N/A	<ul style="list-style-type: none"> - 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. - Participated in Housing Authority Fun Day - Showcased community engagement efforts through social media 	<ul style="list-style-type: none"> - Increase presence on social media - Continue to seek new opportunities for community engagement and education
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 at Murray for review. - Target hazard list is being updated partnering with the fire districts in the county. - Introduced 2 new SOG's for on scene emergency procedures that provides unity across all fire agencies. - Attended county fire chiefs meetings and updated on CAD system progress 	<ul style="list-style-type: none"> - Target hazard list is continuing and needed response resources will be updated in CAD dispatch. - With CAD operational all county fire agencies will be able to real time train on SOG's that were introduced. - Will continue to meet with county chiefs to provide them with updates and opportunities with new CAD.
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	<ul style="list-style-type: none"> - Assessed our permit issuance standards. - Implemented Kick-Start Meetings - Issued body cameras to building inspectors 	<ul style="list-style-type: none"> - Continue to focus on customer experience throughout the inspection and permit issuance process.
P-7 	Implement new youth oriented community policing programs and projects	Asst. Chief Copeland	Medium	FY20 - FY23	Effective youth programming.	N/A	N/A	<ul style="list-style-type: none"> - The Youth Interact program was successfully launched in April at Paducah Middle School, and relaunched in the fall semester. Students interact with an officer weekly. 	<ul style="list-style-type: none"> - Analyze Youth Interact for opportunities to expand, or if need is continual
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. - Board of Commissioners approved a land transfer from P&L Railway to the Fire Department. 	<ul style="list-style-type: none"> - Complete site testing and use the results to make a decision on next steps with the site. - Research grant opportunities for the facility
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 	<ul style="list-style-type: none"> - Plan to resume in 2020
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, that have been installed as citizens notify PFD of need. 	<ul style="list-style-type: none"> - Members of PFD will be attending the Vision 2020 national symposium for CRR in February.
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	<ul style="list-style-type: none"> - No Progress has been made on this due to admin changes at 911. 	<ul style="list-style-type: none"> - Staff recommends removing this as a Strategic Plan action item



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.



Annual Highlights

3

Action items
on track

- The Customer Experience Department has serviced 6,750 citizens and has hosted 13 Kickstart meetings, since the New Day Initiative launch
- 45 employees attended a customer service training by WKCTC, with future training scheduled for 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.
- Citizen recognition awards proposal issued by PIO

1

Action items
with **moderate progress**

- City has hosted 15 interns across all departments

1

Action item
under performing

- City-wide branding campaign is being evaluated to determine leading party



Our Engagement Scorecard

Calendar Year 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: Open, Smart & Engaged Government									
Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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. - Provide monthly reporting on Strategic Plan WIN initiatives 	<ul style="list-style-type: none"> - Per the employee annual evaluation policy, all employees will be evaluated by the end of FY20. - Continue to implement the 5 year CIP and provide quarterly reporting. - Continue regular reporting as desired by the Board of Commission
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. Transitioned to the CX Department. - 45 employees attended a half-day WKCTC customer experience/hospitality training. - The New Day Initiative Kickoff was a success, including organization of a new Customer Experience Department. The CX Department has served 6,750 customers since July. - Began implementation of Tyler 311 service request software. - Implemented compliments and concerns hotline. - Recognized customer service excellence in the organizational LOVE awards. 	<ul style="list-style-type: none"> - Hold condensed customer service training all employees in early 2020. - Rollout new customer centric software, including Tyler 311 and OpenCounter. - Continue to incorporate the Customer Experience Department into city operations.
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"> - Evaluate ownership of this action item
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. - Creation of "Paducahans Alive with Visionary Energy" (PAVE) Awards to recognize citizens who exemplify visionary work, as defined by the City's vision statement. 	<ul style="list-style-type: none"> - First Quarter 2020: Develop nomination form and specific criteria - March 2020: Solicit nominations for PAVE Awards - April 2020: Paducah Board of Commissioners reviews nominations and selects award recipient - May 2020: Recognize first PAVE award recipient - June 2020: Pattern repeats with soliciting of nominations (July for review and August for next award presentation)

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
O-5 	Host high school and college interns on a regular basis	Stefanie Suazo	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	- City has 15 internships across all departments.	- HR developing a formal intern program in the City. - Pursue ICMA Management Fellowship host opportunity



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.



Annual Highlights

4

Action items **on track**

- Paducah students participated in a global orchestra located in South Korea
- Creative and Cultural Council established, with their plans to begin in 2020
- Kite Festival has been budgeted for and is planned for 2020
- "Christmas Around the World" parade held to showcase world cultures' holiday celebrations

9

Action items with **moderate progress**

- Applied for a NEA grant to assist local cultural entrepreneurship workshops
- Financially supported Carson Center operations through a city grant
- Parks Master Plan has been completed
- Second off-Broadway production series was held

0

Action items **under performing**

1

Action item **complete**

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



Our Culture Scorecard

Calendar Year 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: Creative Industries									
Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
A-1 ●	Recruit and Create a Creative and Cultural Council	Lindsay Parish & Tammara Tracy	WIN	FY19	An Arts Council is created to enhance current activities and monitor progress with measurable objectives.	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 and SHIFT workshop. - Applied for a NEA grant for funding for creative entrepreneurship workshops. - Commission adopted an ordinance creating the <u>Creative and Cultural Council</u>. 	<ul style="list-style-type: none"> - Transfer from Customer Experience to the Planning Department. - Advertise for applications in early 2020. - Develop work plan for the Council.
A-2* ●	Recognize, promote and encourage creative industry growth	Creative and Cultural Council	High	FY19 -FY24	Continue to increase the number of advanced workshops focused on entrepreneurial and business development for creative industries	TBD	TBD	<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 and SHIFT workshop. - Applied for a NEA grant for funding for creative entrepreneurship workshops. 	<ul style="list-style-type: none"> - Will transition to the Creative and Cultural Council - Support implementation of SHIFT program.
A-3 ●	Encourage and track participation in creative and cultural destinations, events, and programs in the City	Creative and Cultural Council	High	FY19 -FY24	<p>% increase in participation for local destinations and events.</p> <p>% increase in local resident participation.</p>	10%	TBD	<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. - Applied for a NEA grant for funding for creative entrepreneurship workshops. 	<ul style="list-style-type: none"> - Will transition to the Creative and Cultural Council
A-4 ●	Assist local arts and culture organizations with grant funding	Ty Wilson	High	FY19 -FY21	% increase in grant funding	5%	TBD	<ul style="list-style-type: none"> - Applied for a NEA grant for funding for creative entrepreneurship workshops. 	<ul style="list-style-type: none"> - Provide technical assistance to the Creative and Cultural Council
A-5 ●	Create and begin a Local Creative Mornings Chapter	Tammara Tracy	Medium	FY19 - FY20	The successful creation of a Creative Mornings Chapter.	N/A	N/A	<ul style="list-style-type: none"> - Sprocket's "start up stories" match the Creative Morning Chapters format. 	<ul style="list-style-type: none"> - No further action required.
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	<ul style="list-style-type: none"> - Budgeted \$60,000 in FY20 for art work at 432 Broadway. - Identifying public art opportunities. 	<ul style="list-style-type: none"> - Develop into broader categories. Meet with EPW to identify criteria and SOPs for potential projects. - Need to determine role of Creative and Cultural Council

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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 - Local participated in a global youth orchestra hosted in Icheon, South Korea. - Paducah named 2020 sub-coordinator of UNESCO's Crafts and Folk Art Division 	<ul style="list-style-type: none"> - Expand and curate Paducah Experiences, and advocate for further involvement -Leverage Paducah's creativity and role in the global marketplace as a UNESCO City -Maintain a presence and relationship with partner organizations, including Main Street, Preservation Kentucky, Kentucky Historical Society, and local attraction boards -Cultivate new economic opportunities for the City through global partnerships
A-8 	Solicit, promote, and encourage film productions and/or live theater in the City	Tammara Tracy	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. - Held second off Broadway live series. - Financially supported the Carson Center through City grant 	<ul style="list-style-type: none"> - Continue to support the Carson Center - Advocate for additional entertainment opportunities
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"> - Will transition to the Creative and Cultural Council

Performance Area: Celebrate a Diverse Community

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 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"> - 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"> - Work with Kentucky Diversity Council to understand state recourses available to assist the City's efforts
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"> - Survey has been created and a list of city events compiled. - Parks Master Plan completed 	<ul style="list-style-type: none"> - Utilize data gathered from the Parks Master Plan Statistically Valid Survey to gauge participation in parks and recreation in Paducah.

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Outcome	Target	Actual	2019 Annual Report	2020 Action Plan
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	- "Christmas Around the World" themed Christmas Parade held - Concert for the kickoff of the Emancipation Celebration - Planning a Kite Festival for 2020. - Veterans Day Parade and activities recognized a diverse group of citizens for their service.	- Continue successful efforts
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	- Survey has been created and a list of city events compiled. - Parks Master Plan completed	- Utilize data gathered from the Parks Master Plan Statistically Valid Survey to gauge participation in parks and recreation in Paducah.