



# COMPREHENSIVE STRATEGIC PLAN

CITY OF PADUCAH



Annual Report  
Year 2020



# Our Paducah Strategic Cycle

## VISION, MISSION VALUES

Our Vision, Mission  
and Values drive  
everything we do.

## REPORTING & ASSESSMENT

Quarterly reporting  
for all items.

## BOARD OF COMMISSIONERS RETREAT

Annual retreat.  
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 & Wellbeing
- Public Safety



## OUR ENGAGEMENT

- Open, Smart & Engaged Government



## OUR CULTURE

- Creative Industries
- Celebrate a Diverse Community



# Our Growth Scorecard



2020 Annual Report

**Legend**

- Significant update or progress
- Modest progress
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## Performance Area: Empower Upward Economic Mobility

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectation	Update
E-1 <span style="color: green;">●</span>	Be a small business advocate and resource for new and existing businesses	Kathryn Byers	<b>WIN</b>	2020	Conduct business retention visits throughout the city and assist businesses with growth and development	<ul style="list-style-type: none"> <li>- Attended 15 ribbon cuttings, 5 Certificate of Occupancy celebrations, 90 business retention visits, 1 ground breaking and 5 check presentations in calendar year 2020</li> <li>- Focusing on informal business retention meetings (phone calls, emails, etc.) and developing/refining business development projects</li> <li>- Provided almost 150 Small Business Relief Grants through a partnership with WKCTC and the Community Foundation of West Kentucky</li> </ul>
E-2 <span style="color: green;">●</span>	Implement TIF district in downtown Paducah	Katie Axt	<b>WIN</b>	2020	Successful implementation of the TIF district through the State	<ul style="list-style-type: none"> <li>- Working with the State and Independent Consultant to finalize the consultant report and bring TIF project to KEDFA for final approval</li> </ul>
E-3 <span style="color: green;">●</span>	Promote occupancy in all downtown buildings	Katie Axt	<b>WIN</b>	2020	90 % of downtown buildings occupied	<ul style="list-style-type: none"> <li>- Successful No Place Like Local Holiday Campaign for Downtown Businesses and Shop Small Saturday</li> <li>- 14 businesses opened Downtown in 2020. 6 businesses have closed or relocated out of district</li> <li>- Launched “Local Grows Here Campaign” to promote and celebrate reopening of local businesses and provided over 20 reopening kits – included info sheets on state guidelines, stickers, pens, coasters, radio advertisements, social media marketing etc.</li> <li>- Assisted 34 Downtown Businesses with Small Business Relief Grants</li> <li>- Conducted several small biz virtual training sessions to help businesses improve their online presence</li> <li>- Closed Market House Square for outdoor dining and provided picnic tables</li> <li>- Updated the Paducah Main Street website</li> </ul>
E- 4 <span style="color: green;">●</span>	BUILD Grant - design and construct a steamboat excursion dock, park, and pedestrian connections to downtown	Ty Wilson	<b>WIN</b>	2020 - 2023	Entire stretch of the riverfront will be redeveloped to attract tourists, encourage business investment, and mixed use development	<ul style="list-style-type: none"> <li>- MARAD performed an in-person site visit earlier this year. An environmental assessment is underway and being conducted for the designated area</li> <li>- Renderings of excursion dock have been developed and displayed. The City is collecting public comments about the improvements to the riverfront</li> </ul>

E-5 	Promote maximum participation in the complete count Census 2020	Pam Spencer	<b>WIN</b>	2020	Great participation from all demographics within the City	<ul style="list-style-type: none"> <li>- Provided 42 promotional posts with graphics or links to videos on multiple platforms encouraging the community to self-respond, informing citizens of the benefits of responding to the 2020 Census and how to gain employment as a census taker, and providing specific information on the ways to self-respond with updates on the community's progress.</li> <li>- Assisted Complete Count Committee Chairperson with local informational campaigns.</li> <li>- Served as resource for local Census Partnership Specialist.</li> <li>- Exceeded State's self-response rate locally. As of October 28 (which concludes the data collection phase), the State of Kentucky had a self-response rate of 68.2% with McCracken County at 71.9% (ranked 22nd out of 120 counties) and Paducah at 68.9% (ranked 174 out of 415 cities).</li> </ul>
E-6 	Initiate and maintain ongoing effective communications with GPED	Jim Arndt	High	2020	Conduct regular monthly meetings with GPED CEO and continually update Board of Commissioners on quarterly basis	<ul style="list-style-type: none"> <li>- Conducting regular monthly meetings with Deputy Judge Executive and GPED CEO</li> </ul>
E-7 	Partner with local taskforce to create a program that helps individuals living in poverty obtain and keep employment	Michelle Smolen	High	2020	Participate in the local taskforce meetings and support the elected officials in this endeavor	<ul style="list-style-type: none"> <li>- This is paused while the community is focusing on COVID response and relief.</li> </ul>

### Performance Area: Maintain Thoughtful & Modern Infrastructure

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectations	Update
I-1 	Continue to expand the Greenway Trail Corridor throughout the City	Tammara Tracy & Rick Murphy	<b>WIN</b>	2020	Completion of the Bob Leeper Bridge and construction of Phase 5. Plan Phase 6 and apply for grant funding.	<ul style="list-style-type: none"> <li>- Bob Leeper Bridge completed in August with ribbon cutting in September.</li> <li>- Greenway Trail Ph 5 complete in August with ribbon cutting in September. The remaining landscaping &amp; other features are part of the BUILD grant</li> <li>- Grant development team met to identify possible phase and funding opportunities and exploring options to connect the southside floodwall to the downtown.</li> </ul>
I-2 	Continue implementation of the USACE/City of Paducah \$32m Local Flood Protection Project (LFPP) Restoration	Rick Murphy	<b>WIN</b>	2020 - 2022	Replacement of discharge pipes & the sluice gate, rehabilitation of various mechanical components and motors at Pump Station #2.	<ul style="list-style-type: none"> <li>- Contract for Pump Station #2 terminated, rebid and awarded. New project schedule approved. Work expected completion date of December 2021.</li> <li>- LFPP Phase 1 work on-going with expected completion date of 3/15/2021</li> <li>- LFPP Phase 2 work on-going with expected completion date of 2/15/2022</li> <li>- Floodwall Seal Closure project design complete; construction bid expected in Jan 2021</li> <li>- Flap Gate Replacement project RFQ complete- professional services contract expected in Jan 2021</li> </ul>

I-3 	Stormwater utility maintenance and mitigation	Rick Murphy & Chris Yarber	<b>WIN</b>	2020	Design and construct targeted stormwater maintenance projects and improvements	<ul style="list-style-type: none"> <li>- Removed 466.23 tons of debris through the cleaning of 507 culverts and 682 storm sewers. Also swept 12,030 street miles</li> <li>- Purchase of property at 2640 S. 24th St for stormwater management improvement approved by Commission</li> <li>- Bridge replacement on S. 24th St completed in September.</li> <li>- Buckner Lane bridge utility relocation and permitting; ROW and construction bid expected Feb 2021</li> <li>- S. 25th Street and S. 24th St Improvement project- professional services contract awarded and project in design</li> </ul>
I-4 	Complete the 5 year facility asset improvement plan and begin implementation	Rick Murphy & Chris Yarber	High	2020	Begin implementation of capital facility improvements	<ul style="list-style-type: none"> <li>- Received and reviewed completed Facility Assessment Report compiled by Marcum Engineering. Met with City Manager and individual Directors to discuss priorities and get input. Development plan in the works.</li> </ul>
I-5 	Improve and maintain cyber security and City Hall security	Stephen Chino	High	2020	Complete Phase 1 security improvements and access control at City Hall and conduct employee cyber security training seminars	<ul style="list-style-type: none"> <li>- City Hall external door security upgrades in progress with a goal of completing within the first quarter of calendar year 2021.</li> <li>- Focused on updating obsolete servers to mitigate vulnerability and executed a contract for enhanced system monitoring</li> </ul>
I-6 	Design and construct pedestrian safety improvements - Crossings, sidewalks, flashing lights, etc.	Rick Murphy	High	2020	Installation of new sidewalks and improvements of pedestrian interchanges in high traffic areas and/or critical connections	<ul style="list-style-type: none"> <li>- Sidewalks replaced on N. 24th from Jefferson to Monroe and on Monroe St. from 2nd - 6th</li> <li>- New sidewalks, handicap ramps and driveway entrances installed on 22nd Street from Kentucky to Washington</li> <li>- Repair of driveway entrances, sidewalks and curb/gutter on Otis Dinning Street from Broadway to Kentucky</li> <li>- S. 25th Street and S. 24th St Improvement project- professional services contract awarded and project in design</li> <li>- Installation of 2 new boulevards on Walter Jetton from Jones to Caldwell</li> <li>- Handicap ramps installed at 14th &amp; Bloomfield (Easter Seals), Broadway &amp; 6th</li> <li>- Completed Market Square brick rehab project</li> <li>- Broadway handicap parking spaces project is ongoing</li> </ul>



# Our Community Scorecard



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## Performance Area: Develop Healthy & Sustainable Neighborhoods

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectations	Update
N-1 <span style="color: green;">●</span>	Encourage, incentivize, and/or support more housing options throughout the City	Tammara Tracy	<b>WIN</b>	2020	Development and construction of more housing options	<ul style="list-style-type: none"> <li>- Midtown Alliance of Neighbors homes under construction in Remington subdivision</li> <li>- Two more city-owned homes approved for transfer to private residents.</li> <li>- Discussions ongoing with 2 entities interested in cohousing.</li> <li>- Assisted Walter Jetton project for 60 artist units and performance space</li> <li>- Collecting and scrubbing data on housing stock quality from completed neighborhood surveys.</li> <li>- Drafted amendment proposal to allow Multifamily conditional use in the H-2</li> </ul>
N-2 <span style="color: green;">●</span>	Engage and empower neighborhoods to thrive	Melanie Reason	<b>WIN</b>	2020	Development, participation and leadership in neighborhood associations throughout the city.	<ul style="list-style-type: none"> <li>- Continued work on neighborhood profiles</li> <li>- Designed and implemented digital neighborhood housing survey</li> <li>- Worked with neighborhood associations: LTNA bead art (completed), Olivet Church electric box art (tabled for now), LTNA historic walking tour</li> <li>- Responded to neighborhood related inquiries involving traffic calming, litter, and municipal services.</li> <li>- Participated in 6 virtual training opportunities on community development</li> <li>- Initial meeting with midtown business owners on regards to a Midtown Business Association</li> <li>- Facilitated meeting with Jefferson Street neighbors to create Covid-safe Halloween celebration</li> </ul>

## Performance Area: Recreation & Wellbeing

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectations	Update
R-1 <span style="color: red;">●</span>	Plan, design and construct a sports plex and indoor recreation aquatic facility	James Arndt	<b>WIN</b>	2020 - 2021	Complete design and begin construction of the indoor recreation and aquatic facility in Noble Park	-The Paducah Board of Commissioners approved a municipal order to continue the suspension of the agreement with Lose & Associates, Inc. regarding the design and construction management services for the Indoor Recreation and Aquatic Center until January 2021 and directed the City Manager to continue due diligence on the project

R-2 ●	Support the Sports Commission in their pursuit of the long term development, design, construction, operation, maintenance, sales and marketing of tournament worthy sports facilities	Amie Clark	<b>WIN</b>	2020	Attend and participate at the McCracken County Sports Commission meetings advocating for outdoor fields in the City	<ul style="list-style-type: none"> <li>- Director Amie Clark attends Sports Commission meetings bi-monthly. Sports Commission purchased portable wood flooring, goals, and nets for the Expo Center to host basketball and volleyball tournaments. The Commission is working with the Expo to purchase and install athletic curtains.</li> <li>- McCracken County Schools partnered with the Expo and the sports commission to host a youth basketball league, as well as hosted middle school volleyball</li> <li>- The McCracken County Fiscal Court and the McCracken County Sports and Tourism Commission in partnership with the City and several other agencies made an announcement in November about the future development of a sports complex at Bluegrass Downs, which is currently in design.</li> <li>- Parks is also working with the Expo on a partnership to provide Pickleball Courts at the Dome site. Pending final approval, Parks will provide funding to stripe the site for 8 courts that will be open for public use when Dome is not inflated.</li> </ul>
R-3 ●	Evaluate and combine outdoor concerts and block party	Molly Tomasallo Johnson	<b>WIN</b>	2020	Work with Mainstreet Coordinator to maximize participation and attendance at regularly scheduled downtown events	<ul style="list-style-type: none"> <li>- Special Events Superintendent Molly Johnson and team offered “Street Beats” at the downtown gazebo this summer, providing ambiance for the downtown during Covid. The Street Beats program was highly successful and plans to bring this back in the ’21 spring and summer season.</li> </ul>
R-4 ●	Conduct pop-up farmers market throughout the city	Molly Tomasallo Johnson	High	2020	Implement pop-up farmer's markets in various locations within the city	<ul style="list-style-type: none"> <li>- Saturday Markets Downtown closed for the season October 24. Mid-week market on Tuesdays, in partnership with McCracken County Fiscal Court at their location in Carson Park, closed for the season October 29. The mid-week market was originally scheduled to close at the end of August, but the vendors and customers alike requested an extension and therefore the mid-week market was extended in to October. We have worked with the county to continue this partnership and location for the next year and will be open from May until October in 2021.</li> <li>- Due to Covid, Parks organized a virtual event for our traditional Holiday Market this year. Vendors were able to share their goods and websites on the Farmer’s Market Facebook page to promote shopping local through the holiday season.</li> </ul>
R-5 ●	Create, promote and increase awareness about shoreline and river based recreation activities/competitions	Katie Axt	High	2020 - 2023	Continue Tennessee Riverline initiative and create river based recreation activity	<ul style="list-style-type: none"> <li>- Completed the Tennessee RiverLine Pilot Program. City, in partnership with County and River Discovery, will continue Partnership for the next 3 years as a “River Towns Community”. In Spring 2021, River Discovery will be launching a regular kayaking program and expanding their educational programming to get more people on the water.</li> </ul>

R-6 ●	Improve the experience of planning community special events for the customers	Michelle Smolen & MMT	High	2020	Streamline the internal process while keeping customers at the forefront	- MMT is recommending 20 opportunities for possible improvement based on a customer journey map and customer feedback - The opportunities are in various stages of research and implementation
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### Performance Area: Public Safety

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectations	Update
P-1 ●	Adopt and implement alternative 911 revenue source through a partnership with the County and upgrade the countywide system	Michelle Smolen & Chief Laird	<b>WIN</b>	2020	A stable and sustainable revenue source that supports emergency telecommunications and capital expenditure.	- Request to the County to split the fall 2019 proposal from Federal Engineering to update the 911 study. The City will receive over \$300,000 in grants to replace the hand held and in car radios for the Police Department.
P-2 ●	Expand substance abuse community education, awareness and enforcement efforts	Chief Laird	High	2020 - 2022	Provide ongoing educational outreach sessions for diverse communities within the city	- The Police Department continued teaching DARE but this has been impacted due to the school transitioning to non-traditional instruction. Additionally, the PD facilitated the annual prescription drug take-back day in October.
P-3 ●	Design and build a cooperative public safety training facility and grounds	Chief Kyle	High	2020 - 2023	Obtain grant funding to begin the design and construction of the facility	- The phase 1 environmental study and title work is ongoing. This study challenging due to the age of the property and the ability to determine the history of its ownership.



# Our Engagement Scorecard



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## Performance Area: Open, Smart & Engaged Government

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectations	Update
O-1 <span style="color: green;">●</span>	Implement Measures to Recruit & Retain Quality City Employees	Stefanie Suazo	<b>WIN</b>	2020	Become a preferred employer within the western KY, southern IL and southeast MO region.	<ul style="list-style-type: none"> <li>- Increased recruitment and retention efforts through compensation, benefits and policies. The City added graduate degree programs to the Education Assistance policy, completed negotiations with Police and Fire on union agreements with competitive pay and benefits and increase vacation time for non-union employees.</li> <li>- Finalized the compensation study comparing our positions to the market, adjusting incumbents to the correct job grade, and moving employees through the range based on years in positions to help address compression issues.</li> <li>- The wellness plan had a few changes in assist employees with getting to a higher tier for incentives.</li> </ul>

# Our Culture Scorecard



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## Performance Area: Creative Industries

Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectation	Update
C-1 <span style="color: green;">●</span>	Fully appoint and support a Creative and Cultural Council	Lindsay Parish & Tammara Tracy	<b>WIN</b>	2020	An Arts Council is created to enhance current activities and monitor progress with measurable objectives	- The Creative & Cultural Council has met each month between September and December of 2020. They have adopted bylaws and elected officers including April Cochran as Chairperson and Shand Stamper as Secretary.
C-2 <span style="color: green;">●</span>	Recognize, promote and encourage creative industry growth	Creative and Cultural Council	High	2020 - Ongoing	Continue to increase the number of advanced workshops focused on entrepreneurial and business development for creative industries	- Creative Entrepreneurship workshop held virtually - At the December meeting, the Council discussed the creation of a directory for local creatives who live and work in Paducah as well as a potential downtown public art project to bring attention to local artists. Further they discussed the creation of programming for local creatives utilizing NEA grant funds.
C-3 <span style="color: yellow;">●</span>	Assist local arts and culture organizations with grant funding	Ty Wilson	High	2020 - Ongoing	Provide technical assistance to the Creative and Cultural Council in pursuing arts grants	- Grants Coordinator, Ty Wilson, appointed by ordinance to the Creative & Cultural Council to provide assistance & information related to grant opportunities.
C-4 <span style="color: green;">●</span>	Promote and encourage Creative Exchanges with other Creative Cities	Mayor Harless	High	2020 - Ongoing	Continue to enhance our global reputation through UNESCO	Numerous in-person meetings, collaborations and exchanges planned for 2020 were cancelled due to COVID-19 which yielded new virtual ways to achieve the main objective of the UNESCO Creative Cities Network (UCCN). Activities include: - Created a Meet the U.S. Creative Cities YouTube video playlist, participating in monthly virtual meeting with the nine U.S creative cities, amplified global awareness-raising social media initiatives, and joined the global celebration World Cities Day and UNESCO Cities Platform Webinar - Responded to a call from Jinju, South Korea (Crafts & Folk Art) to submit an article for the International Journal of Crafts & Folk Art publication - Coordinated review of membership monitoring reports of Cities of Crafts & Folk Art designated with Icheon, South Korea - Corresponded with Kansas City to support student research projects related to the urban and cultural life in various UNESCO Creative Cities including Areguá (Paraguay), Ayacucho (Peru) and Biella (Italy) - Responded to inquiry from Bucheon, South Korea (Literature) to share folktales & traditional myths related to folk art in Paducah - Collaborated with International Traditional Knowledge Institute and Kirchoff's Bakery to consider new ways to leverage Breads of Creative Cities project to create a positive virtual message through "bread" during this COVID time.

C-5 ●	Implement an annual assessment on arts and culture	Creative and Cultural Council	Low	2020 - Ongoing	Conduct an annual assessment to track progress	- The first step in this process will be to identify local creatives as noted in item C-2 above.
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Performance Area: Celebrate a Diverse Community						
Item Code	Action Item	Key Team Member	Priority Level	Action Timeline	Expectation	Update
D - 1 ●	Develop intentional inclusion efforts throughout our organization	Leadership Team	<b>WIN</b>	2020 - Ongoing	Inclusion will be the norm in Team Paducah's culture that sets an example for the community	<ul style="list-style-type: none"> <li>- The City has primarily focused on recruiting efforts and exploring inclusion training. The Human Resource Department signed up to attend a number career fairs prior to COVID, however many of those have been cancelled. The City participated in the drive-by career fair with the Paducah Area Chamber of Commerce, also reaching out to various groups such as the Paducah Chapter of the NAACP, to post positions.</li> <li>- Working with our applicant tracking vendor to ease our application process. Also focusing on Police officer recruitment.</li> </ul>

<b>Continuous Improvement</b>		
<b>Item Code</b>	<b>Action Item</b>	<b>Key Team Member</b>
CI - 1	Continue to support efforts to cultivate local entrepreneurship and innovation with Sprocket and CodeFi	Kathryn Byers
CI - 2	Implement new zoning regulations	Tammara Tracy
CI - 3	Improve and construct internet Wi-Fi at public places	Stephen Chino
CI - 4	Improve street conditions within the City	Rick Murphy
CI - 5	Increase energy efficiency within City-owned and operated facilities and street lights	Rick Murphy
CI - 6	Intensify parks maintenance and cleanliness efforts	Mark Thompson
CI - 7	Promote, design and encourage annual athletic tournaments and competition	Amie Clark
CI - 8	Host city sponsored special events partnering with community/business partners	Molly Tomasallo Johnson
CI - 9	Continue enhancement of parks equipment, and signage	Amie Clark
CI - 10	Continue new youth oriented community policing programs and projects	Asst. Chief Copeland
CI - 11	Continue to develop a dynamic, interactive, resource-rich website, online services and social media presence	Leadership Team
CI - 12	Create and sustain a customer centric culture aligned with our organizational values	Lindsay Parish
CI - 13	Host high school and college interns on a regular basis	Stefanie Suazo

<b>What's Important Later</b>		
<b>Item Code</b>	<b>Action Item</b>	<b>Key Team Member</b>
WIL 1	Downsize the City's ownership in facilities	Jim Arndt
WIL 2	Pursue national recreation and parks association departmental accreditation	Amie Clark
WIL 3	Develop and implement a fire community risk reduction program	April Tinsman
WIL 4	Implement a city-wide branding campaign	Jim Arndt
WIL 5	Solicit, promote, and encourage film productions and/or live theater in the City	Tammara Tracy
WIL 6	Beautification of commercial corridors through the focus on signage at gateways	Rick Murphy & Chris Yarber
WIL 7	Create a comprehensive bike plan	Tammara Tracy
WIL 8	Adopt and implement performance management standards throughout the organization	City Manager's Office
WIL 9	Create a community awards program to celebrate the fulfillment of the city's vision	Pam Spencer